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H E A R T H ^{TO} Heart

*News from the Department of Planning,
Public Policy, and Management*

No. 5 Spring-Summer 2001

Students Assist Sacramento County

This year, PPPM 322 Introduction to Public Management, has a new look. Instead of reading textbooks and taking tests, students are engaged in the task of redesigning the governance structure, reinvigorating the civic culture, and reinventing the service delivery system of a large metropolitan area. For real. The students, primarily juniors and seniors, have formed themselves into five project teams, each focused on a significant aspect of strengthening local government in Sacramento County, California.

A little background: Sacramento County is unusual in having few cities. Most residents live in unincorporated areas, with the county government providing local services. Recently, this arrangement has become strained as residents have come to feel disconnected from the county government, unhappy with the consequences of continuing growth, sprawl, and congestion, and discouraged with their ability to affect conditions in their own community. The County's Board of Supervisors identified this strain as an urgent concern and asked Ed Weeks to work with county executives to find a solution to the problem.

There are five student teams. One team is developing alternative strategies for decentralizing the service delivery system. They've been examining a range of options from "mini-city halls" to e-government. The governance

group is developing options for creating a system of local governance that preserves the County's role in regional governance. The community planning group is inventing a process to integrate the contributions of ordinary citizens, activist groups, and technical experts in developing policy alternatives for addressing urgent community issues. The transportation group is looking at two issues: how to manage congestion on a major arterial that transects the planning area, and how to move traffic through residential neighborhoods without causing excessive noise or creating hazards. Finally, the "placemaking" group is creating a catalogue of design strategies for creating a sense of place and attachment to the local community. The proposals from each group must be fiscally, politically, operationally, and legally feasible.

The course has been supported by a workshop on project planning and management offered by Bob Choquette and a workshop on team building and self-managing teams offered by Charlene Phipps. Sacramento County executives visited the class during the fourth week and were so impressed with the quality of student work that they have since committed to returning for the final presentations. Perhaps the most exciting aspect of this course is that the product of the students' efforts will live on in the public policies and physical design of Sacramento County.

From the Department Head

It has been a very eventful year for PPPM. First, we are in the midst of a very significant stirring of the faculty. As you'll read elsewhere, two of our long-time stalwarts, Bryan Downes and Maradel Gale, are retiring at the end of this academic year. And next fall four new faculty members will join us.

Second, we have completed an adjustment to the curricula in both graduate programs. Beginning in Fall term, 2001, students in CRP and PPM will have several required courses in common. Also, students in both programs will take a common

"Communications Seminar" in conjunction with their field experience—whether they are in an internship or Community Planning Workshop. Our goal is to create a learning environ-

ment in which CRPers and PPMers students study and learn together.

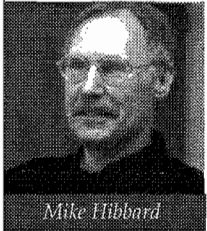
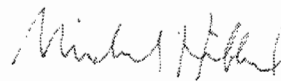
Third, we have completed a strategic plan for the department. We have set a number of ambitious goals aimed at rebuilding bridges to our alumni, providing additional resources for students, supporting faculty scholarship, and improving our physical facilities.

The PPPM Advisory Council, chaired by Jeff Tryens, Executive Director of the Oregon Progress Board, will be working closely with the AAA Development Office and

the department to help us implement key pieces of the plan. Advisory Council member Don Williams is heading up a committee to organize an alumni association for graduates of PPPM and the constituent groups that went into forming PPPM—the Wallace School of Community Services and Public Affairs (CSPA) and the Department of Urban and Regional Planning (URP). Don, who is the longtime Housing Director for the Lane County Housing and Community Services Agency is a CSPA alum.

Our strategic plan identifies a number of short and long-term goals with regard to student support and facilities improvement. The short term goals have been prioritized into the University's 2001-2 development plan by the AAA Development Office. Lynn Youngbar, former Director of Rural Development Initiatives, is heading up an Advisory Council committee to help us achieve our short-term goals and develop a plan for our long-term goals.

