

# Pathways

Winter 2009 Newsletter  
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## Mark O. Hatfield School of Government Anchor Institution for Civic Leadership

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The Hatfield School is deeply embedded in the local community. Thousands of state and local officials have gone through our training programs. Our faculty provides advice and counsel to every level of government. Our School is used for official announcements and debates on the major public policy issues of the day. Hatfield graduates serve with distinction throughout the region and abroad in our international programs in China, Vietnam, Japan and Mexico. As Governor Kulongoski said at a news conference here, "The Hatfield School has accomplished remarkable things in a short period of time." Here is just a sample of our service to the City and region.

### IMPROVING GOVERNMENT SERVICES

#### SUPPORTING LAW ENFORCEMENT

Dr. Brian Renauer, Associate Professor, Chair of the Division of Criminology and Criminal Justice (CCJ), and Director of the Criminal Justice Policy Research Institute (CJPRI), has been committed to creating civic partnerships throughout his career in the Hatfield School of Government. Dr. Renauer's work on the Law Enforcement Contacts Policy and Data Review Committee (LECC) exemplifies this commitment.

Since its inception in 2001, the LECC assists law enforcement agencies by promoting public trust and confidence in their work and policies. The research and training provided by the LECC addresses public perceptions of inequitable and unlawful discrimination based on race, color or national origin — otherwise known as racial profiling. In 2007, the LECC became part of the Hatfield School, allowing Dr. Renauer to continue building relationships with law enforcement, concerned citizens, legislators, and students to collect data used in studying racial profiling. The LECC has provided technical assistance in collecting and analyzing the data and has developed programs, procedures and policies that stimulate positive working relationships between law enforcement and communities of color.

In 2007, Dr. Renauer and other LECC supporters were awarded a grant from the National Highway Traffic Safety Administration that will fund the project through 2011. Dr. Renauer heard of the grant opportunity from a Portland Police Sergeant who knew about the work of the LECC. Dr. Renauer worked with partners in the Transportation and Safety Division of Oregon Department of Transportation (ODOT) to write the application. "It was very brave of the staff at ODOT to work with me on the grant because this project was a significant political challenge- a real volatile subject, a political 'hot potato,'" says Dr. Renauer.

Another major success for the work of the LECC is the popularity of their trainings on racial profiling. The training curriculum, *Perspectives on Profiling*, was put together by the Simon Weisenthal Museum of Tolerance. It features video scenarios with interactive and discussion components that focus on prejudice and ethics in law enforcement. Dr. Renauer attributes the LECC's success to good relationships, a consistent focus on what can be learned from the data collection, and community training that inform policy.

#### REINVENTING HEALTH CARE

Dr. Neal Wallace, Associate Professor of Public Administration in the Hatfield School of Government, through the leadership of two Hatfield School alumni, Jeanene Smith, MD, MPH, and Charles

Gallia, Ph.D., helped found the Oregon Health Research and Evaluation Cooperative (OHREC) in 2003 to study major policy changes in the Oregon Health Plan (OHP). OHREC was developed to bring Oregon health services researchers and policy makers together to study Oregon health policy in a way that generated both high quality scholarly research and directly informed Oregon's policy process. OHREC was started with a grant to the Oregon Office of Health Policy and Research (OHPR) from the Robert Wood Johnson Foundation. OHREC has continued to generate external grant support in its efforts to inform and influence Oregon and national health care policy.

Dr. Wallace's research on the impact of insurance benefit changes on low income adults has contributed directly to Oregon policy decisions as well as national policy debates. His recent article on imposing co-payments for certain OHP members was nominated by the editors of Health Services Research for the National Institute on Healthcare Management (NIHCM) Foundation's 2008 Health

"It was very brave of the staff at ODOT's Transportation and Safety Division to work on the LECC grant because this project was a significant political challenge."

