In my long history at Wichita State, I cannot think of a more exciting time to be here. The energy on campus is infectious. The Hugo Wall School thrives on its close alignment with the mission of the university to be an essential educational, cultural and economic driver for Kansas and the greater public good. Over the past year, our faculty, staff and students have continued their outstanding performance of promoting the public good by enhancing professional public service through teaching, research and community engagement.

We make significant progress implementing the goals of our strategic plan by adding an interdisciplinary graduate certificate in museum management, using real-world projects for local communities as class assignments, increasing the number of student placements in mini internships, creating the Public Policy and Management Center and increasing the number and amount of grants and contracts.

Innovation is the driving force at WSU and at the Hugo Wall School—innovation in applied learning opportunities for students; in training programs for professionals; in research that strengthens the effectiveness of public policy and the practice of public and nonprofit administration; and in citizen engagement to strengthen democratic institutions and inform public policy.

We will continue to celebrate the accomplishments of public servants and we’re grateful for the contributions of our alumni and friends to their communities.

Nancy McCarthy Snyder
Director

Innovation is the Driving Force at WSU and at the Hugo Wall School.

MASTER of PUBLIC ADMINISTRATION
The Master of Public Administration degree equips students with the public management, finance and policy knowledge needed to take on leadership roles in public and nonprofit organizations as city managers, nonprofit executives, program managers, finance directors, budget analysis, management analysts and planners.

Facility members have significant professional experience in state and local government and nonprofits. They also engage in research relevant to organizations in Kansas—bringing fresh perspectives on public management to the classroom.

GRADUATE CERTIFICATES
Certificates offer advanced study designed to stimulate critical examination and application of theory, concepts and best practices in:
- City and County Management
- Nonprofit Management
- Economic Development
- Public Finance

CONTINUING EDUCATION
From one-day workshops to multi-year programs, the Hugo Wall School offers public and nonprofit employees ways to advance their careers, gain skills and expand their professional networks.

The MiniMPA, Executive Development in Public Administration is an intensive 16-week training series taught by faculty and area practitioners. Participants gain core public administration management knowledge, which improves their ability to deal with complex challenges and to lead a workforce toward innovative solutions.

In addition to the MiniMPA, the Hugo Wall School also offers professional development opportunities for:
- City/County managers
- County clerks
- Municipal clerks
- Finance officers
- Nonprofit executives

Augusta and Andover Economic Development Site Study
The Augusta Municipal Airport shares land with the City of Andover, and both communities planned to convert a portion of the property into an economic development site. Hugo Wall School students conducted a study to determine whether the conversion would create net benefits and, if so, the best way to share the revenue.

A cost-benefit analysis revealed that unless both communities charged relatively high special-assessment fees, net benefits would not be realized. Ultimately, the students recommended that Augusta and Andover collaborate with overlapping taxing authorities—such as school districts, counties and other municipalities—to share the costs while receiving the benefits.

INSTRUCTION

INNOVATION IS THE DRIVING FORCE AT WSU AND AT THE HUGO WALL SCHOOL.
Faculty and staff actively create, apply and publish knowledge in the fields of public and nonprofit management, public finance and public policy. They also work with the Hugo Wall School’s three centers— the Public Policy and Management Center, Environmental Finance Center and Kansas Public Finance Center—to conduct applied research and provide consultation and technical assistance for state and local governments and nonprofits.

RESEARCH PROJECT HIGHLIGHTS

**MISSOURI RURAL COMMUNITY SUSTAINABILITY ASSESSMENT**
Missouri’s rural communities are confronted with declining populations and a decreasing ability to pay for environmental infrastructure, including water and wastewater. To better understand current and future population changes, and their impact on financial sustainability, the State of Missouri enlisted assistance from the Environmental Finance Center.

The Center identified the significant factors driving population growth and decline in rural Missouri and used them to determine the likelihood that communities could sustain their populations. A rural population sustainability assessment tool was also developed that allows the state to look at the individual data and a calculated score for all rural communities.

**CITY OF KECHI COST-BENEFIT STUDY**
The Kansas Public Finance Center, working with the Environmental Finance Center, performed a cost-benefit study for the City of Kechi to assist them in assessing the value of acquiring water-servicing rights from Sedgwick County Rural Water District 1.

The Center provided consultation in assessing the fair value of compensation, including the value of current and future customer revenue, of infrastructure in place and of property easements for providing the service. The study also conducted a cost-benefit analysis of acquiring the territory and facilities at the appropriate cost. Through this research, local officials gained guidance in determining the best course of action for their community.

**MISSOURI RURAL COMMUNITY SUSTAINABILITY ASSESSMENT**

**WICHITA POLICE DEPARTMENT ORGANIZATIONAL ASSESSMENT**
Recent events have heightened awareness of the critical relationship between law enforcement, residents and, ultimately, local government and public service professionals. The City of Wichita approached the Hugo Wall School to conduct an organizational assessment of the Wichita Police Department. We collaborated with faculty from WSU’s criminal justice program to develop findings and recommendations to identify critical department issues, improve police-community relations and assist in hiring a new police chief.