So, that's some of what's happening here. As a final comment, it'd be great if we could make this into a vehicle for all-way communication. Let us hear from you and we'll pass it on to everyone in our readership.



Mike Hibbard

Postgrad Postcards

- **Sue Cutsogeprge** (M.S.P.A. '96) is working for the City of Eugene as the treasury officer.
- **Scott Derickson** (M.S.P.A. '95) is the city manager in Warrenton OR.
- **Alex Dupey** (M.C.R.P. '00) is working for David Evans and Associates in Portland OR.
- **Jessica Chanay** (M.C.R.P. '00) joined the team at Food For Lane County in Eugene OR.
- **Gwen Urey** (M.U.P. '83) is the chair of the Urban and Regional Planning program at Cal-Poly Pomona.
- **Donna McNeil** (M.S.P.A. '97) is the assistant director at Kidsports development office in Springfield OR.
- **Lori Olson** (M.S.P.A., M.C.R.P. '00) is the executive director of the Eno River Basin Association in North Carolina.
- **Paul Brenner** (M.S.P.A. '00), an analyst for the US Department of Commerce, recently published a book titled, "If Life Is a Game How Come I am Not Having Fun?"

Faculty Retire



Bryan Downes is retiring next year after 25 years as a UO faculty member. Bryan came to the University in 1976 as Chair of the Public Affairs and International Development

Division of the Wallace School of Community Service and Public Affairs. Bryan joined the AAA faculty in 1982 when the Public Affairs Program and the City and Regional Planning Program merged to form the Department of Planning, Public Policy and Management. He served as department head from 1996 to 1999. During that time he was instrumental in establishing the department's Advisory Council. Bryan has also held leadership positions with professional organizations serving as executive director of both the Pacific Northwest Canadian Studies Consortium (1987-97) and the Western Social Science Association (WSSA). Bryan is an active researcher and has published widely in the areas of public management, capacity building, and organizational leadership. Bryan has distinguished himself during his time at the UO through his humor, positive approach to life, commitment to ethical decisions, and his caring way with students.

Professor **Maradel Gale** will retire at the end of this academic year after 27 years of teaching. After receiving her law degree in 1974, Professor Gale joined the faculty to teach planning law and related courses. She quickly established herself as one of the UOs best teachers and received the prestigious Burlington Northern Award for excellence in teaching in 1986. Professor Gale also established and directed PPPMs



Micronesia and South Pacific Program, a pioneering service learning program that gives students the opportunity to gain hands-on, cross-cultural experience in planning and community development. She has made substantial contributions to the study of sustainable community development and to the design of functional work environments in the Pacific, integrating traditional and Western cultural concepts.

New Faculty Join PPPM

We are excited to announce several new faculty will be joining the PPPM department this fall. Please join us in welcoming them to the department!



As a new addition to the PPPM faculty, **Mark Schlossberg** plans on working in the social planning area, focusing on the use of GIS as a tool for social change and on the social side of transportation policy and practice. Mark and his family are excited to be returning to the west coast (especially Eugene) after four years in Michigan and two years in Fiji.

Jean Stockard is moving to the PPPM department from the University of Oregon Department of Sociology where she has taught since 1974. Trained as a sociologist, she will support the department's work in social planning and also provide expertise and assistance in research methods and data analysis. Much of her work focuses on youth, families, and education. A major current project involves the



analysis of cohort variations in violent behavior, with special emphasis on understanding the recent upswings in homicide and suicide among young people both in the United States and cross-culturally.

