Christina Havlicek is the new Academic Program Specialist. She started at FSU as a work-study student with University Libraries during her undergraduate studies. Since then she has worked at the Department of Modern Languages & Linguistics, where she gained experience working with students, and later moved to an administrative position at the College of Nursing. Christina earned her bachelor’s degree in International Affairs and Russian and a master’s degree in Slavic.

Christina’s primary role is to serve its students and to help them achieve their goals. She assists both prospective and current students on anything from the admissions process to questions about graduation. Christina also updates and distributes information about the School’s certificate and joint programs. Advising is available on an appointment basis. Please feel free to reach out to Christina at: chavlicek@fsu.edu, 850-644-3060.

Additional new staff members will be introduced in the next issue.

The Certified Public Manager Program

Since its founding over 30 years ago, the Florida Center for Public Management (FCPM) has become a global resource for improving leadership and organizational effectiveness. FCPM faculty, staff, and adjunct instructors are proud to be a part of the Askew School.

FCPM’s primary focus is the Certified Public Manager® (CPM) program. It is a nationally-recognized professional designation, currently offered in 38 states. Florida has the largest program in the country. There are now over 6,000 graduates in Florida, from more than 100 state and local government agencies. Last summer, FCPM graduated 350 participants and expects to graduate approximately 400 in 2019. Participants are typically managers and supervisors in state agencies, city and county govern-
ments, and constitutional offices (tax collectors, sheriffs, clerk of courts).

The Florida Cabinet has recognized CPM as a “preferred leadership development program.” It consists of 32 days of classroom instruction, supplemented by homework assignments and exams. Typically, students complete the program in 18-24 months. The curriculum covers a wide range of leadership and management topics, and utilizes an experiential learning model, with a focus on group activities and discussions. In addition to the classroom instruction, there is an emphasis on practical application. For instance, as part of the homework requirements, participants create process improvement teams.

Many graduates have reached high ranks in agencies across the state. These include: seven constitutional officers, two state agency secretaries, three district agency heads, one county manager, three city managers, four fire chiefs, three police chiefs and many assistant city and county managers. These practitioners lead their respective organizations and communities using the principles of transformational leadership and systems thinking.

Since the inception of the program, the Askew faculty has been involved in developing the curriculum. As a result, they determined that graduates of the program are eligible to receive 6 credit hours in public administration from FSU. CPM programs are accredited by the National CPM Consortium, which establishes the standards and competencies that must be included in the curriculum.

FCPM also offers other professional designations, customized training, and management consulting. As a result of all these efforts, four of FCPM’s client agencies were recognized with the Florida Governor’s Sterling Award.

“The Program has allowed my team to better understand principles of leadership and teamwork through the use of experiential learning. The concepts taught have enabled us to facilitate effective meetings and overcome obstacles and challenges when presented. Enrolling team members on a continual basis has kept the concepts fresh and given us unique nomenclature when focus is necessary.” Paula S. O’Neil, CPM, Ph.D., Pasco Clerk & Comptroller 2018

“CPM has broadened my outlook on the possibilities of my leadership potential. In both my personal and professional life, I look beyond what is to what could be. I’ve become a better leader in my organization and a better citizen in my community through my experience in the program.” Linda Jimenez-Lopez, CPM 2018

“As an instructor of the Program, I am rewarded every day by the personal and professional transformations that our students and graduates achieve. I believe in this program, and I am proud to be a part of our students’ journeys.” Daniel R. Vicker, Ph.D., 2018. Recent class photo below.
Navigating the Ruins of Political Discourse: Public Service as Crisis Management

By Lisa Saye

Our present environment inspires all sorts of new notions loosely defined as government, but when looked at critically, these notions are simply acts and statements of incivility and hatred. And if government and the governed continue to allow these things to occur, we will no longer deserve the awe and admiration of the world as the democracy that lives to correct itself.

While on the subway in Chicago, I overheard a rider tell another rider that the monument that the citizens erected and dedicated to President James Garfield in his hometown was unnecessary because he was a “useless president who only managed to get himself shot.” I sighed with irony with the knowledge that part of the very bureaucracy carrying the rider, myself and others under and over Chicago’s streets was started during the Garfield administration—most notably when Garfield sent Dorman B. Eaton to England to study its civil service. And of course, Garfield’s assassination in 1881 led the way for the Pendleton Act of 1883 which established the merit system in the federal government. That rider remembered President Garfield as useless, but his efforts and contributions are very different.

