Note from the Director

Minus an allocation of resources to initiate it, much less planning for future resources to sustain it, the LSU MPA Program was created in 1972. The university felt this program could be established by merely arranging courses now offered differently and calling it a Master of Public Administration. Early on, the program was carried by the dedication and diligence of David B. Johnson, a professor of economics highly sympathetic to the Public Choice school of thought. In 1984, LSU decided the MPA program needed and deserved an identity of its own and created the Public Administration Institute (PAI) in the E. J. Ourso College of Business. The purpose of the PAI was instruction, scholarship, and service. Then, there were approximately 15 students in the program. Last year, we had more than 120.

The celebration of the first 40 years of the LSU MPA is truly a testament of the importance and significance of the program’s next 40 years and beyond. Throughout the last academic year, we were joined by two former LSU Chancellors and PAI faculty members for separate events. We held a gathering at the Louisiana State Capitol, noting the growth and support of the Louisiana Legislative Fiscal office, which was created in 1974, and for which the first two graduates of the MPA program in 1974 went to work. Our Public Administration Institute Student Association held its annual ball with Collis Temple Jr., the first African American basketball player at LSU, serving as the guest of honor. We hosted the annual meeting of the American Society for Public Administration last March in New Orleans, which included a luncheon where Senator Mary Landrieu addressed attendees, and in April, four former Governors of Louisiana appeared in a panel discussion PAI organized at the Business Education Complex to discuss the history and future of the state.

From the outset 40 years ago, discussions about the appropriate size of government, government’s role in modern society, and which levels of government should be carrying out certain tasks were lively and provocative, but it was agreed that there needed to be a continuous discussion of the role and size of the public sector in a democratic society. It was also determined that the public sector needed a well-trained and highly productive workforce just like the private sector. This discussion has been a continuously evolving one and has grown to include the role of nonprofits and even the relationship of private organizations to the public sector.

Undoubtedly, the discussions started in 1972 will continue far into the future because private markets need governmental boundaries and guidelines. Certain goals of society can only be accomplished by collective action, and private markets by themselves will not be able to reach efficient outcomes without public involvement. The LSU MPA Program intends to be at the forefront of those conversations.

Today, we want to share the highlights of our banner year with you, as well as other information about the LSU Public Administration Institute Advisory Board. In the future, we intend to send you a special enewsletter from time to time to inform you about alumni working around the world, our faculty, and our next steps moving forward.

The faculty and I are proud of the program and appreciate the support from our students, graduates, and many friends.

Looking Forward to the Next 40 Years,

Jim Richardson
Director, LSU Public Administration Institute
A luncheon with special guest Mark Emmert on September 7, 2012, was the kickoff event celebrating the 40th Anniversary of the LSU MPA Program. LSU PAI Director Jim Richardson was recognized for his 40 years of service to LSU as well. Pictured from left to right are LSU E. J. Ourso College of Business Dean Richard D. White Jr., Louisiana Lottery President, CEO and MPA Alumna Rose Hudson, NCAA President Mark Emmert, Jim Richardson, former LSU Health Sciences Center Vice Chancellor and MPA Alumnus Ronnie Smith, Pennington Medical Foundation CEO and MPA Alumna Bill Silvia, and Louisiana Board of Regents Chief of Staff and MPA Alumna Kim Hunter Reed.

Forty-Year Anniversary Begins with Former Chancellor Mark Emmert

On Friday, September 7, 2012, the LSU MPA Program began the celebration of its 40th anniversary with a special luncheon that featured NCAA President and former LSU Chancellor Mark Emmert. The occasion was also an opportunity to recognize PAI Director Jim Richardson for his 40 years of service to LSU.

“Mark (Emmert), in addition to being our former chancellor, is also a former faculty member of PAI,” Richardson said. “His tenure at LSU, the NCAA, and elsewhere has given him tremendous insights that we were grateful to hear.”

Held in The Commons of the Business Education Complex, the luncheon featured a near capacity crowd on the eve of LSU’s football game with Emmert’s alma mater and career path stop prior to the NCAA, the University of Washington.

Emmert lauded the LSU MPA Program and stated his opinions in regards to the university as a whole and its need for support. He noted that like other public universities, LSU has significant financial challenges, and figuring out how to handle them is certainly at the forefront of pressing issues.

As he spoke to the attendees, Richardson touched on several subjects, including the steadiness of the LSU MPA Program.

“Our facilities are better; our technology is better; but the quality and productivity of our students and graduates and the success of our alums has not changed,” Richardson said. “This program has consistently turned out highly qualified public servants.”