Renee Irvin, who specializes in research on the nonprofit sector, is returning to UO after a long absence. She grew up in Oregon, received her B.A. (German) from UO, lived in Germany, China, and Japan, received



her Ph.D. (Economics) from the University of Washington, and taught for four years at the University of Nebraska-Omaha Department of Public Administration. When she is not packing or house hunting, Dr. Irvin enjoys hiking, investing, and practicing jazz violin. Her husband Jeff is a musician, and they have an eight-year-old son, Ben, who wants very much to be a contestant on "Junkyard Wars."

Richard Margerum holds a Ph.D. in planning (Wisconsin-Madison) and has research interests in collaborative approaches to environmental planning, particularly stakeholder processes, conflict resolution, and implementation issues. He worked for the Wisconsin Department of Natural Resources for three years on watershed management before taking a postdoctoral Fulbright Fellowship in Australia in 1995. Since 1996 he has researched and taught at the Queensland University of Technology (Brisbane, Australia) and the University of Colorado. He is married and enjoys hiking, running, and photography.



Community Planning Workshop Update

Community Planning Workshop students are presently engaged in six projects that span a wide range of topics and clients. CPW initiated the projects in January, and most of them will be completed in June.

Community Outreach Partnership Center (COPC)

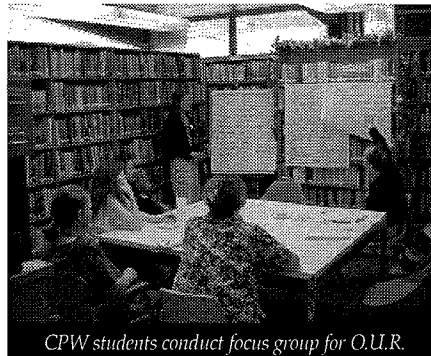
COPC is in its second year and is designed to empower low-income residents through skill-building activities that increase individual self-sufficiency and community building activities that strengthen housing communities by encouraging participation and leadership. COPC activities include: homeownership, microbusiness, conflict resolution and leadership workshops; computer, financial education, and nutrition classes; and organizing around issues related to food and nutrition, safety and security, recreation, and cross-cultural communication. (<http://darkwing.uoregon.edu/~copc>)

Eagle Point Periodic Review

CPW is presently working with the City of Eagle Point on periodic review of the city's comprehensive plan. The CPW team will prepare several of the technical elements of the plan revision including the buildable land inventory, the housing and economy elements, and the public facility elements. Students will facilitate two community workshops as well as several joint City Council/Planning Commission work sessions.

O.U.R. Financial Education Needs Assessment

The O.U.R. Federal Credit Union recently received a grant from the U.S. Treasury Department to develop financial education curriculum. CPW is working with O.U.R. on assessing the financial and educational needs of Lane County residents. After



assessing the county's financial education needs, CPW will make recommendations to Lifeline, an organization that conducts financial seminars, on key issues in the development and implementation of an effective financial educational program.

Jackson and Washington County Natural Hazards Mitigation Plans

Partnering with the ONHW, CPW teams are presently developing natural hazards mitigation plans in Jackson and Washington Counties. The plans will include a detailed hazard vulnerability assessment and a five-year action plan to implement activities intended to reduce risk to residents and businesses.

PPPM Students Intern for Experience

This year approximately 35 undergraduate and graduate students engaged in internships ranging from legislative positions to planning positions with the City of Eugene as well as a variety of positions with nonprofit groups. Students have found their internship experiences to be both educationally and personally enriching. Here is what PPPM Undergraduate Abe Thornagle said about his experience, "Interning with the Institute for Sustainable Ethics and Economics (ISEE) through it's open and interactive nature gave me the opportunity to further develop my understanding of sustainability, while also allowing me to take meaningful action with other people, both in Eugene and surrounding communities, who are committed to improving the overall health of our area. The experience was invaluable."

Internships are an integral part of the Planning, Public Policy and Management curriculum. The Internship Program places students in positions which help them integrate public policy and management theory and practice as well as provide experience in a field aligned with their career interests. The Internship Program develops a broad range of public sector internship sites in Oregon and across the US, provides guidance for the students through seminars and individual advising and works with agencies to develop internship sites and mentor students.