The six-month organizational assessment is captured in a 227-page report found on the Hugo Wall School website.

**OTTAWA MUNICIPAL AUDITORIUM REVIEW**
The Hugo Wall School performed a review of the Ottawa Municipal Auditorium—a city-owned auditorium, completed in 1927, that hosted concerts, operas, conventions and graduations until its closing in 1974. It reopened in 1978 after an extensive renovation and remains a vital part of the community’s activities. The city sought recommendations on improving operations and attracting more events and patrons.

Hugo Wall School staff conducted a comprehensive review with stakeholder interviews, peer-community research and financial analysis of documents and trends. The findings will serve as a guide for city leadership when making future auditorium decisions.

COMMUNITY SERVICE PROJECT HIGHLIGHTS

**RESEARCH**

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**COMMUNITY SERVICE**

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The Public Policy and Management Center works with state and local governments and nonprofit organizations to address issues impacting citizens, communities, and states. It helps meet the challenges of local governance and improves service delivery through applied research, professional development, community engagement and technical assistance/consultation—creating and applying knowledge to expand the reach of community service on behalf of the public.

PUBLIC POLICY AND MANAGEMENT CENTER (PPMC)
» WICHITA.EDU/HUGOWALL/PPMC

The Environmental Finance Center provides professional training, technical assistance and applied research, in collaboration with partner organizations, to meet the challenges of community environmental issues. It serves elected officials, state and local governments, community organizations and professional associations in Kansas, Missouri, Nebraska and Iowa on topics such as water system sustainability, energy conservation, asset management and financial capacity.

ENVIRONMENTAL FINANCE CENTER (EFC)
» WICHITA.EDU/HUGOWALL/EFC

The Kansas Public Finance Center develops and implements public strategies that promote economic vitality in Kansas and advances the study and practice of public finance. It conducts and applies scholarly research, advises public and private policymakers, provides assistance on financial policies and practices and organizes conferences and professional development workshops.

KANSAS PUBLIC FINANCE CENTER (KPFC)
» WICHITA.EDU/HUGOWALL/KPFC

"The Hugo Wall School was a pleasure to work with during the Wichita Police Department’s organizational assessment. The process was thought-provoking and their staff were meticulous in soliciting feedback from the department and community. They understood the needs of the police department to evaluate the internal and external environments and develop recommendations for improving the future of our organization."

- Nelson Mosley, Interim Chief of Police, Wichita Police Department

THE HUGO WALL SCHOOL OF PUBLIC AFFAIRS
ADVANCES EXCELLENCE IN PUBLIC SERVICE THROUGH INTEGRATED INSTRUCTION, RESEARCH AND COMMUNITY SERVICE
» KENNETH A. KRIZ, PH.D.  
Kansas Regents Distinguished Professor  
Dr. Kriz co-authored an article titled "Determinants of Debt Burdens: Evidence from California Counties" in the summer 2015 issue of Public Finance and Management. He also authored a chapter titled "Is There an Optimal Size of Fiscal Reserves for Local Governments" in a collected volume titled "Local Government Budget Stabilization: Explorations and Evidence" and co-authored, with Dr. Srithongrung, the article "The Impact of Subnational Fiscal Policies on Economic Growth: A Dynamic Analysis Approach," which was published in the fall 2014 issue of the Journal of Policy Analysis and Management.

» NANCY MCCARTHY SNYDER, PH.D.  
associate professor  
director, Hugo Wall School of Public Affairs  
Dr. Snyder completed a report for the Kansas Policy Institute titled "Business Perceptions of the Economic Impact of State and Local Government Regulations." She also published an entry titled "Contracting for Social Services" in the Encyclopedia of Public Administration and Public Policy. Snyder made presentations about the state budget and traveled to Zlin, Czech Republic to present lectures on public finance at Tomas Bata University. She chaired the Wichita Community Development Block Grant Committee and continued to serve as a member of the Kansas Consensus Revenue Estimating Group and Wichita Water Utility Advisory Committee.

» ARWIPHAWEE SRITHONGRUNG, D.P.A.  
associate professor  
Dr. Srithongrung authored an article titled "Public Finance and Monetary Policies as Economic Stabilizer: Unique or Universal Across Countries?" published in the fall issue of Noesis. She co-authored, with Dr. Kriz, an article titled "The Impact of Subnational Fiscal Policies on Economic Growth: A Dynamic Analysis Approach." She also collaborated with economist and professor Issac Leobardo Sánchez-Juárez on an article titled "Fiscal Policies and Subnational Economic Growth in Mexico," published in the International Journal of Economics and Financial Issues, and was a guest speaker at a seminar organized by Universidad Autónoma de Ciudad Juárez.