A story may sound great, but that in itself does not make the story true. The truth is often flavorless, but lasting. The truth stands alone, but it stands. The one place citizens look to for some semblance of truth has always been in government. They look for fairness in their officials. Government is the place where truth must always reside.

We now live in a time when governments around the world have opted to spend precious time testing the bounds of civility by moving the line closer and closer to who knows what. For evidence, one can recall the rise in the numbers of restrictive travel and immigration policies, the emergence of new voter suppression laws, the rise in hate crimes, the rise of hate speech, the innumerable clothing bans or the denial of benefits to the neediest among us. While this has been the environment that public servants have had to navigate within, it cannot become the norm. Public servants have to continue to place decency over meanness. Our work should not become society’s next ruin on the tour of what used to be. We must work to uphold our vocation, no matter how the trends attempt to bend us.

Adapted from an article in the PA Times.

Keeping Current, BookTalks, & Student Series on the Horizon

ASPA’s webinars are ongoing throughout the year. Averaging 75 attendees per event and free to participate, these e-learning opportunities provide you with valuable insights at your fingertips. Visit our website (https://coss.fsu.edu/askew/) to stay informed about all upcoming webinars including Keeping Current, BookTalks and the Student and New Professionals Series.

“40 under 40” Honorees

The Association of Public Policy Analysis and Management, the preeminent international public policy professional organization, recently honored Drs. Fay and Tang with the “40 under 40 Fellowship.” The Fellowship recognizes early career scholars conducting research in public policy. They received the award based on their total body of public policy scholarship. Congrats!
Join ASPA!
The American Society for Public Administration (ASPA) offers student members:

- The opportunity to make connections with other students
- A Student and New Professionals Section that helps connect people new to public administration
- Local Chapters with which they can engage to meet others in the field
- Access to *Public Administration Review* — the premier professional public administration journal in the field and *PA TIMES* magazine, a key resource for practitioner-based learning, and Public Integrity, the leading public service ethics quarterly
- Premier webinar and e-learning programs to provide at-your-fingertips education
- Presentation opportunities at the Annual Conference — and select fellow and scholarship programs to help students get there
- A daily e-news digest of public administration news from across the country to inform students’ scholarship.

Membership also helps foster a community in the MPA and Ph.D. programs, as students make the most of ASPA’s benefits together and integrate them into their ongoing learning experience.

Access a PDF application at (http://aspanet.org/ASPADocs/membership/application-Jan2018.pdf); students can also apply online at www.aspanet.org/membership. If interested in a group membership — whereby you enroll more than 10 students at a group discount — please let us know. Contact ASPA’s membership coordinator Phillip Carlisle at pcarlisle@aspanet.org.

**Campus to Capitol Career Connections,** Erica Cucinella, M.P.A, 2017

My journey from FSU’s MPA program to the Executive Office of the Governor is a classic tale. If you have found yourself dismissing the adage, “It’s all about who you know!” – I recommend you etch it directly onto your heart.

I currently serve as a Governmental Analyst II in the Executive Office of the Governor, Office of Policy and Budget, Public Safety Unit — in government-speak EOG, OPB, PSU — and my agency is FDC. I worked on this exact floor (18th) nine years ago, the last year of Governor Crist’s term and the first year of Governor Scott’s term. Seven years went by since I was an Administrative Assistant in the OPB. In that time I worked in AmeriCorps VISTA at FSU, coordinating a service program that connected students to non-profit agencies. After that, I became a College Life Coach at FSU. I became an interpersonal skills QUEEN, which has served me very well in my new role as an analyst. While working full-time and being an adjunct professor, I started the MPA program, a rewarding experience.

After I graduated in August 2017, I went into a two-month total hibernation. Easing back into “normal” life was a bit scary at first. But soon I was back on my feet and in hot pursuit of a new job. The first thing I did was contact my buds working in the Governor’s office. One of my friends was kind enough to circulate my resume. Many months and interviews came and went… until July 2018. A Policy Coordinator was looking for an analyst and got a hold of my resume. She corroborated with a colleague that used to work with me to make sure I wasn’t a creep or a terrible person. We scheduled a “meeting” (her exact words) which turned out to be my interview. The odd thing was that

*Continued on next page*
they didn’t ask me a single question, until the very end; in a very serious tone, she asked, “What would you bring to an office potluck?” I said the first thing that came to mind – homemade spanakopita and tzatziki sauce. The room erupted! It turns out that one of the interviewers is part Greek and the other one might as well be since she is obsessed with Greek food. I got the job thanks to Plato and the crew.

