

## **2010 KUCIMAT Alumni Survey Results**



**Prepared For:  
KUCIMAT Alumni Board**

**Prepared by:  
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## **Executive Summary**

At the Spring 2010 Board Meeting, KUCIMAT Board Members discussed with Department Chair Marilu Goodyear and Academic Advisor/External Affairs Director Ray Hummert plans for a survey of KU MPA alumni. In conjunction with Dr. Nalbandian's work to engage the alumni to "determine what it is that they consider "precious" about the past and their connection with KU and the department," the survey would assist the KUCIMAT board in gauging the participation level of alumni and the areas of interest for future interaction and communication. The timing also allowed for questions relevant to the proposed transition from department to school designation, and the potential name of the school.

The survey was developed in June by Dr. Nalbandian, Past President Mark Watson, and Board Member Liz Habkirk. It consisted of nine sections with a total of 30 questions. Alumni were invited to participate in the survey distributed on July 26<sup>th</sup> via direct email from Ray Hummert, in the Greener Grass newsletter, and the LinkedIn website. The survey closed on August 23, 2010. There were 215 total responses.

### **Result Highlights (full Results are located in Appendix A):**

*Statistical Information Section: Responses were higher in number for the last several years of graduates, however the survey generated a wide range of interest from all classes back to 1961. The majority of respondents work at the local government level. With 60% of respondents being dues paid members of KUCIMAT, the Board may want to focus on communicating the benefits received and the importance of this way of formal engagement.*

- Respondents' graduation years ranged from 1961 to 2011. The class of 2007 had the most responses with 14.
- Almost 60% of respondents are employed full time with a local government. Another 10% are employed with another level of government.
- Almost 60% of respondents are dues paid members of KUCIMAT.
- 65% of respondents were male; 35% if the respondents were female.

*Relationship of the MPA Program to Employment: In this section we see extremely positive results on how the KU MPA program meets the needs in the practice of local government management. Perhaps due to the economic climate, most alumni responded with a need for more focus on complex budget and public finance.*

- 93% of respondents strongly agree or agree that the coursework completed during their MPA prepared them well for their employment.
- 98% of respondents strongly agree or agree that the knowledge and skills developed at KU are related to their employment.
- When asked what area they would like to see more coursework focus on, alumni provided a variety of answers. Most frequently they mentioned: budget/public finance, economic development, council manager relations, and infrastructure management (planning, engineering, and public works).

*Department Experience: In this section, we see the important experiences that alumni want to maintain, with particular emphasis on local government and practical training. This will be echoed in other questions throughout the survey. We also see comments that push for a more connected faculty to the alumni and the KUCIMAT program.*

- When asked what one word or sentence they use to describe the program to others alumni most frequently responded with a focus on local government education, preparation of city managers, practical training, a strong alumni network, and excellence.
- When asked what three experiences they would repeat from their time at KU, alumni most frequently responded with specific classes/projects/professors, attendance at the ICMA conferences, the internship experience, camaraderie with their classmates and the opportunities for connection with alumni.
- When asked what they would want to preserve as "precious" about the KU MPA program as the department moves into the future, and what would be worth preserving as a guide to the future they answered with items like preserving the department's focus on local government, preserving the internship option, offering small class sizes, maintaining the connection with the alumni, and maintaining the high caliber faculty and coursework.
- When asked what could be improved about the program, alumni answered ensuring an excellent faculty grounded in the practice of public administration, stronger ties between the alumni and faculty, early career support, and a practical focus on the local government management.
- Over 73% of respondents strongly agree or agree with the statement that they rely on former classmates and other alumni for advice and information.

*Connection to the Department: The levels of engagement with the Department are extremely high among alumni, with a focus on support of the students. However alumni noted a disconnect with the faculty and Department. This was especially true if the alumni were not located in the Kansas City area or in the State of Kansas. Also in this section, once again respondents are voicing concerns about losing the focus on public administration.*

- Although 69% agreed or strongly agreed that they felt connected to the Department, many of the comments attached discussed a regional disconnect if the alumni was not in Kansas or the Kansas City area.
- Almost 68% of respondents strongly agreed or agreed with the statement that they were concerned about the future of the department. In the comments, most noted the proposed school/name change and the potential to lose focus on public administration.
- 69% of alumni agreed or strongly agreed that they were satisfied with the level of communication from the Department.
- When asked how they have given to the Department over the last three years, the most frequent answers were paid KUCIMAT dues (72%), spoken to a potential student on behalf of the program (46%) and provided general financial support for the MPA Program (33%). Only 14% of respondents answered that they had not given in any way to the Department over the last three years.
- Alumni showed a preference for receiving more information on faculty research, studies and work and for alumni updates such as success stories, marriages, births, promotions, etc.
- When asked how the Department can better utilize alumni, the most frequent answers were related to recruitment of new students, offering mentoring opportunities for students and recent graduates, setting up regional alumni events, and assisting in curriculum discussions and research.

*Department Values: Alumni seem satisfied with the ways in which the Department recognizes accomplishments and represents itself.*

- 73% of alumni agree or strongly agree that the Department recognizes the accomplishments of alumni and academics.
- 81% of alumni agree or strongly agree that the Department represents itself well to alumni.
- 89% of alumni strongly agree or agree that the Department represents itself well to the city/county management profession nationally.

*Department Services to Alumni: The Department may benefit by offering ways in which alumni can interact with Faculty either through surveys, seminars or through online-training classes.*

- Many alumni (43%) have never been asked to assist faculty with research through surveys or data development. Another 28% noted that they had rarely been asked.
- A majority of alumni (65%) would be strongly interested or interested in on-line training courses developed by KU faculty.
- A slightly smaller number (63%) would be strongly interested or interested in attending a “return to campus” specialty seminar.
- Generally, alumni were not interested in the use of KU faculty for advisory services and local problem assessments on a fee for services basis.

*Department Fund Raising: From this section, the Department could conclude that more information about fundraising (i.e. what the money is used for, how it benefits the program, etc) could be beneficial. Also of note, items specifically concerning the support of students rose to the top of the priority list when alumni were asked about fundraising efforts.*

- 36% of alumni identify themselves as annual financial givers to the KU MPA program. Another 24% say they occasionally provide financial contributions.
- The majority of alumni (69%) have not contributed to a specific scholarship or endowment at KU within the last three years.
- When asked if they are familiar with all the various programs where funds are raised within the Department, most said “no” (41%) and 39% said “somewhat.”
- When asked which fundraising efforts were most important to them, alumni named scholarships for students as the most important, followed by support for prospective students/campus visits. The remainder of the options all ranked similarly between 2.65 and 2.9 out of five.

*Department Name Change: Alumni are extremely concerned about the potential name change. The large number of comments and overwhelming support for maintaining Public Administration as the new name are significant. Here, most comments voiced concerns about losing focus on the core elements of the program and the potential for diminishing the program’s standing in the public administration community.*

- When asked about their preference for the name of a new school, less than 5% of alumni supported the name change to “School of Public Affairs.”
- Over 67% preferred the name “School of Public Administration” while 28% preferred the name “School of Public Administration and Affairs.”
- In the “Other” options, alumni tended to include “Public Management” as the preferred option.
- 71% of alumni felt very strongly or strongly about their choice of name for the school.

- Alumni submitted a large number of comments on the name change. Most of them focus on the need to keep “Administration” in the name and maintain that “Public Affairs” is simply too broad.

#### *Additional Comments*

- Many comments were positive in terms of having a survey to provide feedback to the KUCIMATs and the faculty

#### **Conclusion:**

The KUCIMAT Board should be pleased with the high level of interest among the alumni. With over 200 surveys returned, the results are a meaningful representation of the concerns and positions of the KU MPA alumni.

From the results we see a number of themes developing. Most importantly, there is real concern that the program is losing its focus on local government. Likely, this is being driven by apprehension on the potential name change, and in many of the comments there is a sense that this could result in a diminishing of the value of the MPA degree out “in the field.” Respondents found ways to bring this concern up in nearly every section of the survey which should relay its importance.

Another theme that should be noted, and tracked in the future, is the high level of alumni engagement. In the question on the ways in which they participated in the Department, only 14% of alumni responded that they did not participate. It would be interesting in the future to compare these rates against other KU Departments or other Public Administration Departments nationwide. Additionally, alumni were also not restrictive in their giving to financial contributions. While financial giving is important, it may not capture the concern and engagement of the alumni as the other ways of participation, such as speaking to potential students, offering part- and full-time internships and participating in the KUCIMAT association do.

This leads to the next theme. While there is a high level of engagement, or desire for engagement on the part of alumni, there does appear to be a disconnect, either real or perceived, between the faculty and the alumni. Several of the questions spoke to a desire for more information on what the faculty are working on, more opportunities to engage with the faculty on field research or curriculum discussions, and more opportunities for regional activities. The high level of concern alumni showed for student success is directly correlated to their desire for a high caliber faculty grounded in local government administration.

Finally, from the responses we should note that the alumni are extremely supportive of the students. They prioritized fundraising on efforts that are focused on students. They commented on the desire for more opportunities for mentoring and engagement with the students, and they showed interest in the coursework and curriculum being completed on-campus.

#### **Next Steps**

During their August 31<sup>st</sup> meeting, the KUCIMAT Board directed the outgoing president, incoming president, and president-elect to pursue a new Board structure that would formalize the areas of responsibility among those three positions. In general, the group discussed the following breakdown:

**Past-President** -- On-campus full-time student linkages. Communication (listening about help that's needed, finding out about positives and opportunities of the on-campus experience; writing materials from that listening to the newsletter, LinkedIn, etc.). Resource development (setting expectation to start returning to the KUCIMATS, beginning with membership and even the starter \$20 contribution).

**President** -- Faculty Linkages. Communication (finding out and sharing about research that's going on campus, welcome and help connect any new faculty. Establish a program to link individual faculty with alumni. Write and share that to the newsletter, LinkedIn, etc.)

**President-elect** -- Alumni memberships and linkages. Communication (gathering up information between alumni for accomplishments and getting that around). Focus upon resource development (getting universal KUCIMAT dues paying membership, developing fundraising and explaining where those resources are going, promoting KUCIMAT alumni to develop job/research/learning opportunities for each other and the students).

These positions would lead these efforts, supported by the remainder of the Board, to help address some of the prevalent issues displayed in the survey results.

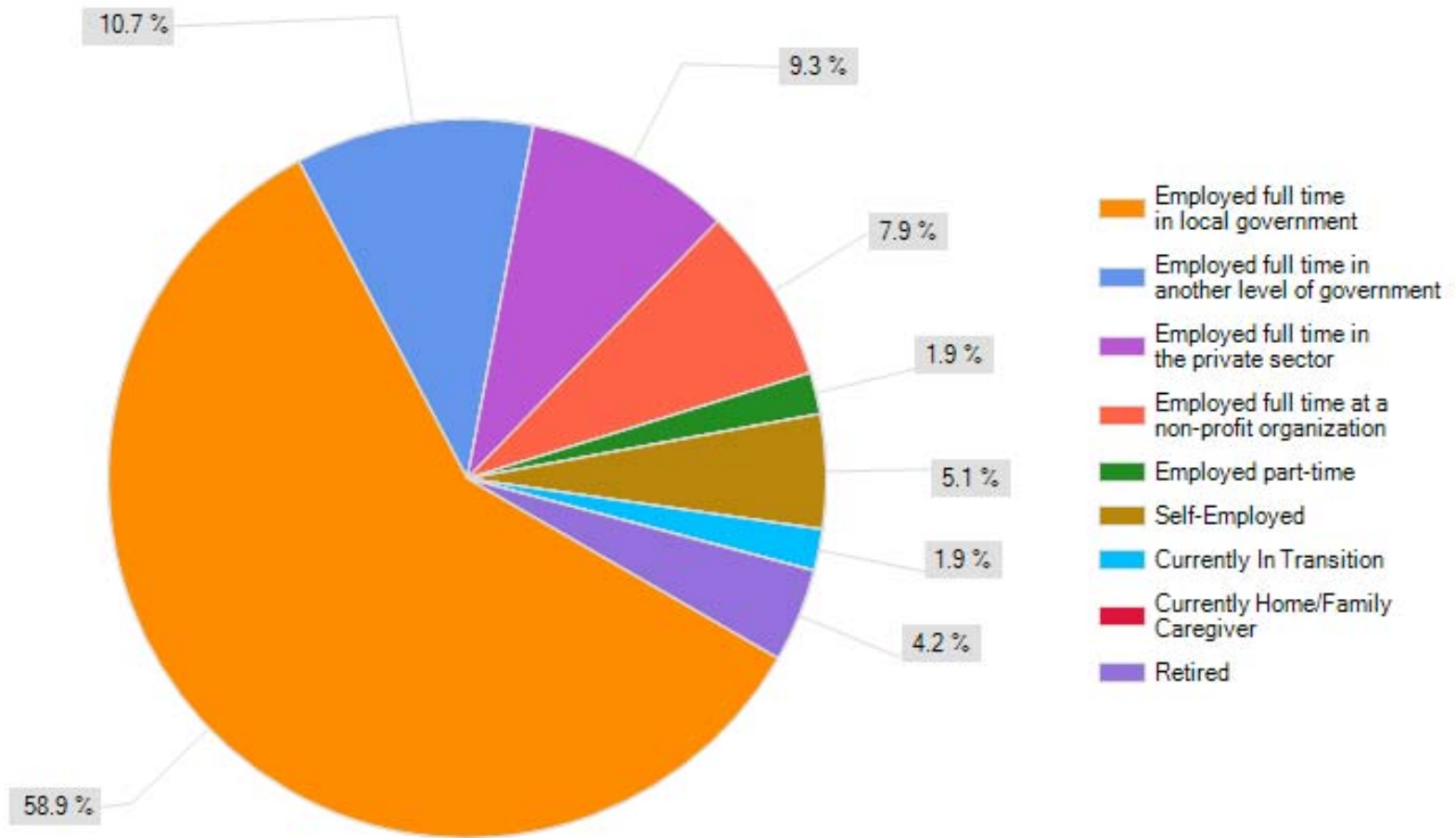
## **Appendix A: Survey Results**

## Section 1: Statistical Information

Question 1: What is your year of graduation from the KU Public Administration Program?

Year of Graduation	Number of Responses	% of Total Responses
1961	1	0.5%
1963	1	0.5%
1964	2	0.9%
1965	1	0.5%
1966	2	0.9%
1967	2	0.9%
1968	1	0.5%
1969	2	0.9%
1970	2	0.9%
1971	1	0.5%
1972	1	0.5%
1974	2	0.9%
1975	3	1.4%
1976	2	0.9%
1977	1	0.5%
1978	3	1.4%
1979	2	0.9%
1980	2	0.9%
1981	1	0.5%
1982	5	2.3%
1983	1	0.5%
1985	5	2.3%
1986	3	1.4%
1987	6	2.8%
1988	4	1.9%
1989	3	1.4%
1990	4	1.9%
1991	5	2.3%
1992	5	2.3%
1993	3	1.4%
1994	7	3.3%
1995	9	4.2%
1996	4	1.9%
1997	4	1.9%
1998	8	3.7%
1999	4	1.9%
2000	3	1.4%
2001	7	3.3%
2002	5	2.3%
2003	7	3.3%
2004	7	3.3%
2005	8	3.7%
2006	13	6.1%
2007	14	6.5%
2008	9	4.2%
2009	12	5.6%
2010	12	5.6%
2011	5	2.3%

Question 2: What is your current employment status?



Question 3: I am presently a dues paid member of KUCIMAT

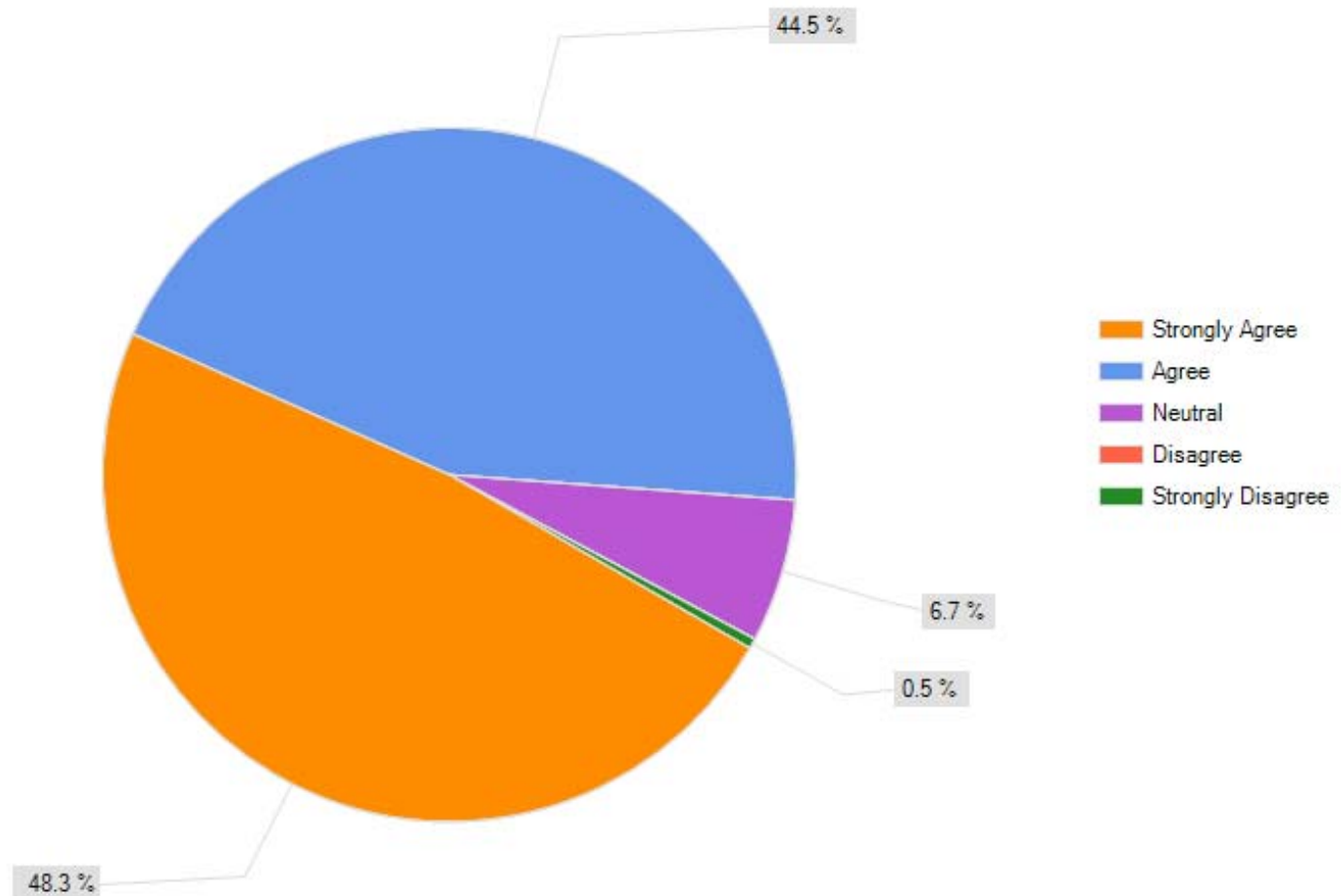
Answer Options	Response Percent	Response Count
Yes	59.2%	125
No	40.8%	86
<i>answered question</i>		<b>211</b>
<i>skipped question</i>		<b>4</b>

Question 4: Gender

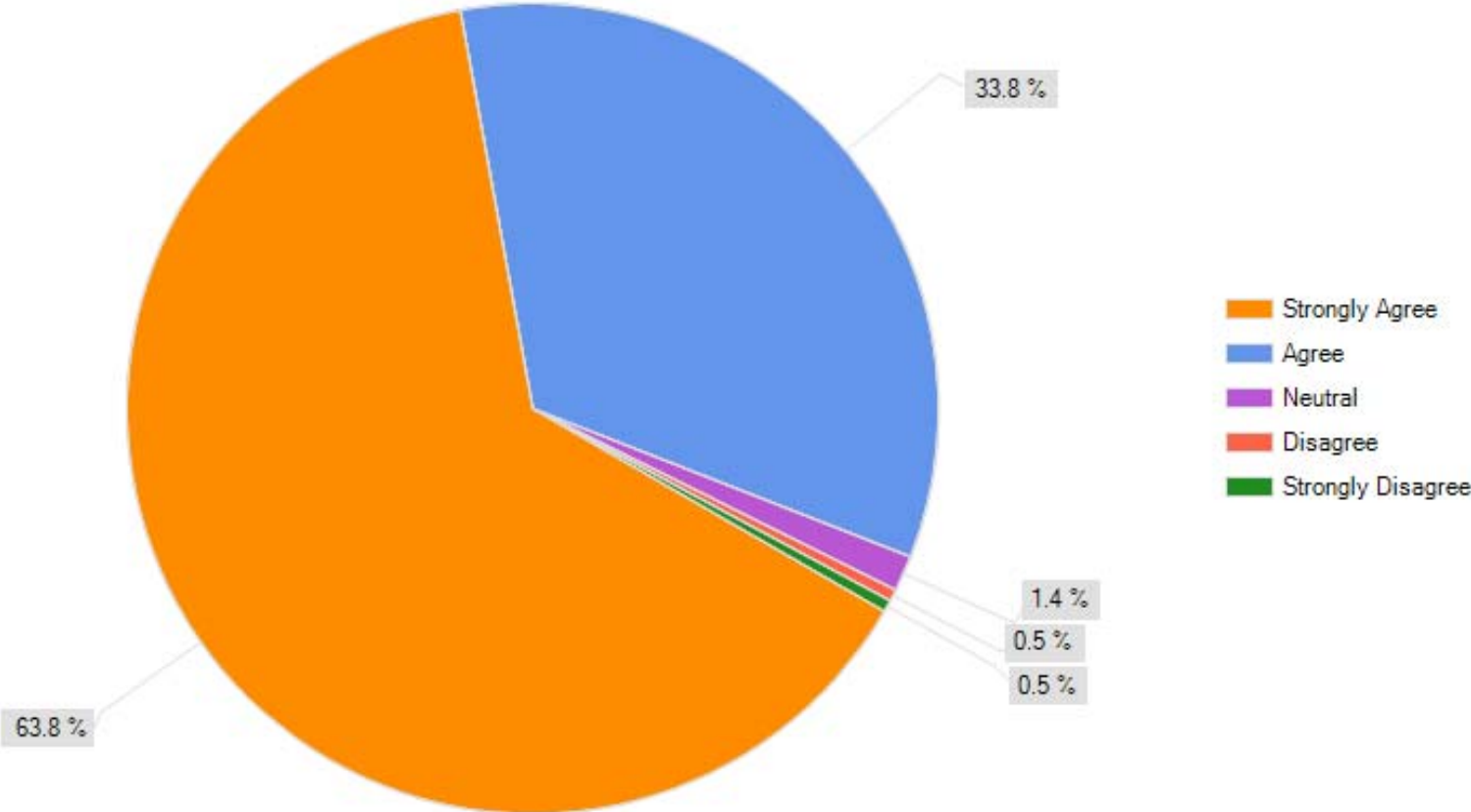
Answer Options	Response Percent	Response Count
Male	64.8%	138
Female	35.2%	75
<i>answered question</i>		<b>213</b>
<i>skipped question</i>		<b>2</b>

## Section 2: Relationship of the MPA Program to Employment

Question 1: I believe coursework completed during my KU MPA program has prepared me well for employment in local government.



Question 2: I believe the knowledge and skills developed at KU are related to my employment.



Question 3: If you could name one area of focus that was not offered as a part of the MPA program that would assist in preparing students for future employment in local government, what would it be?

Greater focus on financial management and budgeting
Advanced budgeting
More focus and emphasis on local government finance, economic development incentives, and state tax structures, property tax, sales taxes, and their impact on city operations.
Developing effective working relationships with Councils/Boards; more emphasis on the organizational leadership role of City/County Managers and strategies for building more effective and high performing organizations
I believe that labor negotiation was only briefly touched upon in the HR course, but I also recognize that it is not an issue that all organizations grapple with.
Human Relations Group Training
Mandatory infrastructure course; when I was there it was optional.
Can't think of one!
Active roll-playing opportunities to learn to deal with elected officials and the public in a council meeting setting.
Planning
training on economic development practices and models
Better understanding of political process
Grant writing and project management
Partnerships, Collaboration
land use planning
fund accounting
Information Technology and systems analysis
This pains me to a degree, but a more solid understanding of the planning/development/economic development process would be helpful.
Management of People
Performance Measurement. There is no denying that with the current recession affecting every level of the local organization, performance measures are the best way to determine if something is working, needs to be improved, or can be cut altogether. Learning the various aspects of PMs would be immensely helpful for any grad student about to head into the local government scene.
High level finance (bonds, TIF's, ad valorem tax calculations, etc)
Do a bit more on local government law
Economic Development/public private partnerships, development/planning process, greater emphasis on budgeting
Perhaps a more integrated approach to finance, budget, and development. The classes are offered, but really they work together in the day to day, if there was a way that these tied together, I think that would be a tremendous asset. Also tying sustainability into more of the courses.
na
More time spent on council-manager/local govt employee relationships, influence, decision-making, etc. The practicality of the dynamics...
The legal course focused more on federal rather than more local dominated issues.
If more "case studies" were provided with required analysis to explore options, I think that would be helpful.
Internships
There is nothing of substance that I would change. I could not have asked for a better education experience.
The program could have been stronger academically
More of a focus in nuts and bolts infrastructure and long term planning for its maintenance
Communicating to the public and Council. Tips on delivering a good staff report, facilitating a town hall meeting, how to get people to show up, etc.
Planning; local government finance (taxes, bonds)
I believe there needs to be more of a focus on case studies, real-life scenarios, etc. that graduates will face in the future. (i.e. budget, personnel, time management, political decisions)
Labor unions and contract analysis
In-depth discussion of financial requirements municipalities and local governments are obligated to perform.

media relations would be good and some sort of course offered or help provided to teach resume building and interview skills would be extremely helpful!!!
just as many specifics as possible about LOCAL government...for instance, we studied public budgeting (that focused on state) which left me a little shy in the local government budgeting world, but we also talked about websites and waste water treatment plants...all good things in my career.
Negotiations and labor disagreements. It's a huge part of the career and will only become bigger if current federal legislation passes. Theory and technique to negotiating skills could be valuable area to focus on.
my course work as too long ago to be able to answer this question - times and conditions have changed so much. However, if there is one area I think was neglected at the time was dealing with politics and political realities and interests groups
This may be hard to incorporate as well as "premature" for grad students/entry level public employees, but I'd like to see more on the interactions between electeds and professional management. The perspective and goals of the two groups are radically different, and it helps to have more of an understanding of that. I still loan out my copy of Nalbandian's "Professionalism in Local Government," which explicates this very well, but is not widely read anymore (sorry John).
Every time I work with a person newly promoted into a position that deals with the Mayor and Council, they have a rude awakening when they realize the electeds do not necessarily care at all about cost, efficiency, neutrality, or any of "our" values, but DO care intensely about their future political prospects and gaining advantage via-a-vis their competitors.
There needs to be more attention or focus on financing (debt) for local governments as well as financing Public Works projects.
n/a
I believe continued and enhanced study on engineering issues for public works is important. The engineering courses have helped me the most with general knowledge about municipal services.
Management of sworn services, police & fire
Understanding better the role of organizational politics and the physical side of management [infrastructure, land use planning] and the dynamics of decisions in one area on another e.g. utilities planning on economic development.
The program does an excellent job of teaching the "basics" of several technical aspects of local government. However, if there was one area to potentially place a greater technical emphasis I would select land use regulations and zoning.
Planning and Economic Development
Contract / grants administration; complex budgeting
More focus on EQ and personal leadership
General lack of specific technical skills (finance, capital improvements planning, urban planning)
More emphasis on budgeting.
Can't remember that far back
the "how to" in developing municipal budgets
expanded "soft skills", interpersonal communications skills, practical hands on supervision of others,
more technical aspects of fiscal management, above and beyond budgeting theory and public finance, maybe some focus on general accounting procedures, techniques, and language...
Media relations, interactive discussions with other disciplines for rounded perspective (like the real world), lobbying.
We touched on some economic development tools, but I think a more in-depth review of the tools and issues/topics surrounding economic development would have been very helpful.
Conflict Resolution
More details and study on the variety of services offered by local government
Budgeting
Creating meaningful spreadsheets and presentations; specifically, how to summarize arrange data and/or other components of presentations in a way that explains and illustrates the information one is trying to convey.
At the time I went through the program, there was not enough emphasis on management of people.
Citizen engagement/facilitation skills
A lot of it was focused on local government and intern option situations. Some of us are not intern-option and some of us work in other levels of government--we don't have the opportunities to work on budgets or even manage on a state level like you do on a local level.
No comment
more non-profit course offerings
more "international governments" course offerings
Not one thing in particular - just well rounded education to become a City Manager.

