



NEWSLETTER OF THE

# SECTION ON PROFESSIONAL & ORGANIZATIONAL DEVELOPMENT

ONE OF THE LARGEST SECTIONS OF THE  
AMERICAN SOCIETY FOR PUBLIC ADMINISTRATION (ASPA)

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SPRING 2021 ISSUE

EDITORS

**Zeeshan Noor, Ph.D. (UT Dallas)**

Incoming Chair-Elect (2021-2023)

**Lauren Loyless, Ph.D. Student (UT Dallas)**

Incoming Publication Chair (2021-2024)

**SPOD**

SECTION ON PROFESSIONAL AND  
ORGANIZATIONAL DEVELOPMENT

## Highlights of SPOD Accomplishments 2019-2021

The past two years have seen unprecedented change in activities and programs, particularly those related to public administration. These centered around continuing devolution of the extent of services, deterioration of economic, social, and racial conditions, disenfranchisement and instability of political processes, and closures of public spaces because of COVID-19. With the dawn of 2021, glimmers of hope emerged. Although the problems generating the conditions lie deeply embedded behind today's headlines, things are slowly taking different trajectories.

The Section for Professional and Organizational Development continued to promote positive change in the profession of public administration by fostering opportunities for career and personal growth. The biannual plan set forth goals to accomplish these through establishing networks and informal learning opportunities and providing support for individual achievement through scholarships and mentoring. Some key highlights for 2019-2021 include the following:

### RESOLUTION OF SECTION BANK ACCOUNT ACCESS

The section bank account had a problem with a previous bank account that lacked authorized signature closeout. The issue was resolved in 2020 when an authorized SPOD leadership signature was accepted by Bank of America and a new account opened.

### DIGITALIZATION OF PAQ

The board decided to convert the paper-based Public Administration Quarterly to a digital format September 20, 2020 to allow greater cost savings.

### CALL FOR SYMPOSIA: HOW COVID-19 IS AFFECTING SOCIAL EQUITIES

The section announced a call for papers for a special edition of the Public Administration Quarterly on social inequities in institutions since the onset of Covid-19. The section reviewed four submissions, and two asked to revise and resubmit. All re-submissions were made by March 2021 with the announcement of the special edition to be made at a later date.

Initiation of New Newsletter and Website Activities.

### INITIATION OF NEW NEWSLETTER AND WEBSITE ACTIVITIES

Zeeshan Noor, section Publications Chair, designed and developed a revitalized newspaper and website.

### CO-SPONSORED WEBINARS

The section partnered with the ASPA Social Equity Diversity and Inclusion workshops to produce high-quality, online learning events: October 31, 2020 featured a discussion by Dr. Steven Putansu on performance management strategies in organizational mission and plans; Dr. Richard Gregory Johnson III showed how SEDI can be woven into learning curricula.

### INSIDE THE ISSUE

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## Highlights of SPOD Accomplishments 2019-2021

### PANEL SCHOLARSHIPS FOR ASPA ANNUAL CONFERENCE.

2020: One \$500.00 scholarship was awarded for the ASPA Annual Conference April 3-7 in Anaheim, CA.

- Shahrin Upoma

2021: Two \$250.00 scholarships were awarded for the ASPA Annual Conference (virtual) April 9-12:

- Thanh Thi Hoang
- Jasmine Platt

### NEW BOARD MEMBERS 2021-2023

The 2021-23 elections for new board members was held and five new positions were filled. The treasurer position was converted from a two-year elected position to board appointment for a five-year term.

Elected board members were:

- Chair: Dr. Gina Scutelnicu
- Chair-Elect: Zeeshan Noor
- Secretary: Dr. Richa Adhikari
- Publications Chair: Lauren Loyless
- Program Chair: Dr. Josie Schafer

### APPOINTED TREASURER: KEESHA GILL.

Thank you, section members and especially, the dedicated board leadership, for your continued support of the section. With your taking part in the activities of the section, including your time, professional contributions, attendance, and creative ideas, these challenging times are beginnings of a new and much better future.

## Picking Up the Pieces: Pandemics, Protests and the Future of Public Service




ASPA's 2021 Annual Conference website is now open for exploring!  
Events begin Friday, April 9, 2021, at 9 AM EST.