You see, the thing is, someone trustworthy had already vouched for me, as people want to hire people who they can imagine being around five days a week. The work experience, publications, conferences, and degrees undoubtedly helped, but it is not what got me the job. So I go back to my previous brash advice. Do not take for granted how important others are in your life journey. My message is to encourage you to be kind and genuine, and to take every advantage of every opportunity to meet others and connect.

I love what I do now; it is actually is very similar to the work I did as a graduate student: read, analyze, discuss, synthesize, write, ask questions, and repeat. I find myself knee-deep in law, budget reports, articles, and spreadsheets trying to put all the puzzle pieces together. My ultimate goal is to be the in-house expert on my agency. I have to be prepared for any question at any time about anything. If my boss-boss-boss, the Governor, asks my immediate boss a question, and she needs some detail or support, I have to be ready to provide it. Otherwise, not only me, but my boss, too, will look bad, and ain’t nobody got time for that! In order to be best prepared, it takes a lot of planning, organizing, and prioritizing. I have honed these skills over the year--at one point I was juggling a full-time job, grad school, teaching a course, and being a wife. I don’t necessarily recommend overcommitting, as I did, but find ways in which you can exercise these skills. Just like training for a marathon, you will get stronger and faster the more you practice!

We are in the part of the budget cycle where we analyze agency requests for funding and develop the Governor’s Recommended budget. Now, I am focusing on knowing everything about their requests, what they asked for in previous years, and what issues the Governor may want to recommend. With a newly elected Governor, this process gets really interesting. In non-election years, our office follows the same direction as last year, unless told otherwise. With a new Captain at the helm, things could change, or not at all, we really don’t know! For me, all of this is new to anyway, so I am just learning as much as I can.

During Session, I will follow all my agency’s bills. I will learn the (often comical) nuances of legislators and will get some free paella on Miami-Dade Days. Then budget conferences will commence near the end, and with it will start a suspenseful back and forth dueling as the two chambers duke it out for their version of the budget – which last year was $88.7 billion dollars. Not chump change.

All I learned before now has prepared me in some way to excel in what I am doing. My last bit of advice (not that you asked for it) is to never dismiss an experience; it may be small or seem insignificant at the time, but you never know when it will come in handy.

So, summing up the learning objectives of my story: 1) It is ALL about who you know! (and being the kind of person that people want to know and enjoy knowing), 2) planning, organizing, and prioritizing are skills that can be developed, and 3) no experience is insignificant; life is a series of small moments, and if you take the time to learn something from each experience, you will glean growth and wisdom.

There are many other MPA-ers that work at the Capitol, so you already have a built-in network to support you! In the spirit of my first bit of advice, please feel free to reach me at 850-717-9441 (work), or ebusard@gmail.com. Ciao!
Mentors Needed

To help students explore career options, the School is establishing a network of alumni mentors. It is valuable for students to be able to talk with professionals across the different public administration fields and hear about the types of work that you do, how to get a job in the field, professional life, and lessons learned. If you are willing to meet with young scholars over coffee, or would be interested in doing a talk about your career to the Public Administration Graduate Association, please contact Jack Porter at jnp11b@my.fsu.edu
Grad Made Good

Melanie Hicks (Ph.D., 2007) credits much of her career success to the foundation she received at the Askew School. She began her career in local and state government policy advocacy working on behalf of clients before the Miami-Dade County Commission while studying for her MPA at The University of Miami.

At the advice of her faculty mentors, she joined the Askew School to pursue her doctoral degree in August 2002, while serving as the Aide to Tallahassee Mayor John Marks. Hicks next served as the Director of Research for the Independent Colleges and Universities of Florida. Her research was enhanced by the skills and inquiries of her doctoral work. One of her favorite projects was the opportunity to publish a chapter in Moc Ideja, a grassroots manual written for policymakers in Bosnia and funded by the US Department of State.

In 2009, she founded InPursuit Consulting and Research Institute offering strategic planning, organizational development, grant writing/implementation, and advocacy volunteer training for start-up businesses and nonprofits.

In 2011, she accepted an invitation to become the first Assistant Provost & Director of Sponsored Programs for the University of Tampa where she created UT’s first Office of Sponsored Programs, led campus-wide faculty initiatives, and was a member of the master planning and budgeting senior staff committee responsible for 52 department budgets as well as more than $15 Million in restricted funds. Additionally, she led strategic assessments and return-on-investment evaluations on both the operating and capital needs of campus programs. She continues to mentor students by teaching courses in Comparative Politics and Social Entrepreneurship.