Richardson added that the continued success is attributable to “the hard work, commitment, and motivation of the students,” but that it is also a testament to the faculty.

Alumni Spotlight

In 1974, William “Bill” Silvia was one of the first two graduates of the LSU MPA Program. Fast-forward four decades, and Silvia is the president and chief executive officer of the Pennington Biomedical Foundation. Prior to that, he worked with the Louisiana Legislative Fiscal Office, the Louisiana Board of Regents, and served as vice president for Administration and Finance with the LSU System.

What has been the LSU MPA Program’s lasting impact on you?
The LSU MPA Program provided me the necessary skills and foundation for critical path thinking and analysis that have made many career opportunities possible. Further I have a sense of psychological satisfaction that I have been able to make a positive contribution to Louisiana’s public and not-for-profit sectors.

Why did you think this “new” program would be right for you?
I was looking for a program that while business oriented and analytically strong still provided a direct path to governmental and social science / service careers. I thought the new program offered more flexibility choosing supplemental courses to enhance a strong technical core.
The Impact of Accurate Fiscal Information

Early mid-afternoon on November 2, 2012, a panel that included three LSU MPA Program alumni joined together at the Louisiana State Capitol to discuss a topic with major relevance. Namely, the group met to examine the merits of correct data in a dialogue titled “The Impact of Accurate Fiscal Information for Louisiana’s Legislature and Residents.”

Comprising the panel were Mark Drennen, the Louisiana Legislative Fiscal Office’s first assistant director and second Legislative Fiscal Officer; Gordon Monk, a recently retired fiscal officer; Sherry Hymel-Phillips, head of the Fiscal Division for the Louisiana Senate; Patrick Goldsmith, head of the Fiscal Division for the Louisiana House of Representatives. Monk, Hymel-Phillips, and Goldsmith are all graduates of the LSU MPA Program and all have been honored as the program’s alumnus or alumna of the year.

During its discussion, the panel outlined the development of fiscal offices in the Louisiana Legislature since the 1970s, including the creation of the Louisiana Legislative Fiscal Office (LFO), an entity that the state established at nearly the same time that the LSU MPA Program began.

According to LSU Public Administration Institute Director Jim Richardson, the creation of the LFO was “a milestone in providing independent information to the Louisiana Legislature and ultimately the residents of Louisiana.”

“It is still the legislative agency that is called upon to provide an independent analysis of budgets, tax proposals, expenditure policy, and capital outlay requests to the Legislature,” Richardson said.

Richardson also stated it is worth noting that the LSU MPA Program’s first two graduates, Bill Silvia and Ronnie Smith, worked on LFO’s staff. In fact, the panel at one point even complimented several graduates of the program that really “dominate the staffing” at the Legislature.

Not surprisingly, the panel emphasized the importance of hiring individuals with outstanding training and pointed out that how doing so previously has led to vast improvement in budgeting practices in the state. Although there are still questionable expenditures, and likely always will be, technology has made fiscal information readily available to everyone. The power of such knowledge is one of the primary factors that will ultimately lead to the virtual elimination of waste and fraud.

In the future, the panel concluded, for the State of Louisiana and its residents to be effective, efficient, and sound financially, “good” fiscal information is vital. Initiatives such as the LSU MPA Program are necessary for that to be possible.
Shortly after final exams last December at the Hilton Capitol House, the Public Administration Institute Student Association (PAISA), held its third annual Legacy Ball. Instituted in 2010, the social occasion is a time for students, faculty, and friends to gather for celebration and reflection.

While the first two Legacy Balls, respectively, featured former Louisiana Governor Buddy Roemer and his son, Louisiana Board of Elementary and Secondary Education member Chas Roemer, as guest speakers, last year’s event saw Collis Temple Jr. assume that role. Temple was LSU’s first African American basketball player, stepping onto the court for the first time in 1971. As a senior, he earned All-Southeastern Conference honors and has been an active leader in the Baton Rouge community and an ardent supporter of the university ever since.

“This has become a very special and endearing event for us,” LSU Public Administration Institute Director Jim Richardson said. “Having Collis (Temple) speak was also a reminder for me of the tremendous growth the university and our program has experienced in the last 40 years.”

Richardson recalls that when he first arrived at LSU in 1970, he had almost no black students in his classes and very few female students.

“The increase in all areas of diversity we have witnessed is remarkable,” Richardson said. “More than half of our students in the program are female and more than 30 percent of our students are African American. Diversity is all-encompassing, of course, and this is just a small sampling of the variety of individuals that we have seen bring different ideas to the program.”
Alumni Spotlight

In 1974, Ronnie Smith was one of the LSU MPA Program’s first two graduates. Nearly 40 years later, Smith is retired after overseeing the LSU Health Sciences Center’s budget and financial affairs for nearly 30 years. Ultimately, he served as vice chancellor of the center and helped lead its reconstruction following Hurricane Katrina in 2005.

