Director’s Welcome

Greetings Alumni, Students, and Friends of PAI,

I am delighted to announce the inaugural issue of the Public Administration Institute’s semiannual newsletter. As a collaborative project with the institute’s faculty and students, the goals of our newsletter are to share exciting developments happening within; promote recent accomplishments by our faculty, students, and alumni; and highlight why pursuing a Master of Public Administration degree at LSU is an excellent choice for prospective students.

Over the past 42 years, PAI has made a longstanding impact on both the State of Louisiana and the nation by training public servants to take on key management and policy roles within all sectors of the economy. While our highest concentration of graduates work within Louisiana state and local government, the institute also has an exceptional history of placing graduates within the federal government, leading nonprofit organizations, and private sector organizations working in the public service arena. In addition, our faculty have truly exemplified what it means to serve the public interest by dedicating their time and expertise to not only our students, but to some of the most pressing problems in our local community. As you will learn in this issue and in future issues, PAI faculty, in many cases working with students, have provided critical research and analysis on such topics as early childhood education, state and local tax policy, and affordable housing needs.

Moving forward, the institute’s primary goals are to continue to build upon its rich history by striving to become the MPA program of choice for students seeking a comprehensive education in public management and policy and providing objective and timely research on challenges facing Louisiana. Lastly, we hope that this newsletter serves to further strengthen PAI’s connection to our alumni and supporters as we prepare the next generation of public servants.

Sincerely,

Jared J. Llorens, PhD
Director and Associate Professor
Public Administration Institute

Spotlight: MPA Alumnus of the Year Kimberly Robinson

Kimberly Robinson, the newly appointed secretary of the Louisiana Department of Revenue, was named 2016 Master of Public Administration Alumnus of the Year by the LSU Public Administration Institute. She was honored at this year’s Public Administration Institute Student Association Day celebration in April.

Prior to her new appointment by Governor John Bel Edwards, Robinson served as special counsel for Governor Kathleen Blanco for revenue, economic development, and insurance issues and more recently worked as a tax attorney at Jones Walker LLP of New Orleans. She also served as assistant secretary for legal affairs in the Louisiana Department of Revenue for then-LDR Secretary Cynthia Bridges.

Kim Hunter Reed Named Deputy Undersecretary

The U.S. Department of Education recently announced the appointment of Kim Hunter Reed, 1995 graduate of the Master of Public Administration program and 2004 Master of Public Administration Alumnus of the Year, as deputy undersecretary, effective immediately. In a memo to staff, Undersecretary Ted Mitchell wrote that Reed’s responsibilities will include “a strong focus on higher education policy development and outreach. They will also support research to deepen the evidence base to strengthen the nation’s postsecondary system, student experiences, and outcomes.”

Most recently, Reed was a principal at HCM Strategists LLC, a public policy and advocacy consulting firm in Washington, D.C. focused on advancing effective solutions in health and education. She also previously served as chief of staff for the Louisiana Board of Regents and executive vice president of the University of Louisiana System.

Program Ranked High by Eduniversal

Eduniversal released its annual best masters rankings recently, placing the E. J. Ourso College of Business’ Master of Public Administration ninth among public colleges and universities in the United States. The MPA program was ranked in the “Best Masters Ranking in Public Administration/Management” category.

This is the fifth annual edition of these rankings, which rate 4,000 masters programs for 30 majors across the world.

“LSU continues to offer an excellent graduate education in public administration and public policy,” said Jared Llorens, director of the LSU Public Administration Institute. “We appreciate the recognition by Eduniversal and will continue our ongoing efforts to provide a high-quality graduate education for students seeking careers in public service.”
PAI Faculty News

Caleo Presents Research on Gender Stereotyping in Public Administration
Assistant Professor Suzette Caleo discussed her ongoing research on stereotyping at several conferences this past year, including the American Psychological Science Convention in May 2015 — The Differential Effects of Attractiveness for Male and Female Leaders – and the Western Psychological Association Convention in April 2016 — Part-Time Work, Full-Time Stigma? The Roles of Gender and Setting. She will be presenting a paper titled, Mitigating the Attractiveness Double Bind for Female Leaders, at the upcoming Academy of Management Conference in August. Caleo’s paper, Are Organizational Justice Rules Gendered? Reactions to Men’s and Women’s Justice Violations, was recently accepted to the Journal of Applied Psychology. Also in press is a chapter in the Oxford Handbook of Workplace Discrimination, which she co-authored with New York University Psychology Professor Madeline Heilman. Caleo teaches courses on organizational behavior, research methods, and human resource management in the Public Administration Institute.