Communications - both internal and external. While there are programs that focus on this specifically, it would be very helpful for students to have additional exposure in this area.
Understanding State Statutes, Regs and how to write policies.
The importance of future Public Managers and Administrators obtaining technical skills.
Working with diverse populations
Project Management
During my time on campus the legal class was particularly unremarkable....a more broad survey approach would be helpful in understanding some legal issues. Budgeting has always been strong and I hope the focus that Justin Marlowe brought will remain in tact. The infrastructure class was the most important and practical piece of course work.
I've really lost track of the current curriculum. If not included, anything on how to work effectively with citizens and engage them as co-producers of services would be helpful. Also anything from social psychology that helps understand people and group dynamics. I was a KU psychology undergrad and found that almost as helpful as my MPA work.
Project Management
An effective budgeting/financial class was missing when I was in school - now seems to be covered.
Performance management and program evaluation should be a part of that.
If there could be some coursework related council-manager relations it would be of assistance when becoming a CM.
Organizational Development
The only thing that I felt was a little weak back then was budgeting/finance as it relates more to local gov't - it was more state based.
Accounting, meaning how to read government financial statements. Project management would be another area.
community collaboration and engagement
Transitioning to the workforce as a full time worker, rather than as a full-time student. Especially when it comes to knowing how to work inter-generationally.
The "art of meeting management," specifically Governing Body meetings. Not only is the Governing Body meeting the most important time for the City because it is the only time this body can officially conduct business, but it is also the most important time for a city manager because it is the forum in which he or she is most visible to the public, the media, staff, and the Governing Body. And there is absolutely an art to it. While this is a skill that could be learned through mentoring during the second year internship, I argue that based on its importance to the overall standing of a city manager's performance, it should be the focus of at least one class period. Due to a conflict with class schedules, I had never even attended a city council meeting -- in person -- until my second year internship. That never sat right with me, especially now that I appreciate the finesse it takes to do it well.
Economic development and negotiating skills
Economic Development
economic & community development
General Accounting
Understanding the role of the City Clerk's office. It should be integrated some where in a lesson information management or the legislative process. You don't realize how important the City Clerk is until you get hit with a FOIA request or are searching for contracts that your predecessor did not bother to keep.
Economic development. Most employers I talk to emphasize this topic.
intergovernmental cooperation and external relations
Developing relationships with elected officials -- the political aspect of the job.
public outreach, communication, public engagement -- might relate to projects or programs, might relate to communication tools used by local governments
A class should focus on "emerging trends." Government, like all industries, changes over time. A class dedicated to shifts, not fads, would help students to hit the ground running. Also a more thorough focus on real-world, local government budgets would be beneficial. How did we make it through an entire year without hearing the term "ad valorem" in class?
Law
Budget & Finance class with a focus on credit ratings, the annual operating and capital budget preparation and review process (that is real-life and municipally-focused) and which brings in actual practitioners who hold responsibility for this function in small, medium and large city and county organizations.
More analysis skills, so that you can review programs and services given the continued need to show value and benefits to operations at all levels. Also more on how to conduct citizen participation to achieve more effective democratic process.
budgeting--SPSS did nothing in terms of my career. I strongly recommend more Excel training as that is what 99% of local governments use for budgeting. Also, more finance training would be beneficial.
Economic valuation and how to review development projects (ROI analysis)

The politics and relationships of small Towns
Career development guidance/job search skills/preparing for professional advancement.
A course in sustainability related to implementing green business practices and maybe just sustainability in general- how to create sustainable communities.
A greater focus on the management of field level staff
A greater focus on the development of Capital Improvement Program and their impacts on budgets
More discussion about practical economic development incentives (TIF, etc.)
Greater technical knowledge in the area of infrastructure management; information systems management; financial management
Human Resources and Behavior Mgt
Public safety
Strategic planning (at least it was not offered then...)
Getting to Yes (union negotiations)
Emotional Quotient stuff (to balance all of the black and white mgt rules)
urban planning
Information Technology for Managers
Community Development and Planning
I think it would be helpful if MPA students were required to intern/work or participate in a case study at some other level of local government than just the CAO/City Manager level. I believe the program would be well served by having individuals who could relate to various positions/jobs in every level of local government from the sanitary sewer collection worker to the parks and rec. forester to the mayor.
My time at KU was on the tail end of the strict council-manager trend in local government. I was well-prepared for that structure, but have struggled with the iterations since then, notably single issue council members and the increased politization of the manager position. Whether that can be addressed through coursework, or is a component of my style and personality I can't say.
I am not employed in local government but would encourage the department to require a civics-type course including local and state government processes. All politics might be local but you must have an in-depth understanding of the process at all levels.
Business courses..accounting, business management, etc.
Effective meeting management
Can't think of anything
Working in Groups and Work/Self Balance
I would encourage a greater focus on technology (IT management and the importance of including IT in capital spending). I would also encourage a more practical, nuts and bolts focus to the Infrastructure Management course. When I took the class, it was a lot of site visits, but not a lot of practical content.
Stronger budgeting skills. When I got out in 2002 I found that there was a need for a manager to be able to run a budget process from the ground up and that need has only intensified since then due to the economic stresses facing cities. Budgeting was covered in the KU program, but not to the extent needed, particularly for those moving on to smaller cities.
An area that was not sufficiently covered during my classwork was the emerging area of collaboration and managing within networks. Also, further introduction to change management, project management and leadership strategies would have been helpful. Also, inclusion of nonprofit management as part of public administration
Economic Development
Issues regarding law enforcement
The practical aspects of dealing with elected official officials. I was shocked in my first job when the major asked me carry around her fur coat. KU does such a good job preparing students in every other way. Help them further by discussing some of the practical issues of getting along with people like that.
managing complex organizations
unsure as to the areas of focus currently offered
I can not name one
Community and Organizational Leadership
I am not working in local government. However, I think more focus on the impact of technology (investment management and performance measures) and of managing partnerships/third parties/networks would be helpful.
Conflict Resolution. It is becoming more and more critical because of the more extreme positions on the left and right in politics. It is spilling over to local government and is affecting every aspect of service delivery.

More emphasis on financial analysis
how to read/interpret an audit; media relations; yes I know that is actually two items
NO SUGGESTION
Contract management
how to work well with others...as a team...with politics involved...
Practical preparation of a budget.
I am sure that this is offered now, but when I attended there was no focus or background provided on Information management.
Writing assignments more closely tied to professional style than academic style
council-manager relations and intergovernmental relations (i.e. Federal and State)
municipal finance
Policy Development and Facilitation - May not be a full semester course, but a good "hands-on" tutorial of how to frame policy debates and how to lead policy conversations with Councils, stakeholders, public.
More finance (Accounting, fiscal strategy, reading financial statements).
Risk management.
Infrastructure and Public Works
I really cannot name an area from my experience, but perhaps there is need today to look at emerging technology and it's impact on local government services.
grant writing workshop
Budgeting and dealing with the politics of the job.
More accounting training
Economic Development
At the time I studied, the finance area was somewhat weak and more focused on Federal finances, but I believe that has been much improved in the past 5-10 years.
Dealing with politicians and how their agendas influence how they deal with problems facing their municipalities.
Ethics
I believe that KU did a great job of preparing me for the year I was on campus by giving me exposure to the topics and the people that are relevant to work in local government. Most importantly, they gave me the philosophical and ethical foundation for doing the work. The emphasis on professionalism, being a member of ICMA, the Code of Ethics and Declaration of Ideals are the most important thing that we can be given for this changing and diverse work. A big part of the KU advantage is the part-time local government internships we did while on campus for the year which also reinforced the culture and the networks.
Risk Management and Insurance
Council/Manager relations skill building. Understanding of the role of the City Manager and how to work with elected officials.
The school did a poor job in preparing a financial background in public sector management.
a greater exposure to bonding, CAFRs as well as more practical applications of municipal and administrative law. Back in the early 1990's the law class did not speak to everyday applications.
project management with regards to facility management/construction/expansion from the perspective of a non-technical manager
(I was particularly interested in the non-profit sector, but found my MPA classes regarding local government applicable.)
I think that one section of the finance course or budgeting course should have covered grant writing. In addition, I believe that since the recent economic downturn has made it extremely difficult for the most recent classes to find employment, it would have been highly useful to have worked with KU Career Resources to assist the students in creating a strong resume, several cover letter templates, and information on interviews.
I also believe that some additional information on public communication and/or strategic planning and citizen engagement should be expanded. Although I know that my experience was rather unique in this area, but based upon recent ICMA newsletters, citizen engagement has become a widely used tool. One week on this tool is not enough information to prepare the new classes for the new way to engage citizens.
More emphasis on Public Safety and the "politics" that goes along with it
Technology project management and implementation
psychology
More emphasis on budget development, financing capital projects. Use practitioners to supplement theory in current courses.
Board Relations Theory
The Engineering Course

Grant Writing.
Development, use and reporting of meaningful metrics to measure performance, progress, and return on investment
Economic Development
Council-manager relations

### Section 3: Department Experience

Question 1: When you describe the KU MPA program to others, what one word or sentence do you use most often?

Practical
#1 local government program in the world
The KU MPA Program has been focused on leadership, ethical decision making, building strong and well run organizations, and facilitating democracy in local governments.
Great university and alumni community - good preparation for career in local government
It is a program that offers a lot of practical information that is tailored to local government with a lot of alumni support.
The school with the most number of successful city managers.
"We are the best."
Effectively prepares professional city/county managers.
Great support network
A great opportunity to gain classroom and practical experience in the field.
best city manager school in the country
Great program that develops good people for management positions at local level
The program's focus is on local government city management and provides an environment in which you gain the tools/resources/ideas to step up to the challenges faced by local government - but also help you to work through your own leadership ideas and abilities.
It provided mentors, a solid grounding in the council/manager form of government and why it is important to good government, and way to stay connected with other people passionate about public service
Management
The Stene program is the top ranked program in the nation because of its emphasis on practice and its alumni network.
The number 1 program in the nation to cultivate leaders in local government management.
alumni network
Alumni Network
Best there is for local government management
Pragmatic Training
fantastic and challenging
real world based
Local government.
Honestly - probably "KUCIMAT" because it, in one word, exemplifies our strong education, the commitment to profession, and our "family."
Intern program is very valuable and unique.
internship
The best program for city management training
Very good program.
Number one
The best at local government
Exceptional
Outstanding
The best program to develop local managers
Perfect combo of classroom and experience in the field.
Great professors, especially Nalbandian.
local government network
City Management Focused
The #1 graduate school for a public administration program focused on City Management.
Network

It's a good program to get hands-on experience and put your foot in the door, but it's a little weak in some areas of preparation.
grooms city managers
good program with a very strong network
foundational
The best MPA program for local government...period.
The program is intense, through, thoughtful and foundation setting.
AWESOME
The KU MPA program is the most committed program for local government in the country.
Commitment to City management
ok
Alumni
Strong alumni network
The best place to learn professional local government management from nationally known professors and nationally recognized practitioners
#1 ranked, policy expertise
The best blend of academic and practical preparation for the field of local government management
One of the best Public Administration programs in the United States.
Real world experience
Professional.
Directly applicable to your role in local government public administration.
"the place to go if you want to be a city manager"
respected
local government practitioner oriented
I would describe it as a focused, quality, comprehensive, and prestigious program
Consistent excellent quality professors, classes, students, and administrators dedicated to public service, particularly at the local government level, with emphasis on character and integrity.
It is the best program for local government.
KUCIMAT network
Focus on local government
A valuable network/family.
Network, mentors, alumni, practical experience.
A good balance of practical experience with academic knowledge
Practical, management oriented program that both educates and TRAINS local government professional.
Good basic information for all areas of administration.
practical
Excellent! Top notch professors.
Best City Manager School in the Country.
Excellent experience and applicable coursework.
Most successful in producing local government leaders.
Experience ---- based on the required internship and the exposure and experience it provides students in real life situations - beyond the books and theory
Premier
Great opportunity to get a Masters degree from KU in Topeka.
city management MPA - number one in the country
When you want the best--KUCIMAT is it.
Specializes in city management.
Focus
Nationally recognized program for local government professionals.
City Management
Premier city management program in the country

Priceless
Network
The most influential period of my personal and professional life.
Narrow, intentional focus on local government.
#1 City government school in the country.
networking and city management focus
the heart of the program is the strength of the KUCIMAT network
The most outstanding network of alumni you can imagine.
network
the best, especially the alumni network
the best school for city management
Leading public administration/urban management program in the US
A grounding in principles and hands on practice of local government.
If you want to advance your career in the public sector, The KU MPA program will help you hone your skills and knowledge of Public Administration.
The program provides a conceptual framework to build upon as you encounter practical challenges in the modern local government workplace.
A well-rounded academic experience and an opportunity to become part of a strong, supportive and active alumni network.
#1 program
#1 Ranked
Strong professional work ethic
Great for a career in Public Service
Participatory
The highest number of graduates of any other school because it is the best in the nation
All you have to say is KU.
Second to none
Leadership in the profession.
The program provides a good basis for a broad view of local government.
Strong, skill based program.
The faculty will assist you in designing a program which fits your unique needs.
Robust
Respected nationally with support and respect at the same level.
The structure of the program, particularly the full-time internship along with access to the strong alumni network, helped to prepare me for success in this profession.
Outstanding!
Intense
The number 1 program in local government.
A Tradition Unlike Any Other.
network
relevant
Life-changing.
City management focused
Exposure to great minds and great organizations.
The best program in the nation.
The best focused program in the US
Lots of team interactions.
outstanding
thorough
Thought provoking
Enlightening. The balance of equity, efficiency, and responsiveness is something I'd not recognized in my daily work. Now I see it all the time.
Quality

The premier program for city management.
network
alumni
It earns it reputation.
strong city management preparatory
The program gave me a very direct connection to the profession and a network of close colleagues.
It is the BEST program for city management in the country. Superior faculty, fabulous experience, quality curriculum.
successful
BEST IN THE COUNTRY
local government internship
"... a highly exclusive top-ranked program that puts out better city managers than any other school in the country and has an amazing network of alumni that really supports each other and promotes professionalism within the ranks. KUCIMATS really believe in 'the Profession.'"
Best in the country for local government managers
The best for local management
Dedicated to training effective local government managers
applied knowledge; community
Top rated program to prepare an individual for local government service.
It's the number one City Management program in the country.
Great Faculty.
Strong focus on practical application of academic ideas.
Training program for municipal managers
quality
Fun
If memory serves me correctly, I would have to say "the program puts you one step ahead of others entering the field."
Premier
Connected
Focus on local government professionals.
Strong alumni network - tradition
a city management school. I use to follow the belief that it was an elite school but no longer feel that way.
alumni network;
Excellent program focused on providing hands on exposure and experience in local govt management through a great alumni network
Best decision I ever made <to pursue and MPA at KU>
It's the best local government MPA program in the nation.
A strong alumni network
Relevant
National reputation with strong networking.
Excellence
A one stop shop for everything you need to know about local government.
No other MPA program will prepare you for a career in local government. KU is the program for City Management.
Practical education
The KU MPA combines real-world experience and classroom-based education
A rigorous graduate level social science program where the faculty teach the theory and concepts and the practitioner teaches the application of the concepts and theories.
The best in City Management
Highly focused on local government with practical applications.

Question 2: If you had the opportunity to select three experiences from your time in the KU MPA program to repeat, what would your selections be?

First Choice:

	1
Interactions with classmates	
First ICMA	
Org. Theory Class with John Nalbandian	
Attendance at the ICMA conferences	
ICMA exposure	
Human Relations Group	
Bert Nash Mental Health Class Project	
the intern process	
Barkley Clark's Law and Finance Class	
Campus year ICMA	
small, tight knit group of intern-option class	
ICMA	
Personal Development, Creating Portfolio	
First (and only ) women in public administration conference that we created	
Part time internship	
Internship while on campus	
First year at ICMA (including KU banquet)	
Final year seminars	
Get Togethers/BBQs	
Internship in Junction City, KS	
Internships	
Attending ICMA conference	
internship	
Practical experience (internships)	
Exposure to and open relationship with Practitioner in Residence	
ICMA conferences	
Classes from Justin Marlow	
the part time internship	
The ability to develop a network.	
Lawrence	
ICMA	
The hands on work experience.	
Internship	
My classmates	
On campus classwork	
the roles of manager and councilmember with Nalbandian class	
weeklong workshop on negotiating	
Class Gatherings	
Classroom instruction	
Justin Marlowe's budget class	
attending ICMA	
collective bargaining role play exercise	
Camaraderie of a small class	
The returning sessions during the (FT) internship year	
Public Policy Analysis	
Teachers	
updates on use of computer technology	
Any class with John Nalbandian	

work with a professor on research for thesis
Role, Context & Ethics with Professor Frederickson
OTJ training from my internship
ICMA conference, KUCIMAT Banquet
City/County Managers Conference
coursework
group work
ICMA
Internship
Practitioner-in-residence experience with Mike Letcher
inter-action with classmates
Civil Engineering (for dummies)
part-time internship on the job training
Interaction with fellow students in classes
ICMA
Full Time Internship
Strength Deployment Inventory workshop
The full-time internship.
Full-time Internship
Attending the ICMA conference
close-knit on campus experience
Working on a large project in HR class
Classroom presentations by Dr. Stene
842 Law and Public Management
On-campus internship
The interaction with other career option students
The Budgeting course
attend classes Lawrence campus
the internship requirements which provided real world experience
Applied coursework - finance, HR
Law with M. Stottlemier
access to network of KUCIMAT practioners
Student relationship with Dr. Stene
Classmates - small group with the same career goals
Making my first trip to an ICMA conference
Work experiences gained from internships
Frederickson's course
One year full time internship
2nd year internship
ICMA conference with classmates
ICMA conferences & seminars-I especially liked learning from the practioners.
Public Finance
Conducting and analyzing citizen survey for local community
interaction with practitioner in residence
contact with practitioners at ICMA
ICMA
John Nalbandian's class
full-time internship
finance class (should have paid better attention! )
Low student teacher ratio
Group interaction training
The entire public finance course
ICMA conferences

First year ICMA conference
Taking Chuck Epp's "Law and Public Management" course at Lawrence Campus in the Spring
Infrastructure class
Program Man.
FT Internship
law and public administration
A class with a professor and a practitioner
Internship Option-second year
First ICMA Conference
Project that related to my employment status at the time.
work-study
the depth of reading required in Dr. Davis's Ethics class
Meeting Mr. Cookingham
The Internship
The year-long full-time internship experience
ICMA Conference Trip
Ethics in PA class
Classmate introductions to each other on the first day
The Collective Bargaining Negotiations Exercise
Dr. Stene's casebook
my ethics course, which was taught by David Warm
Both ICMA conferences
Full-time internship
Class discussions of reading materials
Supportive and mentoring relationship with Professors
interest-based bargaining
Classmate Interaction
Practitioner Interview as class assignment
John Nalbandian's classes
hosting events for the previous class
part-time internship
Public law course
city managers in classroom
The value of the paid internship.
internship year and part-time internship
internship was great
Attending Dr. Field's classes in Ethics and getting a "+" on a paper.
The second year internship -- amazing!!!
Full-time internship
class camaraderie
Second year, second semester seminar
local practitioner sessions/tours
Alumni Interactions
Ability to work in an internship and go to school full time.
Classes taken in Topeka
Seminars during the second year
Tour of City of Chanute with Practitioner in Residence
classes
The returning to campus to compare the real world with what we learned in the classroom.
Interaction with Alumni
Human Resources
The John Nalbandian first class that summer as the foundation

ICMA Conference with my classmates
No real answer.
ICMA conferences
Any John Nalbanian taught course
Interaction with students from different generations
The cohort arrangement (small group on same track)
internship
Meeting my class members
Refresher on Infrastructure class
The first summer courses/experience
ICMA conference - Pittsburg.
intern option camaraderie
Internship
ICMA conference
The interactions of my classmates
Internship
Attending the ICMA conference for the first time

2<sup>nd</sup> Choice:

Full time and part time internships
Mentoring during internship
On-campus student ICMA trip
The second year internship
Part-time internship experience applied to the classroom
Engineering Admin course
Summer Semester
the camaraderie
The Public Works Class for City Managers
Finance class
interaction with alumni
Interaction with John and Ray
Course work from 2nd year (during full time internship)
Seminars with my class and active city managers
engineering class
Attending the ICMA conference and KUCIMAT banquet
Last week of class right before graduation
Budget Course
End of the year banquet
Close-knit relationship with classmates
Joint Degree Options/Law/MPA
listening to John Nalbandian tell stories-one in particular when he was serving as mayor
small classes
Diversity in students
First Off-Campus / 2nd Year Class at ICMA
Intern Option
Classes from George Frederickson
the on site visits to different municipalities
The opportunity to interview CM.
Being in Blake at all hours with classmates
Faculty
The course work and classmates.
ICMA
The internship

Budgeting class
My finance class with I'm sorry her name has slipped my mind.
budgeting project
Meeting Alumni
camraderie with classmates and faculty
My part-time and full-time internships
practitioner in residence
ICMA conf with class mates
municipal law class
The PT internship during the coursework year -- gave us a great opportunity to apply (or at least see the application of) the things we were learning about in a real setting
Budget
Students
the internship
Any class with George Frederickson
interactive class discussions
1st ICMA Conference
Case studies in various classes
Local government internship
Site visits
internship
group work
Internship experience
Mentor/protege relationship
Case Studies
Elaine Sharp's course on economic development
connection with instructors
Focused writing class with Dwight
classes from Dr. Nalbandian and Dr. Romzek
MPA classes
Spring Workshop with Professional Mgr.
Network
First ICMA conference with classmates / meeting the KUCIMAT network
The networking opportunities associated with attendance at the ICMA conferences.
Tours/PUAD 831
Taking a class from Professor Epp
alumni network
Burdette Loomis' Kansas politics class
Intern seminars
845 Organizational Analysis
2nd year internship
Budgeting coursework
Be close with the faculty
network developed through my classmates and KUCIMAT alumni
The internship
Any class with Leisha Dehart Davis
internship to give real world persective to coursework
Personnel weekly papers with Drury
Emphasis on learning how to find balance between special interests (nalbandian's classes) balance
Playing on a summer softball team composed of my MPA classmates
Interaction within intern cohort
Ray Hummert's field trips/Garden City

Friendships with classmates
ICMA conferences
Tours associated with the Infrastructure class
Part-Time & Full-Time Internship
ICMA Conferences
Internship with a non-profit
organizational theory class
internship (most vital)
Class hosting
Personal time with classmates
access to top notch faculty with life long connections
Nalbandian's Public Works course
Hands in advising
Law school course
the week long leadership program in Janaury
Volunteer projects with classmates
Second year seminar
Any opportunity to listen to Charles Jones speak
Internship (full-time)
Finance
PT Internship
the off-site, paid internship
stats
Mentoring by Kucimats during school year
Managers visiting campus to meet with students
Insight into user fee theory and public project funding.
civil engineering coursework
the class project from the statistics class with the non profit agency
Eldon Field's course
Human Relations
Classroom discussions on ethics and the role of the manager
KCMA Conference Tri
On campus internship
Meeting with Bob Kipp
Developing Lifelong Relationships with Classmates
Eldon's class
my HR course, which was taught by John Nalbandian
Out of the classroom experiences with my intern-option classmates
ICMA Conference
The internship
Peer relationships and discussions
law
Professor interaction
Experiences gained through 18 hours of seminars through PUAD831
More contact with my local government liaison
attending ICMA
game against other full-time class at ICMA conference
Internship
attendance at ICMA conference
Relationship with classmates.
Budgeting class with Dr. Marlowe
mentoring was very strong
Listening to Dr. Stene's wisdom

Justin Marlowe's budget and finance courses.
ICMA conferences
local internship
Budgeting/Public Finance
ICMA
Practioner in Residence
Small, intimate classes.
Relationships built with classmates
ICMA Conference with classmates and alumni
interaction with on-campus students
Interation with top-notch Faculty
Budget & Finance
The great variety of experiences from the rotating internship at Johnson County.
Connecting with KUCIMATs
undergraduate school was more memorable.
summer classes
1st KUCIMAT Dinner at ICMA
Interaction with faculty
Accessibility to distinguished/published faculty
group attendance at ICMA conference
Greatest experience - the internship
Public Finance
I loved Dr. Leisha DeHart Davis's course on Gender and Public Administration
opportunities to meet current and former local government managers
Dr. Nalbandian's management classes
January (2nd year intern tract) seminar
The class by Eldon Fields on Democracy
Networking
Attending the annual KUCIMAT alumni dinner

3<sup>rd</sup> Choice:

Coursework with small class sizes
Field tours
Working with diverse/focused group of students all passionate about local government as a career
Time with the practioner in residence
Opportunities for interaction with peers, faculty and alumni
Peer Relations and Networking with Past Grads
ICMA Conference experience
the multi-discipline approach
Interaction with professionals
I would take fewer online classes
relationship with professors
My classmates
Involvement with KACM and professional associations during 1st year
ICMA conference
Returning in January to the seminar with John Nalbandian and John Laney
Budget class
ICMA
Infrastructure Management course
Opening the envelope that contained my acceptatnce letter!
working on case studies in Fredrickson's class
engineering class
Opportunities to discuss practical professional items with faculty in class and out of class

Visit with Bob Kipp
the city council presentations
The course by Nalbandian was an excellent beginning.
Internships
Working with classmates
The interaction with a fantastic faculty that I consider trusted advisors to this day.
Holiday Party
Lawrence
Second year of internship that allowed for several meetings with classmates
the excellent class on general govt issues with Elaine Sharpe
human relations/resources exercises
Class Projects
networking with professional
Discussions on the politics/administration dichotomy
case studies in local government
spending time with class mates (beer at the Crossing before Public Finance, etc)
The frequent interactions between faculty, working professionals, retired professionals, and the grad students
study sessions with classmates
Homework
linking with alumni through short term projects
Full time internship
Internship
Practitioner in Residence experience
Second year seminars
Interact daily with professors
group work
Cousework
Networking
Still trying to figure out what Eldom Fields was talking about
The camaraderie among my classmates, esp. before the internship rush started
2nd year internship
John Nalbandians Personnel
ICMA Conferences and exposure to practitioners
Overall learning experience
Faculty Dedication
Trip to see our practitioner in residence
The class in general became some of my closest peers.
ICMA
Taking a class from Professor Frederickson
the opportunity to serve as KUCIMAT president
having classes with fellow career-option students who understand and share the same experiences
Group dynamics class of Baumgartner
Small class size and close connection between classmates.
Organization coursework
join KUCIMAT
Budgeting with Charles Jones
more conversations with John Nalbandian
Legal conversations with Francis Heller
Emphasis on ethics
Post-class happy hours
Week-long sessions during second year
Down-time with classmates at ICMA

Small-class mentoring with professors
ability to network with KUCIMATS
Stats class
Classes
Venture Challenge (from Policy Analysis)
ICMA conference
first icma conference
unity of class / bonding / support
More Basketball!
Second year seminars with classmates
well balanced course work
social opportunities--bball games, pizza at the Wheel, etc.
Flexiable research options
Meetings and discussion with active CM's
The class discussion in every class.
Graduation ceremony
Frederickson's Ethics Course
Attending the City County Management Conference free as a student
Labor negotiation simulation
Basic Engineering
Attendance at conferences
the on-site, conference attendance and seminars during the internship
party at Johns
Professors' dedication to program churning out great managers
All but a few of the classes
seminars during internship
the writing center
Role of Govt in American Soc
Attendance at the ICMA Conference as a student
Small cohort
Practitioner in residence discussions
The second-year seminars
Finishing My Thesis
the civil engineering courses
my legal course, which was taught by Chuck Epp
Any and all exposure to thoughts and advice from practitioners in the field.
Social camaraderie
The engineering class -- the knowledge still come in handy
Rigorous curriculum
any of my interactions with Stephen Maynard-Moody
Classroom discussion
Hands on assignments in classes that approximate real-word work
Part-time position in City of Topeka City Attorney's office
intern year on campus seminars
interviewing alumni
Infrastructure management course
local government engineering class
The broad curriculum.
collegiality with other KUCIMATs in city management at ICMA
socialization into the profession was important
Re-living the fun of "birthing" the term KUCIMAT (thank you, Tom Rhinevault) and the camaraderie that went with those 2 years.
The opportunity to serve as class president.

really getting to know my class-mates
intense policy debate
Second year ICMA class outing
social events with intern-option students
Alumni Interactions.
Personal experiences with staff.
Practitioner in residence experience
Part-time internship
quality faculty
Interaction with Internship Option Classmates
Organizational Behavior
Going to ICMA conference for the first time.
Spending more time with Ed Stene
week long seminar classes during the second year
part-time internship
Interaction with practitioners
ICMA: bonding with classmates, networking with alumni, professionals
first return-to-campus seminar
Reporting to the class on internship experiences
Organizational Theory Class
A National Championship! ;) or Public Finance with Dr. Moody
course offerings--as a refresher
Internship
The seminars the second year
Education
Working with my classmates in the student computer lab

Question 3: If you wanted to preserve what is "precious" about the KU MPA program as the department moves into the future, what would be worth preserving as a guide to the future?