- DR. BRIAN RENAUER, CHAIR,  
CRIMINOLOGY AND CRIMINAL JUSTICE

Care Research Award. Recent legislation regarding potential reform of Oregon's health care system identified OHREC as the forum for fulfilling any policy evaluation needs. On the national scale, the work of OHREC has contributed to other states' Medicaid policy choices. The OHREC model has garnered interest from other states and academic institutions for bridging the gap between academia and the policy arena to develop high quality, policy relevant research. The Hatfield School of Government has played an essential role in the work and development of OHREC. Currently, discussions are taking place within the OHREC to consider formalizing this relationship by making its activities part of the Hatfield School's Center for Public Service. By moving OHREC to the Center for Public Service, the organization hopes to grow capacity to conduct more research, develop a formal role as a quality review organization for the OHP and creating annual reports on the state of Oregon's health care system, and potentially involve more students in the health care research and policy discussions.

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## COLLABORATIVE PROBLEM SOLVING

For Director R. Elaine Hallmark, Program Coordinator Cat McGinnis and the staff of the Oregon Consensus program, times are busy. Since 2004 when the program was established, Oregon Consensus has supported civic partnerships by providing collaborative problem solving expertise and a neutral forum to address vexing public policy issues. Oregon Consensus staff work with government agencies, small businesses, non-profits, and Oregon communities to develop sustainable policies through discussions among stakeholders.

In recent years, agency requests for collaborative problem solving assistance have doubled due to the immense success of the Oregon Consensus model. Projects address a wide range of policy issues from natural resources and land use, to health care and infrastructure development. Nearly 50 percent of projects serve the Metro and Willamette Valley areas and another 30 percent address policy issues statewide. In the last year, Oregon Consensus projects in the Portland area have addressed affordable housing issues, railroad crossings, air toxics remediation and the coordination of emergency services, in addition to a large number of statewide projects.

Oregon Consensus serves as a collaborative problem solving guide to civic and government leaders developing innovative environmental, community development and public health solutions statewide. Through their position at the Hatfield School, Oregon Consensus offers community partners opportunities to host student interns, collaboration training, and access to public process resources. In partnership with the US Institute for Environmental Conflict Resolution, Oregon Consensus also generates project evaluation data that supports national research on the effectiveness of collaborative public policy development.



Public Sector Financial Management Fellows.

computer assistants, or media production assistants. In the current session, more than 25 Portland State students are working in legislative offices.

In addition to working in the legislature, recent interns have worked with members of the Oregon congressional delegation, the offices of the Secretary of State and the State Treasurer, the Portland City Council, the office of Beaverton Mayor Denny Doyle, the National Coalition for the Homeless, the AFL-CIO, College Republican National Committee, Oregon Assembly for Black Affairs, Multnomah County Commission on Children, Families, and Community

and the Portland Development Commission.

The internships provide an opportunity for students to become involved in important civic affairs, opening the door for them to become leaders of tomorrow. The program also offers a valuable service to the broader community, providing organizations with critical support and creating an important bond between the university and the community.

## INSPIRING WOMEN TO SERVE

Dr. Melody Rose, Chair of the Division of Political Science, and Associate Professor, has demonstrated leadership in regional innovation in her work to create a women's leadership program, called NEW Leadership Oregon (NLO). NLO serves girls in their teens and women in college by providing mentorship, education, and networking opportunities that bring more diverse voices into civic engagement and political leadership positions in Oregon. The goal of NLO is to encourage and inspire Oregon university women to look toward public service and political leadership opportunities.

With upwards of 30 participants annually, NLO has been exceptionally successful. The program connects young women with generations of women civil servants to assist them in developing skills for careers in public service and civic leadership. Since NLO was founded at the Hatfield School of Government, Dr. Rose has seen the program surpass expectations in regards to community support, student participation, and statewide interest. By facilitating research in the arena of women, politics, and public policy, the staff and supporters of NLO grow the region's understanding of the unique experiences that women bring to public service, increase our awareness of the barriers that remain for women in public service, and serve alumnae and greater community through educational opportunities.