Heidelberg Elected to Board of International Public Administration Theory Network
Assistant Professor Roy Heidelberg was recently elected to the Board of Directors for the Public Administration Theory Network. Heidelberg, who focuses on decision making and public administration theory, will also serve as the secretary/treasurer through 2016. The Public Administration Theory Network was formed in 1978 and is an international network of scholars and professionals concerned with the advancement of public administration theory. It publishes Administrative Theory & Praxis, a quarterly, peer-reviewed academic journal for which Heidelberg has written several articles. He has also been honored with the LSU E. J. Ourso Outstanding Untenured Professor Teaching Award and the Research Excellence Award.

Llorens Becomes Editor of National Publication
Jared Llorens, director of the E. J. Ourso College of Business Public Administration Institute, was named editor of Public Personnel Management, a quarterly publication for human resource executives and managers in the public sector. Llorens has been performing the duties of editor since July but officially assumed the editorship on January 1, 2016. Each edition of the publication contains in-depth articles on trends, case studies, and the latest research by top human resource scholars and industry experts.

Richardson, Tulane Faculty Present Tax Study Findings to Legislature
Former Public Administration Institute Director and current Professor James Richardson and faculty from Tulane University recently presented their findings from a 2015 study of the state’s tax structure to newly elected members of the Louisiana House of Representatives. The study, which was commissioned by Speaker of the House Chuck Kleckley last year, studies the existing tax structure put in place in 1973. The study was performed by Richardson and Steven Sheffrin and James Alm of Tulane University, and its findings were recently featured on Forbes.com. Members of the House were briefed on the proposals on January 13, the day after they were sworn into office. The recommendations include lowering personal income tax brackets,
expanding the sales tax to personal services, and reducing certain exemptions and credit programs.

**Study of Early Childhood Education Underway**
Assistant Professors Roy Heidelberg and Suzette Caleo developed a service-learning project in response to Act 3 of the 2012 Louisiana Regular Legislative Session, which called for the State Board of Elementary and Secondary Education (BESE) to create a unified system through which early childhood care and education is provided in Louisiana. The policy was implemented in the 2015-2016 academic year, and the project is currently underway, in conjunction with the Louisiana Department of Education (LDE).

Last fall, Heidelberg and Caleo incorporated Act 3 and its implementation as a case study for students to explore in their respective courses on public policy and organizational analysis.

Students engaged in a comprehensive study of the case and heard from various state leaders involved in the policy and its implementation, including former Department of Children and Family Services (DCFS) Secretary Suzy Sonnier and State Education Superintendent John White.

During the spring 2016 semester, students further investigated the implementation of Act 3 by engaging in interviews and fieldwork with LDE leadership and staff, childcare providers, and families. They explored a range of issues surrounding implementation — spanning leadership, culture, policy learning, child care provider attitudes, and policy dissemination. This partnership with LDE has offered students a unique opportunity to learn about policy implementation, develop their research skills, and obtain hands-on experience.

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**MPA Banquet Features Former Senator Mary Landrieu**
The Public Administration Institute Student Association hosted the annual Master of Public Administration Honors Banquet this past December in the Rotunda of the Business Education Complex.

Mary Landrieu, former U.S. senator and Louisiana treasurer, served as the keynote speaker for the event.

Left: Senator Mary Landrieu reflects on her time in office.

Below left: December 2015 PAI graduates.

Below: PAISA 2015 officers Noble-Bates Young, Mason Hess, Mary Youpel, and Dean Andrus.

Below right: E. J. Ourso College of Business students pose for a group photo.
PAISA News

The Public Administration Institute Student Association, or PAISA, elected its 2016 officers this past fall. PAISA is the organization for students in the Master of Public Administration program at LSU. “PAISA is an integral part of our program’s ability to engage our students,” said PAI Director Jared Llorens.