If you wanted to preserve what is "precious" about the KU MPA program as the department moves into the future, what would be worth preserving as a guide to the future?
Open-Ended Response
Full time internships and part time internships. Strong alumni network
Reputation
- Focus primarily on local government - Exceptional and diverse (ethnicity & gender) on campus students passionate about local government as a career - Should remain primarily a Masters degree program in public administration - with some doctoral students in PA
The emphasis on local government - it is what we excel at it. If the programs branches out into other areas, we risk losing the focus and strength of the program. When I was on campus, professors/staff/alumni bemoaned the 80s as a time when the program lost focus and moved away from its core local government focus. When I interview for local government jobs even now, people are impressed by the KU credential. The program is a recognized leader in the field.
Application of concepts and practical experience and alumni connections
The internship and the networking that resulted and the emphasis on being successful in managing cities.
Intern-Option M.P.A. It is the heart and soul of the program - the unique seed which sprouted into the best local affairs and city management program in country today. To add more programs without fully protecting the M.P.A. would be to needlessly put at risk that which we all promote, preserve and showcase across this nation daily.
The strong connection to professional city management via the KUCIMAT organization.
The commitment of practitioners to the school and the school to the practitioners is for life.
The marriage that the KU program develops between classroom study and experience in the internships. Also, I think that the program needs to proceed very carefully if it's considering expanding the "online class" options. As least for the intern option students, being on campus as much as possible is imperative to developing those relationships between classmates that can be so valuable in the future, both personally and professionally.
Focus on city management and don't focus too much on other public administration fields
Small program with emphasis on local management
Preserve the relationships (or ability to create the relationships) that students have with faculty and with alumni who are in all different stages of their career. The course work was the foundation - but the relationship with faculty and with alumni is what sustains the level of excellence of the program and practitioners. The relationships are a source of strength and accountability - these conversations remind of us where we came from, why we initially chose this path, and encourage our own leadership.
1. Active engagement of city managers in the program - it keeps the program relevant and alive 2. Focus on city management and the council/manager form of government, rather than public policy or public administration in general 3. Alumni who are active with the students - including at the ICMA conference 4. Internship program 5. Passion for good government, ethics, innovations
Strengthen management focus, differentiate from peers in the U.S.; add leadership as a area of focus in order to harden KU's advantage
As I consider my time as an MPA student, what stands out to me is the promise upon being admitted that I would make friends and colleagues for life and that the KUCIMAT network would always support me. I have found that true time and time again. Those relationships with my classmates started at a spring conference, grew over the time on campus and continue to this day. What was also telling was the number of practitioners who would come to campus to share their experience and wisdom, who would take the theory we were studying and apply it to reality, and who would say they, too, had an open door and would readily take a call. Those relationships have accompanied me no matter where I worked and into my transition in the private sector. Finally, the MPA is a wonderful degree. But it is in the practice that we learn. Studying the theory in the classroom while at the same time beginning to ply the trade is invaluable.
The practical focus on training and cultivating local government managers. When I graduated from KU, I felt equipped with tremendous toolbox of resources ready to assist in providing transparent local government management to my local jurisdiction. I had a tremendous introduction into law, policy making, human resources, budgeting and other local government topics that helped form the foundation for my management and leadership style.
Unique focus on local government, small class size for intern-option students. Opportunity to take classes with career-option students.

The MAIN reason I chose to come to KU over the other MPA programs I had gotten accepted into was the alumni network. The KUCIMATS answered each and every question I had about the program, which was comforting for an undergrad about to make a big decision (and about to move 20 hours away from home!)
KUCIMATS. The close-knit fraternity that develops among KU MPA programs grads is awesome. If I have learned anything, it is that to succeed, one must network and KUCIMATS is one of the best networking tools there is.
Continue to focus on strong internships that give students the experience to compete in the work place for jobs and give them exposure to areas to determine their ultimate job preferences.
the full-time internship, focus on local government management
real world focus
The internship experience. This is the most valuable part of the program, especially in today's economy. The more practical experience a student can get, the better prepared they will be in the future.
The commitment of the program to city management - from students, faculty, and staff. This commitment binds us to both the profession and each other.
Top tier staff/faculty.
Part- and full-time internships. Local government focus of the program, especially professors/instructors like Justin Marlow and Mark Funkhouser who had actual experience working in local government.
The year of internship experience and the small class size.
Our reputation among managers as being the best
The focus on the MPA program as the best in local government
I am eternally grateful that the KUMPA program looks holistically at the their candidates when accepting students to join the MPA program. I may not have been the best or the brightest, but my commitment to my career and to the public has not changed. I believe that the MPA program should continue to select students that demonstrate the passion for public service in combination with their academic achievement.
I believe the internship experience, professional development opportunities, and interaction with alumni are worth preserving as the department moves into the future.
The focus on local government and the small class size
Internship option consisting of one year on campus and one year full-time internship
continuing the focus on case studies and practical applications.
preserving the identity of the "internship" option. The lack of quality of some of the career graduates has tarnished the high reputation and credibility of the internship portion of the program.
The Alumni Connections.
The KUCIMAT program. It is why KU is #1.
Continue to maintain the focus on preparing future City Managers as the core mission
The department's effort to make sure students get an immersive experience in local government is definitely a valuable asset. I also consider the faculty's openness, friendliness, and mentoring role to be extremely valuable and formative. I do think there is some value to maintaining a two-track system between students just out of undergrad and students who are returning to grad school after having gathered some professional experience. Finding more effective ways to get these groups to collaborate would be good, but at the same time I think the camaraderie in the "intern-option" class was important.
the network!! making those connections with current students, interns and the practitioners. there's NOTHING like it from my experience...others try to replicate it and have a hard time with it It's not the academics or the leadership training...it's making those life-long connections from year one; the KUCIMAT banquet at ICMA was HUGE for me; looking around the room, seeing all of these successful city managers that were so warm and open to lowly little me...it made me want to do the same thing...and I've tried to do that.
Please maintain the focus on municipal government. If you blend in state and federal focus, it is likely to make the program more general, which could weaken the reputation. Also, the part and full time internships were critical to the learning experience...and provided real world experience to put on a resume for the first job hunt.
My time at KU was over 30 yrs ago and times have changed significantly so I do not think I can give a useful response to this question

What is precious is the unique ability for a dozen internship-track students to receive an incredible one-on-one experience with the faculty, alumni, and working professionals in the KC area. The part-time program is not terribly different than 100 other MPA evening programs...not to say the KU faculty isn't better (it is), but do the PTers get a better experience than they would at Cal State Long Beach, or Northern Illinois, or many other programs? Thus the eternal struggle, which I keep seeing on KUCIMAT discussion boards: integrating the internship track students and the PT students. Since this has been argued on-and-off for decades (at least since I was there in the early 90's), there just may not be a good solution for this. But whether there is a solution or not, what makes KU unique and desirable and nationally reputable IS the internship track program, so that has to continue to be the centerpiece.

While the academic enrichment of the students will always be paramount, one of the most helpful and rewarding aspects of the program is the development of a sense of collegiality among the students, especially the Intern Option students. Being able to develop a sense that we can rely upon each other and utilize each other's strengths and experiences is key in this profession.

The environment

"Government" is an area of many studies. KU has always been focused on local government, not only how the university can improve cities and towns, but how they can contribute through the provision of qualified, highly trained local government managers. Our contribution has been made through continuity in consistently graduating local government managers. Our reputation is known for public service dedication. Note the tenure of many of our members. KU should preserve: 1) Commitment to local government by students 2) Continual communication with local governments and alumni for latest trends/needs 3) Development of useful skills that will put students on the "front" in an immediate contributing capacity.

Full time internship, ethics training, small group setting

The program's long-standing emphasis on professional administration at the local level.

1. Focus on local government management, specifically city and county management 2. Continued development of the alumni network 3. Maintain strong connections/communication between what happens at the University and alumni

The precious part about the KU MPA program is that it's primary focus is to prepare local government managers. When I toured the campus and was considering attending KU, Dr. Nalbandian simply stated to me and another prospective student the words that compelled me to become a part of the KUCIMAT program. They are as follows: "We are nationally recognized as the top school to train for a career in local government. We would love to have you attend, but before you come understand that is what we are about." The focused attention on a single aim was what drew me to the university of Kansas. Second, the overwhelming network of alumni. The alumni don't just serve as a network for job placement, they inculcate graduate students in what day to day life in local government is like. Where else in the nation can students leave the classroom with a list of seasoned, tenured professionals to call when questions arise about our job? This is the glue of our profession and the bonds that form better democracy across the United States. Third, the small class size and teaching focused on local government. I wanted to share experiences with students interested in the same career I was pursuing. In addition, the great teaching I received grounded me in the values that my technical work now reflects in the field. Without understanding the values of local government and what is necessary to govern, I would have entered the profession blindly.

Focus on local government management

Focus on SPECIFIC preparation for local government leadership..... uniqueness of local government compared to state, federal and non-profit

Internship option track.

The strong alumni network and real world experience

The distinct focus on local government (city management) as opposed to general public administration and public affairs (state government management, not-for-profit management, public health care management, public policy, etc.). KUCIMATs value the focus that has made our program #1 in local government management. Commitment to the advancement of the profession is more important than academic credentialing (although not necessarily mutually exclusive of it). Hiring of new faculty should be reflective of this commitment to the profession.

Teach the tools that a current day local public administrator needs.

- Continuing to promote a small, selective internship class of future public managers as the flagship of the department/school
- A continuing focus on preparing individuals to step into leadership roles in public management they minute they leave campus
- The affinity "loops" that develop: this year's on-campus class with last year's; next year's on-campus class with this year's; persistent opportunities for student interface with alumni (practitioner-in-residence, April conference, etc.)
- The connections between academics and practice: ICMA and KACM conferences; part-time internships; special consulting projects
- Keeping the KU "brand" pure as a public management-focused curriculum (rather than straying into the more academically-pure public affairs/political science

territory) • Continuing to find ways to engage alumni to support the program through internships, direct financial support and moral support (board service, practitioner-in-residency, etc.)
connection with the KUCIMAT network
KU alumni active involvement and interaction with the program, staff and students
Top quality faculty. Engaging alumni. I am involved with the local university in my community, and by comparison, KU was light years ahead in these two areas based on my time at KU.
Unquestionable excellence in class instruction.
I think the emphasis on local government and the networks that are built through the program are invaluable. The opportunities to interact with current professionals through the classes and ICMA was impactful.
Continue its well known and respected program name, KU MPA, and degree Full- time internship as the second year course
The on-campus experience with the intern-option students.
The small classes are "precious" as we became extremely close throughout the year. I don't think I'd look back as fondly without the friendships that were established.
The focus on local government, listening to alumni and people working in the field when shaping courses, part-time and full-time internships.
Paid internships.
The local government option needs to be the FOUNDATION upon which future initiatives are launched - this is the core, the base, it is what is done best and thus what should be built upon.
The faculty's own experience working in public administration and state or local government.
Practical course work and intern experiences relevant to managing a local government organization.
The excellent guidance of the more "seasoned" professors. Maynard-Moody, Epp, Jones: these are exceptional professors with an excellent grasp of topics and how to teach them. They are fair and comfortable with the more non-traditional students. The "20's and 30's" professors sometimes do not relate well with the older students and sometimes, in my opinion, do not value what we bring to the program. Maybe it's a cultural bias on my part, but I appreciate professors who are more even keeled and do not express the "cultural flippantness" of folks in their 20's and young 30's.
Continue to maintain the Program/School's focus on not being the largest but the best school to educate/ train future City Manager's and other local government leaders. It IS the school's identity.
Charles Jones as a professor! Honestly though, some courses were a bit "academic" for career option students, and less applicable in the work field. The coursework that is really aimed at marrying both the social science and real life applications are what is so essential for career options students.
Preserve the importance of producing manager, administrators as well as importance of joining the network of MPA's throughout the country.
The focus on LOCAL government. This focus is the sole reason why I chose KU. There are a number of strong public policy and public affairs programs out there that focus on the literature and comparative politics and theory. These programs turn out a lot of very good policy analysts, but not individuals with solid day to day management and leadership skills, who have experience at the local level when they graduate. Any dilution of this focus would be a disservice to those who worked so hard to achieve the status this program holds.
Compared to other programs with which I am familiar, I think KU does a better job of systematically socializing students into the profession - it's not just a job and set of skills, but a whole worldview of how things get done. And, of course, the strength of the alumni network.
Ensure that Topeka students can continue to complete their degree taking all their classes in Topeka.
Retain focus on local government management Ensure link between students, alumni and faculty Preserve internships for real world experience, context for academic theories, and form of financial aid for students in grad school Small classes to keep high quality of graduates Staff that publish on relevant local government topics High caliber faculty committed to excellence in training future local government professionals
Continue KU traditions that are still the envy of competition.
All three mentioned above. Don't sacrifice quantity for quality. The mpa program needs to focus on preparing future city managers.
The small full-time local government option class size and the camaraderie and growth it provides.
Retain the focus on local government management as currently constructed for MPA intern students.

The focus on local government among classmates is the tie that binds. We're there for the same reason, to learn how to be local government leaders. I think that when the focus is on this, and the discussions surround this, then we become stronger leaders steeped in tradition and knowledge, with ongoing support from our friends/classmates.
Small classes and one-on-one instruction was important. In addition, I think it is important to focus on quality students interested in local government. I have been involved with other MPA programs as a guest lecturer/teacher, and the knowledge of local government among students is shockingly low. The programs seem unfocused and do not train students sufficiently for employment once they receive degrees.
1. 2nd year internship 2. small class size 3. one on one contact with professors 4. ability to have classmates from all over the country (diverse)
Even if the name changes slightly, the important things is to maintain traditions, the internships and the alumni network.
The program needs to keep the connection between alumni practitioners and the current students. This is what I feel and think makes KU distinct from other MPA programs. Every MPA programs provides the knowledge, skills and abilities to do the work of management. Not all of them adequately forces you to ask the question: "Why do I want to do this and how should I conduct myself?" Considering the scandal in Bell, California, MPA programs like KU's become all the more important.
The cohort approach to the intern-option program. By having students take all classes together and travel as a group to the ICMA Conferences, KU built a collegial culture that forms the foundation of the KUCIMAT network.
Small classes. One year paid internship. National ranking of the program.
city management focus internships placement assistance active alumni network
focus on public management do not want to see the program diluted by too many interests / options. know the mission, stay with it strongly
I think it is important to preserve the paid internships during the year on campus. I know there has been a lot of talk about moving away from this format but it is a real strength. Students that come to the KU program have an opportunity to go anywhere they want. One of the things that sets KU apart--and draws students from out-of-state is the ability to supplement the cost of college while attending. The traditional argument against this is that "it's an investment" and students are willing to pay. This is true, it is an investment, but without the prospects of paid employment--students will increasingly not work at the local government internship (non-paid) in favor of making money at a part-time job outside of the industry. In short--going away from this model will hurt recruitment, student development and the program.
The heritage of training a country full of successful city/county managers and their assistants.
I believe the internship experiences were so valuable. Additionally, as I ponder, the time that we are pulled back together as a class to review and reflect during our second year was also incredibly valuable to have us study why we are reacting the way we are to situations in the real world.
the small class size only accept the best and focus on people who want to go into local government management
The practical application orientation of the program. If this is lost the program will be just like any other academic MPA. It cannot lose its focus on experiential learning, hearing from practitioners and working in local government settings. The program has continued to work because it has always found a balance between the demands of strict academic application and knowledge and real world experience. It is the only program which gets students and teachers out of their lofty white towers into the real world and demands that both be understood.
I would keep the core curriculum.
The link between practitioners and students and the strength of the alumni network.
the active and supportive alumni network. Also, the classroom experience (not online courses). The highly qualified, experienced and professional faculty.
Though I was a career option student I think the reputation of the program rests squarely on the intern option students and the quality of the students that program attracts.
The full-time internship is a must - I know it is getting more difficult to find opportunities as budgets are slashed, but finding creative ways to keep this as a requirement is vitally important.
Importance of alumni networking; they strong desire to build "good government" - this is not simply a job, but a career and mission toward that goal.
Strong Leadership in the Chairs Position
The emphasis on gaining "real life" experiences through the extensive contacts with practitioners, the internships, the attendance at conferences, and the other opportunities to interact with alums and other professional public managers. The academic elements of the program are fine but they are not what set KU apart from other MPA programs around the country. If the KU program is to remain unique, it has to continue emphasizing the work experience, not the classroom setting.

Continue to have practioner-oriented academics continue to successfully bridge the gulf between theory and practice and continue to make it meaningful. To go to a phd only will kill off the program. I am thinking the person to direct could just have a MA and be just as successful, or more so.
The first lesson learned at KU was the story about the program expansion in the 60's that led to disgruntled employers. From my prospective, the purpose of the University is to prepare people to be contributing members of society. KU MPA has done that and needs to continue that focus.
Focus on local government management
Small class size. Being on campus. Intense focus on local government management. Student/alumni linkages. Excellent instructors, either faculty or managers.
I believe it is important for the program to continue to serve not only the traditional masters program student but those individuals currently working in local government.
Close ties to alumni - for mentoring, for job contacts, for examples.
how the department makes room for every student - traditional and non-traditional; intern and career-option. All students are treated with respect. As a career student, I felt that my experience was valued and used in class.
Internships, city manager's conferences on campus, ICMA alumni gatherings
The entire Internship experience.
I would preserve the relatively small and intimate class size, the focus on the practical elements of working in local government, and the requirement that students join ICMA and attend the annual conference as students.
Small cohorts along with a dedication to alumni connections.
The reputation of the program itself is precious. It is hard for me to believe that changing the name or anything about the program could improve our reputation.
The relationship between students and alumni; the focus on practical preparation for a career as opposed to just academic thinking about public administration.
Class Size Respect for the History and Traditions Connections with the Alumni High Academic Standards with a Healthy Balance Between Theory and Practice Ongoing Interaction with ICMA
networking
Nearly all of my professors were faculty members, and the few who were not had an equivalent amount of knowledge, experience, and passion about teaching and about the subject matter. I believe that continuing to limit the number of adjuncts to a few uniquely qualified individuals, while maintaining a relatively small number of faculty with strong teaching skills and impressive professional and academic experience, is critical to the continued success of the program. In reflecting upon my MPA experience, my favorite courses, and those in which I learned the most, were not the ones in which I may have previously had the most interest; they were the ones taught by the most talented faculty. They made me interested in their subjects, even if I wasn't interested previously. And, they made me understand the relevance of their subject matter as it related to my career. In addition, the "smallness" of the department made me feel that I really knew the faculty, and that they knew and cared about me. I felt that I had an understanding of what the program was trying to achieve. And, partly because of its size, both Dr. Nalbandian and Dr. Goodyear were very accessible as Chairs of the department, and so it wasn't difficult or intimidating to go to them when a student had a problem.
PRESERVE the intern-option and continue to fully fund it. It's worked extremely well since its inception, and should not be diminished in order to grow other areas of the department.
Small class size with most of your classes shared with the same group of students. Focus on city management emphasized.
The cohort concept of all students taking the same classes together. The full-time internship in quality organizations. The quality faculty.
John Nalbandian's leadership and vision.
Continue to focus on public "administration", not to subordinate it to public "affairs".
The internship requirement is critical as is the well-rounded required coursework. During my year, there was a lot of racial diversity among students. It would be great to have more racially diverse classes again in the future.
1. Relationship with professors. 2. Maintain a mentoring approach 3. strong emphasis and exposure to current manager involvement in class teaching
The care shown the students by the faculty.
The interaction between full-time students and career option students....

The precious part of the program is its focus on fundamentals - the politics/administration dichotomy, Dwight Waldo-style Chuck Taylors, not the latest fashion. This strong fundamental approach makes graduates very flexible, teaching them to focus on context and reflection as a means to an end, creating the capability to be facile and engage any topic.
The size of the classes. The size of the classes enables the faculty to focus on the participants so that every opportunity to succeed is provided.
For me, the one year on campus with a theory emphasis combined with the one year full time practical internship is the perfect blend.
networking aspect of the program...
Keep the core philosophy about professional management. So many communities do not understand its necessity and suffer for their poor choices of executive leadership. The knowledge is spreading.
Link to alumni and city management program
The small class size, the contact with the prior class when they returned to campus, contacts with prior graduates, and the structure of the internship and the periodic return to the campus.
We should preserve what we are strongest at--city management and local government administration. We are #1 at that and, as an alumni, preserving that rank is incredibly important to me. I also loved the small feel of the department. As an intern-option student I enjoyed the small classes and personal attention. I also enjoyed that 90% of my classmates wanted to do local government--so we were all interested in the same things and shared the same classes.
City management focus and a high standard of excellence in this profession. Those two attributes are beyond anything that I have seen/heard about from other programs. My standards as a city manager are very high and I am sure that they came into being (in a defined-tangible way) during my time on campus.
Maintaining flexibility in course selection to fit each student's chosen career path.
Creating an undergraduate is fine and creating a doctoral program is fine too. But please don't change the exclusivity of the Masters program or its laser focus on city management. Generic MPA programs are a dime a dozen, but KU hones these very focused, very passionate city management that are critical to providing professional services at the local level. It is an honorable profession and an honor to come from KU's MPA program. Please, please, please retain the selectiveness in Masters admissions and the Masters focus on city management.
The extremely tight-knit fraternity that is KUCIMAT. Although I am know longer in local government management, I still feel extremely connected to all KUCIMATS.
Internships. Focus on local government - that is what makes KU unique and so outstanding in the field.
The alumni network and the focus on local government management
Local government focus; inter-option/local government leadership distinction.
The connection between theory and practice. I think KU has a value as brand in local government, because in addition to all of the theory of public administration and management, the school focuses on the practical aspects and really helps students put skills into action. KU graduates come out of school ready to make meaningful contributions to local government.
Definitely the focus on local government City Management, the small classes, and the way the program is structured with the part-time and full-time internships.
Career Option degree
Strong ties to the alumni and the interaction between the faculty and the alumni. A focus on practical applications of the things being taught in the classes. A focus on building strong relationships within classes.
Emphasis on local government management. Combination of classroom education with real-life, real-time experiences. All the recent discussion about maintaining the local government emphasis has not given credit to the importance of discussing important philosophies and ideas with outstanding professors. To be able to learn about it and then go out and see it happening is priceless. Emphasis on Alumni network and connecting students with existing practitioners.
The curriculum and concept of the program and its culture that has been maintained over the years; the faculty who have been and continue to be thought leaders in the field; and the alumni of the program who continue to provide substantial support (both financial and otherwise) for the faculty and students, and by serving as examples and leaders in the profession.
See #1. above. I felt that what made the program was the sessions we had were my classmates and I returned to the campus and discussed what we encountered in the real world -- the problems and their possible solutions.
Interaction with Alumni Interaction with top-notch faculty Interaction with Internship Option Classmates focused on careers in local government
A reliable network of local government professionals dedicated to the common cause of building better communities.

Much of what's been said -- focus on local government professionalism, the network that reinforces and carries on the expectations for incoming students, the ongoing support by colleagues, the reputation we have for being something different and special, the reputation we have for colleagues who excel within the professional organization by being ICMA Presidents and Vice-Presidents.
KU's unique place in the city management profession. We train future city managers better than anybody. Let's not lose that.
Its internship program
strong alignment with alumni KU traditions, such as Kipp lunch; first and second year positive relations; ICMA conference attendance
Keep it as focused on city/town government administration as possible. IF possible remain small enough to allow bonds to develop between classmates and alums. It has been with great pride to explain to others that generally only 15 fulltime students get selected each year for full-time on campus program. The KUCIMAT event at ICMA each fall is amazing and I would argue vital to keeping the connections through the generations. These things along with a vibrant internship program will prepare students for great start in local govt.
The intern program as it currently exists
See answer to previous question: - The cohort arrangement (small group on same track): My KU MPA learning experience was made far richer by the strong relationships I formed with my classmates. We have kept in touch & use each other as resources in our professions. - Accessibility to distinguished/published faculty: I continue to marvel at the availability of so many distinguished faculty at KU. Their insights, coaching, expertise and experience contributed a great deal to my overall MPA education.
The internship approach, for one.
Internship
Maintaining focus on local government and the interaction with local government professionals while on campus. The reason KU has the national reputation and the strong alumni network is the regular interaction between students and local government professionals from day one in the program. This is why the program is unique and precious.
A focus on turning out world class City/County Administrators. We need to protect our "Hedgehog Concept" lest we become something for everyone and not much for anyone.
The internship program is the most critical part of this program. I understand that this opportunity is difficult for career students to be a part of. However, these students also have the advantage of experience. The intern program is there to give a helping hand to those students who will have the difficult challenge of entering a market with little to no experience. This makes it nearly impossible to get into the field without this internship program. This was made very apparent with my class of 2009. I spoke with many students from UMKC, Georgia Tech, and other students from reputable MPA schools, and these students found it nearly impossible to find a position in local government. At least with this program, we came out with almost 2 years experience. If these students had to compete with career students for internships, they would not stand a chance in securing even a part-time internship due to the experience gap.
There are four things that are extremely "precious" about the KU MPA program in my eyes: 1) the alumni network, 2) faculty who have worked in local government and are true practitioners as well, 3) focus on values and ethics and 4) the intern option experience. The alumni network is unlike any I have ever seen. The department has somehow fostered a network centered on common experiences, professional respect, mutual understanding, and advice. This network is there for me professionally and personally. Graduates are willing to go the extra mile to advance local government as a career option and share experiences (both good and bad) with others. The second precious element is truly what makes KU outstanding. Faculty members who have been practitioners adds additional credibility for students. Not only can the faculty teach on subjects--they have lived it. This additional understanding relates the academic knowledge into practice which is a core value of the KU MPA program. This allowed students to listen intently to the lessons taught by faculty. It created an atmosphere of shared understanding where we all can laugh about the same experiences. I cannot imagine entering the workforce without the morsels of practical knowledge imparted by the faculty at KU. The third precious element about the KU program is a focus on values and ethics. I didn't fully understand the difference between KU graduates and non-KU graduates until I entered the workforce. While it is difficult to put into words, KU graduates seem to hold a greater understanding of the role of ethics in administration. I have witnessed many events where non-KU grads are more willing to walk along a blurred line of ethics. KU graduates appear to have a greater understanding and respect for the separation between administration and governance. The final precious element about the KU program is the intern option. There is a great sense of camaraderie with among the intern option students which helps foster the alumni network. There are times when no one other than your classmates can understand your work situation. Additionally, the design of the intern option immerses the student in local government, establishes roots in practical experiences, and creates exposure to local government officials.

Practical experience.
Focus on local government management Networking between current students, alumni, and other local government management professionals
The full time intern ship program. Limit full time MPA students to the intern option students
The fact that this has been the top rated school for over sixty (more?) years in public administration with a focus on city management.
Small classes, with practical job experience (part-time and full-time internships). Having students feel the support of the alumni from the very moment they enter the program.

