



Hampton Roads Chapter of ASPA



Annual Symposium
March 19, 2009

Navigating through Difficult Times: Action Based on Research

**Hilton Norfolk Airport
1500 North Military Highway
Norfolk, VA 23502**

Sponsored by:
The Hampton Roads Chapter of the American Society
for Public Administration
www.aspahr.org



Welcome to the 2009 Symposium

We are pleased to present this year's Symposium "Navigating through Difficult Times: Action Based on Research." We are glad to have you join us for this important event! Our local chapter of the American Society for Public Administration believes it is critical to offer programs opportunities in which public servants have the opportunity to join with colleagues to critically look at the key issues facing our region.

Our program was thoughtfully developed by the planning committee, and we believe the presenters will provide an excellent forum for you to hear innovative approaches and research based strategies to meet the challenges we face as a region. While we deal with the economic and fiscal challenges we must also continue to develop future leaders through internships, innovative recruiting and professional development programs. We must also focus on the management of diversity and public policy issues. Each of the six breakout sessions and the panel at lunch are intended to stimulate discussion and allow participants to express their views. Please join in the discussions.

If you are not a member of our chapter, please take the time to visit our Web site and discover the benefits of membership. If you are uncertain, please talk to a chapter member and attend other sponsored events.

Enjoy the Symposium. Take the opportunity to network and make new friends and associations.

David McClees
President,
Hampton Roads Chapter of ASPA
www.aspahr.org



The American Society for Public Administration (ASPA)

Since 1939, we have been the nation's most respected society representing all forums in the public service arena. We are advocates for greater effectiveness in government - agents of goodwill and professionalism - publishers of democratic journalism at its very best - purveyors of progressive theory and practice and providers of global citizenship. We believe that by embracing new ideas - addressing key public service issues - and promoting change at both the local and international levels, we can enhance the quality of lives worldwide.

ASPA's Mission: ASPA is the leading public service organization that:

- ✦ Advances the art, science, teaching, and practice of public and non-profit administration.
- ✦ Promotes the value of joining and elevating the public service profession.
- ✦ Builds bridges among all who pursue public purposes.
- ✦ Provides networking and professional development opportunities to those committed to public service values.
- ✦ Achieves innovative solutions to the challenges of governance.

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Hampton Roads Chapter of ASPA

The Hampton Roads Chapter of the American Society for Public Administration serves the sixteen counties and cities of Southeastern Virginia - from Colonial Williamsburg to sunny Virginia Beach. Our mission is to promote excellence in public service. Every other month starting in September of each year, the chapter offers exciting general membership luncheon meetings and special programs. Members are invited to network with fellow public administrators and listen to and interact with dynamic speakers on the most current topics in public administration

www.aspahr.org



Navigating through Difficult Times: Action Based on Research

Schedule:

8:30 – 9:00

Registration

9:00 – 9:15

Welcome and Symposium Overview (Ballroom C)

9:15 –10:30

Session One (Concurrent)

Improving Public Safety Leadership (Room E)

- Action research taken to improve Virginia Beach Police programs in the areas of recruiting and leadership development.
 - Recruiting Programs: Lt Sean Adams, Lt Ken Dimitry, Sgt Ben Gonse & Capt Dennis Santos (Virginia Beach Police Department/Troy University Graduate Students);
 - Leadership Development: Lt. Joel Cox (Virginia Beach Police Department/NOVA Southeastern/EdD graduate)
 - Moderator: Dr. Tammy Esteves (Troy University)

The Future of ASPA: Meeting the Needs of Tomorrow's Public Administrators (Room F)

- Research conducted on the utility of ASPA followed by participant input.
 - Panel: Dr. Pete Carlson (Christopher Newport University), Dr. Pam Dunning (Troy University) and Jamie Atkinson (Graduate Student - College of William & Mary)

Federal & Local Government Internship Opportunities (Ballroom C)

- Presentation and discussion of the Presidential Management Fellow's Program, federal internship and local internship programs.
 - Federal Programs: Lindsay Kennedy (US Navy/Fleet Family Support Center)
 - Virginia Beach Programs: Cecelia Slade (City of Virginia Beach/HR Department)
 - Norfolk Programs: Shenelle Byrd (City of Norfolk/HR Department)

10:30 – 10:45

Break

10:45 – 12:00

Session Two (Concurrent)



Navigating the Fiscal Crisis (Room E)