*Congratulations!*

to the

 Section on Professional and Organizational Development (SPOD)'s  
**NEWLY-ELECTED BOARD MEMBERS**

**SECRETARY**  
2021-2024



**Richa Adhikari**  
Ph.D. Student  
Andrew Young School of  
Policy Studies  
Georgia State University

**CHAIR-ELECT**  
2021-2023



**Zeeshan Noor**  
Ph.D. Candidate  
Public and Nonprofit Management  
The University of Texas at Dallas

**CHAIR**  
2021-2023



**Gina Scutelnicu, Ph.D.**  
Associate Professor / Chair  
Department of Public Administration  
Pace University

**PROGRAM CHAIR**  
2021-2024



**Josie Gatti Schafer, Ph.D.**  
Director / Senior Research Associate  
Center for Public Affairs Research  
University of Nebraska at Omaha

**PUBLICATION CHAIR**  
2021-2024



**Lauren Loyless**  
Ph.D. Student  
Public and Nonprofit Management  
The University of Texas at Dallas



[spod-aspa.org](http://spod-aspa.org)



@SpodAspa

## SPOD

ASPA SECTION ON PROFESSIONAL AND ORGANIZATIONAL DEVELOPMENT



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**PROFESSIONAL LEARNING DOES NOT ADVANCE ... THROUGH THE  
INEXORABLE CONFIRMATION OF PREVIOUS CERTAINTIES, BUT  
THROUGH A SYSTEMATIC CHALLENGE TO OUR PRESENT  
CONCEPTIONS**

**~ AUTHOR: DOUGLASS B. REEVES**

# SPOD LEADERSHIP

## CHAIR

Gina Scutelnicu, Ph.D.  
Associate Professor  
Pace University

Dr. Gina Scutelnicu is an associate professor and chair in the Department of Public Administration at Pace University, New York. She has a Ph.D. degree in Public Affairs from Florida International University. Her research interests focus on two



main areas: 1) collaborative governance with a focus on specialized entities of government, and 2) social equity with an emphasis on gender equity in academia. Her work has been published in several top-ranked peer-reviewed journals. She is an experienced instructor. Her teaching experience is in the areas of introduction to public administration, intergovernmental relations, municipal management, quantitative and qualitative research methods, ethics, urban politics, public policy and organization theory.

## CHAIR ELECT

Zeeshan Noor, Ph.D.  
The University Of Texas At Dallas

Zeeshan Noor recently defended his dissertation for his Ph.D. in Public Affairs program at the University of Texas at Dallas. Dr. Noor is joining the IU Lilly Family of Philanthropy in Summer 2021 as a Postdoc Research



Associate. His research interest lies in the use of digital and social media in the nonprofit sector and faith based philanthropy. His other topics of interest include fundraising, human resource and diversity management. Dr. Noor has served as SPOD Publication Chair (2019-2021), Editor for the ASPA Section for Women in Public Administration (SWPA) newsletter (2018-2020). He is also serving as a Co-chair of the Annual ASPA Capstone Panel Committee and will also be joining the Newsletter Committee for the ASPA's Section on International Comparative Administration (SICA) for the 2021-2022 term.

## SECRETARY

Richa Adhikari, Ph.D.  
Candidate  
Georgia State University

Richa Adhikari is a fifth-year Ph.D. candidate in Public Management and Policy at the Andrew Young School of Policy Studies at Georgia State University. Her research interests fall under



the umbrella of nonprofit use of information technology to meet organizational goals. Richa has been a member of and presented at ASPA conferences for a few years now. Richa has found the ASPA community very helpful in the exchanges that she has had so far. Currently, Richa serves as the social media manager at the ASPA-Georgia Chapter and is excited to join the ASPA Section on Professional and Organizational Development (SPOD) at the national chapter. When Richa is not researching or working, she enjoys running, hiking, and painting.

PUBLICATIONS CHAIR  
Lauren Loyless, Ph.D.  
Student  
The University of Texas  
at Dallas

Lauren Loyless is currently pursuing a Ph.D. in Public Affairs at The University of Texas at Dallas, with research interests in leadership, behavioral public administration, and strategic communications.



Teaching Philosophy as an experienced business professional, Lauren has aspirations to combine her professional experience and academic expertise to teach and research in the fields of public affairs or business communication. She aims to cohesively tie in her well-rounded academic background with her practitioner experience to foster life-long learning skills for students. Utilizing acquired knowledge of the industry, Lauren further strives to become an advocate for students, leading and teaching future generations of professionals and public managers.