Question 4: If you could do one thing to improve your KU MPA program, what would it be?

I think this has been addressed - but public finance focus should become more of a priority (I think it has in recent years but not sure)
Don't rest on our laurels! We need to continually recruit excellent professors and students as well as nurture the alumni network.
More geographic and racial diversity in student base
Return to some of the courses and emphases of the past.
Better communication with the "home office" @ Mt. Oread to better understand what the challenges and needs are from the alumni for the students.
I'm too far removed from the MPA program in both age and knowledge of the current program to comment.
This may have been done. But, if not, add a planning class to the curriculum.
I fully believe that the quality of the educator is one of the greatest factors in the quality of an education. Some of the instructors I had were absolutely awesome, while some others were mundane, if not boring. For the #1 ranked program in the country, I think concentrating on having the best, most enthusiastic, most creative, most imaginative staff is the single most important thing.
Stronger interaction between professors and alumni after graduation
Have the faculty, especially the chair, more involved with students.
Increase practitioner in residence component, and alumni interaction.
The tie between the alumni network and the faculty. One of KU's largest asset is its alumni network and their vast experience and knowledge in local government management. I would like to see that have an active place within the curriculum.
Better classrooms
Move it to K-State!
Bring back more successful professionals to do a guest lecture about their professional field (e.g.; work as President of a Trade Association, work in the private sector, and other non-traditional paths that are open to our graduates).
would like to have had more time/exposure with practioners
enhance faculty resources
I believe it is important to keep a focus on local government because it is a part of who the program is, but I also believe there is value in exploring other areas of public administration (not just local government). The program can benefit from that and so will the students.
The relationship between students and alumni with the new faculty.
Better facilities (although I have not seen the new digs at Wescoe, so maybe they have already been substantially improved).
Better support from the Department and faculty
Have the faculty know what a gem they have and have them support it.
At the time I would have made some physical improvements to the resource room and to a few of the classrooms.
To have the current faculty understand what they have in terms of the MPA program. It appears they do not understand our traditions and past. They want to be like their own personal experiences and bring us back to the rest of the pack.
Classroom work that had a little less focus on theory and a little bit more focus on the real experience if local government
More education and research of pedestrian and bike friendly development and communities.
see above
Have a class in planning and land use.
Concentrate more on how to include the public in decision-making processes. We touched on this somewhat in seminar but in my current position creative, interactive public meetings are highly prized and expected. Putting students in a situation where they have to pitch ideas and communicate complicated circumstances to an unfamiliar public will give them more experience in communicating to people outside the profession--especially citizens.

strengthen the network
more practical experience...possibly a class on current topics by a practitioner. The program can be a little academic at times.
My time at KU was over 30 yrs ago and times have changed significantly so I do not think I can give a useful response to this question. Since I am no longer in the municipal government field I have not kept up on the current MPA program
I wouldn't have changed anything substantive in my program. I think there was some tension between Pub Ad and Poli Sci, but that should go away with a new structure and getting rid of the silly "Division of Government" nonsense.
Make sure that the professors are maintaining a "foot in the real world". The ability of the faculty to be able to take academic concepts and drill them down into the real world is a key to success. Council members don't want to know theory - they want us to be able to apply our education to meet the needs of the community.
I dont know
Insure that professors are engaged in "real" local government issues and making ongoing contributions to local government improvement and students. This work will make students keenly aware of actual work in the field.
Training in psychology of public safety programs
Keep in better touch with other alumni and classmates.
Can't think of anything
Maintain focus on training local government managers and the intern-option program. This is the best product produced from the program.
Remove barriers between student populations at different sites and in different tracts
Enhance exposure to changing dynamics of organizational leadership, with focus on technology, people skills and public relations
greater exposure to a variety of local government functions in the field. One internship tends to 'slot' you into one facet of public administration.
Center it on functionality of the degree itself rather than on having the program try to be all things to all people. I believe that in seeking to recruit those with the highest GPAs and diversity credentials, etc., we may be losing our focus on training local government professionals that will be committed to the profession for the duration of their careers. Likewise with the recruitment and hiring of new faculty.
Been away too long to answer this question
strengthen financial literacy, analysis and practice (see earlier comments)
More connection with "real world" practitioners during the on-campus time.
Expanded soft skills training
Recruit and add more students. While the KU MPA has traditionally had smaller class sizes, I think there is such a huge need for quality local government administrators (in general and because of the approaching baby boom retirements) I would like to see KU set aside resources to double the class sizes for intern-option students to around 20+ per class.
More career developing opportunities for career-option students (e.g., attending ICMA conferences, other programs/meetings that intern students attend).
I think there should have been a course dedicated to economic development - not the philosophy, but the actual tools and application of those tools.
More workshops for alumni.
Involve the classes in more real-life/real-time projects in the Lawrence community. The brightest kids in Public Administration aren't working with the City. I can't imagine the City of Lawrence would turn down the opportunity to get some free projects done. It would be such an education to the students on how politics/personalities work within the community and organization.
More assistance in helping interns find positions.
I would have liked the opportunity to take graduate level classes in other fields that either overlap with Public Administration or fill gaps in areas of interest--or, offer more dual degrees, in addition to law and planning. While the full-time internship provides a great practical learning experience, it reduces the opportunity for more class time.

More faculty focused and committed to local government - recent hires do not demonstrate this commitment
Perhaps, add an initial summer experience before course work begins by new students visiting several city governments to gain a better understanding of the work environment. The visitations could possibly be arranged through the network of KUCIMAT managers in cities near the residence of the new student.
I have observed those attending classes on the Lawrence campus have a defined sense of what it's like to be part of the program and have a close working relationship with the office and staff. I feel that is lacking on the Edwards campus. There are very few opportunities to connect with the MPA program and staff at Edwards.
Increase active City/County Manager practitioners involvement in designing course work and also increasing their actual teaching of courses.
I really with the Statistics course and HR course could be improved. Both are really essential to my profession and both didn't offer much in terms of applicability.
Bring MPA who were part of KU and involved them with the future leaders.
I don't know of any improvement - I just don't want the MPA from KU to be diluted in any way by losing focus on educating and preparing local government managers!
Been too long ago to remember!
Develop an alumni group directly addressing the career-option graduates.
More executive summary writing and presentations in all classes (write longer report but have to distill into executive summary and brief presentation)
The time I was there we did not deal with Organizational Development and the behavioral measurement tools that I found so valuable when pursuing a Phd at Colorado University.
Can't think of a thing.
Additional finance and accounting coursework, with ties back to real-world examples.
Deepen connections to the public management center.
Somehow assist with the connections following graduation. It can feel like once you're out the door in Lawrence, you sort of drop off the radar screen.
Due to my distance away from KU and lack of travel due to budget constraints, I am regrettably out of touch the KU MPA program right now. Hopefully, LinkedIn and other social media will help me get reconnected.
Work with students more on selecting an internship that is a good fit for what they want to do in the future, not because it happens to be hiring. For example, if a students really wants to work for a very large City then they might not get as much out of an internship in a small town.
I know that one of my concerns while I was a student was that I had a very difficult time trying to get a full-time internship/job in California in local government where there was no KU connection. I really loved the program, but was frustrated with the perception that KU is an excellent program for becoming city managers in the Midwest. Not everybody in city management, especially department heads and the hiring analysts, understands or knows about KU so I am pleased that the program is trying to raise its national visibility as a "school". I am apprehensive about loosing what makes KU so effective though: the program's small size and the intimacy it generates between students, alumni, and faculty.
Many intern-option students felt that faculty/department interest in the program was waning. Although teaching quality was high, administrative functions, with regard to students, were poorly and inconsistently performed. A perception exists that the program is retreating from traditional role in helping students find jobs. Partly, this is due to a harsh job market but it is also tempting to believe that long-term expectations are being lowered to meet the competence level of administrative employees.
I don't know how it is now, but the relationship we had with our professors and staff was pretty distant considering there were only 10 of us in my class. There may as well have been 500 students in my class for all the attention we received.
a more formal mentoring program for students matching students with KU MPA alums

engagement of current faculty with alumni once you are more than a few years away from the campus experience, there is a loss of connection between alumni and faculty that benefits both professions immensely
More time with Frederickson--maybe not necessarily in the classroom but in a scheduled format.
Make the classroom sessions more accurately reflect what is happening at city and county buildings today and into the future...rather than focusing so much on the past and theory.
As I stated in the prior question, I would like to see more training on how to do cost-benefit analysis. As well as more training on citizen participation.
as noted above, more budget and finance training
Financial modeling/forecasting
Integrate the career option students into the main campus atmosphere. At times I felt like a second rate student.
Strengthen the law class by utilizing the expertise of practicing city attorneys to tie concepts to practice, either as guest lecturers or teachers.
Increased/enhanced use of the linked-in group.
Make the Career Option program as competitive and selective as the intern option program.
My part-time internship was less than fulfilling. Again, these are tough to find right now, but better expectations from the hiring cities should be explored.
Stronger technical training in the areas of infrastructure management; information systems management and financial management
I made a decision after I graduated not to pursue local government management as a career but this decision was a result of my personal interests, and did not have anything to do with any lacking of the program. I wouldn't have changed anything about the program from what I experienced - and given that the majority of graduates continue on in local government, and many rise to leadership levels, I would say the signs are that the program in its current form is working pretty well.
The organizational theory course when I was there was very weak. Have a practitioner teach organizational theory or some blend.
Expand practitioners in the classroom to give the real life side of public administration
Keep trying to stay one step ahead of programs like NIU and North Texas State....go beyond the basics and find unique areas in which future managers need to be trained early (IT for managers; managing police and fire chiefs, etc.)
Move the campus to Michigan
Enlighten traditional students to the reality of working at all levels of local government before they graduate.
I haven't been involved enough in the program to know what, if anything, needs improvement. Constants that I think the program should observe include attracting as diverse a student group as possible (including students at different phases of their education - having people with varied life and work experience - is very valuable), and maintaining KU's reputation as a hands-on, practitioner program.
A wider variety of courses
less theory, more practice
A bit less theory and a bit more personal, hands on experience.
I would encourage classroom learning and the internship experience provide hand on instruction/experience about some basic elements of being effective as a manager: running meetings well, delivering presentations, providing feedback, coaching & delegation.
I wish our budgeting program would have been stronger.
A better preparation (either academically and/or via alumni support) for the first year after graduation. Many people come off a relatively privileged experience as an intern and either get dumped into a "grunt" position in a large organization or try to strike out on their own as manager or assistant in a smaller organization. Either way is a bit of a shock after the internship experience.
I would like to see the program acknowledge that many of its students work in state government, and offer more of a focus on other levels of government than just local.

Do not cut away at the intern-option to grow the undergraduate major, the PhD program, or the Public Management Center. These are all important in and of themselves, but should not expand at the expense of the MPA program.
Although we were humbled to have such great faculty, I felt like the classroom instruction could have been at a higher quality. I am currently at another university and I feel that my current PA classes are much richer and valuable than what I recall from the KU MPA program.
As noted above, during my year, the class was racially and otherwise diverse. We had wealthy people, poor people, white people, black people, Latinos, local people, people from other parts of the country. I think that it's important for KU and city management to have people from diverse backgrounds represented, because it encourages meaningful discussions of issues from a broad perspective and exposes students (sometimes for the first time) that everyone doesn't see the world the same way they do. We need this kind of diversity of thought/experience to solve the problems facing the profession and the world. KU can make a difference. Each year I get the brochure, I notice that no class has been as racially diverse as mine and the bios imply that the diversity of experience is much more limited as well.
Increase support and visibility of JOCO program and the working student....they really make a positive and immediate impact on area governmental organizations.....
A class on city management best practices
Double the rigor of the courses. The instructors and classes are excellent, however, we should strive for a more intensive experience, total immersion in the subject - not just for KUCIMATS but for all students, including career-option. I don't think influence on practice in the future will come through research nearly as much as through engaging students of all types in an experience like no other. We have the capacity, the rigor, the excellent scholars and pre-eminent faculty - and our nation has never needed what we have to offer more than at the present. Become the fiery forge of tomorrow's public administration steel, resupplying the framework of our democracy. Also, people should bring food to class more often.
I would have liked some type of class that focused on how to empower females to work effectively in a male dominated environment.
Keep class size small and focus on city management.
continue to build bonds with those from other graduation years...
Add one practicum course that requires (either in a classroom or in coordination with an actual government) basic executive tasks: 1) presenting ordinance or policy change, 2) preparing a budget, 3) public financing project, 4) writing internal memoranda, and 5) writing letters to local governments and/or their executive.
more emphasis on information technology
I would have liked more information on council-manager relations. I also think the Infrastructure Management class could be improved to be more substantive.
I think that even more interaction between students and alumni are important. I am a Texas city manager a few states away but in my heart I will always be a Jayhawk but because I am not in KS I don't participate as much nor do I feel as much a part of the program. I think both KU and I should make more of an effort to include out of state professionals.
Off issue, but want to note that after a summer internship in Grand Junction, CO I finished my degree but returned to active duty in the US Army instead of continuing in local government. I had an excellent career of 30 years, spent 20 of those years in Southeast Asia, and speak three Asian languages. Not the typical KUCIMAT career. Nonetheless, I attribute much of my success to my on-campus experience at KU -- becoming a close-knit class of incredible peers of widely varying backgrounds and thus learning to tolerate and appreciate opposing views on a huge variety of subjects; being forced to write lucidly on many subjects (thank you, Dr. Fields!).

I want us to protect the value of the Masters degree. I'm concerned about this due to several recent experiences ... I'm extremely proud of my profession and the KU MPA program, so I was shocked by the program's poor reputation when I briefly worked in state government in Topeka. I found Topeka circles to be broadly dismissive of the KU MPA degree -- the opposite reaction from what I've encountered anywhere else across the state or country. Why the attitude? What I found was that many of the State's middle managers -- and quite a few top brass -- have attended the Topeka-based Public Management Center, most receiving Certified Public Manager credentials and some receiving full Masters degrees. In theory, this is a wonderful contribution towards professionalism in state and local government. But what I saw was widespread confusion between the CPM certification and the full Masters degree. And because the PMC is so prolific in graduating students into the state system, the impression has spread that a KU MPA is "as significant as a 'degree' from Phoenix University." (I wish I could say I only heard that once, but I can't.) It was appalling. Some of it is honest public misperception -- something that good marketing could overcome. However, most of the confusion is spread by CPM students themselves. I was shocked by how often I "caught" certified public managers passing off their experience with KU as a Masters degree. Some willfully misrepresented themselves (unconscionable!) and some are genuinely confused about the difference. Even today as I work in local government in the Kansas City region, I work with a local elected leader who attended CPM classes at the PMC and honestly thinks he has a KU Masters degree "just like me." If the program wants to promote a certification, that's fine. And perhaps what I've described is unique to the metro area and doesn't touch the KU MPA's reputation nationally. But any time the KU MPA degree or the KU faculty is devalued or misrepresented, it jeopardizes everyone's hard work. I'm concerned and I urge you to give this further consideration. ~ Mandy (Wagner) Cawby, Class of 2006

More "hands-on" work through increased research and case study. Graduates should understand concepts such as local ad valorem taxes, property variances, etc. as part of the curriculum. The theory and the practice go hand-in-hand, which is what makes the program #1.

Improve the infrastructure class

If the department is going to start combining what was formerly known as career option and intern option students in more ways, I would highly suggest making the admissions requirements the same. If the department retains the different admissions requirements, intern-option/local government leadership students should still have a distinct program and curriculum of special events/programs.

Provide more opportunities for mentoring for students with those serving in local government.

Since I passed out of statistics, I had the opportunity to take an Urban Planning class, and found that class extremely informative for my understanding of local government (how the physical layout of the City affects it). I would recommend the program have an Introduction to Urban Planning component, especially since much of what local government deals with are Zoning issues.

I felt the program leaned heavily in city government and would like it have more state and federal government focus.

Recruit professors with a greater ability to interact with the alumni.

National recruitment, branding and increased awareness of presence.

The course work gave a decent overview but didn't really actually prepare for a position. I would also like to see more assistance with placement following graduation, or in internships. It was a requirement but didn't feel there was enough support.

unknown

Having faculty that we equally focused on local government.

Recruit and retain faculty who understand KU's history and the importance of its niche in educating future city managers.

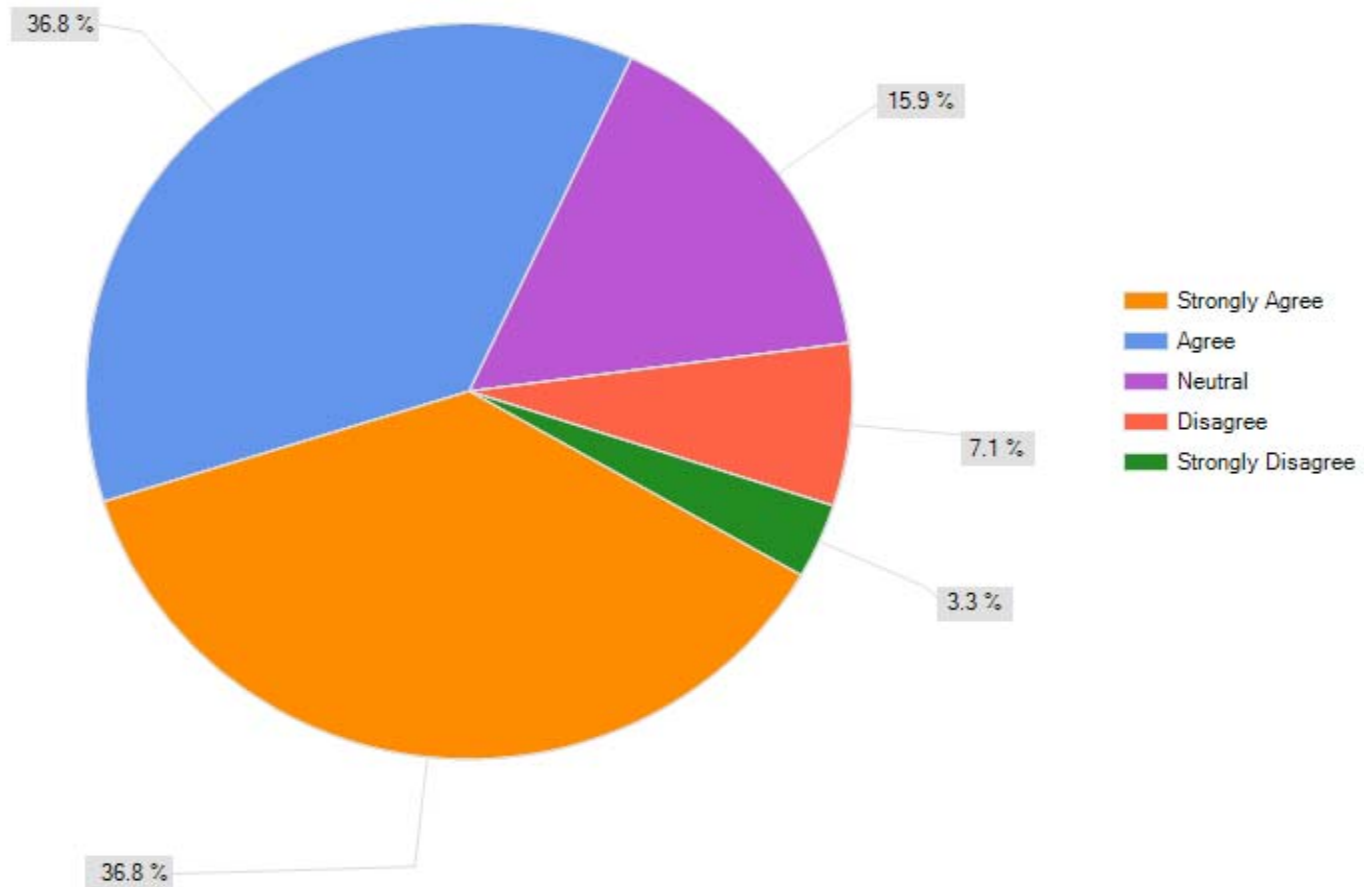
I think in reality that KU is not as well recognized nationally as the school would like a student to believe. Its focus as an elite program in city management is know with it alumnae and locally.

i would provide more scholarships for individuals from the midwest to attend KU. With Northern IL so close to Kansas City and the ability for NIU full time grad students to receive a full tuition waiver, it is so hard for individuals from WI, MN etc. to make the decision to go to KU when their out of pocket costs are so much lower if the go to NIU.

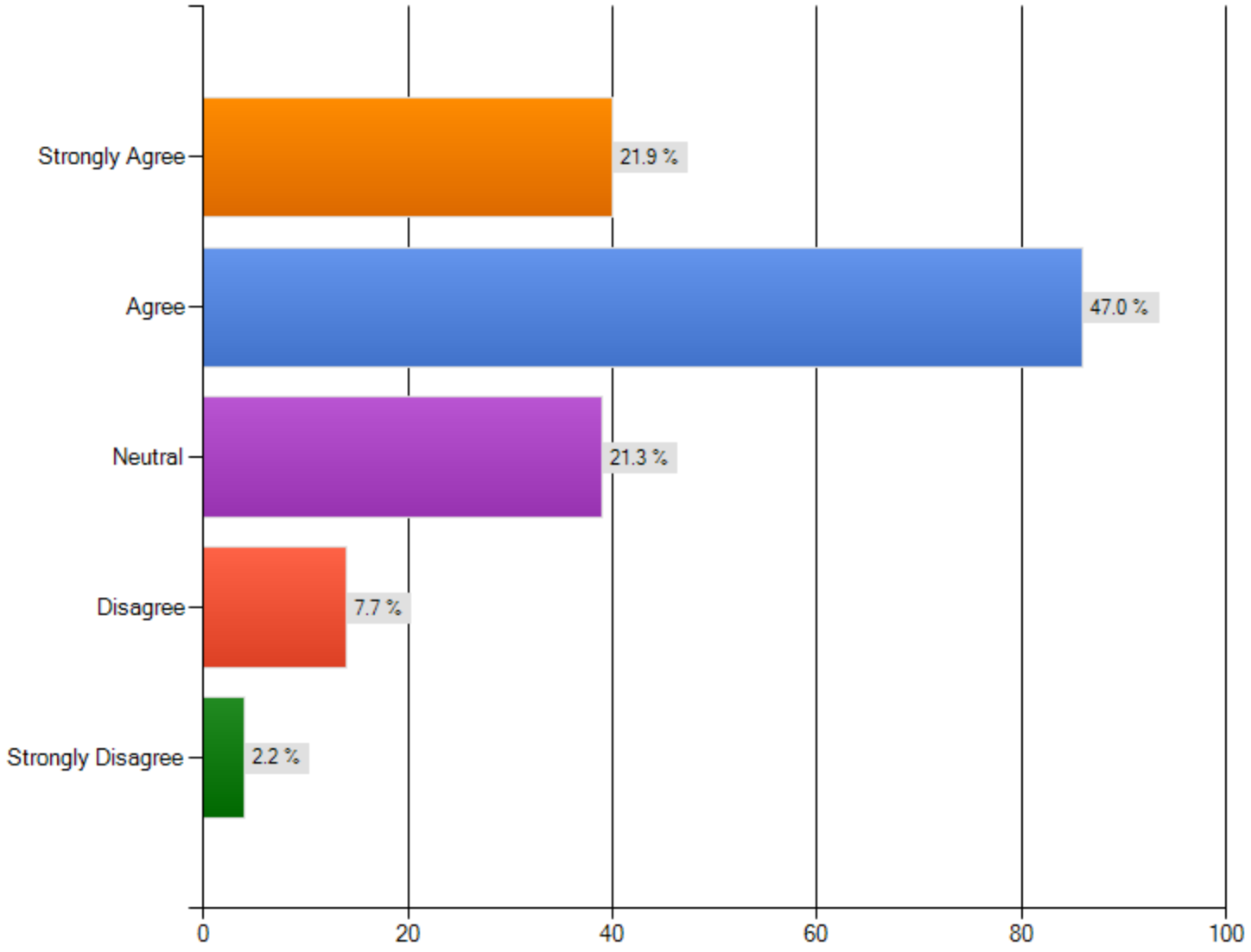
Great question ! Work to have the faculty as much as possible grounded in current, practical, everyday city admin events and experiences. Also, not sure how to do so but help us alums that graduated 15+ years ago to stay connected with new and recent classes short of higher an intern.

Not sure - but I'm sure there is something.
I entered the program interested in the local government & nonprofit sectors, but left certain of my interest in nonprofit administration. While I do work closely with many local governments, and thus utilize a great deal of my KU education, it would have been nice to have taken a class on nonprofit management. Given that this is a deviation from the normal local government track, I would completely understand KU's decision to not offer this in the future.
More time with practitioners.
Get the faculty and KUCIMAT organization to recognize that they have alumni that are not local government practitioners. Which clearly from this survey this is no recognition. Why would I pay dues to an organization that acts like I don't exist????????
Find more ways to stay connected
Continue to look for ways to bring local government professionals into the classroom, even beyond what is done already. I heard often my year on campus, "you will learn that when you are employed in your internship". That approach is a disservice to the students and is a convenient excuse for the instructor. A balance is required, but providing more practical instruction for students gives them an edge in the workplace.
A role for the Alumni in setting the priorities for which direction the program will go.
I would further develop the Infrastructure course to provide detailed information about Public Works and Engineering. I found it challenging working with these departments during the internship as I was not as familiar with this large segment of local government as I was with departments such as HR or Law.
I still contend the program is the best in the nation. The recruiting campaign could be extended to encourage the best applicants to apply to the program. It should be one of the most rigorous selection processes nationwide.
Develop a "third" year or "early career" support program that facilitates the ongoing interaction between faculty, alumni, and other local government management professionals
Have the faculty feel the passion for the program.
Encourage more students from non-political science backgrounds. More engineering, planning, even construction management backgrounds.

Question 5: I rely on former classmates and fellow KUCIMATs for advice and information.



Section 3: Department Connection to Alumni  
Question 1: I feel connected to the KU Dept. of Public Administration.