- ICMA research report - *Navigating the Fiscal Crisis: Tested Strategies for Local Leaders*, a response to the recommendations by a commissioner of revenue and a director of management and budget:
 - Panel: Virginia Beach Deputy Commissioner of Revenue, Eric Schmulde, Chesapeake Director of Budget, Dr. Betty Meyer and Dr. John Dunning (Troy University)
 - Moderator: Dr. George Yacus (US Coast Guard/Troy University)

Improving Opportunities for Women and Minorities (Room F)

- Improving opportunities for women in organizations
 - Panel: Brandy Blessett, Ashley Lipton and Kyle Lee (Graduate Students, Old Dominion University).
 - Moderator: Dr. Mohamad Alkadry (Old Dominion University)

Public Policy Issues (Ballroom C) (10:45-11:30)

- Gentrification and its perceived impact on African American male academic performance; Perceptions and barriers hindering HIV test participation.
 - Gentrification: Mignon Jones (Graduate Student, Norfolk State University)
 - HIV Testing: Robin Eley (Graduate Student, Norfolk State University)
 - Moderator: Dr. Lula Sawyer (Norfolk State University)

12:00 – 12:30

Lunch - (Ballroom C)

- Plated lunch - Garden Salad, Chicken Marsala, Dessert
- Welcome & Presentation of 2009-2010 Council Nominees

12:30 – 1:15

Featured Panel – Navigating through the local economic and housing crisis.

- **Dr. James V. Koch** – Professor of Economics, President Emeritus, President Board of Visitors – Old Dominion University
- **Mr. Ronnie Legette** – Director, Community Planning and Development, US Department of Housing & Urban Development (Richmond Field Office)
- **Ms. Barbara Wolcott** – Chairman & Chief Executive Officer, Prudential Towne Realty, Virginia Beach, VA
- **Mr. Thomas M. Dillon** – Senior Vice President, Real Estate Lending, Fulton Bank, Virginia Beach, VA
- **Moderator: Bill Doré** – Strategy Policy and Resource Development Officer, Department of Housing and Neighborhood Preservation, City of Virginia Beach



Index of Abstracts/Biographies

Time	Topic	Page
9:15 – 10:30	Concurrent Session One	
	Improving Public Safety Leadership	6
	<ul style="list-style-type: none">• Virginia Beach Police Department Recruiting Strategy• Evaluation of the Impact of a Leadership Development Intervention on Perceived Leadership Behaviors of Police Leaders	
	The Future of ASPA:	8
	<ul style="list-style-type: none">• Meeting the Needs of Tomorrow's Public Administrators	
	Federal and Local Government Internship Opportunities	9
	<ul style="list-style-type: none">• President's Management Fellow's Program (PMF)• Federal Career Intern Program (FCIP)• Norfolk Municipal Internship Program• Virginia Beach Municipal Internship Program	
10:45 -12:00	Concurrent Session Two	
	Navigating the Fiscal Crisis	10
	<ul style="list-style-type: none">• Alliance for Innovation: <i>Navigating the Fiscal Crisis: Tested Strategies for Local Leaders</i> (ICMA White Paper)	
	Improving Opportunities for Women & Minorities	11
	<ul style="list-style-type: none">• Race and Responsibility• Women Overcoming Adversity• Salary Negotiation	
	Public Policy Issues	13
	<ul style="list-style-type: none">• An Examination of Perceptions and Barriers that Hinder HIV Testing Participation• Low-Income Parents' Perceptions of Gentrification and African American Males' Academic Performance in Urban Centers	
12:30 – 1:15	Navigating through the Local Economic and Housing Crisis	14
	<ul style="list-style-type: none">• Panel Questions• Panel Members	



Improving Public Safety Leadership

Concurrent Session One - 9:15 – 10:30

Topic: Virginia Beach Police Department Recruiting Strategy

Presenters: Sean Adams, Ken Dimitry, Ben Gonse and Dennis Santos

Abstract: The Virginia Beach Police Department is experiencing both a recruitment and retention problem. The Virginia Beach Police Department is losing valued employees at an alarming rate while at the same time failing to attract qualified candidates for entry-level police officers. This attrition and recruitment issue is a major concern for Department leaders. This is not only a local problem but also a regional and national issue. The Department has implemented several recruitment strategies in an effort to improve staffing. Using statistical analysis, research was conducted on the recruitment strategies implemented by the Department to determine the effectiveness of each program. With this research the most cost efficient and effective program(s) were identified.