What has been the LSU MPA Program’s lasting impact on you?
An ability to analyze complex problems, engage in critical thinking and the confidence to implement the outcome.

Why did you think this “new” program would be right for you?
Unquestioned confidence in Dr. David Johnson and a group of young, energetic Economics faculty (Rice, Richardson, Scott) that there was a critical need for the type of professional manager in the growing Public Sector that they intended to produce.

LSU MPA Program Welcomes O’Keefe Back to Campus

During the spring 2013 semester, the LSU MPA Program continued its year-long 40th anniversary celebration by welcoming back to campus former LSU Chancellor and Public Administration Institute (PAI) faculty member Sean O’Keefe on March 1, for a special luncheon held in The Rotunda of the Business Education Complex (BEC). It was the second time within seven months that a former chancellor had returned to LSU for an MPA event, the first being Mark Emmert the previous September. Emmert was also a PAI faculty member during his tenure at the university.

Since leaving LSU in 2008, O’Keefe has become the chairman and chief executive officer of EADS North America. He lauded the successes of the LSU MPA Program, complimented the E. J. Ourso College of Business on the construction of the BEC, and spoke about the importance of service in public administration.

“The need has never been higher than now for the opportunity to get paid training to provide experiential learning for those who are interested in public service and providing solutions for the business and public sector world,” O’Keefe said. “In some respects, this is a challenging environment for those who aspire to public service, to public management, to apply those business principles to this environment because the challenges have never been higher.”

In addition to O’Keefe, LSU PAI Director Jim Richardson and LSU E. J. Ourso College Dean Richard D. White Jr. spoke to a packed room that included Interim LSU System President William Jenkins, LSU Provost Stuart Bell, and LSU Director of External Affairs Jason Droddy. Richardson and White broached the topic of the “Aspiration for 40 More Years of Excellence” for the MPA program.

“Over the course of 40 years, our technology has improved,” Richardson said. “Our facilities have improved. The ingenuity of our faculty, our staff, our students and our alumni has only been enhanced by those improvements. The continued success of the MPA program, and the recognition we have received from several ranking bodies, is attributable to the hard work, commitment, and motivation of the students and is a testament to the faculty.”
LSU PAI Takes Center Stage on a National Level

Last March, the American Society for Public Administration (ASPA) held its annual conference in New Orleans, drawing both practitioners and scholars to one setting to network, collaborate, discuss emerging trends in public service, and to launch innovative ideas for addressing challenges. The LSU Public Administration Institute (PAI) took on the role of host for the five-day event, the overall theme of which was “Governance and Sustainability: Local Concerns, Global Challenges.”

Aside from leading two discussion panels, PAI sponsored the conference’s plenary session, which featured Louisiana Lt. Governor Jay Dardenne as guest speaker, welcomed attendees with an opening reception hosted at the historical Cabildo, and coordinated a special luncheon for public administration leaders in Louisiana that was attended by Sen. Mary Landrieu, retired U.S. Army General Russel Honoré, and Southern University Chancellor James Llorens, among other dignitaries. Mary Landrieu served as guest speaker for the latter event.

“It was an absolutely successful and tremendously busy week for us,” said LSU PAI Director Jim Richardson. “Not to mention the months of planning and coordination that our staff and others, especially Megan Stone of the college of business’ Alumni & External Relations office, oversaw. The opening reception at the Cabildo had an attendance close to 1,000, and they were on multiple floors. None of this was easy, but it was well worth the effort and preparation.”

While Astrid Merget, John Dupuy Endowed Professor in LSU PAI, served as honorary chair of the conference, two other LSU PAI faculty members chaired panels. Assistant Professor Roy Heidelberg headed a panel about educational governance, and Texas Tiger Tournament/Greater Houston Alumni Association Developing Scholar Professor Jared Llorens led a panel focused on coastal sustainability.
Collectively, Kathleen Babineaux Blanco, Edwin Edwards, Mike Foster, and Buddy Roemer have served as governor of Louisiana for 32 years, beginning in 1972. Since then, the United States has seen eight presidents. While these four former governors may not always agree on the same route to take to serve citizens, their connection to one another in the form of their collective passion for the state is undeniable.