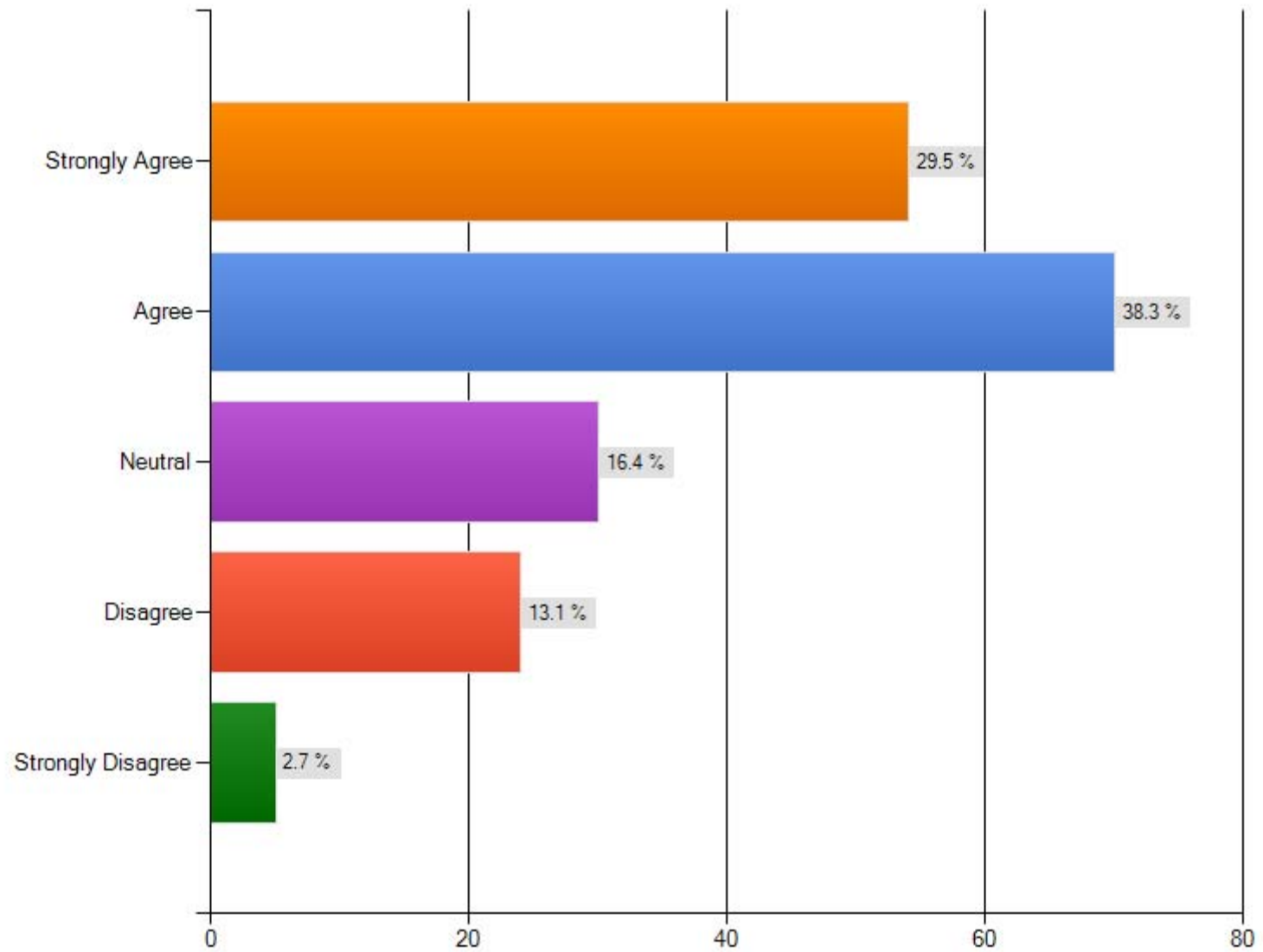
Comments from Question 1:

Because of annual KUCIMAT Banquet and because of great work Ray Hummert does to stay in touch with alumni.
I would love to be able to pay for dues in 5-year increments. I have trouble getting dues in. I always look forward to Greener grass and have enjoyed interactions with students in the past.
I think I feel more connected to the DPA than it feels connected to me.
I would love some updates on current intern option students... where are they all interning.... how could I get a hold of them. I guess since I'm just in my full time internship year I'm not a full alumni member yet, but I still would love to feel more connected.
I know only John Nalbandian and Ray Hummert.
Getting in touch with professors has never been a problem.
Since I am not in the local government field, I feel a bit disconnected.
I work for a nonprofit trade association representing a private sector industry. My local government experience and knowledge helped me get this opportunity. I will always be grateful to KU for that. I don't work in the city management field so I do not attend KUCIMAT functions or consult much with my colleagues from that program.
I could do a better job of doing my part in this as well.
Particularly the intern-option MPA program.
I'm not currently working in the field, so I don't have as much need to connect.
I feel connected to my classmates and other alumni, but not so much the department. After a recent donation got a strange letter from the chair about even more now or something. Those letters use to bring us up to date on the program.
Ray's Greener Grass articles are good
If I feel connected, it's as a part of the intern class that I meet at the conference, and the talks at the KUCIMAT banquet, other than that, I just trust that the program is spitting out kids that have the work ethic that I learned about; respect for the network, etc.
I don't, but that's mostly because I'm now in an "allied" field (Human Resources) and I'm far away from KC (California). Were I closer to KC, I would be more active.
Except for the occasional fundraising request, I have not had much contact with the Department.
I believe KU alums that are farther away from KU are less likely for contact, excepting the annual meeting at ICMA. With new social mediums, there should be more contact or more use of alums
Current direction of the department leads me to believe I am not at all connected with the current administration.
Most of the faculty I had personal relationships with have left
The email updates are ok. Asking alumni for assistance or participation from time to time really helps one feel connected. The only contact I receive from the program is a dues notice or notice of the upcoming dinner at ICMA
I'm incredibly proud to be a KUCIMAT and the "brand" still serves me well, even though I work only indirectly with local governments
less so than before, but still connected
Keep the name
With all the social networking opportunities, connecting to alumni should be easy. If they are already available, I'm unaware.
I.m retired. When I worked it was different.
To some professors I feel I could contact them. But to the entire Dept. as a whole I would say no.
Department need to be in close contact with the graduates. We who graduated from Edwards or Topeka don't feel connected with the faculty.
I feel a connection particularly to the alumni network and the program because of the small size and focus on educating local government leaders.
It really has been my distance from Lawrence and my own decisions of where to spend time that have kept me from feeling more connected. When around faculty, staff, and alumni I always feel a part of the group.

I recall many of the sessions with Engineering, Law and other classic personality dominated courses featuring profs I have really cited and used over the years in the business.
See comment about post grad, especially if you are not able to attend the KU or ICMA events, you can feel a little disconnected.
See response in previous question.
I have strong connections to my classmates and the class 1 year behind me.
I live and work in Florida. The department connection doesn't seem to extend that far.
I do not feel connected with the traditional contacts in the administration department. This may be a reflection of myself as much as anything--but when I (or my class when I was on-campus) had a problem it seemed the department was not very interested.
There is very little outreach toward graduates who are now in the private sector but in positions which complement the program and other graduates.
However, primarily because I live close to KU.
I am pretty far away from Kansas and most of the KUCIMATS which affects my contact with all. The Dept. does a very good job of internet communications.
I think the pay required for internships should be more flexible for smaller communities.
Being asked to serve on the KUCIMAT Board re-connected me to KU Dept. PA.
Since leaving city management, I feel less of a tie, but I will always treasure the education and friendships built through the program.
Comments for Q1&3 - I would like to department to provide more regular e-newsletter updates on a variety of topics: what students are doing/learning in class and internships, focus on alumni, articles by faculty & practitioners, etc.
I feel I am connected to the alumni network. Since I don't live near Lawrence, I feel somewhat disconnected from the department itself.
I feel that my connection faded. I am in the private sector, but hope to return to local government someday. There needs to be a way to keep those of us who are either out of the field or even at points in our career where we cannot attend ICMA connected to the department, our peers, and the field.
I don't have a lot of contact with KU anymore for the most part, especially since I don't work in City Management anymore. I do keep in touch with a few former classmates and one professor. I have fond memories of my experiences as KU. I feel proud to be a graduate.
Through my own fault, I have not stayed as connected as I thought I would.
I never felt a strong relation with the instructors or classmates, although I found most very bright and congenial.
Unfortunately, I have not kept up with the Dept like I should have. The Dept has done a great job in sending out information, but I simply have not taken advantage of it all.
Recent email updates about departmental goings-on have been very informative. It might be helpful to encourage alumni scattered in different parts of the country to start a KU MPA alumni group especially in those areas populated with significant amounts of KU MPA alumni. This could be a semi-formal structure with at least a little bit of administrative support from the PA department. These groups could be sort of an off-shoot from the KUCIMAT organization. The local groups could host networking luncheons, happy hours or just get-togethers to watch KU games, etc.
I am glad Ray and John are still very involved in the program, as they provide a familiar face to the program. Difficult to keep in touch when not in Kansas.
Encourage professors to join and participate KUCIMAT LinkedIn discussions and ICMA Web site discussions.
Last year or so has given me opportunities to reconnect that I look forward to using. Two-way information needs to be strengthened and it seems that is being recognized. Now there has to be something done with the energy and attention that's been created with the KUCIMAT alumni.
I do not feel the same connection that I once did. I fear that the connection will diminish even further in the future as KU faculty becomes more interested in the PhD program than in teaching future city managers.

<p>I believe the department has not maintained a close relationship with me personally. Aside from asking for donations, the program fails to follow up with its alumnae unless something is needed to support the program, school and department</p>
<p>I still do as I still talk with my classmates and other KUCIMATS a few times a year but it is getting harder each yr as there aren't many here in New England!</p>
<p>No recognition of my being in a different type of government - not local government. The Dept. of Public Admin. was happy to take my money while I was getting my degree, but has shown no interest or support since I graduated since I'm not in local government.</p>
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Question 2: I am concerned about the future of the KU Dept. of Public Administration



## Comments from Question 2

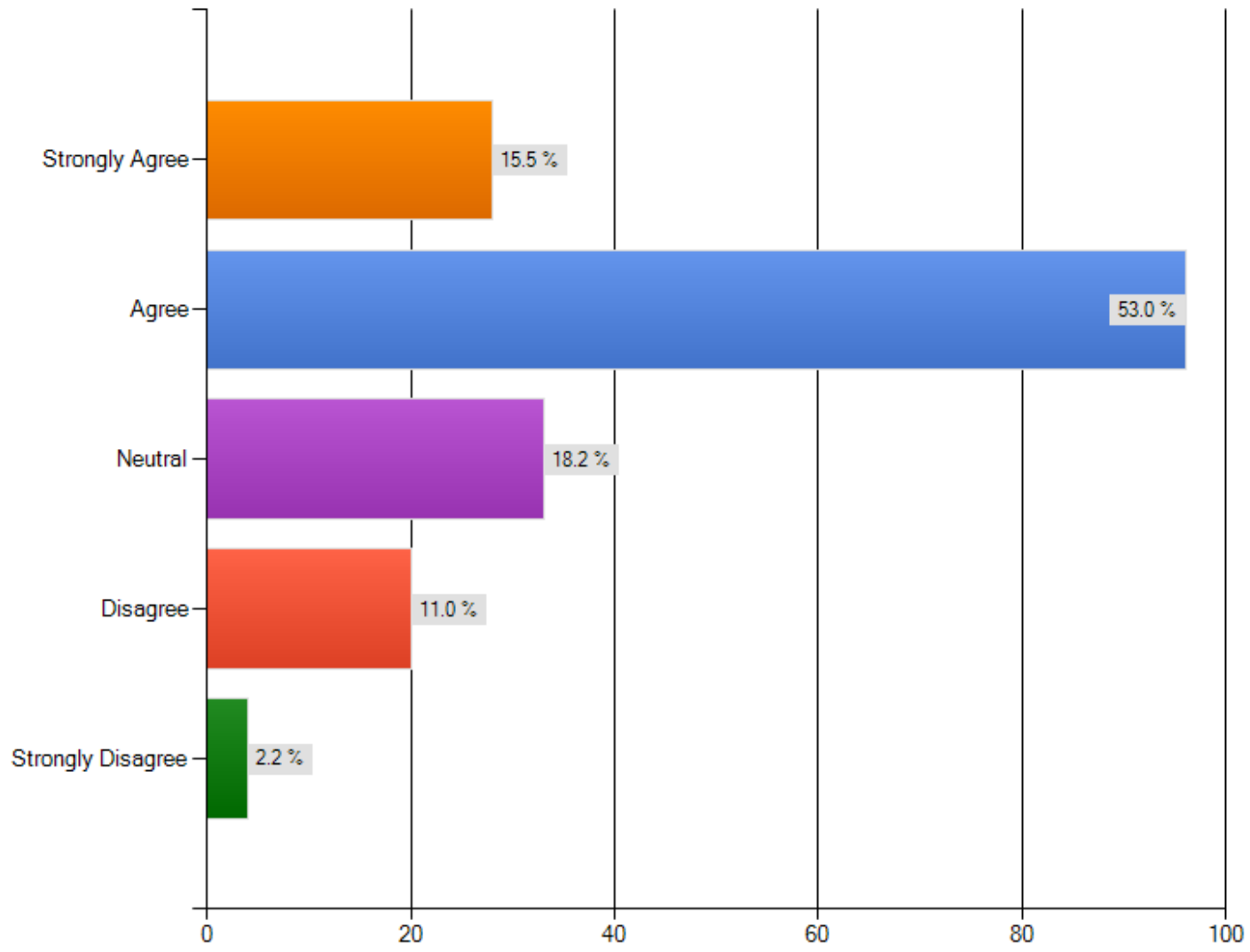
Through the grapevine, I hear that there may be changes to the name and school association. This may be a concern.
Not sure I understand why it is so critical to change what has proven to be a great model for success. The only thing that must improve is to continue to focus on increasing the ethnic diversity of each on-campus class. More scholarships should be pursued by alumnus and the Program specifically focused to make this happen.
It seems as if there has been very high turnover in faculty. I heard that the part-time internship might be abandoned, which I think would be very detrimental.
The movement seems to be away from creating successful city managers to offering career advancement and growth opportunities to faculty.
Given the elongated recession, I am concerned about the prospect of future intern option students being placed in their internships (which could impact our national ranking, something I am very proud of). However, I know that KU staff are well aware of this and are doing everything they can.
Faculty need to better understand the relationship with the practitioners and not take them for granted.
KU MPA program is distinguished from others because of its focus on local government, small class sizes, mentors in local government, internships. I would not want the program to become one many public policy programs - I do not think KU will be able to distinguish itself and maintain the top slot if we do that.
I'll always be concerned, but KU's legacy will endure with the status quo. The program should be obsessive on how to get better, not how to be like other programs.
With a program that is ranked #1 in City Management & Urban Policy, you should always be concerned about the programs that are trailing right behind you, wanting to capture that top-ranking position (e.g. Northern Illinois University, University of Southern California, Arizona State University, University of North Carolina-Chapel Hill).
Should I be?
I feel as if I have already iterated all of my concerns, but I am increasingly concern that the program is losing its focus and that the faculty are no longer as committed to the city management profession as they once were.
I have a great appreciation for my time there and I hope that other students will continue to have that same opportunity in the future.
It appears, the faculty do not support the program
I know the Department will continue to offer a quality MPA program.
I believe KU is at a point now which will determine whether it improves and refines its reputation as a unique program, or where it will become like any other MPA program at a well-ranked school.
Should I be?
Not concerned in a bad way, just want to make sure the uniqueness of the KU program is preserved.
From afar, it seems KU is focusing less on local government and more in the policy arena
Nalbandian and Frederickson are such powerful intellects and presence, I am worried about who will carry that into the future.
I worry most about the day John Nalbandian retires.
How can a department that used the book, "Good to Great" as an instructional tool be weakening the very product that is the foundation of it's greatness and national reputation?
I am concerned that current plans seem more about creating intellectual stimulation than filling a strong need in the marketplace for exceptional City and County leaders
I think KU rests in its laurels. Terrific traditions, excellent network, but technically, as I have met with other students from other programs, their technical aptitude and capacity is far superior coming out of their programs.
See previous comments.

<p>The integration of tracks and push to make KU seem more like Indiana, Syracuse and USC is a worrisome trend. KU's strength is its difference and its history. Without difference, there's little compelling reason for prospective students to come to KU--they will have plenty of other choices.</p>
<p>I am concerned proposed name change reflects the academic world but not the real world work environment. I would be comfortable with perhaps Department/School of Public Administration and Affairs or similar rather than just a school of public affairs.</p>
<p>I was impressed with the faculty when I was there, but it seems there has been a lot of transition in the last several years among faculty. This may not be a bad thing, but it is something that has crossed my mind.</p>
<p>My understanding is the name is changing from Public Administration to something about Public Policy. The departments reputation is wrapped up in the Public Administration, not on Policy. We're not producing politicians are we?</p>
<p>I am concerned because the current department chair does not demonstrate that the local government option program is valued by herself personally - and thus by the school. "Do you know how much the intern option students cost?"</p>
<p>I would hate to see the opportunity for students in Topeka to learn and take classes in Topeka.</p>
<p>A movement to Public "Affairs" is a step away from the Department's core focus of Public "Administration." There IS a difference that will detract from the Department's ability to attract the best and brightest candidates who want to become City/County Managers.</p>
<p>What I am hearing about the name change on the agenda concern me a lot.</p>
<p>As noted earlier, I am concerned that by trying to provide more variety in courses and in focus we stray from our roots of local government.</p>
<p>I don't know. Should I be?</p>
<p>I care deeply about the program and am very invested in its future success. I am concerned that the proposed name change will lead to a dilution of focus and resources which will take us away from our core business (local government MPA) and our strength</p>
<p>Stick with the basics that young people are expected to have a grasp of when dealing with small city America.</p>
<p>I think it is good to expand KU's presence, but don't do it in a way that changes the city mgt focus.</p>
<p>I sure hope that the focus on local government, the reason for the program in the first place, continues to be at the forefront of the minds of faculty, staff, and students.</p>
<p>My concern is that the program continues to do what it does best, but understand changes happen. My concern is over continuity of what I remember as making KU a great program and seeing it continue in the present.</p>
<p>I have every wish to see the program succeed, and eagerly seek opportunities to help.</p>
<p>Why? Are we in trouble?</p>
<p>The future direction is currently unclear to me and the lack of really clear communication from KU officials has created confusion, I think. Generally, though, communication has been good with this exception.</p>
<p>I am truly worried about the program. The connections with first year internships are fraying and it seems second year internships are growing increasingly hard to come by. Our status as "the" program for local government is sinking--and our MPA degree is in danger of no longer being the gold standard.</p>
<p>City Management is under fire in dire times...what is KU doing to evolve in this world where trust is a premium?</p>
<p>Happy to see the quality of the new staff that is coming into the University. This assures me that the KU MPA program will remain strong.</p>
<p>Succession planning is key. Find the right people to fill the shoes of the "legacies" who are leaving and we'll be in good shape.</p>
<p>I fear the move afoot is to make this a much more academic program which, to me, will ruin it.</p>

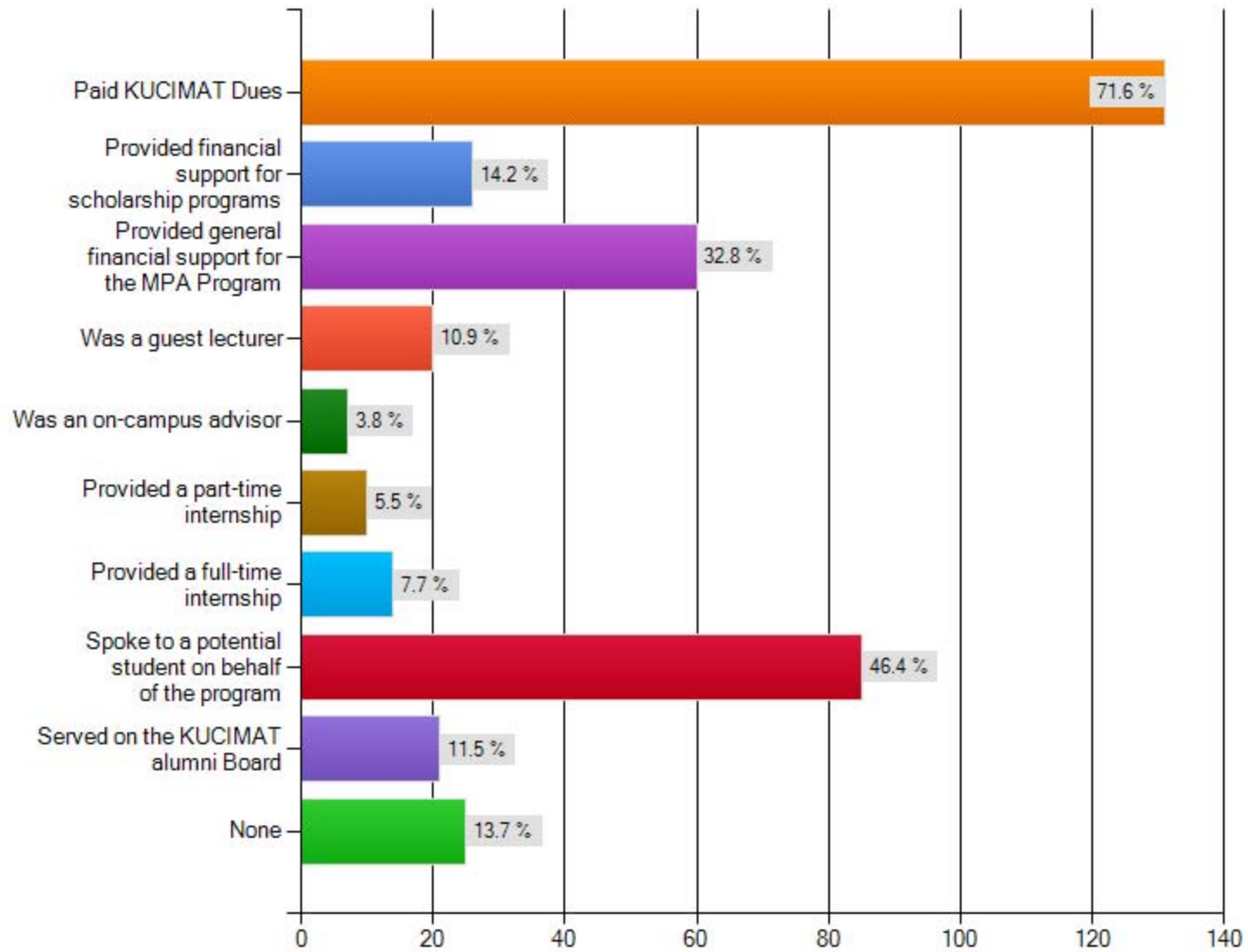
I am always concerned, but not in an "I think the department is going in the wrong direction" way. I am "concerned" about the ongoing well-being of the department.
It is the best program out there and cannot be allowed to be go to seed
I am concerned that the expansion you are considering will be repeating the past mistake.
This potential change to a School of Public Affairs is concerning and may be to the detriment of the program's long-standing, and time-proven focus on local government management.
Program has excellent leadership and faculty. The need for competent managers with solid academic and practical preparation supported by a strong alumni network is not going away. A challenge for KU and other local government programs, and for local governments, is attracting students. Young people are choosing non-profits for a career (if careers still exist) over local government.
I am not negatively concerned - I haven't heard anything that makes me think the program is in trouble. I am positively concerned that the stakeholders keep the program on an appropriate course.
It appears that the department is growing, and while certainly a sign of success, may suggest an erosion of what made the department successful to begin with.
I would hate to see changes, even in name or description from what has worked for so many for so long.
Words and actions have led me to believe that current department leadership does not respect or value the MPA program.
It is a great program, however there is a constant need to make sure it is staying true to its roots and what has made it great for decades.
From afar, I have heard of frequent professor turnover and a reliance upon "reputation." It is incumbent upon the program to seek quality professors, help students excel, and create new ambassadors for the program.
Not concerned in a bad way, but concerned in a way that I'd like to help make sure the tradition continues. It is a great, great program.
I am concerned, but I am not worried.
I believe it is a fundamental agency for educating superior leaders of local government for the future.
I realize change is inevitable, but the new focus on the PhD program (and the resources going to that program) concern me. I want to ensure that the MPA is the #1 focus of the faculty.
Concern implies a negative...i am concerned because I care not because I think the program is drifting or becoming less relevant.
Should I be?
I am concerned that some of the proposed expansions of the program to other areas could dilute its local management focus. At our first day at the Nalbandians home, Dr. Nalbandian said (I paraphrase), "We're here to create city managers. We learn alot during that time. But that is what we do (or something like that)."
The department has wonderful staff and faculty. However I am concerned that there is not a structure in place to help carry out the department's proposed plan to become a "School of Public Affairs." It is important for the department to continue to grow and adapt to the changing needs of graduate students and the workforce. However, it is alos important to maintain what is precious about the past - one of those things is the culture surrounding the intern-option/local government leadership program. Students should still be required to work in part-time internships primarily with local governments and required to attend ICMA. These experiences were integral to the experience, and have always been important contributors to the department's strong culture/traditions. It is my hope that the department will find a strong leader that can carry both the department AND the local government leadership students into the future. This individual must be a champion for preserving the past and finding innovative, inclusive ways to move the department into the future.
I realize that the world is changing and the program needs to grow and change to remain relevant, but leaving behind what has been the core mission does not make sense to me.

Seems like the department is bringing in a lot of first time professors right out of their PhD program, rather than seasoned and experienced faculty.
Because the world tends toward disorder, we need to be very conscious about working to maintain and improve the program. As long as that happens, we'll be fine.
The KUCIMAT alumni have perhaps become complacent about what's happening in Lawrence just as the faculty have perhaps become disconnected and take for granted the alumni network.
Its nationwide impact is not recognized
No strong feelings one way or the other - although this survey and recent communications have me wondering a bit. :)
The current issue of becoming a school and changing the name is just a small blip - soon after decisions are made the emotions will ebb and everything will be fine.
See above.
I am concerned about how changes and expansion of the program will affect the practitioner concept of the program. If the department can learn to blend these elements into the proposed additions, the department will likely be successful in all facets of Public Affairs.
Some concern about the turnover, but the department's response to turnover has instilled confidence

Question 3: I am satisfied with the level of communication I receive from the KU Dept. of Public Administration.



Question 4: I have given to the KU Dept. of Public Administration in the following ways within the last three years. (Check all that apply)



#### Question 4: "Other" Responses

Prior to 3 years ago - I have been President of KUCIMATS back in 93, have provided both part-time and full-time interns, served on KUCIMAT Board, have been a guest lecturer, and provided financial support for scholarship programs. also have KUCIMATS specified in family Trust/Will
talk to elected officials and other city managers regarding the program
I will once I graduate
interviewed by students at the ICMA conference
Just graduated
Currently working with Dr. Nalbandian in assembling a series of online lectures regarding the City Management Profession
Helped other KUCIMATS with professional issues.
Gave some money to defray cost for ICMA conference for interns.
I think I did scholarship contribution.
Spoke to a student interested in Federal opportunities.
Served as intern in residence
Alumni Interviews as part of application process
was a resource for students working on an assignment
Panel speaker
April conference speaking
sponsor and speaker at annual city management conference.
1) Recruited KUCIMATS for other local government positions. 2) Spoken with/counseled younger/less experienced KUCIMAT managers
Worked with KU interns and cheered for Hawks
Offered to serve on board but was not selected
Have spoken to potential students from the East but more than 3 years ago.
Had full-time interns in the past when the economy was better
more than a three year period
Encourage people to enroll.
Although we weren't able to work an internship into the budget this year, I've advocated -- and will continue to advocate -- for it.
Past Practitioner in Residence
I believe the program let me down.
Provided information on MPA program to local college to help gain exposure in New England area

Question 5: What areas of Department activities would you like to receive more information on?

More updates on current class - work of professors including research that may be of interest to present work I am doing
I read Greener grass, but I'm not sure that I hear anything else from the program.
Don't know...
Faculty Research, development/progress towards creation of the "School of Public Administration"
internship placements
current research being done or articles printed in journals
Focus of work of the faculty
Faculty research.
I would like more information on the financial support of the department and how those funds are used.
More information from the Department Chair. Perhaps quarterly updates?
ok in this area
na
Just more info in general.
The overall direction of the program and Department...particularly from the Chair of the Department.
Campus activities, the faculty, the MPA students
I feel that I receive a great deal of information from the program. I am glad to see Ray and John and others on LinkedIn. I appreciate the mailing as well as the emails. Given the hectic nature of my job, I feel that I have many avenues to figure out what is going on in the program.
Changes made in the department such as curriculum; issues facing the department
When internship opportunities or guest speakers on specific topics are needed.
what the kids are learning/emphasis; challenges with internships; any challenges that exist with the program
future curriculum planning
Not sure. There's no point in make-work, I don't know if more newsletters, alumni stuff, placement appeals would be helpful. But what I do not get enough of are substantive discussions of topics in the field, including perspectives from faculty/alumni/students (like the seminars, Spring Conference, etc.) -- for example, California is going off a cliff related to both public employee compensation and pensions. I'd like to get a perspective from Kansas, Missouri, and academia on what you're seeing...and what it may mean. No way can I get employer reimbursement for the Spring Conference...another disadvantage of being so far from KC. But this is a lot of work. Maybe a grad student or PhD student project?
Intern option student locations/success, new areas of study for faculty, areas of published research that might be useful in my community
Professor studies and findings, especially if they are new trends in local governments.
Changes to the academic curriculum. Succession planning within the department. Long-term objectives.
Any shift in focus or direction of the department
I hope that more information is shared regarding any significant shifts in direction.
Employment and Networking
Future plans of current students. Updates on career movements of alumni...it's hard to keep track of other KUCIMATs for networking purposes when one is extremely busy and doesn't have time to look things up on the ICMA or KUCIMAT websites.