Biographies: Sean Adams is a 20 year veteran of the Virginia Beach Police Department and is currently attending Troy University as an MPA student through a cohort agreement with the City of Virginia Beach. He received his BA in Criminal Justice in 2006 from Saint Leo University. He is currently assigned to Professional Development and Training as the Training Director and is directly responsible for the development and delivery of all training from the basic levels to advanced levels while meeting and exceeding the standards set forth by the Department of Criminal Justice Services. His educational and professional experience's and current position with the Police Department has allowed him to have an impact on recruiting, selection, and hiring of new personnel, and the enhanced development of incumbent officers. Other assignments include: Firearms Training Unit supervisor, SWAT Team member, Counter Sniper Team member, and Academy Instructor.

Ken Dimitry has been with the Virginia Beach Police Department for 22 years and is currently a Lieutenant assigned to Special Investigations. Ken has held numerous positions in Uniform Patrol Operations to include Precinct Property Crimes Detective, Mountain Bike Supervisor, Instructor at Professional Development and Training and Precinct Day Shift Commander. His previous assignments in Special Investigations were as a narcotics detective, DEA Task Force officer, Night Narcotics supervisor and Criminal Intelligence Unit supervisor. Ken has an Associate's Degree from Tidewater Community College in Business Administration, a Bachelor's Degree in Criminology from The Florida State University and is currently an MPA student at Troy University in the Virginia Beach Cohort. Ken is also a Lieutenant in the United States Coast Guard Reserve where he serves as a Counter Drug Intelligence Analyst at the Maritime Intelligence Fusion Center. Ken is married and has four children.

Benjamin D. Gonse is a native of the Hampton Roads area and currently resides in the City of Virginia Beach. He holds a Bachelor of Arts Degree in Criminology and is a current graduate student with Troy University in the final class of his Master of Public Administration Cohort Program. He has been employed with the City of Virginia Beach Police Department for the past 22 years and



holds the rank of Sergeant. Currently he is a patrol Sergeant with the department's First Police Precinct, Ben has spent a majority of his career in the tactical arena as a member of the Special Operations Division, SWAT Team. During his 14 years as a tactical team member he was a SWAT Team Officer/Instructor, a SWAT Assistant Team Leader, and most recently a SWAT Team Leader for almost four years. Ben has been married to his wife Nona for 19 years and has two children, ages 15 and 13.

Dennis M. Santos is a resident in Virginia Beach and has been married to his wife Julie for 27 years. They have 5 sons – ages 25, 23, 20, 17, and 14. Dennis' two older sons are members of the United States Army. Dennis holds an Associates Degree in Liberal Arts and Bachelors of Arts in Criminal Justice from Saint Leo University where he graduated Summa Cum Laude. Dennis was selected as the Class Speaker during graduation, which was based on academic performance. Dennis has served with the Virginia Beach Police Department for approximately 31 years. He has served the majority of his career in Special Investigations (SI), which is responsible for Criminal Intelligence, Vice and Narcotics, Organized Crime, Computer Crimes, Diversion, and Interdiction. Dennis was assigned as an undercover narcotic detective for approximately 12 years. Dennis attained the rank of Sergeant, Lieutenant, and Captain. Dennis is currently assigned as the Commanding Officer of SI, where has spent the vast majority of his career. Dennis is a Department of Criminal Justice Services (DCJS) and presents a variety of developmental courses to department members and other agencies.

Topic: Evaluation of the Impact of a Leader Development Intervention on Perceived Leadership Behaviors of Police Leaders

Presenter: Joel Cox

Abstract: Contemporary leaders recognize the significance of professional development of organizational members and understand the correlation this development has to overall organizational success. In addition, the volatile nature of today's organizational environment and climate necessitate consideration of professional development as part of strategic planning. This statement holds true in both private and public organizations. This work utilizes a survey instrument developed to collect perceptual information from members of the Virginia Beach Police Department related to the organizations professional development of organizational leaders. Analysis of this information will enable examination of the perceived effectiveness of the organizations existing leadership development strategies. In addition, examination of organizational members' perceptions related to leadership developmental will facilitate a rudimentary exploration of recommendations for future leadership development.

Biography: Joel Cox began his public service career in 1986 as a Virginia State Trooper. In 1991 he moved to the Virginia Beach Police Department. Joel has worked in the uniform division and the detective bureau. As a detective, Joel worked his way from property crimes detective to robbery detective and then homicide detective. When he was promoted to Sergeant he led a uniform division squad, a community policing squad, and ultimately the SWAT Team. Joel is presently a uniform division lieutenant overseeing the day shift operations in the 3rd Precinct. Joel has an A.S. in Business from Tidewater Community College, a B.S. in Accounting from Old Dominion University, a M.S. in Public Administration from Troy University, and an Ed.D. in Organizational Leadership from Nova Southeastern University.