In a brief stint outside of the Academy, Dr. Hicks was asked to serve as interim CEO and turnaround specialist for the Children’s Athletic Network, a long standing public-private partnership with the City of Tampa in need of a programmatic and financial overhaul. Her understanding of PPP’s from the Askew School, in combination with her business expertise, brought this organization from deep budget deficits to profitable and efficient in less than 18 months.

In 2018, Dr. Hicks became the Vice President of Higher Education for MGT Consulting Group, a leading consulting firm of over 100 employees and 9500 clients nationwide.

“There is a tendency to devalue the doctoral pursuit when the person does not choose a traditional academic path towards tenure,” says Hicks. “For me, receiving my PhD from the Askew School was the most critically valuable decision of my career. The toolkit of skills and the network I developed there became the cornerstone from which all my successes were built upon. “I am grateful to the mentors at UM for pointing me to these pursuits and to the faculty and staff at FSU for helping me make them a reality.”

“We all have ability. The difference is how we use it” Stevie Wonder
Stozier Library Resources for Policy Research

1. **Policy File Index** ([http://lib.fsu.edu/get/pgpfi](http://lib.fsu.edu/get/pgpfi)): This resource provides access to U.S. public policy research from over 350 public policy think tanks, nongovernmental organizations, research institutes, university centers, advocacy groups, and other entities. More than 75 public policy topics are covered, ranging from foreign policy to domestic policy.


3. **Think Tank Search** ([https://guides.library.harvard.edu/hks/think_tank_search](https://guides.library.harvard.edu/hks/think_tank_search)): From Harvard's Kennedy School of Government, Think Tank Search searches the websites of institutions that generate public policy research, analysis, and activity. The list represents a mixture of partisan and non-partisan think tanks. It contains U.S. think tanks and non-U.S. think tanks by region, as well as think tank rankings by influence and transparency.

4. **Find Policy** ([https://www.findpolicy.org/](https://www.findpolicy.org/)): This site brings policy research from leading organizations around the world. The site can be searched by Themes, Think Tank, or by Geographical area for 22 countries.

5. **American Policy Directory** ([https://library.uoregon.edu/govdocs/apd](https://library.uoregon.edu/govdocs/apd)): From the University of Oregon, this is a directory of policy groups by themes/topics.

6. **Columbia International Affairs Online (CIAO)**: [www.lib.fsu.edu/get/ciaonet](http://www.lib.fsu.edu/get/ciaonet) (FSU Library Resource): A source for theory and research in international affairs. It publishes a wide range of scholarship from 1991 onward that includes working papers from university research institutes, occasional papers series from NGOs, foundation-funded research projects, proceedings from conferences, books, journals and policy briefs.

7. **CRS Reports** ([www.lib.fsu.edu/get/conguni](http://www.lib.fsu.edu/get/conguni)): The Congressional Research Service was established within the Library of Congress to provide members, committees, and congressional staff with non-partisan and objective research and analysis on all public policy issues.

Should you have questions, contact the Social Sciences Librarian, Mohamed Berray (mberray@fsu.edu).

**Ph.D. Program Update**

The Ph.D. program continues to shine with students well represented in regional, national, and international academic conferences. The Ph.D. colloquium will continue to meet on Friday afternoons, and students will be able to connect to the sessions online. The meetings will continue to focus on topics relevant to the Ph.D. process, but will also allow students and faculty to present the own individual research. During the spring Dr. Fay will organize several subject working groups to allow students to collaborate with faculty on research projects.
MPA Program Update

The Askew program continues to be the top-rated public administration program in Florida, and is ranked in the top 5 in the Southeast. We also continue to be the largest graduate degree program within the FSU College of Social Sciences and Public Policy, and we are one of the few COSSPP programs that has recently experienced some enrollment growth in. However, we believe that there are always opportunities to strengthen the program and better serve our students and the state.

Accordingly, we are reexamining and updating the Masters in Public Administration program to ensure that it continues to prepare students for a wide range of careers. The biggest change is to begin offering a fully online version of the degree in the 2019 Fall term. Students will be able to enroll in either traditional in-person or online versions of most courses. We have been successfully offering occasional online courses for several years, and this initiative will expand that effort. The online option will provide more flexibility to current students as well as enable us to serve persons outside the Tallahassee area. If you’ve always wished that you had taken that program evaluation or budget simulation course, or earned a Certificate in Financial Management during your time at the School, a new chance to do so will be coming your way!