Now nearing its six-year anniversary, the program is expanding to serve more women in diverse ways. The Center for Women, Politics, and Policy will house NLO, a program that promotes teen women's civic leadership and the Women's Political Archive. The Center will also contribute to active research through collecting and disseminating information on the status of women in the Northwest.

## RECRUITING NEW TALENT TO OREGON

Every year the Hatfield School plays host to six paid summer internship programs that recruit exceptional graduate students from a variety of degree programs from over 40 universities around the country. These programs, developed and managed by George Beard, Adjunct Associate Professor, deepen PSU's engagement as a critical community asset by assisting public sector organizations in attracting top-flight young managers and analysts. Beard thinks of the internship programs as a "talent sourcing" strategy. Beard is founder of GovernmentWise Inc., a consultancy focusing on public sector innovation, performance improvement, and development of next-generation leaders.

Each internship is "categorical" in nature—designed around a particular subject matter or set of disciplines. The internships position students in emerging fields of expertise, which address current public sector challenges. Currently, the six internship programs include three established skill development programs. The Oregon Performance Internship (OPI) is for graduate students specifically interested in performance measurement and management. The Public Sector Financial Management Fellows program is an opportunity for graduate students to work for public agencies and associations on financial management projects. A third and slightly newer program is the eGov Interns program for graduate students from a

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“The experience provided an exciting glimpse into how technology is radically expanding the menu of possibilities of how public policy objectives could be realized.”

- JOEL DONALDSON, FORMER INTERN,  
OREGON PERFORMANCE INTERNSHIPS

## DEVELOPING LOCAL LEADERSHIP

### INVOLVING STUDENTS IN CIVIC AFFAIRS

For almost 15 years, Dr. Richard Clucas, Professor of Political Science, has been working to deepen the Hatfield School of Government's engagement as a critical community asset for developing local leadership. As the coordinator for the Division of Political Science's Internship program, Dr. Clucas works with government agencies and offices to give PSU students exceptional civic learning opportunities. One of the most popular placements is the Oregon State Legislative Intern Program, where students can work as legislative office assistants, legislative committee assistants, legislative counsel assistants, information systems

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## HELP BUILD THE MARK O. HATFIELD SCHOOL OF GOVERNMENT

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variety of disciplines who are eager to join the revolution in electronic government.

Joel Donaldson participated in the eGov Interns program at the Portland Bureau of Technology Services. Donaldson says, "The experience provided an exciting glimpse into how technology is radically expanding the menu of possibilities of how public policy objectives could be realized. Yet it also provided a more sobering glimpse into the struggle that many local governments are engaged in with national and global forces over framing that menu and how to best use technology for the public good."

#### EMPOWERING CITY STAFF TO BE CULTURALLY COMPETENT LEADERS

From 2006 to 2007, Dr. Masami Nishishiba, an Assistant Professor of Public Administration at the Hatfield School, offered a Culturally Competent Management Certificate Training to managers at the City of Portland. The certificate program is part of the Executive Leadership Institute. Institute faculty co-developed the training curriculum with the staff at Portland's Bureau of Human Resources. This train the trainer program has continued since 2007, based on the work of Dr. Nishishiba and her colleagues. Since the program was developed more than 30 city trainers have gone through the certification process, and have been subsequently co-delivering the training with the city trainers.

#### COLLABORATIVE TRAINING IN SAFETY AND LEADERSHIP

As part of the Executive Leadership Institute (ELI), Hatfield School faculty have worked with public safety agencies in the Portland metro area over the last several years to develop an 80-hour management certification program that meets the certification requirements of the Oregon Department of Public Safety Standards and Training (DPSST). The program provides participants with an opportunity to receive degree credit at either the graduate or undergraduate level as well as certification credit by DPSST. The program, designed by public safety leaders for future public safety leaders, uses a collaborative model of public safety training and leadership, and demonstrates public safety concepts through case studies and guest speakers.