Innovative learning techniques and professional development (for instance, how technology is being used by students to improve their marketability after graduation)
How to stay involved with current students.
Engaging the alumni with what current reading materials the students are reading. Helping the alumni reminisce about classes/teachers (good and bad) could be an effective way to help the alumni stay "in touch."
I would like to have a sense that I belong to the program. Since I take my classes at Topeka and Edwards, I feel totally separated from the program. I took one class last semester in Lawrence, and I was astounded at the level of connectedness there among the younger students.
In general regular communication about what is happening, general trends of the industry and support needed when looking for job.
More information on the coursework and activities of the MPA students and activities of the department which expand on local government education.
Focus on career-option students
Would love to hear more about the classes students are taking, who teaches them, etc. would love to hear where the PA undergrad students go after graduation - jobs, KU MPA, other programs
Professor background and experience in local government.
What's going on with the on-campus class, the bios are great, but other updates would be good, too. Also, what's happening with alumni, something more than just job postings.
Faculty activities and areas of research.
Job listings, alumni news
I would be happy to speak with Florida college students about the program.
It would be good to hear more about major proposed changes affecting the program. I think that alumni can be very supportive and helpful, but need to understand reasons behind proposed change.
outreach to alumni who are intersted in staying involved but happen to be in the private sector.
Feel I am pretty well informed.
I would be willing to be a guest lecturer.
Generally satisfied with communications.
Who the leadership will become
Ways to volunteer
See comments in #1
It would be nice to get to meet the newer faculty.
Member updates (new jobs, marriages, births, etc.), success stories from alums, program promotional activities
It would be great if summaries of presentations at KUCIMAT conferences and other events and photos could be shared on a website for those unable to participate. There's a lot of wisdom to be shared.
students.....current curriculum.....professors....
The planning process and vision- this exercise, of getting alums involved in the future, is a great one and I hope pays dividends.
On-line classes available for continuing education.
Engagement with current students as mentoring for their careers.
Direction of the program. What kind of students are they seeing today versus last year and five years ago.
Students, faculty research, alumni news, etc.
Opportunities to support current students. Faculty/department needs for support.
The career option alumni would benefit from seminars and conferences.

I enjoy hearing what research the faculty is involved in. Knowing that would allow us to better tap into them as resources as well as provide them with more places to gather data, etc.
Research efforts of professors.
What is the faculty doing in terms of research and outreach specifically related to local government management?
Nothing at this time
personal updates from alumni, like what is included in the general KU alumni magazine. maybe a profile of a member in each newsletter
guest lecturer and on-campus advisor (Maybe even an on-line lecturer)
How current students are interacting with alumni, outside of the part-time internship.
Mentoring new students (since I still live in the area) or advising on job searches.
Programs other than local government in which the Department educates.
Information about research/publications of current faculty
I need to get back into the information loop to begin with...I lost contact and nobody followed up.
More informal alumni recognition (i.e. not awards but updates on what people are doing)

Question 6: In what specific way do you think the Department should better utilize its alumni?

Use alumni to talk through possible changes - what department needs - what areas alumni could assist
I've spoke at club meetings and met with engineering classes at KU, but there seems to be little outreach from the public administration department.
Scholarships, recruitment of minority candidates for the program, and lots of other things....
Recruitment- At one point, I attended a fair on behalf of the university, but it seemed that we had to create the process for it to happen. It didn't feel very connected or that there was a thoughtful system to support us in the process.
Organize more to return to share experiences with the on-campus students.
Interesting question; ask us directly what is needed. We are managers and taskmasters of large organizations; tell us what is needed, for whom and when.
organize regional alumni events, ask for current trends or issues that alumni may benefit getting updates or research from professors on
Talking with current students; engaging alumni in classes; writing case studies or stories to inspire others (I know both of these are already done but perhaps we can do more!)
Participate in research activities
Update the KUCIMAT online network (via KU's MPA website) frequently. Some of the material is severely outdated.
as noted above, maybe, more guest lecture opportunities. Also, wonder if it would not be good to send out a one pager to all alumni on what it takes to have an intern from KU and if there are unpaid as well as paid options in this regard, etc.
The Department should engage the alumni who are not in local government, too. We have a wealth of knowledge and practical experience that can be leveraged in mutually beneficial ways.
I think it would be good to have on-campus faculty interact with alumni at ICMA to continue building that connection. I also think the more of us that you have serve on the board or participate in the KU spring conference, etc., will help.
I would love to better network with KU MPA alumni in my geographic area now that I am not living in the Midwest.
I think we could always improve on bringing new alumni and old back to campus to connect students to different career paths and personalities. Matching people with mentors would provide yet another connection to the program for the student.
Linking potential candidates with alumni to expose them to our profession.
Develop an alumni directory so alumni can connect with each other; use alumni as recruitment tools
Actively solicit alumni for feedback on how they're dealing with the various problems and "best management practices" of the day. Use alumni to reach beyond the traditional alumni network to provide more internship opportunities to students.
Practitioner in residence opportunities; connecting students to alumni (maybe a mentoring); like an extended interview that the students do at ICMA
push us as a resource (like a mentor program) to KUCIMATS who are early in their career who and are in the area.
The department integrates its alumni very well.
I don't have much contact with any alumni other than my classmates, so fostering that communication would be helpful.
Lots of knowledge out here, with unique skills addressing things like economic development, brownfield development or many other topics. Now, you can have Skype "interviews" of these alums as a learning experience for the on campus students.

A better recognition that not all alumni are city managers or administrators -- or that they aspired to be one; that learning public sector management skills are effective at other occupational levels.
Rely on alumni to inform the professors/academics of real world experiences to better equip students for life outside of the university
The KUCIMAT board should be involved in strategic shifts of direction for the department.
Keep alumni connected when they move to other states, with nearest KUCIMATS
Advisory panel or other regular input mechanism from alumni actively engaged in the local government management profession.
Fundraising with more specific goals or earmarks I think would produce a better giving yield (especially in a bad economy. There may also be a way to broaden the practitioner-in-residence program to include more practitioners (probably virtually), maybe focusing on specific issues or skill sets from around the country, and to continue those contacts after graduation (i.e., a more formal one-to-one mentoring type program).
Continue to call on alumni to mentor students and future local government administrators. Great examples are the meetings with Bob Kipp, guest practitioner program, formal interviews of alumni during ICMA conference, etc...
Make them aware of opportunities to participate (i.e., prepare and present a practicum session, provide moral support to a current student)
Interviewing potential students
Communication is key. It needs to engage the alumni better. I don't think emails are sufficient anymore. Everyone gets hundreds of emails a week. It's tough to make that the only form of communication. If email format is the only option, the emails should have character. Asking the alumni to relay current trends in the field and hopefully it can be applied to the curriculum.
Use alumni to shape course work.
I have sincerely appreciated those that have come back as guest speakers etc... it has been refreshing and enlightening.
Recruit more KUCIMAT members around the country (outside of Kansas/Missouri) to serve on the Board.
Just like this, occasional surveys to improve the program.
Communication Improvement as well as personal interaction
Get more career-option students involved in Topeka and Kansas City.
to partner with professors on articles, studies, etc.
I occasionally travel through Kansas to see relatives in Topeka and would like to hear of special occasions on the campus. For instance I will attend the 100 year anniversary of KMLC in Overland Park in October to be recognized as the first City Manager President of KMLC and would love to stop over and say hello.
Resources for students and each other, some sort of formalized check-in process, possibly.
I think the department is doing the best that it can to utilize alumni considering that many of us have scattered to other parts of the country. I think maintaining an accurate and current database of alumni is an important tool for facilitating contact with other alumni in the area.
Recruitment. This has been a weak aspect of the program, and many alumni are eager to help recruit. I was sold on the program when alumni contacted me and encouraged me to apply.
See above.
Having an alumni group like KUCIMATs is a real gem. KU should recognize this and utilize the alumni to bounce off ideas so that everyone can be on the same page.

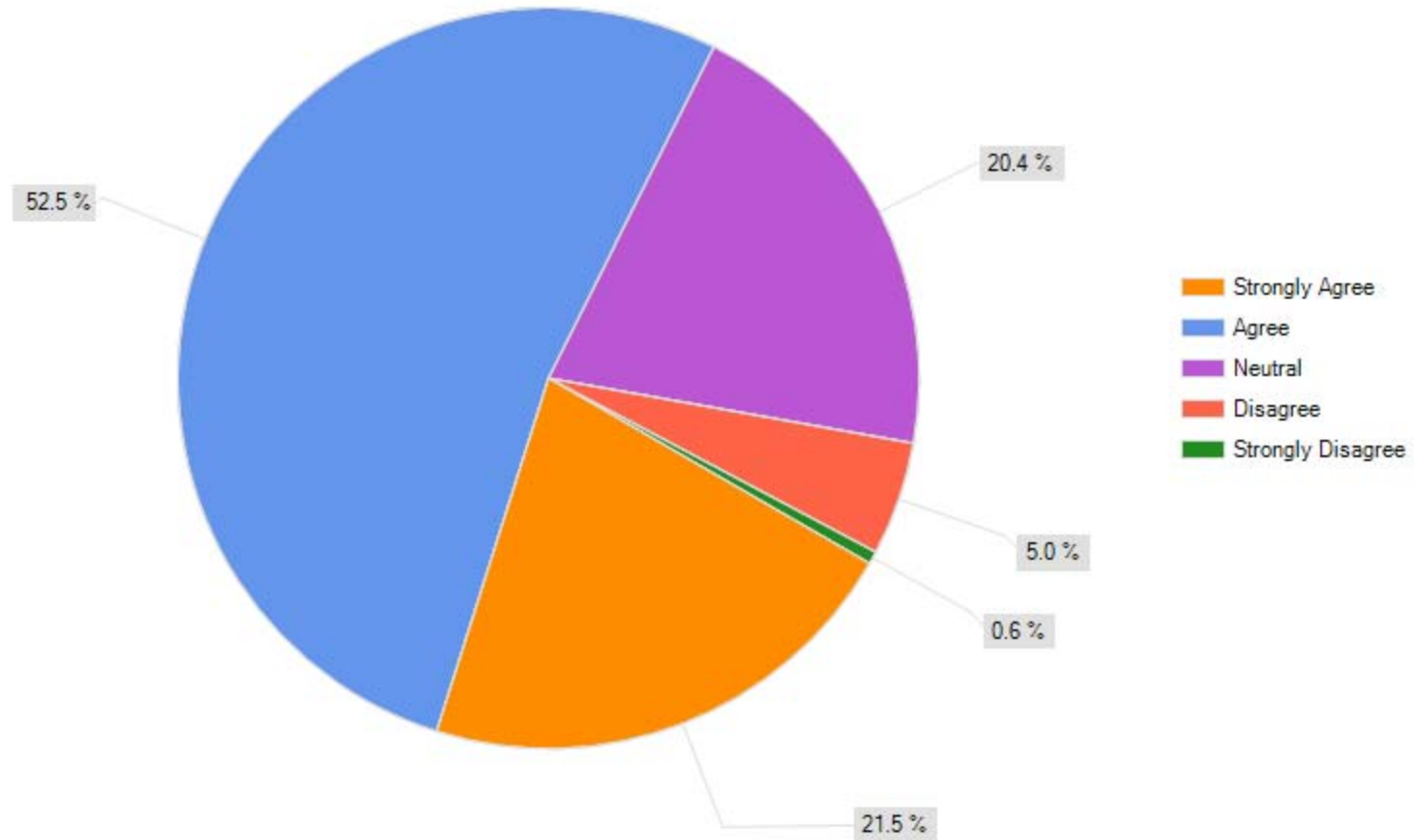
Have alumni more involved in creating internships for first and second year students. Also, invite a rotating panel of alumni back for a weekend, or a week, to work with students during their first year.
Ask for input from a very wide spectrum of graduates. Engage private sector alumni in a meaningful manner, particularly those who pay their dues!
We could be case studies for student course work We could be advisors to students on a one-on-one
I feel a bit out of the loop in only receiving electronic newsletters. The hard copies made me take the time to really read the material, and I'd suggest hard copies of KUCIAMT invoices as you really have to "want" to pay your dues to seek out the form online.
Promote the program. Have prospective students contact recent alumni to talk about the program. Also, recent Alumni could work with new students to give guidance on completing the program, i.e. a mentor.
Greater connection between alumni and on-campus students.
Solicit us for internship ideas. While we might not have openings, we may know of non-KU managers who are looking.
What is the current curriculum for on-campus intern-path students? What classes do they take? Have alumni spoken to the curriculum recently?
I think the program does a great job tapping into the alumni network - I would just re-emphasize that this should continue to ensure each year's graduating class have a fighting chance to find employment and be successful in their professional lives.
Have scholarships to bring back alumni to speak. It is not always the ones that are most active in ICMA or from the bigger towns that have the most experience.
Let us know what is needed. KUCIMAT leadership may understand how to be involved - those who were career students while going through the program do not feel the same connection.
As ambassadors of the program in each State and Region, as practical.
More opportunities for alumni to engage with one another and faculty/students through online forums.
I think we could be more pro-active in getting undergrads interested in local government (in an organized way).
Recruitment. Alumni could play a huge role in more proactive, strategic recruitment efforts.
alumni conference call roundtables (get 3-5 members of the same class/generation, ask about how the program equipped them, how it can help now, etc.), "chapters" of alums living in the same metro area, reach beyond local government networks (since many alums have moved to other sectors)
I don't have anything new to offer. I think you use alumni pretty effectively.
virtual mentorship
As above - I think also we could glean them for more speakers, seminars, roundtables on current issues - in the same way Justin Marlowe and Michael Moody tried to have roundtables at Edwards on the financial crisis, we should round them (and other representatives) up more frequently to encourage discussion/education of interested parties, including students - and extend our reach/visibility.
I think this is one of the strength's of the program. I always felt supported by the alumni.....especially those who graduated prior to me.
I would like to be called upon to assist with or review current research to provide additional practical input on theoretical research.
network, network, build bonds across the graduation years in ways besides ICMA conference
Recruit alumni to "adopt" a student and be a coach through the program.
Alumni could be used for short teaching stints, guest lectures and perhaps mini internships of just a week or two to give students some real world grounding.

Best practices symposiums, Consulting for cities that don't have resources, writing white papers on issues of the day, responding on an emergency basis to areas/managers in need.
\$\$\$ Money \$\$\$ ... I admit it, despite giving my energy, talents, heart to the program, I have yet to contribute financially. Why? Honestly, I never think about it. Although I routinely get asked to give of my time to the program, I've never been approached about giving financially. I couldn't even articulate why I should be paying my KUCIMAT dues, when I even think about it at all. I had the privilege to attend three separate institutions in undergrad and I'm constantly bombarded with financial requests from them, but I don't ever recall getting a single letter or solicitation from the KU MPA program. The shame of it is, I feel 1000% more connected, more loyal, and more proud of KU than any of my other schools. So while I'm glad I give of my time and talents, I'm a lost opportunity in terms of money simply because no one's ever asked. If John Nalbandian picked up the phone and said they were a couple hundred dollars short in funding a scholarship, I can honestly say that I would probably give. If Ray Hummert sat in my living room and asked my husband and I to commit several thousand dollars over the next few years to a capital building campaign, I can honestly say that we very likely would. And if everybody knew I was a total scofflaw and never paid my KUCIMAT dues, the check would be in the mail tomorrow!
Maybe a message board of some sort to post questions and solicit answers.
I think that an online alumni forum would be useful
Alumni can go to local public service career fairs or graduate student fairs to represent the KU MPA program. Continue to invite alumni to speak with potential students, etc.
The school could do more to engage alumni that our outside of the KC metro area in a mentoring role for students or recent graduates.
Would it be possible to have regional KUCIMAT events (since we're all spread out). An event for KUCIMATS in Texas?
Increase the numbers of alumni that are interviewed by the on campus students. Establish a more formal way for the alumni and students can interact while they are on campus or in their intern year. I would envision that being a function of some social networking tool.
Regional alumni activities. National recruitment for new students. Don't want to repeat what ICMA or LinkedIn KUCIMAT group do, but perhaps a Q & A blog spot ont he Dept Web site for students and alumin to ask questions and have alumni and professors provide answers.
All of the above!
Reserach needs that we can connect and provide assistance.KU School of Public Administration can grow and can become sustainable within the University by getting even better, and maybe a little bigger within the area of local government. Nobody (perhaps ASU with their arrangement with ICMA) has carved out a research and white paper niche for local government applications research.
Speak to future and current students. Bring experienced managers in to spend time with students. Value KUCIMATs as an incredible asset, not just as a potential fund raising base.
The department seems to be solely focused on what the alumni will do for it and not vice versa
Outreach to prospective students for the intern program and for the career option program.
There are a great number of alumni who graduated through the Public Managment Center who are ignored by KUCIMAT and KU because of the myopic focus on local government. Those alumni could be a great resource to KU, the PMC and KUCIMAT if the leadership at the dept. could see past the end of their noses.
Continue using LinkedIn and these on-line surveys. Great initiatives.

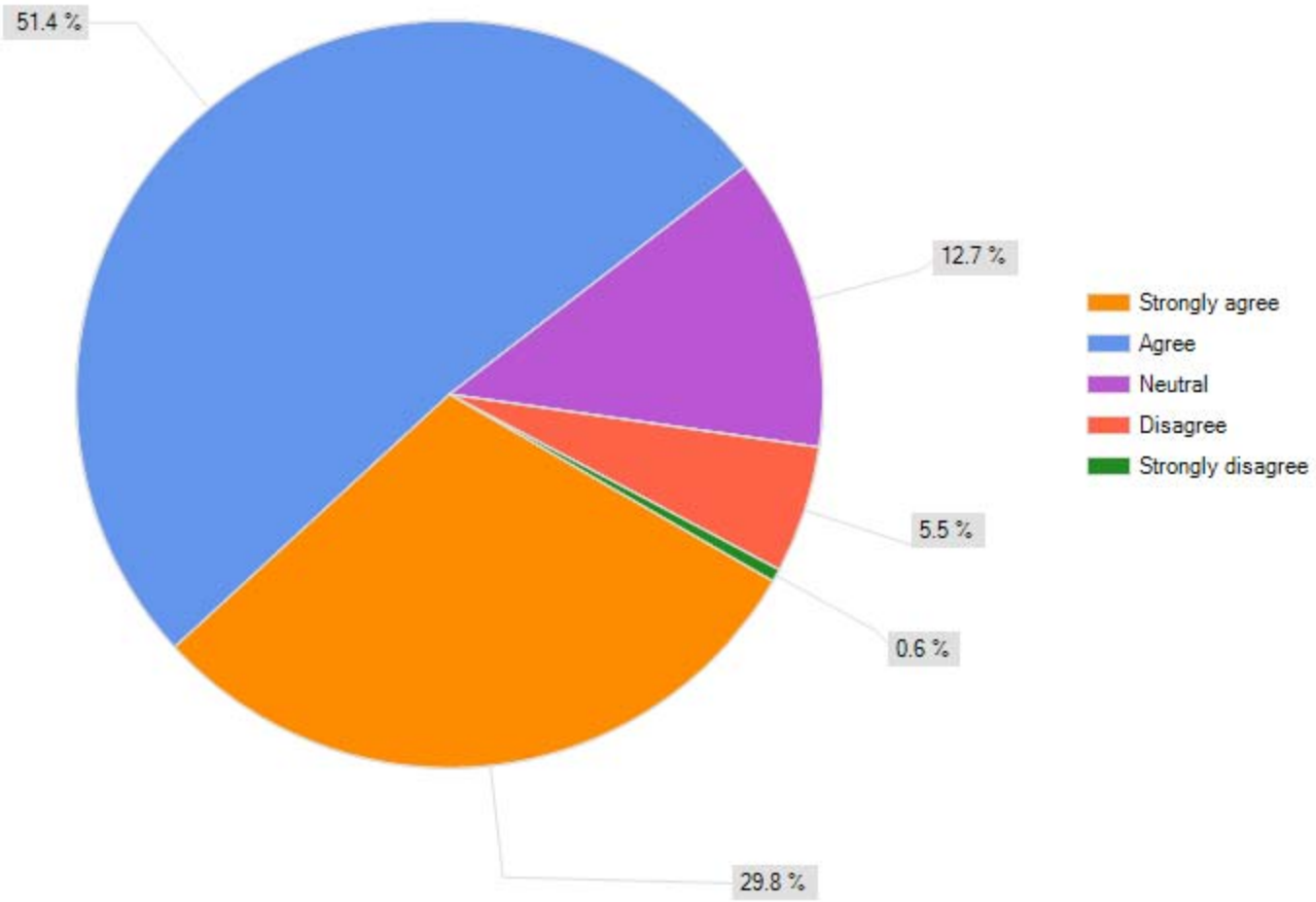
Student recruitment
I found it very challenging to approach alumni on job searches. I think that in such difficult employment times, it would be nice if the department would not only send out the brochures to potential employers and alumni, but also include information about what areas the student is looking to move to, or their favorite interests in local government. For instance, if a student loved budgeting and wanted to move to Northern California, perhaps they could mention that in their bio, so that they might be placed in a finance office in that area for their internship. It would make it much easier for alumni to contact that student or advise them on that job market in their targeted area.
Let me know if there's anything I could do in my geographic area to help support the program.
KUCIMAT board could develop a strategic plan incorporating feedback from alumni to identify goals and priorities of alumni and possible need for workgroup/committee activities
I'm open for ideas, but mostly to help support and promote.
Hold or help organize KU MPA alumni gatherings at a regional level for those of us not in KS/MO to improve dialogue and gather ideas for the Department.

Section 5: Department Values

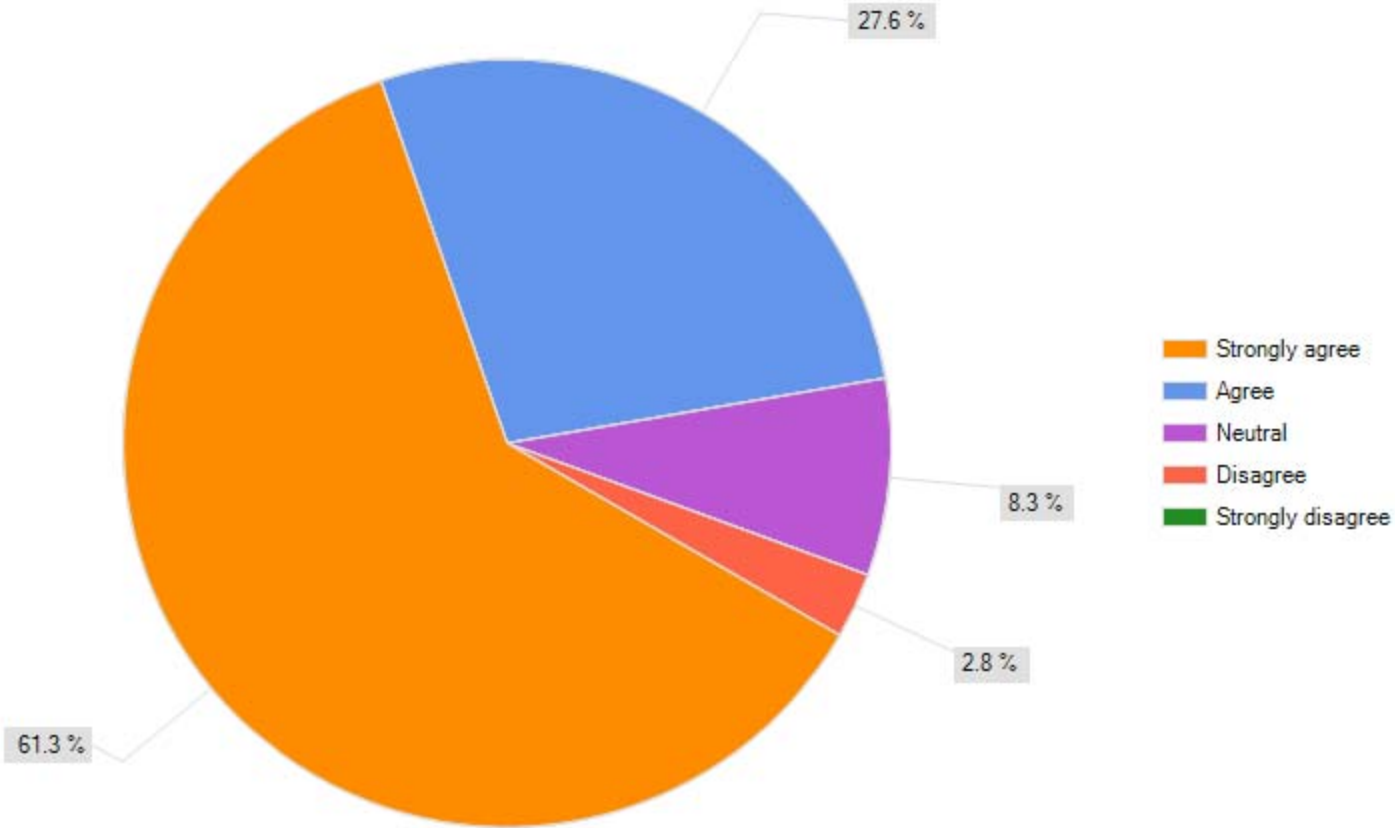
Question 1: I believe the KU Dept. of Public Administration recognizes accomplishments of alumni and academics.



Question 2: I believe the KU Dept of Public Administration represents itself well to alumni.

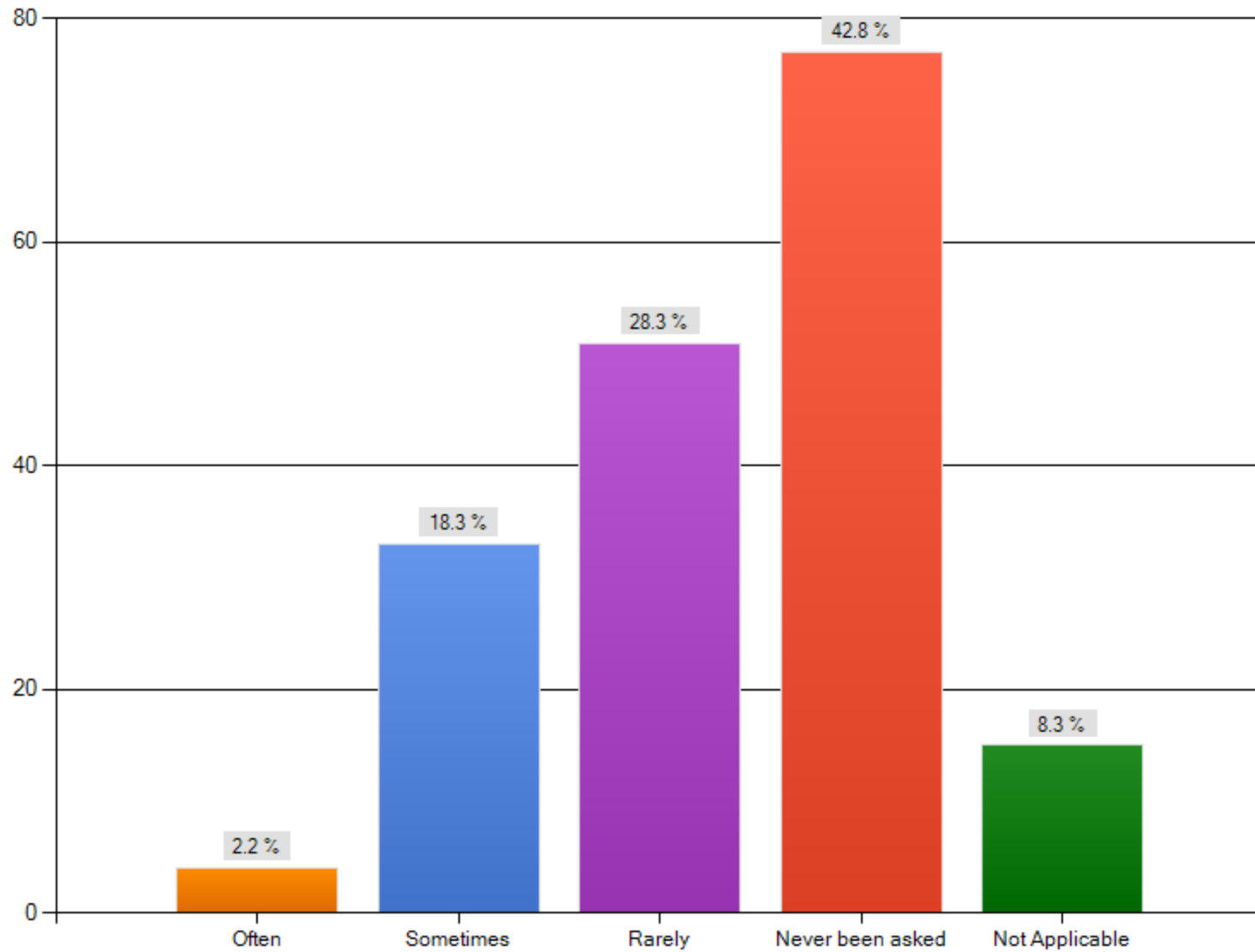


Question 3: I believe the KU Dept of Public Administration represents itself well to the city/county management profession nationally.