We are also beginning a self-study of the MPA program to prepare for our 2020 reaccreditation review by the Network of Schools of Public Policy, Affairs, and Administration. During this process, we will examine current courses and certificate programs, analyze data on student progress and career placements, and identify opportunities to enhance the program. We will also survey a sample of graduates to get thoughts on these issues. Please let us know if you have suggestions for the program, and please return your survey if you are selected for follow-up.

What the Faculty are Reading

**Professor Fay**  
"Gladiator: Aaron Hernandez & Football Inc." (podcast)

**Professor Bowman**  
Michael Lewis (2018). *The Fifth Risk* (ed.: the 5th risk is program management that is ignored at our peril)  

**Professor Wright**  

**Professor Klay**  

John C. Fitzpatrick (2014), *The Writings of George Washington from the Original Manuscript Sources*  
Leonard D. White (1948). *The Federalists*  

**Professor Berlan**  

**Professor Berlan**  
Liu Cixin (2014) *The Three Body Problem* (and sequels *The Dark Forest and Death’s End*).
**Intern Spotlight**

Eliel Cotz is an MPA student who interned last fall at the Joint Interagency taskforce—South in Key West. JIATF-South is a joint interagency taskforce of the U.S. Government that is considered the “gold standard” for collaboration. It partners with many organizations across the federal government, along with international allies in accomplishing its mission: detecting and monitoring illicit trafficking in South and Central America. Through its work it is able to keep the nation safe by facilitating the interdiction of illegal smuggling from transnational organized criminal networks. Here are his reflections on this experience:

I have always wanted to help people and make an impact at the international level. When I first arrived at FSU, I started taking electives in the Emergency Management and Homeland Security (EMHS) program. I jumped in at every volunteer opportunity they had, and when I heard about their partnership with JIATFS, this would be a perfect chance to jump start my career. I interned in the J5 Plans and Policy directorate responsible for identifying requirements, capabilities, and securing additional resources. Duties included assisting with program analysis and assessments.

It was exciting to see how dedicated individuals across the federal government come together, motivated by public service. Everyone there really believes in the mission and, to them, it is not just another job but an honor to serve the country. My supervisor and co-workers set an excellent example for what it means to be a civil servant. I am blessed to have had this internship, and am grateful to EMHS as well as to the preparation that the Askew School provided.

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**PAGA**

On behalf of the Public Administration Graduate Association, thank you to all who attended the Fall Student Orientation and our social events throughout the semester! We would also like to extend our gratitude for all who responded to the student survey.

Based on the results, PAGA is working with the School to host a networking event with local public administrators and alumni during the spring semester. Additional details will be posted to the PAGA Facebook group at https://www.facebook.com/groups/FSUPAGA once confirmed.

PAGA will also be holding elections for all officer positions. To express interest or for more information regarding available positions, contact us at askew-paga@fsu.edu. We look forward to providing opportunities to enhance the educational experiences of MPA and Ph.D. students of the Askew School!

As always, reach out if you have any questions or suggestions for PAGA.

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*Students participating in PAGA Scavenger Hunt at Fall 2018 orientation*
Giving to the Askew School

We get it. People go into public service because they want to make the world a better place rather than to become a billionaire. However, we also know that alumni giving can make a huge difference in areas such as the number of graduate assistantships we can offer to our exceptional students, the types of networking and professional development events that the Public Administration Graduate Association can hold, and the level of financial aid we can give to students attending professional conferences.

If you would like to give back to the Askew School, there are many options for doing so, including a one-time gift, an annual gift, or a bequest. Just remember to list one of the applicable fund codes when making your gift:

- Askew School of Public Administration and Policy - F04806;
- Reubin O’D. Askew Educational Endowment Fund - F07214;
- Augustus B. Turnbull, III Memorial Fellowship Fund in Public Administration - F04779

A gift in any amount makes a difference and is greatly appreciated. (And if you did happen to become a billionaire public servant who is wondering what to do with a spare million, we can help you with that!).

Call for stories

Have any news that you want to share? Contributions welcome! Submit items to Christina Havlicek at cmh10e@fsu.edu.

“Managers who don’t lead are quite discouraging. Leaders who don’t manage, don’t know what is going on.” Henry Mintzberg

“If you break your neck, if you have nothing to eat, if your house is on fire—then you got a problem. Everything else is inconvenience.” Robert Fulghum