#### PROMOTING REGIONAL LEADERSHIP

##### BUILDING THE NURSING WORKFORCE

Dr. Sherril Gelmon, Chair of the Division of Public Administration, and Professor of Public Health, demonstrates leadership in regional innovation through her commitment to healthcare system improvements. Dr. Gelmon and her colleagues hope that their work on nurse workforce initiatives will help many communities in the region develop their health care workforce in a way that mitigates the impact of America's aging population on the capacity and quality of care. With funding from the Northwest Health Foundation and the Robert Wood Johnson Foundation, Dr. Gelmon and others are investing resources in developing local solutions to the nursing shortage. As a model for leadership in regional innovation, Dr. Gelmon's work with these collaborative initiatives is gaining recognition as a new way to discuss appropriate resource allocation.

The nurse workforce initiatives focus on creating new educational opportunities, faculty development programs, diversity outreach strategies, leadership development programs, and strategies for both student and practicing nurse retention. While these programs are related primarily to the field of nursing, their impact has much broader social value. Community health depends on securing workforce supply and to meet demand. These projects have created a forum for nurses, health care academics and researchers, human resources practitioners and health system policy makers to work collaboratively together to address the growing concerns of the nurse workforce shortage.

##### PREPARING EXECUTIVES FOR SERVICE

The Executive Leadership Institute (ELI) at the Hatfield School, directed by Doug Morgan, Professor of Public Administration, uses educational programs, applied research, and community service initiatives to meet the professional development needs of federal, state, and local agencies and officials. Three programs ELI sponsors are generating attention for their training of the civic leadership: the Executive Seminar Program, the Leadership Development Program, and the Leadership in Sustainability project.

The Executive Seminar Program (ESP) is a professional education program for senior managers in public, private, tribal, and non-profit organizations in which participants practice the application of administration theory to natural resource policy issues. Through case studies of controversial natural resource issues, ESP participants build leadership skills that enhance their performance at their own agencies. Roy Elicker, Director of Fish and Wildlife Programs for the State of Oregon maintains that "employees that have completed ESP are better equipped to provide the vision and leadership to help forge effective solutions and policy." ESP's use of case studies emphasizes the vital and innovative role the PSU is playing in the community.

Dr. Marcus Ingle, Director of Global Initiatives for ELI and

Jill Gray, Legislative Assistant (left), Rep. Jackie Dingsfelder, and former PSU Political Science Intern Israel Harden.



Professor of Public Administration, works in partnership with the Portland District of the U.S. Army Corps of Engineers (USACE) to assist the organization their vision to become "the world's premier public engineering organization." Through the auspices of the Leadership Development Program (LDP), USACE staff who participated in the LDP were found to have observable improvements in their success as leaders. During the program's evaluation process, one participant said "LDP provided me with the knowledge and the confidence to help transform some of the public's negative perceptions of our organization."

**"Oregon Department of Fish and Wildlife (ODFW) often plays a key role in the outcome of major decisions affecting natural resources, and employees that have completed Executive Seminar Program are better equipped to provide the vision and leadership to help forge effective solutions and policy."**

**- ROY ELICKER, DIRECTOR,  
FISH AND WILDLIFE PROGRAMS, ODFW**

LDP encourages true civic leadership by empowering graduates to rebuild public trust while improving from within using strategic leadership competencies such as systems thinking, visioning, and partnering.

In January, Dr. Marcus Ingle and ELI received funding from the Miller Foundation for the Leadership in Sustainability at PSU project that will strive to create a "community of scholars and practitioners" in sustainable development through a leadership framework. This project addresses the need for a new orientation toward public leadership as integral to the success of sustainable development endeavors from a local to a global scale. The project's purpose is to extend and deepen PSU's multidisciplinary capacity to undertake research and provide education and public service in this emergent disciplinary area.

As a whole, ELI's many initiatives boost the quality of public leadership in the region and beyond with community-based curriculum development practices. The work of ELI highlights and enhances PSU's reputation as a catalyst in innovative leadership development by increasing competencies among PSU faculty, students, and practitioners to meet the leadership needs of a rapidly changing society requires sustainable solutions.