The Future of ASPA: Meeting the Needs of Tomorrow's Public Administrators

Concurrent Session One - 9:15 – 10:30

Presenters: Dr. Pete Carlson, Dr. Pam Dunning and Ms. Jamie Atkinson

Abstract: This study addresses whether ASPA, the primary association of public servants, is able to effectively meet the needs of those who rely upon the organization for professional development, networking, and for currency in the field. The study follows up on a 2003 survey of members of the American Society for Public Administration (ASPA), and asks a random group of 2007 members what the major challenges of public service are today and if ASPA is contributing to their ability to deal with these issues. The results of the current survey indicate that the challenges remain remarkably similar, and highlight the need for ASPA to modify their approach if the association is to remain relevant and a premier professional society.

Biographies: Jamie Nicole Atkinson is a Thomas Jefferson Board of Advisors Fellow at the College of William & Mary, pursuing her master's degree in public policy. She received her undergraduate degree from Christopher Newport University in interdisciplinary studies. Her policy interests are local government and policy analysis methodology.

Pamela Dunning is an adjunct professor of public administration for Troy University teaching both Atlantic Region and e-campus courses. Pam has a doctorate in public administration and urban policy from Old Dominion University in Norfolk, Virginia, a master of urban studies and a master of public administration from Old Dominion University in Norfolk, Virginia, and a bachelor of science in business administration from Wayland Baptist University in Wayland, Texas. Dr. Dunning is also a certified strategic planning facilitator.

Peter Carlson is an associate professor in the Department of Government at Christopher Newport University. Dr. Peter Carlson is a veteran correctional administrator with thirty-two years of hands-on experience in the field of prison administration. He began his career at the Oregon State Penitentiary, Salem, Oregon, in 1968 and with the Federal Bureau of Prisons in 1970. Dr. Carlson retired from the U.S. Department of Justice in 1999. Peter Carlson joined the faculty of the Government and Public Affairs Department of Christopher Newport University in January, 2000 as an Associate Professor, and was awarded tenure in 2004. He currently serves on the university Faculty Review Committee, serves as the faculty sponsor for the University's Student Government Association, and is a member of the Graduate Program Council.



Federal and Local Government Internship Opportunities

Concurrent Session One - 9:15 – 10:30

Presenters: Lindsay Kennedy (Department of Navy, Fleet Family Support Center), Cecelia Slade (Human Resources Department, City of Virginia Beach), and Schenelle Byrd (Human Resources Department, City of Norfolk)

Presidential Management Fellows Program (PMF)

The Presidential Management Fellows Program (PMF) is a prestigious two year program which is designed to prepare graduates for upper-level management positions in the federal government. You must be in your final year of a graduate program and must receive a nomination from your school before being considered for the PMF program. PMF programs are structured by individual agencies, however, all PMFs will receive training opportunities and developmental assignments (either within the agency or to another agency or branch of the government). PMFs can be appointed at the GS-9,10 or 12 levels. Depending on agency policies, PMFs may be eligible for rapid annual or accelerated promotions up to GS-13 during the program. After two years, PMFs are eligible for conversion to permanent positions.

Federal Career Intern Program (FCIP)

The FCIP is a two year entry level appointment designed to bring talented people into the federal government through a streamlined process. Applicants should apply directly to the federal agency using usajobs.gov or searching on the specific agency's Web site. There is no nominating process for the program. Agencies set individual deadlines for their positions. Positions may be available throughout the year. Agencies design their own FCIP but all FCIP participants will receive training. After two years, federal career interns can become permanent civil service employees. Individuals hired through a FCIP may begin at the GS-5, GS-7 and GS-9 levels. There is no limitation on promotion potential. For more information about the Federal Career Intern Program visit: www.opm.gov/careerintern/index.asp.

Municipal Internship Programs:

The City of Virginia Beach and the City of Norfolk have municipal internship programs for most of their departments. They are a highly competitive programs designed to enhance students' professional and interpersonal skills, introduce talented college students to careers in local government, and provide valuable work experience. Virginia Beach and Norfolk also offers several training and development opportunities for interns.