On Wednesday, April 17, 2013, the “Fearsome Foursome,” as they were jokingly dubbed by moderator Jim Engster, joined together to appear on a panel that the LSU Public Administration Institute hosted at the Business Education Complex. As one might expect, political leanings drove opinions in some instances, but each panelist was extremely forthcoming and there was even synergy across the board in certain respects.

All four former governors agreed a major problem for the state is the loss of its best and brightest, who often have to look elsewhere for job opportunities. Roemer noted that while the majority of southern states have seen major growth in their numbers, Louisiana has gone from eight congressmen when he and Edwards were governor to six congressmen. “Our state is disappearing,” he said. Babineaux Blanco decried the state’s large number of undereducated people and claimed a goal of each of the panelists had been to find ways to fully fund educational systems and healthcare statewide.

The panel did not agree that the state income tax should be abolished, but the former governors did concur that tax exemptions should be scrutinized. Some of the exemptions were necessary to put the state “on a level playing field,” according to Babineaux Blanco, but that time has passed.

Edwards stated he asked the legislature to change the 25 cents per barrel of oil tax to a percentage of value of 12-and-a-half percent in 1972. At that time, oil was between seven and 12 dollars a barrel. Edwards said he predicted that oil would one day be $100 a barrel.

“People laughed at me,” Edwards said. “I haven’t heard from many of them since, though it’s been at $100 for some time.”

The story relates to the fact that in addition to all of the potential funding the state has already lost in that time, sales of out-of-state oil production equipment are still exempted. Edwards contends that is an exemption that should be removed. Instead of taxing the people on earning, estates, or property, a $5 surtax could be added and generate $300 million per year, he contends.

Foster agreed on the need for reform, but noted it would be difficult to pass anything that looks like a tax.

“I would suggest that probably the way we need to go is to eventually get rid of the income tax just because of the perception out there to capital, to people who want to spend money open for business,” Foster said. “We’re still a capitalistic country. I don’t know for how long, but that is important. Those are the states that have done well. The ones who have done away with state income tax are blowing and going.”

Noting that he feels legislators would be shocked at what our marginal tax rate would be if “we had no exemptions, no deductions, zero,” Roemer stated that the plan has to be a team effort. It cannot just be the governor’s plan.
"I have long believed that we need more balance between the governor and the legislature," Roemer said. "I was too strong as governor, as was each of these lady and men were. I passed every initiative...We actually need debate on tax reform."

Formally, the last topic the panel tackled was the subject of Medicaid, including Governor Jindal’s refusal of federal funds to expand the program as part of the Affordable Care Act, commonly known as Obamacare.

Babineaux Blanco contended that accepting these funds for the next three years would provide coverage for more than 400,000 Louisiana citizens. That number, she said, equates to about 19 or 20 percent of the state's population who cannot afford to buy insurance on its own. After the initial three years, Babineaux Blanco added, the federal government will pick up “90 or 95 percent of the costs going forward,” which would still leave a bill for the state to contend with in the future.

Both Babineaux Blanco and Edwards agreed community hospitals will ultimately pick up the difference if the state does not. That will lead to longer waits and higher insurance costs all around. Edwards stated he would take any kind of program where somebody else would pay 90 percent of it and he would only have to pay 10 percent. More so, however, the decision for him would be a matter of conscious.

"I could not go to sleep at night if I thought there was some mother somewhere who had a child who was dying and she couldn't get the medical care she required," Edwards said. "It's just the way I am. I can't apologize for that. It's the way I am."

Edwards added he hopes the governor will reconsider his position.

Foster stated it seems almost self-evident why the state should not take the funds, from what he has been told, and it has to do specifically with the lack of understanding on everyone's part as to what direction Obamacare will take. If the funding for Medicaid expansion is not taken, Foster said, those who are not covered will be absorbed by Obamacare.

"And you’re only talking about four or five percent of that total group that will not be covered," Foster said. "It's just a matter of a short period of time in which they set up these medical exchanges. Once the exchanges are set-up, I am told the Obamacare situation will absorb 95 percent of the people we are talking about. If that's true, this is not a terrible decision. If it's not true, this is not a good decision."

Roemer stated unequivocally that no matter what Governor Jindal decides, the problem will still be there and ultimately the federal government will put the costs of medical care back on the state and its citizens. The main problem is a corrupt system in which citizens cannot buy health insurance across state lines and that Congress protects insurance companies—its biggest supporters.