#### TRAINING TRIBAL LEADERS

In 2000, the Hatfield School created the Institute for Tribal Government (ITG). Directed by Roy Sampsel, former Deputy Assistant Secretary for Indian Affairs for the U.S. Department of the Interior, with assistance from Hatfield School faculty members and former US Congresswoman Elizabeth Furse, ITG has a policy board of directors of tribal leaders from across the nation. Ms. Furse has garnered \$3 million in outside grants to PSU and has donated over \$250,000 to the Native American Center. The institute has provided trainings to the governing councils of over 25 Indian nations. These trainings consist of a detailed overview of Federal Indian Law, congressional relations, and inter-governmental relations with local governments. In addition to tribal training, the institute has presented over 30 trainings to federal and state agencies on the status of tribal governments and their responsibilities to tribes through treaty obligations.

The institute works as an advisor to City of Portland on tribal interaction on superfund cleanup. Over the last five years, ITG has presented classes to students at PSU, Lewis and Clark and OHSU through its "Great Tribal Leaders Series." This class is centered on video taped interviews conducted by the institute of over 52 well-known national tribal leaders. From these interviews a unique curriculum has been developed. A high school curriculum for Oregon's schools is in final stages of production.

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REINVENTING HEALTH CARE

**ENHANCING THE LIVES OF CITIZENS****ENDING CYCLES OF VIOLENCE**

Dr. Laura Hickman, an Assistant Professor of Criminology and Criminal Justice, is fulfilling the mission of PSU to “let knowledge serve the city.” Through her work on the impacts of violence on children, Dr. Hickman is redefining what it means to for the Hatfield School to serve as an anchor institution in the metro area. Since 2005, Dr. Hickman has served as the co-principal investigator, in partnership with the RAND Corporation, for the National Evaluation of Safe Start Promising Approaches. The program is part of a four-phase national initiative focusing on preventing and reducing the impact of children’s exposure to violence, and sponsored by the U.S. Department of Justice’s Office of Juvenile Justice and Delinquency Prevention (OJJDP).

The OJJDP selected 15 sites across the country, including one in Multnomah County, to implement evidence-based approaches to ameliorate the negative impacts of violence exposure on children. The 15 programs focus on multiple types of violence, vary in child ages and age-appropriate practices, and take place in different community-based settings, such as hospitals, child welfare offices, and domestic violence shelters. As co-leader of the National Evaluation team, Dr. Hickman has worked closely with the OJJDP, technical service providers, and the sites to implement rigorous process and outcome evaluations of the impact of each of the 15 programs.

In Multnomah County, the Safe Start project is housed with the Gresham Branch of Multnomah County’s child welfare office. It is an innovative program that will inform local and state policymakers (as well as the national policy audience) about whether this model appears to make a difference in how child welfare offices handle cases of children exposed to domestic violence. The research also involves collecting outcome data from children and their caregivers for those who received services through the program.

This objective research effort is critical to assist civic leaders in assessing the value of investment in programs such as Safe Start during this period of economic crisis. It particularly highlights the value of the Hatfield School of Government faculty’s skills to help inform sound public policy choices when faced with very difficult choices of the most appropriate ways to invest public funds, particularly in such a critical area as controlling crime and addressing the negative impacts of violence in the community.

**REDUCING OUR FOOTPRINT WHILE IMPROVING SERVICES**

Dr. Masami Nishishiba, an Assistant Professor in the division of Public Administration, has been asked by officials in Clackamas County to evaluate the effects of the county’s pilot project to switch to a four-day workweek for many county offices and services. “We have been working with Clackamas County since last October, and will be administering surveys to County employees, conducting focus groups, and individual interviews,” says Dr. Nishishiba.

Plans to move to a shorter workweek in Clackamas County are based on research that indicates a shorter workweek will improve efficiency. One less day of work reduces government office energy consumption, saves workers transportation and child care costs, and makes services more accessible to customers by being open longer hours during the day (7am-6pm). Dr. Nishishiba and other researchers will be evaluating the effects of the shortened workweek on employees, including commuting patterns, customer service, energy conservation, and the functioning of the government offices.