PAISA hosts events throughout the year for MPA students, including public policy panels with leading professionals in public administration. Last semester, the group hosted Louisiana Commissioner of Higher Education Joseph Rallo, who spoke with students and faculty.

Since the new officers began their work, PAISA has put on several social events for members, including a mixer at the Old State Capitol cohosted by Secretary of State Tom Schedler. It has also hosted a panel discussion with PAI Professor James Richardson and Bob Keaton, former director of the Louisiana Senate Fiscal Services, as well as an informal discussion with recent MPA graduates on how the MPA program has benefitted them professionally.

For more information about PAISA, email lsu.paisa@gmail.com.

Karie Holton — President
Karie Holton is the LGBTQ Graduate Project coordinator in the LSU Office of Multicultural Affairs. She graduated from LSU in 2015 with a bachelor’s in anthropology and a minor in English. Holton is currently the communications co-coordinator for Equality Louisiana and advocates for the rights of the LGBTQ+ community. Her goals for PAISA are to promote diversity and inclusion and campaign on behalf of the organization at an administrative level.

Daniel Bosch — Vice President
Daniel Bosch is a native of Louisiana from Washington Parish. Prior to entering the Public Administration Institute in fall 2015, he completed his undergraduate degree in political science at LSU. Bosch worked for the Jefferson and St. Tammany Parish Legislative Delegations at the State Legislature, where he gained experience on issues such as coastal restoration, transportation, and the Capital Outlay construction program. He also interned for former U.S. Senator Mary Landrieu. He currently works for Secretary of State Tom Schedler as a public information officer.

Heather Shaw — Treasurer
Heather Shaw is a second-year Master of Public Administration student and is in her final year of the program. She graduated from LSU in 2011 with a bachelor’s degree in international studies and minors in German and political science. After graduation, she joined the Peace Corps and served two years in Cambodia as an English teacher for grades 9-12. Since returning, she has become the aquatics director for the C.B. Pennington Jr. YMCA, where she manages programs, staff, and the department budget. Shaw has a passion for swimming and serves as the team administrator for the YMCA Baton Rouge Swim Team and the secretary for the Greater Baton Rouge Swim League. Academically, she is interested in finance policy, statistics, and economics.

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Neva Butkus — External Relations Officer
Neva Butkus is a first-year Master of Public Administration student. After completing her undergraduate degree in political science at LSU, she began working for the Baton Rouge Area Chamber on their Investor Development team. Butkus currently serves as a policy intern for the Louisiana Budget Project, where she assists in tracking legislation and its impact on low- and moderate-income families. She has been involved in the Baton Rouge community and serves as the co-chair of Forum 3S’s Service Project Committee. Her academic interests include state and federal policy and its impact on low-income individuals and the working class, as well as economics and tax policy. In her spare time, Butkus enjoys running the lakes, going out with friends, and listening to her punk band record collection.

George Eldredge — Secretary
George Eldredge is a part-time Master of Public Administration student in his second year of the program. His major interest is in higher education administration as it deals with information technology management. A lifelong resident of Baton Rouge, he graduated from LSU with a bachelor’s in political science. Eldredge works as part of the LSU College of Engineering’s IT staff, developing databases, websites, web applications, and other technologies. In addition, he has served as an LSU staff senator since 2015. His hobbies include home-brewing beer, playing with new and emerging technologies, and greatly enjoying watching his daughter grow up.
The Public Administration Institute is welcoming two new full-time faculty members for the Fall 2016 semester. Meghann Dragseth and Min Su will join PAI to instruct courses on nonprofit management and nonprofit financial management, respectively.

Dragseth recently completed her PhD in political science from the University of Oklahoma with concentrations in the fields of public administration and policy. Her research interests are in the decision-making processes of nonprofits and nongovernmental organizations (NGOs), particularly in international and operational contexts. In addition, Dragseth received her master’s in government from The Johns Hopkins University and her bachelor’s in political science from the University of Washington. She has also worked in the public and nonprofit sectors in Washington, D.C.

Su is a doctoral candidate in the joint doctoral program in public policy at Georgia State University and the Georgia Institute of Technology. Her research focuses on how the management of financial resources affects an organization’s operation and outcome. Her parallel research interests — nonprofit financial management and church finance — reflect her intention to apply theories and practices in the public and private sectors to the not-for-profit sector. Su received her master's in taxation and her bachelor's in public administration from the Central University of Finance and Economics in Beijing, P.R. China.