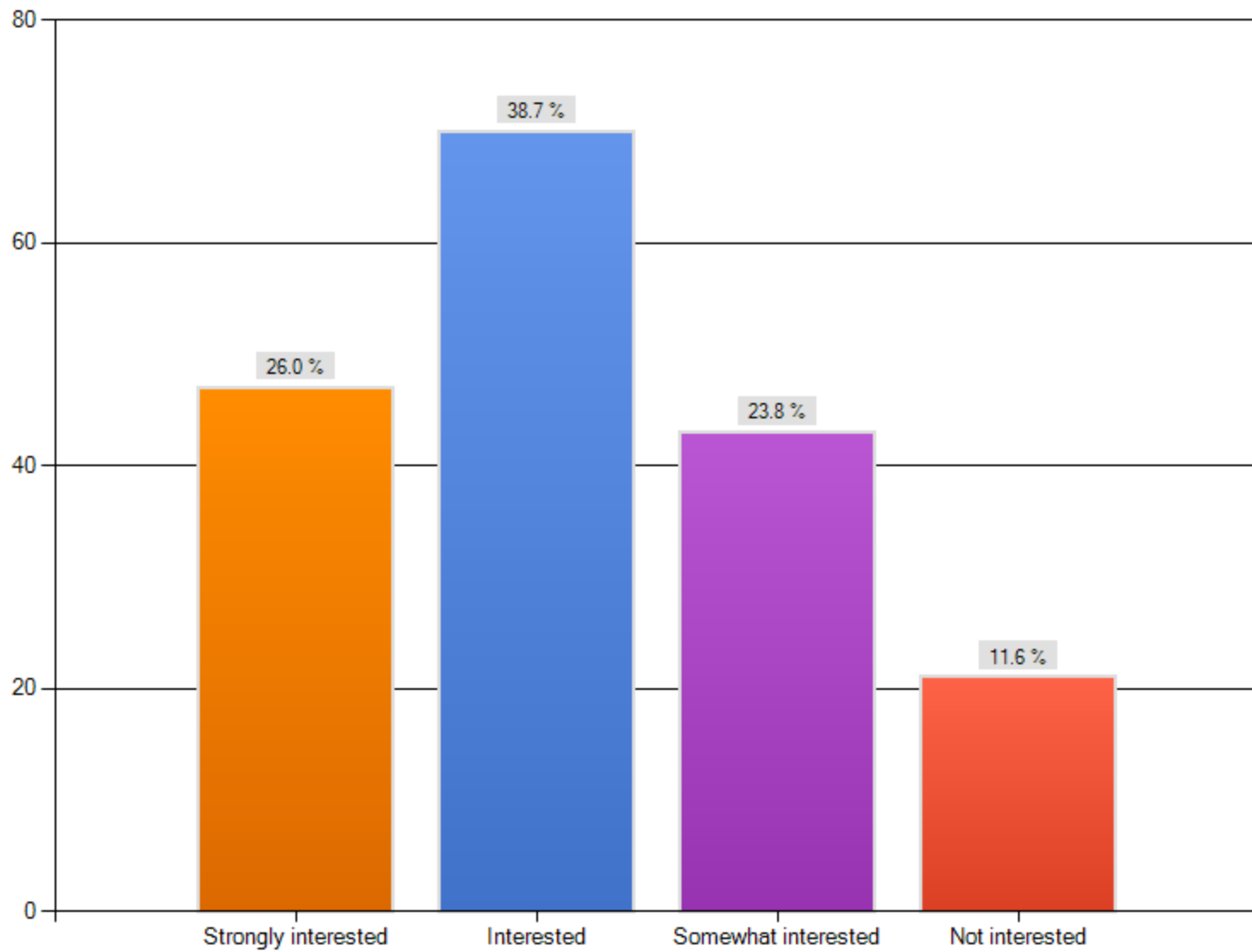


## Section 5: Department Services to Alumni

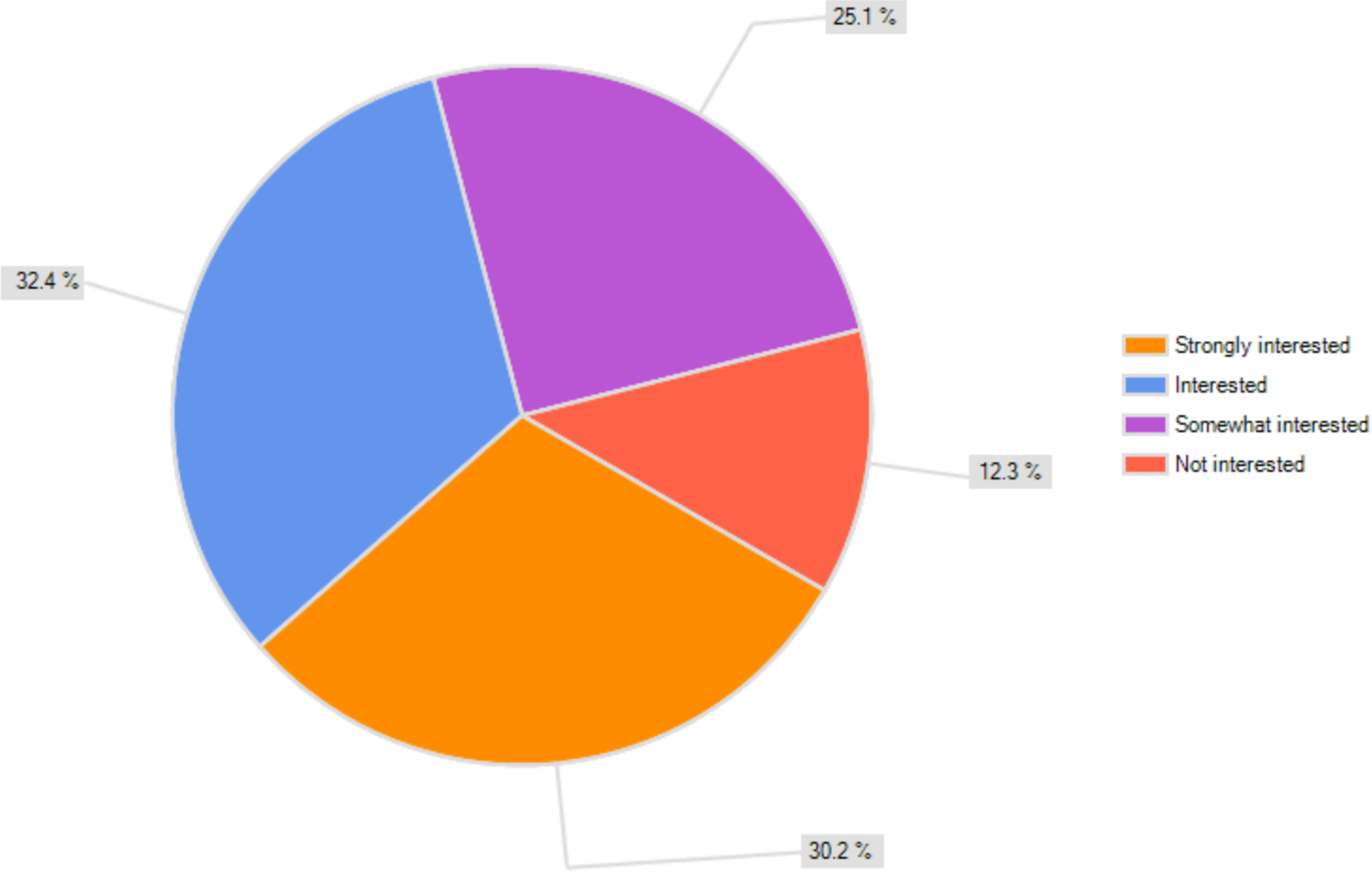
Question 1: I have been utilized by KU Department faculty in research surveys and data development.



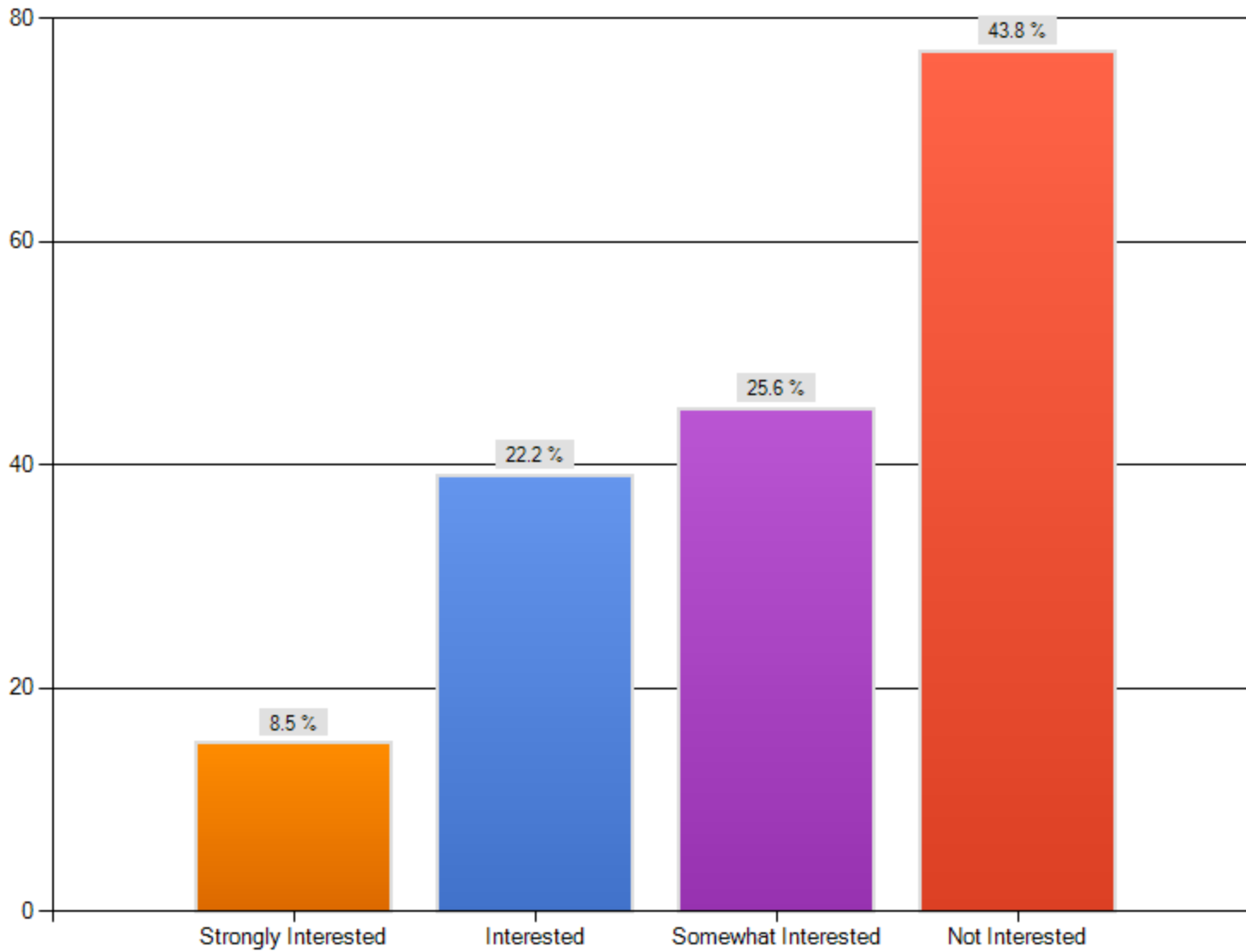
Question 2: I would utilize on-line training courses such as Webinars if developed by KU faculty on latest trends, skills, etc.



Question 3: I would attend a “return to campus” specialty seminar with best practices, idea sharing and strategic government changes as a focus.



Question 4: I would use or have need of KU faculty for advisory services and local problem assessments on a fee for services basis



Section 7: Department Fund Raising

Question 1: I am an annual financial giver to the KU MPA Program

Answer Options	Response Percent	Response Count
Yes	35.6%	64
No	40.6%	73
Occasionally	23.9%	43
<i>answered question</i>		<b>180</b>
<i>skipped question</i>		<b>35</b>

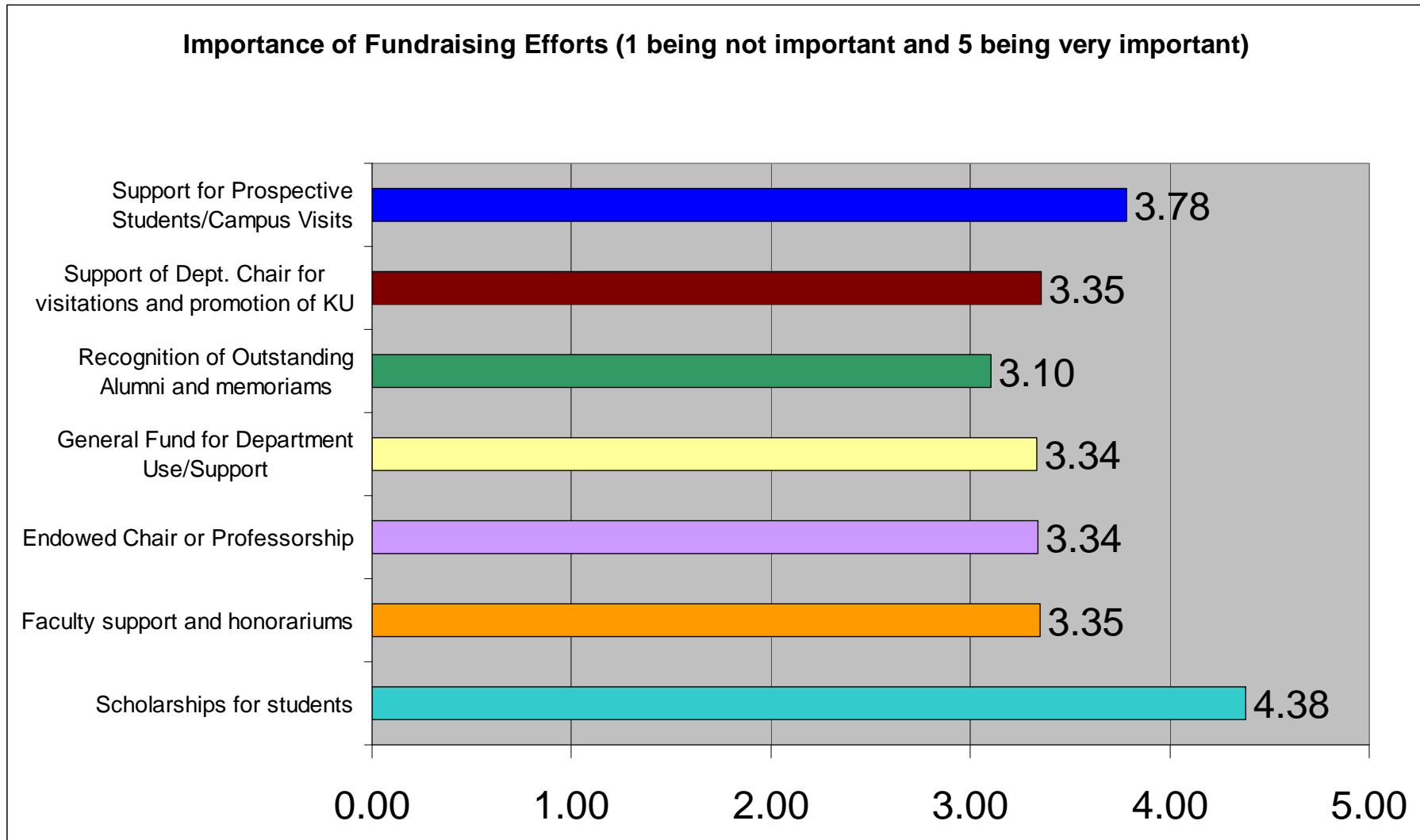
Question 2: I have contributed to specific scholarships and endowments at KU within the last three years.

Answer Options	Response Percent	Response Count
Yes	31.1%	56
No	68.9%	124
<i>answered question</i>		<b>180</b>
<i>skipped question</i>		<b>35</b>

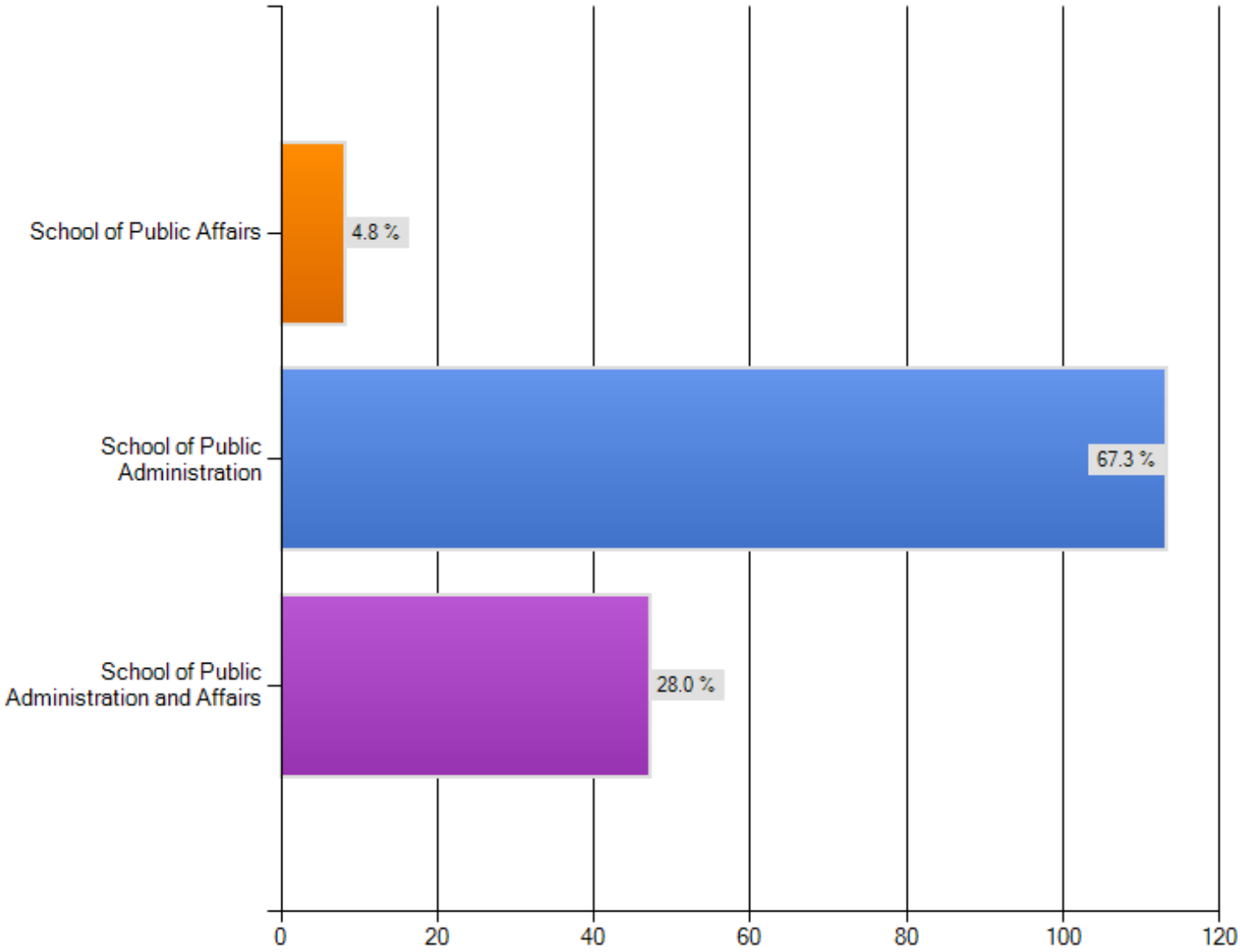
Question 3: I am familiar with all the various programs where funds are raised within the KU Dept. of Public Administration.

Answer Options	Response Percent	Response Count
Yes	20.6%	37
No	40.6%	73
Somewhat	38.9%	70
<i>answered question</i>		<b>180</b>
<i>skipped question</i>		<b>35</b>

Question 4: Rate the importance of KU fund raising efforts for you. (Rate 1-5 with 1 being not important and 5 being very important)



Section 8: Department Name Change Preference

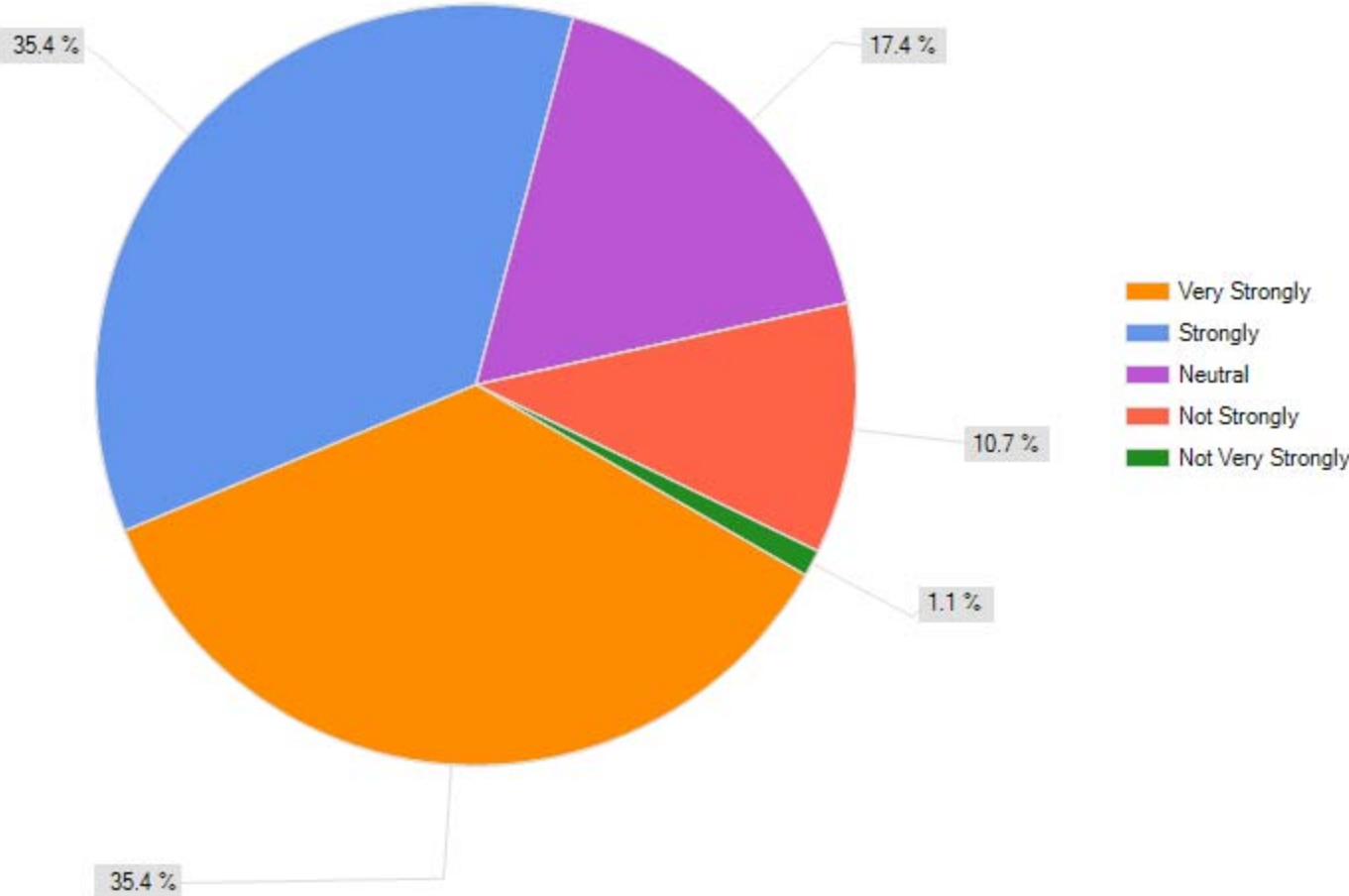




Question 1: "Other" options

School of Public Management and Leadership
School of Public Affairs and Administration
School of Public Management and Affairs
School of Public Management
I'm ambivalent.
School of Public Management
School of Public Management
Edwin O. Stene School of Public Administration
as long as the city mgt emphasis remains. If it needs to say "affairs" for Phd recruitment and faculty then it is fine with me
or school of public management
School of Public Management is also acceptable
Doesn't matter
School of Public Administration and Policy
not sure - haven't been aware of the 'affairs' possibility - what does that mean?
School of Public Admin & Affairs is 2nd choice
You don't need a broader name to do broader work - stick with PA
Doesn't Make a difference with employers

Question 2: How strongly do you feel about your choice of potential name for the Department's transition to School status?



### Question 3: Additional Comments on Name Change

Title must keep public administration in title
Public Affairs is a department that handles press releases. If affairs is more marketable, it needs to be last.
Taking away "Public Administration" from our program's name, in my opinion, disrespects the great work by our alumni, Ed Stene, and all of the outstanding professors that have focused on public administration as a career and who have made the Stene Program the premier local government management training program in America.
Public Affairs does not seem as applied and I would worry about that change in focus. I wouldn't be as concerned about Public Administration and Affairs.
The success of the past is in making successful city managers. That's public administration. Public Affairs seems to offer a change to making successful professors.
The primary focus of what we do is "administration" We are not Maxwell and we are KSG (Kennedy School of Government". We do not and should shift the focus to train the next generation of think tanks. We specialize in those who professionally lead municipal organizations. This is a specialized skill, and one which is more in demand and needed now than ever before. To allude through the name that we are a School of Public Affairs is to lead prospective students and outside observers to believe that we focus in public policy...and while we all dabble in policy and politics (we are modern administrators, after all), our focus - our calling - is to be professional, ethically bound administrators. That is what the word KUCIMAT stands for.
Maintaining "Public Administration" is very important to me. It seems like many other schools that are less prestigious in the region use the term "public affairs".
Ultimately the name isn't as important as the focus of the department, though I strongly believe the name reflects that focus. I believe I understand what the department is trying to accomplish and I am not necessarily opposed to it. KU is known for its excellence in training local government officials and I believe that should remain the first priority. Anything else offered should not take away from that priority.
I do not like public affairs or public policy as a name. I think public affairs is too general and vague (sounds too much like "PR" to me - no one really knows what public affairs is - including me). PA is a discipline that needs to be nurtured and developed. Public policy focuses too much on federal. We need to preserve local government and the primary focus for the School - if we're to remain top level in the nation. I do not think we can compete well with public policy schools like Berkeley or USC if we try to do so (I'm just being blunt). I have no problem with a school status - but I to believe we need to stay focused on public administration - there are real skills as well as knowledge that must be learned for competent administrators and managers. It's quite different from public relations or public policy analysis. Let's stay focused on what we can be the best at - even if it is more limited than other schools in scope.
See previous correspondence to KUCIMAT leadership.
With a new name for the department currently being contemplated, have we considered naming a specific center within the School or Department? Such as "The Center for City Management & Urban Policy"? With KU being so highly devoted to that particular field, I'd imagine that we might want to throw the idea out there.
I think it is good. Can create additional activity for the program bringing in more student.
Seems to me the program is known for its city management training and at a minimum the name should clearly encompass that field. Public Administration does this. Public Affairs does not. Sounds more like political science and less pragmatic, which plays to a weakness and not a strength.
I believe "Public Administration" should be in the name in some form.

use Ed Stein's name
I believe this is a great thing for the Dept/Program and the future! We need to honor the past, but look to the future and consider how this will benefit students and faculty going forward. Fully support it!
I feel very strongly that Administration must remain in the title of the School. I also feel that it should be listed first if combined with Affairs.
In my mind, if a name change includes or is wholly "Public Affairs", it infers the study of public policy. My KUCIMAT experience was certainly weighted towards the study of administration. So, a name change--I'm neutral--might signal an expansion of the department to include a broader study of policy...which I do not oppose. However, I understand that this expansion could move the department from it's core focus of producing public administrators.
Public Administration, training managers, is what they do best
The addition of public affairs to the title gives the appearance that we are a school of communication. While public information officials are often members of our teams it is not the true focus of our program.
The students in the full time MPA program need to be treated better than they are currently. They should not be subjected to on line when on campus and the large classes that appear to be the norm. My intern felt they were not given the status that they should have based upon the status of the program. Sorry, I have no additional comments on name change.
the term "affairs" is too broad and is often used to describe programs with a more political emphasis. the term "administration" or "management" clearly defines and correctly describes what KU does, where it excels, and why it exists, to educate and train public managers and to promote professional public administration. The term is important.
The name Public Affairs seems too policy oriented and makes me think more state and federal level emphasis.
KU has built a name in Public Administration. Though moving to a "public affairs" name would indicate the expanding roll of the school and would seem to make sense, at the same time it cheapens the value of the degree that everyone who has ever graduated with an MPA from KU has received.
I think the name change is less of an issue than the quality of the students the department is producing. If the program is truly excellent and the people it produced are professional, knowledgeable, creative, and striving to better themselves and their communities, I think the school's reputation will improve regardless of what it's name is.
As long as the FOCUS is preserved and students end up in the profession, well-connected to alumni, then it doesn't really matter what it's called to me. If the department can achieve some sort of recognition or grants or whatever with a different name, then have at it, but the focus has to stay the same.
The name "public affairs" seems to indicate a focus on policy development and large scale governance issues, not specific attention to preparation for government, especially local government work
Just my opinion, but "Public Affairs" seems to me to be one of those squishy PC terms: Is it Poli Sci? Government? Public Administration? Well, let's not make the hard choice, we'll just call it....Public Affairs and cover all the bases. KU's strength and reputation and uniqueness is the Public Administration program. If we're talking Public Affairs, as in policy development and policy advisement at the higher levels of government--that's the Kennedy School, Berkeley, and so on. I don't think KU plays in that league nor should it want to. What KU does is academically train public-sector managers. Nothing says that more succinctly than the "University of Kansas School of Public Administration."