Navigating the Fiscal Crisis

Concurrent Session Two – 10:45 – 12:00

Local Government Perspective:

Virginia Beach Deputy Commissioner of Revenue, Eric Schumde

Chesapeake Director of Budget, Dr. Betty Meyer

Review of ICMA Report Recommendations: Dr. John Dunning (Troy University)

Moderator: Dr. George Yacus (US Coast Guard/Troy University)

Topic: Navigating the Fiscal Crisis: Tested Strategies for Local Leaders

A White Paper from the Alliance for Innovation commissioned by the International City/ County Management Association (ICMA)

There are lessons to be learned from past stimulus programs. First and foremost is timing. Only one stimulus package – that of 2001 – was actually approved before the recession had officially ended. In addition, we know that tax cuts have less impact than cash grant to localities, capital project support has a greater impact than operating expenditure support and higher level government project and block grants speed recovery in comparison to formula grants.

Local leaders can turn crisis into opportunity, if the organization is well managed and takes the long view. Cutbacks, if actions are delayed or reactive, can result in retrenchment and arbitrary cuts. The process, however, can be proactive and focus on advancing the organization's core mission. Local leaders can use hard times to pursue organizational change or shed outmoded business practices that might seem too risky when all economic indicators are positive.

There are local strategies that will contribute to economic recovery and will avoid doing more harm. These actions are not necessarily intuitive and require careful assessment and strategic choice. Local governments are important economic agents. In tough times, local governments should try to serve their residents and stimulate their economies by 1) increasing revenues or drawing down reserves, in order to maintain spending 2) expanding or accelerating local capital projects – especially those with low long term operating costs. Local officials should lead inclusively and encourage creativity and engagement at all levels of the organization and the community. The governments that can take these steps toward renewal in a time of adversity will be better positioned to achieve higher levels of performance when the crisis ends.



Improving Opportunities for Women and Minorities

Concurrent Session Two – 10:45 – 12:00

Presentations: Brandy Blessett - Race and Responsibility

Ashley Lipton – Women Overcoming Adversity

Kyle Lee - Salary Negotiation and Societal Biases

Moderator: Dr. Mohamad Alkadry (Old Dominion University)

Abstracts: Race and Responsibility: Administrative Involvement in the Demise of Overtown

This presentation deals with the story of Overtown, FL, a thriving social, economic and cultural community for African Americans next to Miami. Under the pretext of housing and transportation needs, and driven by higher economic desires to vacate prime real estate so close to downtown Miami, public administrators orchestrated an attack on the Overtown community. The study traces the role of administrators, and it develops a theoretical framework for examining similar administrative actions in minority communities around the nation. The study focuses on the need to recognize that administrators have often played a negative role in the decline of inner cities, and have yet to take responsibility for this role.

Reaching for the Stars: A Look at Women Overcoming Adversity

This presentation will deal with the main issues facing women in organizations. What issues have women had to overcome on their rise to the top of public organization, and how did they overcome those issues? Due to the lack of academic analyses of *most* successful women in the public sector, the paper looks at private sector success stories. The study argues that success stories from the private sector may be used as models to guide future achievements by women in the public sector.

Salary Negotiation and Societal Biases

Pay disparities between men and women have been an issue for many years, and although the numbers over time have been decreased, it remains a problem. Although there could be various reasons or explanations for this continued inequality, many have contributed this gap in wage to negotiation strategies. Women are said to either refrain from negotiating all together or not have the skills necessary, as do men, to produce positive results. This being the case, the response women have towards salary negotiation, as well as the degree to which they partake in the process, is greatly impacted by societal norms that have been placed on genders. This study examines differences in negotiation behavior of women and men and it looks at societal biases that underlie these differences.

Biographies: Brandi Blessett is a third year Ph.D. student in the Department of Urban Studies and Public Administration at Old Dominion University. Her research interest include community development, housing, urban rehabilitation and administrative responsibility. She is scheduled to complete her comprehensive exams in April 2009. Brandi was raised in Detroit, Michigan and prior to moving to the Hampton Roads area, she was a high school teacher. *(continued next page)*



Ashley Lipton is a Masters of Public Administration Student at Old Dominion University. She is a Florida native. She comes to Old Dominion's Department of Urban Studies and Public Administration from the University of Maryland.

Kylie Lee is a Masters of Public Administration Student at Old Dominion University. She comes to Old Dominion's Department of Urban Studies and Public Administration from North Carolina Central University.