Just as the four former governors smiled and took group photos prior to the panel in the courtyard of the BEC, they all smiled afterwards as they were besieched for more group photos, interviews from media members, and attendees who asked for individual pictures and even autographs. The governors did not rush to leave. They departed separately, though still connected to each other by their passion.
Patrick Goldsmith Named MPA Alumnus of the Year

In conjunction with PAISA Day on April 17, 2013, Patrick Goldsmith was honored as the Master of Public Administration Alumnus of the Year. Goldsmith is the director of the House of Representatives Fiscal Division, and his selection as alumnus of the year was unanimous, according to LSU Public Administration Institute (PAI) Director Jim Richardson.

“After 19 years in the Performance Auditing Section, Patrick took on the challenge he currently has about a year ago,” Richardson said. “He is responsible for overseeing the research, analysis, drafting and committee staffing on fiscal matters for the House, and his oversight includes the Appropriations Committee and the Ways & Means Committee; he comes to speak to our students in many of our classes and he made our choice this year a simple one.”

Co-hosted by PAI and the Public Administration Institute Students Association (PAISA), PAISA Day honors students, MPA alumni, Pi Alpha Alpha inductees, and the LSU PAI Alumnus of the Year. This year’s event also featured a special panel discussion that included four former Louisiana governors: Kathleen Babineaux Blanco, Edwin Edwards, Mike Foster, and Buddy Roemer.

During the acceptance of his award, Goldsmith remarked that when he and his future wife, whom he married two days after they graduated, were in the MPA program, there were only 20 students. Today, the program, which is also now accredited, averages 120 students at any given time and boasts nearly 900 graduates.

“Without Dr. (Jim) Richardson, I wouldn’t be here,” Goldsmith said. “I knew I wanted to do auditing. I was a strange guy. I wanted to do auditing and went into the MPA program. I was a business major, which was strange back then. He took a personal interest. I said, ‘I know I want to do auditing. I have no idea how to do it. Where do I go?’ and he not only helped me find the auditor’s office but helped me get my first internship, and that led to a 19-year career. So without that guidance, I wouldn’t have even had that career.”

Goldsmith is the former director of Performance Auditing and Actuarial Service for the Louisiana Legislative Auditor’s Office. In addition to serving on the Southern Legislative Conference Government Operations Committee, he is a past member of the executive committee of the National legislative Program Evaluation Society and a past chairman of the performance audit committee of the Southwest Intergovernmental Audit Forum and also served on the Performance Measurement Advisory Committee for the Sloan/IIA State and Local Government Performance Measurement Project.

PAI Advisory Board

The PAI Advisory Board is a committee of volunteers established for the purposes of promoting and supporting the educational programs of the Public Administration Institute and strengthening the institute’s role within the college, university, and community. This includes interacting faculty and students; commenting on curriculum and materials being covered in the programs; providing networking for faculty and students; and enhancing the overall program of PAI.
Faculty Highlights

PAI Instructor Named Influential Woman in Business
Jamie Haeuser, senior vice president of Operations at Woman’s Hospital and an instructor in the Public Administration Institute at LSU, was named a 2012 Influential Woman in Business by The Greater Baton Rouge Business Report. The publication honored 10 local businesswomen.

Merget Featured in Women of Influence Gallery
Astrid Merget, the John W. Dupuy Endowed Professor in the LSU Public Administration Institute, was selected by Mount Holyoke College to be featured in its “Women of Influence Gallery” as part of the college’s 175th anniversary celebration in 2012.

White Receives BASF Professor of Excellence Award
Richard D. White Jr., dean of the LSU E. J. Ourso College of Business and a professor in the LSU Public Administration Institute, was presented with the BASF Professor of Excellence Award. The award recognizes accomplished professors of the LSU faculty and was presented during halftime of the LSU men’s basketball team’s final home game March 9, 2013.

PAI’s Llorens, Morozov Appointed to Community Boards
The LSU Public Administration Institute recently had two of its professors appointed to local community boards. The Capital Region YMCA named Texas Tiger Tournament/Greater Houston Alumni Associaton Developing Scholar Associate Professor Jared Llorens to its board of directors for the 2013-2015 term, and the executive committee of the Baton Rouge Chapter of the Association of Government Accountants has named Jon D. “Jay” and Marguerite “Cissy” Doles Babb/AXA Foundation Developing Scholar Assistant Professor Boris Morozov as its director of Education for the 2013-2014 program year.

PAI Professors Advance
Jared Llorens, a member of the LSU PAI faculty since 2009, was promoted to associate professor; Assistant Professor Roy Heidelberg and Visiting Assistant Professor Suzette Caleo, PAI’s newest faculty members, earned their doctorates from The Ohio State University and New York University, respectively.

MPA Graduates • 1974 – 2012

Caucasian
African American
Other
Female
Male

447
400
66
187
594