**PLANNING FOR HAZARDS**

Dr. Ronald Tammen, Director of the Hatfield School of Government, demonstrates leadership by example, deepening our engagement as a critical community asset through his work with the City of Portland. Due to a joint effort between local government officials and members of the PSU community, Portland has one of the Nation’s best hazard mitigation plans in the nation. The hazard mitigation plans are designed to mitigate the effects of both natural and manmade disasters. When the city began to consider its own plan, Portland’s Mayor reached out to the Director of the Hatfield School for assistance.

Together with Commissioner Dan Saltzman, Dr. Tammen co-chaired a Steering Committee composed of every operational bureau of city government. The Committee reorganized,

**NEW CRIMINAL JUSTICE CIVIC PARTNERSHIPS DELIVER OREGON’S FIRST ANNUAL WHAT WORKS IN CRIMINAL JUSTICE FORUM FOR OREGON**

The What Works in Criminal Justice Forum was created to bring together the best scholarship and best practices the field has to offer. To this end, the annual What Works in Criminal Justice Forum for Oregon will present scholars and practitioners recognized for their uncommon achievement and outstanding abilities in the field of criminology and criminal justice with the goal of advancing knowledge and practice alike.

The 2008-2009 inaugural theme is: What Works in Juvenile Justice.

Two events are planned. The first on March 17, 2009 features “Mean Girls, Bad Girls, or Just Girls: Gender Matters in Delinquency Prevention” by nationally renowned and award winning scholar Dr. Meda Chesney-Lind.

The second on April 27, 2009 features “Can Positive Youth Development Work As The Basis For Juvenile Justice Services?” by Vincent Schiraldi, Director of the District of Columbia’s Department of Youth Rehabilitation Services.

The audience for this annual event are criminal justice policy makers, practitioners, scholars, and students from Oregon and Southwest Washington.

redesigned and made the City’s hazard mitigation planning more efficient to comply with the new federal mandate. This complex and challenging project involved the evaluation of natural hazards such as floods, windstorms, wildfires, landslides, earthquakes and volcanic eruptions as well as possible manmade incidents like terrorism.

Through the leadership of the Steering Committee city bureaus and departments found ways to work collaboratively that untangled jurisdictional boundaries, assessed multiple scenario dangers, and ensures efficient coordination of resources. In less than a year, a comprehensive new plan was in place. Local, state and national officials accepted Portland’s plan in a single day, an overwhelmingly enthusiastic response to the proposal that allowed the city to bid for critical federal resources.

**INCREASING ACCESSIBILITY AND INCLUSIVITY FOR ALL CITIZENS**

Dr. Phillip Cooper, Professor of Public Administration, has worked with the Leadership Education for Neurodevelopmental and Related Disabilities (LEND) in the Child Development and Rehabilitation Center at OHSU for the past four years. The major goal of this project is to promote the health status of children (and their families) with neurodevelopmental and related disabilities by training professionals for leadership roles, collaboration with other agencies, and participation in policy development on health care. Dr. Cooper is currently the chair of LEND’s leadership committee.

In the community, Dr. Cooper has worked for the past three years with city officials, families of children with disabilities, civil leaders, and faculty from OHSU in the City of Cornelius on efforts to increase accessibility. As a member of the Vision for an Accessible Cornelius Committee, Dr. Cooper has helped create a video on accessibility used by the city to raise funds for accessibility projects. The committee has worked with other community organizations to raise awareness of barriers to accessibility. The Cornelius Committee has also supported the city’s efforts with Metro and with Community Development Block Grant projects aimed at making streets, sidewalks, and parks and recreation facilities more accessible. Additional activities include participation in the planning and development process for the Day of the Child celebration to ensure that this important community event is fully inclusive for children with disabilities. Last year was the first year that special efforts were made to ensure that children with disabilities and their families were fully included in the event, with some 3,000 participating on that day.

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