Public Policy Issues

Concurrent Session Two – 10:45 – 11:30

Presenters: Robin D. Eley – Analysis of Low HIV Testing Participation
Mignon Jones - Gentrification and African American Males' Academic Performance
Moderator: Dr. Lula Sawyer (Norfolk State University)

An Interdisciplinary Analysis on Low HIV Testing Participation Amongst African American College Students: An Examination of Perceptions and Barriers that Hinder HIV Testing Participation

Abstract: People diagnosed with HIV are living longer due to advancements in testing procedures, medical therapy and effective counseling. However, African Americans continue to be forerunners in the number of people who contract HIV/AIDS. This study is designed to explain how perceived barriers might hinder HIV testing participation. This study explores the perception of barriers that hinder HIV testing participation and examines prior HIV testing strategies and recommendations, which should be the basic foundation for building support for low HIV testing participation. Finally, the study makes recommendations to increase the participation of early HIV testing candidates.

What are Low-Income Parents' Perceptions of Gentrification and African American Males' Academic Performance in Urban Centers?

Abstract: The purpose of this research is to determine low-income parents' perception of gentrification and its perceived impact on African American male youths' academic performance. The sample consisted of ninety-five low-income parents over the age of 18 years that reside in the Diggs Town neighborhood located in Norfolk, VA. Previous researchers have depicted that children who are relocated from low-income areas to other areas of physical depravity are less likely to bond with the new neighborhood. The physical, social, and psychosocial environments are the variables used to produce academic outcome in African American males. This study discovered that low-income parents perceived that gentrification impacts academic performance. Moreover, this research highlights various barriers to diversity and educational inclusion for low income urban citizens.

Biography: Mignon Jones is Norfolk native that attended the University of Virginia for her undergraduate educational experience. In 2001, she received her degree in Psychology. This degree was used to assist at-risk populations that ranged from domestic violence victims to families navigating through the foster care system. In December of 2008, Mignon Jones received her Masters of Arts degree in Urban Affairs from Norfolk State University.



Navigating through the Local Economic and Housing Crisis

Featured Panel – 12:30 – 1:15

Panel Questions posed by moderator Bill Doré:

1. Do you agree or disagree with the assumption that demographic transition was/is an underlying driving force in the current recession? Why or Why not?
2. In your area of expertise, what will need to be done to get consumers back into the market place in significant enough numbers to begin to turn the recession around?
3. How do we overcome the Income to Value Gap or will the market take care of that by itself?
4. Looking at the 10-year trend which has been relatively stable even prior to 1997, where do you predict the balance point to be where the number of sales combined with the median price will meet to return us to a “normal” market? Why? When? What needs to be done to aid in the recovery?

For Mr. Legette: Given all the above which primarily addresses the “normal” market, what challenges and opportunities do these factors create for housing programs supported by HUD which typically are oriented toward income levels below median income.

Dr. James V. Koch
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Acknowledgements

A special thanks to Bill Doré for organizing and moderating the featured panel. We are indebted to the professional public administrators who presented their graduate research and to those who provided their personal expertise regarding the critical issues facing our region. We would also like to thank the Symposium Committee for organizing this event. Working together, our students, professional administrators, academics and community leaders will continue to promote and achieve excellence in public service.

Symposium Committee:

John Dunning – Committee Chair
David McClees – Chapter President
Lindsay Kennedy – Chapter Treasurer
Pam Dunning – Chapter Council
James Gray – Chapter Council
Pam Gibson – Chapter Council
Jerry Hoddinott – Chapter Council

TROY UNIVERSITY

A future of opportunities

Troy University commends the Hampton Roads Chapter of the American Society for Public Administration for their dedication in promoting excellence in public service. We are pleased to have the opportunity help sponsor the Annual Symposium, "*Navigating through Difficult Times: Action Based on Research.*"

As a member of the Virginia Tidewater Consortium for Higher Education we are dedicated to sharing ideas, information, programs and resources to serve our community and the municipal governments of the Tidewater region. We join with other members of the Consortium in emphasizing the critical need for action based research that benefits government organizations and the citizens they serve.

Troy University offers six graduate degrees and a graduate certificate program specifically designed to serve the needs of local government leaders. These are accelerated degree programs that build on the knowledge gained in public service. Classes are offered through open enrollments or as municipal cohorts. Students may choose course delivery through traditional in-class, on-line or in hybrid formats.

Public Service Graduate Programs offered in Hampton Roads:

- Master of Public Administration
- Graduate Certificate in Government Contracting
- Master of Science In Criminal Justice
- Master of Science in International Relations
- Master of Science in Management
- Master of Science in Human Resource Management
- Master of Science in Adult Education

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NOTES