If you or your organization would like to learn more about hosting an intern, please contact the Internship Director, Charlene Phipps, at (541) 346-3507 or cphipp@oregon.uoregon.edu.

ONHW and State Showcase Initiative

In March 2001, Public Entity Risk Institute awarded a three-year grant of \$316,000 to the Community Service Center's Oregon Natural Hazards Workshop (ONHW), for the coordination of the Oregon Showcase State Initiative. Governor John Kitzhaber designated Oregon a "Showcase State for Natural Disaster Risk Reduction" on December 12, 2000, through an Executive Order. The Showcase State provides a comprehensive framework for government and the private sector to prepare for and minimize risk and impact of natural hazards. The Showcase State model was developed by the Institute for Business and Home Safety, an initiative of the insurance industry to reduce deaths, injuries, property damage, economic loss, and human suffering caused by natural disasters.

ONHW is a new program within the Community Service Center—an inter-

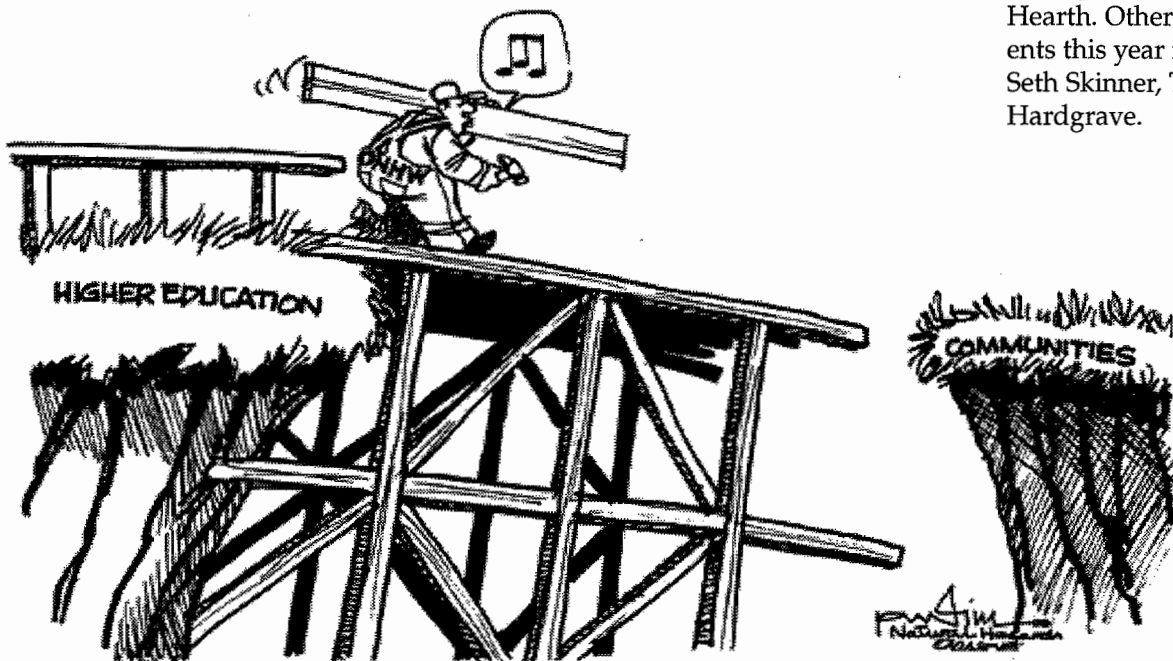
disciplinary service-learning organization at the University of Oregon. ONHW aims to develop a collaborative and cooperative environment where diverse partners can look toward the development of solutions to the natural hazard-related problems facing Oregon communities. ONHW's primary goals are: (1) to help facilitate and coordinate risk reduction and loss prevention efforts within the state; and (2) to build community capacity and promote economically, environmentally and socially sustainable practices for communities addressing hazard loss reduction.