Public Affairs is too broad and does a disservice to the practical, management orientation of the program. If a change from Administration is really the focus, then I would suggest "School of Public Management". I am definitely against "Administration and Affairs", it is cumbersome and to my previous point, does not honor the roll that the program has played in the lives of its alumni.
The name change is symbolic of the arena of study by the university. Our focus should be local government, not policy. America's cities are governed by sound public administration. I believe we should continue to be a School of Public Administration. Our value has been commitment to local government. By having a joint name the focus is diluted.
We are a city management school Public Administration reflects that. Public affairs sounds like Harvard or Stanford or other more academic oriented school. Our differentiation in city management/administration. Keep it in the title.
Always thought Department sounded a bit clunky for a nationally prestigious program.
The move from "Department" to "School" is a positive one which probably should have been made years ago. Because KUCIMATs have local government management as a foundation for the program, it would be a disservice to our program's founding fathers (and a vast host of KUCIMAT alumni) to exclude Public Administration from the new name, although I'm OK with including Affairs in the title as well.
If the academic world is more comfortable with Affairs than PA I'm not really bothered by that. What is important is that the name opens up opportunities for the future. In this case, after reading John's white paper, I believe it may be time for the old to give way to the new.
What does "public affairs" mean? KU's legacy has been training individuals with a public service gene to step immediately into roles of leadership in public management. Historically, this has been city and county management. Recent trends recognize the value, as well, of individuals looking for career assistant, department head and state and federal government level positions. There are dozens (scores?) of colleges and universities around the country that have general public affairs-type programs. I'm not sure why KU would want to transition from being the top of the heap in public management to just-another-name in the vast list of public affairs programs.
Sounds good to me and am glad it is being pursued in a thoughtful manner.
The BRAND is there, why change it!
As I said before, Public Administration is the horse that's carried the program for year. It's #1 in the country for a reason. Utilizing the alumni more effectively is the first way to realize the focus should be on city management.
Keep Public Administration in there somewhere
Public Policy or Public Affairs is not the focus and core strength of the KU program - the fact that new faculty and the current chair is driving this change tells me that the University has NOT hired the RIGHT people. KU and the "profession" of local government administration have been synonymous over the years. The program is not only important to the alumni but to the PROFESSION as a whole! The Hansell Symposium was at KU, not Arizona State or Northern Illinois or North Texas or North Carolina -NOR Harvard, Berkley or Syracuse - it was at KU because KU is connected to this highly specialized, valuable and NEEDED profession in society. When the KU MPA program declines the quality and caliber of individuals entering city management/professional local government will also decline. I'm sorry if the current faculty is bored by local government administration - but it would be a shame to dismiss decades of strength and commitment because the current academics don't "get it."

<p>If you change it to a School designation, I encourage you to think more broadly in terms of public administration and policy. There is a very large focus currently within the program in regards to local government and management. Public Administration and Affairs is not just about local administration and management. It is also about being a community leader, a policy maker, non-profit organizations, state government, leadership, and federal government.</p>
<p>Does having "school" status mean that it will be subdivided into "departments"? Are the financial resources available for the expansion and absorption of the additional bureaucracy that may emanate from the new status? There is more involved here than simply a name change. The underlying quality of the faculty and the curriculum will do more to assure the future excellence of the KU City Management Training Program and other fields of study like the PhD program than whether it is a department or school. I feel that the emphasis on the name change is misplaced. If merely being a "school" would garner more resources than a department, perhaps the justification of the need for the additional resources should be strengthened.</p>
<p>I've expressed my serious concern and displeasure with the proposed name change to the School of Public Affairs. I am absolutely 100% against it.</p>
<p>I Like Department, the name is so recognizable, I would not change it.</p>
<p>MPA stands for Public Administration as that's why I joined KU for its reputation and program. Administration is what we do. Keep the name as it is.</p>
<p>Public Affairs programs are a dime a dozen and turn out lots of graduates. We have established a brand in our KU MPA and the department of public administration. Change is not a bad thing - but change for change sake or to "keep up with the Jones" is not effective. We are the top local government administration program in the country because of our focus - we can't lose that....why should we change our name to be like the dime a dozen programs?</p>
<p>I don't feel strongly about the name in itself. But labeling a thing is important in where it ends up heading. I believe the strength and unique niche of the KU program lies in public administration. I fully support integrating it with public affairs, but would always want administration to be pre-eminent. Too many other schools have gone down this road and, frankly, it seems like maybe there is more faculty out there that likes teaching public affairs and public policy over the disciplines of public administration. Public administration ends up first taking a back seat, then sometimes getting lost altogether. I would hate to see that happen to this great PA school.</p>
<p>In my experience (hiring and recruiting staff) Public Affairs denotes a communications degree. While I believe this cheapens the degree, it is more important that it will confuse prospective students and those that might hire them. We have a solid brand and should work on continuously improving our program not change the name! What is the problem we are trying to solve??</p>
<p>School denotes more notice of standing in academic circles.</p>
<p>See above ...I think we need to know how the courses will be changed. The most important thing to me is preserving the masters degree program for city mgt trainees.</p>
<p>Let's not forget why the school came into being.</p>
<p>I support the program's attempts to grow and become more prominent within KU and the academic. I am not concerned about the name, but I feel it essential to keep the focus on local government. There are many general MPA programs out there with no distinctive attributes. KU MPA is a strong brand and gold standard for local government and it should not be taken for granted.</p>

<p>I did the Coro Fellows Program in Public Affairs after I graduated from college. For nine-months I rotated through various internships in the different spheres of the public and participated in various projects with the other fellows. That experience taught me about the dynamics of public affairs and the personalities that can cause you much frustration when you engage in the democratic process. My KU experience built upon that, but most importantly, it integrated the worlds of administration academia and practice with the messy realm of public affairs. I think School of Public Administration and Affairs is the most appropriate name for a program that prepares people to administer a democracy.</p>
<p>"School of Public Affairs" is most common name for such entities, but KU has an intentional focus on local government administration, so "School of Public Administration" is more fitting and appropriate. "Administration and Affairs" is frankly a mouthful and many will fail to remember the proper name. Also, under no circumstances should the school ever have Sam Brownback's name attached to it.</p>
<p>I think "administration" is more recognized than "affairs"</p>
<p>from the minimal communication I have received, I can see somewhat the need to change the name to include "Affairs". However, I also think it is important to recognize the strength of KU is public administration/public management. So, I think that having both in the new name achieves both opportunities for greater national recognition yet retaining the administration/management focus of the past.</p>
<p>previously submitted comments to President and Department Chair</p>
<p>If we fix the underlying problems the name will not make a difference.</p>
<p>The inclusion of "Public Affairs" is very vague, in my opinion, and creates more confusion than true brand identity.</p>
<p>Public affairs implies policy and administration implies practitioner. Keep KU as a practitioner focused as possible. That is what has set KU apart for so long. There are plenty of other great public policy options out there.</p>
<p>The public will continue to place an increasing emphasis on the management and administration of government - a name change that moves away from those terms will not be helpful to the general public in understanding what our profession does. I would much rather tell a taxpayer that I know what I am doing because I have a Master's in Public Administration, than a Master's in Public Affairs. The emphasis should be on management, not the academic stew of "Affairs."</p>
<p>I've already submitted comments through other channels but would re-emphasize that I believe the use of "administration" in the title of the school puts an appropriate emphasis on the practitioner elements of the program which are what set it apart compared to other MPA programs. The term "affairs" seems too broad to me - synonyms include "activities", "matters", or "transactions" - none of which strike me as a reflection of the practical emphasis the KU program offers.</p>
<p>Be sure to continue to stress public administration</p>
<p>The reasons for the name change have been discussed and explained. I have confidence in the department's leadership. While I prefer the School of Public Administration, I understand the academic reasons for School of Public Affairs. Why not School of Public Management?</p>
<p>What does the designation 'affairs' mean to the direction of the program? Public Administration is pretty self explanatory. To me, 'public affairs' is more academic, and that has never been the focus of the program.</p>
<p>Public Administration seems to better represent the strength of what KU has to offer. I'm concerned that Public Affairs is a sign of the erosion of KU's commitment to its core competency. I'm concerned that Public Administration and Affairs is simply too wordy.</p>

<p>KU's bread and butter is public administration. Taking on the public affairs name simply to conform to a national trend in school naming seems like hollow logic. Don't pretend to be something you're not just to fit in with those around you.</p>
<p>Public Administration is key to what the KU MPA program is. I understand the normal nomenclature being Public Affairs, but that gives a different impression than what KU is and should be. Public Affairs may attract a wider range of faculty, but that is not necessarily desirable. KU needs to focus on Public Administration, which is a specific subset of what I would see Public Affairs as being. The name should reflect what the program is, has been, and strives to be.</p>
<p>Public Affairs has some appeal, but I think you're better off to stick with a plain name, and build your breadth and reputation off that core base.</p>
<p>It enhances the visibility of the MPA degree from KU.</p>
<p>KU has always been about management. I think the term "affairs" deemphasizes that connection and connotes, to me, more of a political science tone. I would not be in favor of any name change or curriculum change that would water down the emphasis of the department on the administration of local government. Certainly, an awareness of political affairs is important, but there are many other schools people can attend if they want to focus on those aspects.</p>
<p>focus is public administration not affairs...keep it that way</p>
<p>Name change is fine, but I would caution about making the name too different from the name as people have historically know it to be. Otherwise, faculty and students may find themselves explaining ad nauseum to "outsiders" that the new name refers to the same program as the previous name.</p>
<p>As I read the letter, the support for the name of Public Affairs seem to come primarily from the faculty so that the school would be more comparable to other schools and be comparable for faculty recruiting purposes. The KU program has been primarily known for turning out students to work in the local government profession. It seems to me that the name should appeal to the practioners who are hiring the students and the Public Administration name says more to the practioners than does Public Affairs.</p>
<p>Speaking solely from the Masters perspective, I feel very strongly as an alumnus that it should be School of Public Administration. However, I realize that the nomenclature for doctoral students is "Public Affairs," so even though I don't feel connected to the doctoral program at all, if we had to split the baby and call it School of Public Administration &amp; Affairs, I would ultimately support it. Or School of Public Affairs &amp; Administration?</p>
<p>Adding the "Affairs" verbiage could broaden the appeal of the program. I still believe that "Administration" should not only be retained but kept the focal point of the curriculum. A good public administration program will inherently have a strong public affairs curriculum as well.</p>
<p>1. I believe that the University of Kansas will be less competitive for local government managers, especially since there is an option to attend the University of Omaha, three hours north, which has a School of Public Administration. One may also be drawn to the Askew School of Public Administration and Policy at Florida State University which has modeled some of its curriculum after the University of Kansas and has dynamic faculty including former City Manager of Naples, FL. 2. The University of Kansas has a rich history that has proven to train professional local government managers which has created one of the most prestigious, giving, and supportive alumni bases of which I am aware. I believe that this strength alone will carry the name "School of Public Administration" very far. I do not want to risk alumni "fizzling out" after all that they have worked hard to support and nurture over the years changes. 3. The name "School of Public Affairs" would be deceiving for what the program actually will be. The only degrees offered in this school will be those of public administration, so I understand, which is not consistent with other Schools of Public Affairs. This name suggests a team of departments including public policy, political science, urban planning, and potentially law. From what I have heard, the Department worked very hard to separate from political science and gain its own identity. This</p>

<p>name change will imply that public administration does not stand on its own. I think that it will be difficult for the program to remain #1 in city management with the name School of Public Affairs as it insinuates a move away from that focus, and I think that it will be hard to ever become the #1 School of Public Affairs with only one type of degree offered. 4. Many students choose this program because it has such a rigorous focus on local government management; because it isn't as broad as public affairs. 5. The School of Public Administration at the University has so much potential to become the premiere school for future local government leaders based on the history of the program as well as the faculty's willingness to address changes to the curriculum that will continue to enhance the program.</p>
<p>Leaving out public administration will diminish the "brand" of KU and take away from what has made the school successful and known. I fear it will become just another generic public affairs school with a broad based approach to public management and lose its identity.</p>
<p>Unless the program has changed drastically, I don't recall there being much of a Public Affairs focus. I don't know how becoming more policy oriented helps the KU brand.</p>
<p>I think the name change needs to include the word affairs, but having it combined will still keep ties to the heritage of the current name.</p>
<p>I have participated in a number of accreditation site visits for the National Association of Schools of Public Affairs and Administration (NASPAA), and I can tell you that none of the programs I've visited have the strength of the alumni participation and support that KUCIMATS provide for Public Administration at the University of Kansas. I think the name of the school does convey meaning, and to me a school of Public Administration and Affairs conveys a different meaning than a school of Public Affairs. Having Public Administration in the name of the new school makes very clear the connection to practicing public administration. I would point out that 'public affairs' is not limited to government; many companies have vice presidents in public affairs.... I hope the faculty and leadership of the Department will listen carefully to the alumni as the designation as a school is pursued.</p>
<p>"Administration" reflects the roots of the program.</p>
<p>I think the dialogue and so forth has been very helpful of late between the alumni. I absolutely hope that there is listening and appreciation by the faculty of the points made. The faculty that is in place has a stewardship obligation to the program, the students, faculty that has gone before them, to each other, and the alumni. They have a responsibility as people in control of the campus program to make sure there is a sustainable, vibrant, challenging program that establishes a niche and exploits that to the fullest extent possible. You have a responsibility to the public and to the citizens of Kansas to continue turning out the best possible local government professionals who will service our cities.</p>
<p>Everybody has a public affairs department or school. KU has a distinction in public administration. We give up a significant "brand" if we depart from use of the public administration designation.</p>
<p>The KU program really was a disappointment. It appeared to offer a close network and professional guidance yet in reality, the program is short sighted in assistance all alumni equitably. I got the feeling that the program was more concerned and focused on the promotion of minorities and females than working with all alumni. In the end, once I left the program, the times I attempted to follow up were met with limited interest. That was unfortunate.</p>
<p>My first choice is just PA, not affairs; if that will significantly impact the 'school' as a whole, my second choice is School of Public Administration and Affairs</p>
<p>simply put - I believe it best represents the goal and tradition of the program which has been to prepare the best possible local government managers/administrators in the nation.</p>
<p>The name is far less important than the product produced - Public Administrators.</p>

I understand how the term "Affairs" applies to the names of other national programs, and this term has "its place" among academics. The KU program is precious because it doesn't fit the mold of a typical public affairs program. Our reputation, our success, and our future legacy is rooted in the practice of daily public administration that exceeds the performance of our peers. Embrace this and call ourselves what we are, the leader in Public Administration! The School of Public Administration name fits what we are known for, it is not too general or vague.

I think it is CRITICAL that the KU program reach School status. Working at KU, I have quickly realized the massive difference in funding levels that "schools" versus "departments" receive. If we want to remain a top school in the country, this is a critical step that I feel should happen as quickly as possible.

I'm not sure "School of .... Affairs" sounds very good.

I feel strongly that the name needs to connect to the administration focus of the Department. I feel that Public Affairs is too vague and could lead to a different focus for the department ultimately.

## Section 9: Additional Comments

Thanks for allowing the feedback
It seems to me that the program is not very supportive of graduates pursuing their Ph.D. at KU in Public Administration. There are a number of other schools that help their working alumni to return in a flexible program and work on a Ph.D. After several discussions, there seemed to be little interest among the KU faculty. As a result, my Ph.D. will be from the other Kansas school and not in Public Administration. As a consequence, my loyalty and giving is not divided - it goes to my new home, although I'll never willingly wear purple.
none
I have written the Chancellor about the out-of-control athletic director and department that keeps me from making an estate or other contribution to the university. I have heard from many others--after I wrote publically about it--who feel the same way. The Chancellor needs to take control of the AD and the athletic expenditures as current and recent past actions are a stain on the university. john arnold
Thank you for the opportunity to provide the feedback. I have been and am always proud to be a Jayhawk and a KUCIMAT. Rock Chalk.
I have always been proud of my MPA from KU and believe that it was helpful throughout my career in helping me to be considered for positions. Over the years I experienced from time to time some disconnect from the KU program, primarily because I sometimes thought that the program was drifting away from its original purpose of training people to serve the public and preserve a sense that professional management of cities and counties was an important aspect of providing governmental services. It is my hope that through all of the changes that time and circumstances dictate, that the KU MPA program will retain that core purpose of training people to provide professional public management of local government.
the chair should interact, meet, know/recognize the full time students
We need to reflect on the reasons why the KU MPA program has been successful and preserve those elements - while continuing to learn and change to reflect changing times and needs. The alumni involvement has been a critical (maybe the major) reason for the program's amazing success for so many years. So whatever we do, we need to understand why alumni stay involved. I believe it is our passion for public service, excellence in government, and a belief that the KU program is a special place that gave us the grounding we needed to get started - and instilled in us a responsibility to be leaders and to mentor others. I would not want us to become one of many public policy type schools that are in abundance around the country.
You should be very proud of what you have accomplished and continue to do. Hope you always continue to do the intern brochures. It is exciting for alumni to see the caliber of students and experience that continues to result from your program.
Thank you!
The department has to support the MPA program and not grow fast and large that the prospection at other places is that they do not provide the necessary resources to the MPA program. They can not alienate the alumni.
I used to know where my money was going. Now, I do not and feel other programs of the department are reducing resources to the MPA program. It seems they need to find a leader on the faculty that knows local public administration.

I would be more than happy to host any alumni networking opportunities in the DC area at my home or a local watering hole. In addition, I would be interested in speaking to any student interested in federal employment or a parks and recreation career field. As the Chief of Administration for the National Mall and Memorial Parks, I believe my success in the National Park Service has been directly related to my training in the KU MPA program. Over the last year, our park has partnered with our city on a variety of local issues from economic development to youth employment. I am proud to call myself a KUMPA alumni.

Previous comments should go here

Regarding the fundraising question...there should have been an option for student internships. That seems to be the one place that we struggle with...getting kids into good internships and my guess is that it's because the good alumni who would like to provide an internship struggle with the money...if there was a grant or a fund that could help us, I think that would be wonderful and I would personally support that!!

Keep up the great work. Slap Nalbandian, George and Steve on the back for me.

Thanks for doing this.....Very important and engaging for me.

Like all alumni (I hope), I recognize the need for and encourage positive change for the program. However, like any organization, the need for change can and should only be driven by a core mission. In KU's case, I would like for that mission to be an unquestioned commitment to excellence in the management of local governments. Any changes that go to serving that mission are welcome. Any changes that detract from that mission seem to dilute what KU has been built on. Changing the program is okay, but I'm not sure changing the mission is....

I find it unfortunate that I only receive alumni / KUCIMAT emails if I am a dues-payer. If I pay dues I receive two to three emails a year. If I don't, I don't get any emails other than ...please pay your dues. I simply haven't seen any value to paying dues other than I personally feel it is important to the program. I have never been asked to present at conferences, speak to prospective students, coach, consult, and the like, but it always seems to be the same circle of people in the mix. I would like to find value in being a KUCIMAT, but haven't been sold on the idea - never asked to sponsor a student (like I have by other MPA programs), never received any information about scholarships or endowments... Outreach could be greatly improved.

Thanks for providing the opportunity to offer input during this critical transition in the program's history.

Do what is best for the future of the program, just don't stop training new City administrators and officials. The old timers (like me) will just have to get used to it (and we will).

Thanks for the opportunity to chime-in on these issues. I do believe a name change to "public affairs" would be devastating to the ability of KU to differentiate itself and to continue to promote itself as "the place to go if you want to be a city/county manager."

I believe receiving my MPA from KU has been the foundation for my success in local government administration. It has kept me energized about working in local government and it has made me proud to be associated with people that are making government work for citizens across America. I consider it truly an honor to be in the club. Thank you to everyone who is working hard to continue to make the program better.

Good luck!

It is exciting to think of becoming a "school" rather than a "department." After looking at the class offerings of the KU School of Business, it is evident a "school" has many opportunities not offered in a "department."

I have spoken with some fellow KUCIMATs about the proposed name change and: 1) Several still hadn't heard about it. I do not blame the school for this in that I assume/believe the e-mail went out to everyone, but it indicates that those who have not read it do not feel a connection with the program or a need to open it. The communication should not be considered "junk mail." 2) Some have not felt as motivated to express their concern or displeasure, already having a feeling that the decision was a "done deal" and is only being driven by the faculty and not the alumni/practicioners. 3) When learning of the issue, their reaction was similiar - "Why would the School even consider moving away from it's core (public administration)?" We're recognized throughout the country as being some of the best trained City/County Managers. I believe that the idea to change the name of the School to "Public Affairs" is not a good one and it will have negative repercussions to the school in the future by: 1) detracting the best and brightest students to become City/County Manager (in a critical time in our Nation's history when we NEED) the best and brightest leaders to confront the Nation's problems; and 2) by only further distancing the Alumni's support for the Program. Don't do it. "School" - Yes Public "Affairs" - No If you want a real alumni survey, put the School and name issue up for an on-line vote.

Develop leadership for the future, name change would be less of a priority.

Thanks for soliciting our feedback - this is a very important issue!

Thank you for asking!

Keep up the good work of training professionals in the governmental area. If there was ever a time for increased knowledge and knowhow in local government it is now.

Thank you Kent Austin '88

Keep the Kucimat name for the alumni group even though fewer among us remember what the acronym is! :)

I feel positive about my KU years, and connected to the network. I am, however, alarmed by what I perceive as a tendency to gloss over weak areas, such as recruitment and assistance with jobs/internships. I also fear a lowering of program expectations and a (perceived) weakening emphasis on the intern-option program. I hope the program will hold its predominant position in the local government niche, and believe it will, but I see an alarming lack of self-criticism. The program must be on guard against the poisonous effects of hubris.

thanks for the survey. this is a good tool that perhaps should be used more frequently!

I did not receive a scholarship from the program and therefore I do not see myself affording to donate until such time as my student loan debts are paid.

Good survey, thanks!

Do not let full time academicians ruin this program that serves the needs of our cities and counties across the nation so well for well-trained local government expertise. This management program is a tremendous asset for the University of Kansas. The program is very well-known and respected. When I began to seek a Doctorate in Political Science at Western Michigan University in 2003, the faculty there were very complimentary of the program and my participation in it at KU. Try not to ruin it by making it supposedly better from an academic viewpoint. Good PR is obviously worth it regardless of whether is is consider "research-oriented" enough. Knowledge without enough practical application is vacuous.

Thanks for providing an opportunity to comment. Steve Powers

My wife works for a university at which her school develops a printed document on an annual basis that they use primarily for alumni communication and fundraising purposes. It contains articles and features about students and alumni, including a donor list. The KU MPA program might want to consider such a publication.

<p>It's been disappointing to see that KU has been unable to attract and keep a racially diverse teaching staff. It's important in an environment like KS, where the homegrown people largely have not been exposed to racial or any other kind of diversity, for students to expand their horizons while in school. Having a broad exposure to different kinds of people with different perspectives helps people understand that their own perspective isn't the only one. With all of the problems facing the profession and our Country, we need to take advantage of the broadest range of perspectives possible.</p>
<p>Nicely done survey. Keep in touch - this kind of engagement is very effective (I think, at least) in generating/keeping our interest and should spark future involvement.</p>
<p>None</p>
<p>rock chalk jayhawk go KU</p>
<p>I wish I had reliable contacts within the KUIMAT base. I had a strong core while in the program, and those faded quickly once I was hired.</p>
<p>I REALLY like the idea of a "return to campus" experience!</p>
<p>Thank you for all you do each day to make my alma mater a better, stronger, brighter program. The work that you do truly does make a difference.</p>
<p>I am in the non-profit arena, an area that I feel I was well trained for through my education through my MPA. I would like to see some courses on the non-profit field as well as allow for dialogue between local government and NPO's.</p>
<p>As a recent graduate, KU department staff has always been very helpful. Professors have always been supportive and expressed interest in my academic development and career. It's a wonderful program and I look forward to future opportunities to be involved as I continue into my career. Thanks for doing this outreach!</p>
<p>I greatly appreciate the engagement of alumni in these efforts and the forward thinking faculty that have opened the discussion.</p>
<p>One last thought. Not only could the alumni be more connected with the faculty for conducting research services, but the department could use the students for research. With both the increased difficulty of finding part-time internships during the on-campus year and the tightening municipal budgets, it could be a great way to get good research at a good price. With enhancements in technology and communications, consulting firms are increasingly doing this, why not KU? I think cities have a short list of projects waiting in the wings that they could submit to KU each spring in advance of the next on-campus class to be sure there are enough projects to keep a certain number of students busy. Highly academic research requests could go to PhD students, and typical research projects that students might do as interns anyway could go to MPA students.</p>
<p>You should realize that my experiences in public administration were minimal after leaving KU. I served a year as an assistant village manager before launching into a career in Hollywood as a writer and performer. I never completed my Master's thesis on why zoning decisions usually go against municipalities, but it did become the basis for a comedy sketch -- "Zoning Man - able to leap tall billboards in a single bound" which helped to launch my show business career.</p>
<p>Thank you for doing this survey, looking forward to seeing the results.</p>
<p>Stay true to KU's strong tradition of local government manager education. This is our core, and the thing that distinguishes us from other schools. Lose that, and we just become another public affairs program.</p>
<p>I believe my comments speak for themselves</p>
<p>I think the program overall is excellent and you should be proud to have had the ability to hire new faculty in times where other departments are not able to!</p>
<p>Thank you for asking my views on such a great program that has been such a large part of my adult life. I look forward to great things continuing to happen !</p>

I would probably participate more, and want more from KU, if I was located closer--I'm in California.

Thank you for doing this survey. I appreciate the effort that this has taken to create it, and to tabulate the results. Good luck Diana, Ray, and Marilu! :) Can you share the results when you are finished?

I've lost touch; some due to my fault, but this indicative of the outreach effort that is not necessarily a priority of the program.

I'm concerned that there might be many alumni like me that are not in touch like we should, particularly on the issues that is being debated right now. The value of KUCIMAT is higher than any value in City Management. This should be maintained.

I think the KUCIMATs should pay the expenses for the President to attend a faculty meeting each year.

DRAFT