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PAISA Day Celebration 2016 Features City of New Orleans CAO Andy Kopplin, Honors MPA Alumnus of the Year Kimberly Robinson

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PAI also honored Kimberly Robinson as the 2016 MPA Alumnus of the Year. Robinson serves as secretary for the Louisiana Department of Revenue and was previously a partner at the Jones Walker law firm after serving in Governor Kathleen Blanco’s administration.

Also in attendance at the event were Blanco, LSU President F. King Alexander, U.S. Department of Education Deputy Undersecretary Kim Hunter Reed, and Erin Monroe Wesley, special counsel to Governor John Bel Edwards.

The PAI also presented the David B. Johnson Award and the Aster Merget Award. The awards are given annually to two outstanding students at graduation. Mason Hess received the Johnson award, and the Astrid Merget Award was presented to Amanda Galonek. The awards are given in memory of the contributions of two of PAI’s most influential faculty members. Johnson was the founder of the LSU MPA program in 1972, while Merget taught at the institute from 2007 until her death in 2014. She also served as university vice president and provost until 2010.

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Richardson, Robinson Co-Chair Task Force on Structural Changes in Budget and Tax Policy

A new task force to make recommendations for structural reform to Louisiana’s budget is being co-chaired by PAI Professor and former Director James Richardson and Louisiana Department of Revenue Secretary Kimberly Robinson.

The task force, which was established by House Concurrent Resolution 11 of the 2016 First Extraordinary Session, has been working since March to analyze Louisiana’s tax structure and fiscal policy. The task force has already analyzed Louisiana’s revenue sources in depth, as well as heard presentations from stakeholders such as taxing bodies and industries on proposed changes and their implications. “When it comes to taxes, you’re always going to step on someone’s toes – it’s just a question of who and how hard,” Richardson said.

The group has also looked at how Louisiana compares to other states’ structures. “We have to start with what we already have,” Richardson said. “Every state has its own history and habits.”

The task force will look at socioeconomic factors, as well as the unique historical, cultural, and political factors that have shaped the landscape of Louisiana’s existing structure.

It is also charged with recommending changes to the state’s budget structure, but Richardson stated it would be difficult to make recommendations given that spending priorities are often made based on political and ideological beliefs. “I think we can make some progress with the state’s pensions and retirement systems, but other areas are just a question of ‘how much do you want to spend?’” Richardson said.

The deadline for the task force to submit its recommendations is September 1, 2016.
Current Full-Time PAI Faculty

**Suzette Caleo**  
Assistant Professor  
*Texas Tiger Tournament/Greater Houston Alumni Association Developing Scholar Professorship*  
PhD, New York University  
Teaching Interests: Organizational Behavior, Research Methods, Human Resource Management  
Research Interests: Organizational Justice, Workplace Diversity, Stereotyping and Discrimination

**Roy Lester Heidelberg**  
Assistant Professor  
*Kearny-Jolly College of Business Administration Endowed Professorship*  
PhD, The Ohio State University  
Teaching Interests: Public Policy, Decision Making, and Modeling  
Research Interests: Accountability, Economic Development, Social Theory, Policy

**Jared J. Llorens**  
Director, Associate Professor  
*Russell B. Long Professorship in the Public Administration Institute*  
Director of Graduate Studies — MPA Program, Department of Public Administration Institute  
PhD, University of Georgia  
Teaching Interests: Human Resources Management, Program Evaluation, Research Methods, Quantitative Methods  
Research Interests: Human Resources Management, Public Sector Compensation, Research Methods, Public Policy

**James A. Richardson**  
Professor  
*Harris J. and Marie P. Chustz College of Business Administration Endowed Professorship*  
PhD, University of Michigan  
Teaching Interests: Public Finance, Economics of Taxation, Economic Analysis, Public Administration Colloquium  
Research Interests: Regional Economics, Energy Economics, State and Local Taxation, Forecasting, Public Policy

**Richard D. White**  
Professor  
*Ourso Distinguished Professor of Business and Dean*  
PhD, Pennsylvania State University  
Research Interests: Ethics, Public Administration Theory, Human Resources Management