For more information, contact: Andre LeDuc, *Oregon Natural Hazards Workshop*, (541) 346-5833, crux@darkwing.uoregon.edu <http://darkwing.uoregon.edu/~onhw>.

Frazier Award Winners

Amy Cannata received an AI Frazier Award to support a presentation of her research titled "Eugene Teen Courts: A Closer Look at Recidivism," at the 43rd Annual Western Social Science Association Conference in April 2001. Ms. Cannata's research focused on the evaluation of the Eugene, Oregon Teen Court Programs. The conference presentation proved to be a valuable learning experience in which she received excellent feedback on her research including ideas for expansion and further study.

In addition, to presenting her own research, Amy attended several presentations of other research in the areas of human resource management in the public sector, public finance and budgeting, and children youth and family studies. These sessions disseminated the most recent and cutting edge research being done by scholars from all over the US and Canada. This month Amy presented the highlights of the conference during a brown bag lunch in the Hearth. Other Frazier Award recipients this year include: Diana Sakai, Seth Skinner, Theo Burnett, and Sarah Hardgrave.



PPM Name Change

A new designated degree name, Master of Public Administration (M.P.A.) is replacing the current degrees of Master of Arts and Master of Science in Public Affairs. There will be no changes in program requirements. M.P.A. is the most common name of public affairs and administration programs and is the term of choice in the field. This name change will bring us into conformance with the industry standard as well as make the program more attractive to students interested in the field.

Certificate in Non-Profit Management

The objective of the not-for-profit management initiative is to prepare students by education, outlook, and commitment for leadership positions in not-for-profit organizations. The course of study is designed to develop the skills necessary to manage, lead, and conduct effective organizational change.

There are increasing opportunities for managers in the expanding not-for-profit sector. There are 1.2 million public benefit organizations in the United States. Continued resource scarcity, devolution of responsibilities by federal and state governments, and privatization, have put additional pressure on the not-for-profit sector to fill-in where government withdraws and to work in partnership with other organizations in the delivery of public services. Not-for-profit is an organizational form that includes such diverse activities as: day-care centers, community development organizations, soup kitchens, foster care facilities, employment and training centers, community-based arts and cultural associations, affordable housing, sports and recreation activities, environmental work, health and hospitals, and other public services.

In 1996, nearly 11 million people were employed in the not-for-profit sector, approximately 7% of the US total employment. This was more than the number employed in construction, transportation and communication, finance, insurance, real estate, or agriculture.

The number of not-for-profit organizations in Oregon is substantial and has increased considerably over the past several years. In 1998 there were 11,401 Not-for-Profit 501 (c) (3) organizations in the State of Oregon, a 47% increase over the number of these organizations that existed in the state in 1992.

In response to this need for qualified professionals, PPPM has developed a program in this important area. Beginning in Fall, 2001 we will offer a cohesive curriculum in the important facets of not-for-profit management.

The department expects to have available in the very near future a Graduate Certificate in Not-for-Profit Management. This graduate certificate will be offered to graduate students as well as community members who are not enrolled as full-time students. Please check with the department for the current status of the graduate certificate.



Your support of PPPM is appreciated. Thank you.

PLEASE MAKE ANOTHER DONATION TODAY

Send to: UO Foundation, PO Box 3346, University of Oregon, Eugene OR 97403-0346

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Faculty Notes

John Baldwin

In November, **John Baldwin** presented a paper entitled "Cultural and Ecological Diversity: A Global Perspective" at the annual meeting of the North American Association for Environmental Education.

Bryan Downes

In September, **Bryan Downes** teamed with Professor Doreen Barrie from the University of Calgary to present their work, "Reshaping the Role of the State in Western Canada: Reinventing Government in Alberta Based on the New Zealand Experience" at the 3rd Annual Association for Canadian Studies in the United States (ACSUS) Colloquium.