» SAMUEL J. YEAGER, PH.D.  
professor  
Dr. Yeager authored sections in the Encyclopedia of Public Administration and Public Policy on the conceptualization and measurement of change, impact of increasing stress on employees and an assessment of the intellectual impact of professor Robert Golembiewski. In addition to sitting on the editorial boards of numerous journals, Dr. Yeager was a reviewer for the American Review of Public Administration and an external reviewer for the City of Wichita Fire Department’s Assessment Centers. He continued to serve as graduate coordinator for the Hugo Wall School and on the WSU Faculty Senate and its Scholarship and Student Aid Committee.

» MELISSA A. WALKER, PH.D.  
associate professor  
Dr. Walker published an article in the Journal of Policy and Practice in Intellectual Disabilities that examines Medicaid fee-for-service reimbursement of case management services for children with intellectual and developmental disabilities. She also directed a team of graduate assistants in an evaluation of Reno County Drug Court, an alternative to incarceration that involves drug treatment, intensive supervision and regular court appearances. In addition, Walker helped create new internship and job opportunities in the nonprofit sector for Hugo Wall School graduates.
Hugo Wall Day is a professional development event, open to the public, which highlights advances in public service through dialogue, research dissemination and networking. This year, the event drew nearly 125 partners, alumni and friends from across the region.

The keynote speaker was International City/County Management Association Executive Director Bob O’Neill, who was joined by Bill Buchanan, Sedgwick County manager and Bob Layton, City of Wichita city manager.

The Hugo Wall School celebrated Public Service Recognition Week with several activities, including:

- Hosting more than 75 campus and community leaders for breakfast with WSU President John Bardo
- Promoting the accomplishments of Hugh Wall alumni through letters to newspapers and social media
- Providing free coffee and donuts — and information on public administration careers — to WSU students
HUGO WALL SCHOOL  
» 2014-15 STATISTICS

» 68 STUDENTS  
» 19 GRADUATES  
» 474 GRADUATES

46% MALE  
54% FEMALE

WE REACHED »  
PROVIDED » 11,327 CONTACT HOURS OF PROFESSIONAL DEVELOPMENT

OF THOSE POLLED, 94% BELIEVE THE SCHOOL’S PROGRAMS WILL BENEFIT THEIR PROFESSIONAL DEVELOPMENT, ORGANIZATION OR COMMUNITY AND 94% WOULD RECOMMEND OUR SERVICES AND PROGRAMS TO OTHERS

COMPLETED  
52 APPLIED RESEARCH AND TECHNICAL ASSISTANCE PROJECTS

139 COUNTIES SERVED  
» 96 IN KANSAS  
» 276 CITIES (228 IN KANSAS)

9 STATES SERVED  
» AR, IA, IL, KS, MO, NE, OH, TX, WV

3 COUNTRIES SERVED  
» FRANCE, MEXICO AND CZECH REPUBLIC

STATES SERVED  
» AR, IA, IL, KS, MO, NE, OH, TX, WY

9 COUNTIES SERVED  
» 96 IN KANSAS

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WE REACHED »

CONNECTED WITH MORE THAN 1,500 COMMUNITY MEMBERS THROUGH CONVERSATIONS ABOUT PUBLIC SERVICE

HUGO WALL SCHOOL PROVIDED

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The Hugo Wall School’s Master of Public Administration degree is accredited by the Network of Schools of Public Policy, Affairs, and Administration (NASPAA), which recognizes that our MPA program meets the highest standard in public administration education.

MPA reaccreditation occurs every seven years.

ACCREDITATION

MPA CAREERS

• City Manager
• Finance Director
• Budget Analyst
• Economic Development Director
• City Clerk
• Management Analyst
• Public Works Director
• Policy Analyst
• Utility Director
• County Manager
• Program Director
• City Administrator
• Project Manager
• Program Coordinator
• Budget Director
• Risk Manager
• Chief Financial Officer
• Contract Administrator
• Research Analyst
• Director of Development
• Associate Director of Philanthropy

MPA CAREERS

TESTIMONIALS

DANIELLE
YOUNG

» CURRENT MPA
STUDENT AND
CITY CLERK AT
CITY OF CHENEY

“I have been able to apply concepts learned in my courses at Hugo Wall to everyday situations. The classes have given me additional knowledge in human resources, economic development and planning and reminded me of the importance of working with other community organizations.”

PRITHI
SAWLI

» 2015 GRADUATE AND
RESEARCH-AND-DEVELOPMENT
ASSISTANT AT THE WICHITA
STATE UNIVERSITY
FOUNDATION

“As a graduate of Hugo Wall’s MPA program, I can attest to the quality of education in terms of real-time scenarios, solutions and information. A comprehensive understanding and great mentors are but a couple of the things that you leave with.”

CONNECT

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LinkedIn: Search “Hugo Wall School”
Email: hws@wichita.edu

wichita.edu/hws