Maradel Gale

Maradel Gale presented a paper on the use of the Development Model of Intercultural Sensitivity and its use in the Second Global Internship Conference in March. The February–March 2001 edition of the National Park Service's *Cultural Resource Management (CRM)* will include her paper "The Micronesia and South Pacific Program: A Decade of Cultural Resource Preservation and Assistance".

Judy Hibbard

Judy Hibbard was awarded a grant from the Robert Wood Johnson

Foundation to study the role of active and informed patients in the health care system. This study will produce a tool that can measure the impact of interventions designed to help people be informed, active, health care consumers.

Mike Hibbard

In May 2000, **Mike Hibbard** presented to a faculty seminar at Kyoto University, Japan on "Increasing Community Problem Solving Capacity in Declining Rural Regions." In August, Mike presented "Rural Revitalization in Oregon" at a Conference on Revitalizing Declining Rural Regions," in Niseko, Japan.

A paper coauthored with PPPM alum Sue Lurie, "Saving Land But Losing Ground: Challenges to Community Planning in the Era of Participation," was published in the Winter, 2000 issue of the *Journal of Planning Education and Research*.

David Povey

In October 2000 **David Povey**, together with **Megan Smith**, developed and facilitated two sessions for the annual meeting of the National Congress for Community Economic Development (NCCED) in New Orleans.

Bill Simonsen

In April, **Bill Simonsen** presented two papers at the Western Social Science Association: "Governors, Legislators, and Budgets: Diversity Across States, The State of Oregon" with PPMer Seth Skinner and "Municipalities and Financial Advice: Does Independence Matter?" with PPM alum Mark Robbins.

Bill also published "Using Data Envelopment Analysis to Estimate the Efficiency of Municipal Bond Issuance" and "Measuring Municipal Borrowing Costs: How Missing Information Biases Interest Rate Calculations", both were coauthored with Mark Robbins.

Ed Weeks

Ed Weeks presented, "Breaking Political Deadlock" at the annual meeting of the International City-County Managers Association in Cincinnati, Ohio (October, 2000). He also presented, "The Practice of Deliberative Democracy" at the Annual Meeting of the Association of Collegiate Schools of Planning in Atlanta, Georgia (November 2000).

Also published was, "The Practice of Deliberative Democracy: Lessons from Four Large-Scale Trials." *Public Administration Review*. August, 2000.

Help us rename this newsletter!

We've had many new changes happening in the PPPM Department lately, and we think its time to change the name of our newsletter too! We hope to keep using the newsletter to share information with our alumni and want to get your feedback as well. So, have you any ideas for a new name? If so please send it to us—if we select your idea, you'll receive a PPPM jacket!

Email your ideas to zudegi@oregon.uoregon.edu or fill in the form below and mail it to:

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Sustainable Business Symposium

There is growing evidence that many business people want to be more environmentally responsible, but they don't know where to start. The Sustainable Business Symposium (SBS), a recognized student group of the Associated Students of the University of Oregon, holds a free conference every year to provide a unique forum in which community innovators can learn ways to operate with maximum environmental responsibility and at the same time build profitable businesses.

In each year since its inception, several PPPM students have taken the lead in organizing the symposium. This year is no exception. Five PPPM students have dedicated themselves to ensuring the symposium

is a success. The Fifth Annual Sustainable Business Symposium will be held November 9-11, 2001 at the University of Oregon campus. The program includes nationally-recognized keynote speakers Amory Lovins and Tom Chappell, of Tom's of Maine, in addition to panels, workshops, and an exposition of businesses engaged in sustainable activities.

If you are interested in joining our mailing list, in helping us plan the 2001 Symposium, or in learning more about what we do, please email sbs@darkwing.uoregon.edu, or call (541) 346-0670 and leave a message. Also, please visit the SBS website at <http://www.uoregon.edu/~sbs>.

HEARTH ^{TO} HEART

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