# SPOD LEADERSHIP



**PROGRAM CHAIR**  
Josie Gatti Schafer, , Ph.D.  
Director of the Center for  
Public Affairs Research  
University of Nebraska  
Omaha

Dr. Schafer joined UNO's  
College of Public Affairs and  
Community Service as the  
Director of the Center for  
Public Affairs Research  
because of their national  
reputation for public

scholarship on public policy topics in their community,  
state, and region. She manages a stellar team that includes  
six full-time professionals and several student and part-time  
workers. CPAR's current portfolio of projects totals over  
\$1 million per year. Her personal, project portfolio ranges  
with several smaller engaged research projects working  
collaboratively with a community partner as well as some  
high profile research like our work with the Planning  
Committee of the Nebraska State Legislature.

**IMMEDIATE PAST  
CHAIR**  
CAROL RUSAW, Ed.D.  
Consultant, Author, Adult  
Educator, and Artist



Dr. Carol Rusaw is a  
Professor of adult  
education and human  
resource development,  
organizational and  
interpersonal  
communications, public

administration management and organizational change.

Dr. Rusaw has authored two books, and over 25  
refereed journal articles, 30 national and international  
scholarly presentations, experience in public change  
management. Designed and conducted survey and  
qualitative research projects in leadership development,  
curriculum change, team building, internal and  
external communications networks, role stress, lifelong  
learning, and Total Quality Management in  
government.



**BOARD MEMBER**  
Philip Nufrio, Ph.D.  
Experienced Educator /  
Consultant In NP

Dr. Philip Nufrio has  
worked in the higher  
education sector for 20  
years; the past eight years  
in public policy and  
administration,  
accumulating a record of  
accomplishment both as a  
scholar, academic/faculty

leader and a management consultant to the public and  
profit making sector. He has represented his university(s) at  
annual accreditation body conferences. Developed and  
delivered Distance Learning applications (MCNY, Rutgers,  
Thomas Edison College, University of Maryland). Dr.  
Nufrio is a national scholar having published 2 books and  
eight peer reviewed publications in the areas of action  
learning/team building, distance education and statistical  
methods.

**STAY  
TUNED  
FOR THE  
UPCOMING  
BOARD  
MEMBERS**

*Congratulations!*

## 2021 ANNUAL SPOD SCHOLARSHIP

OFFERED BY THE ASPA SECTION ON PROFESSIONAL AND ORGANIZATIONAL DEVELOPMENT (SPOD) TO



**Thanh Hoang, Ph.D. Student**  
The University of Texas at Dallas

**SPOD**

ASPA SECTION ON PROFESSIONAL AND  
ORGANIZATIONAL DEVELOPMENT



*Congratulations!*

## 2021 ANNUAL SPOD SCHOLARSHIP

OFFERED BY THE ASPA SECTION ON PROFESSIONAL AND ORGANIZATIONAL DEVELOPMENT (SPOD) TO



**Jasmine Platt, Ph.D. Student**  
Boise State University

**SPOD**

ASPA SECTION ON PROFESSIONAL AND  
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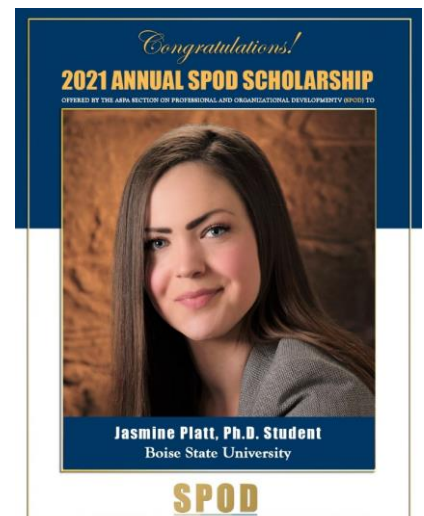
# MEET 2021 ANNUAL SPOD SCHOLARSHIP RECIPIENTS

APSA's Section on Professional and Organizational Development (SPOD) awards at least one scholarship to partially cover the ASPA conference attendance expenses. This highly competitive scholarship is awarded to students or new professionals interested in finding solutions to the public organizational challenges.

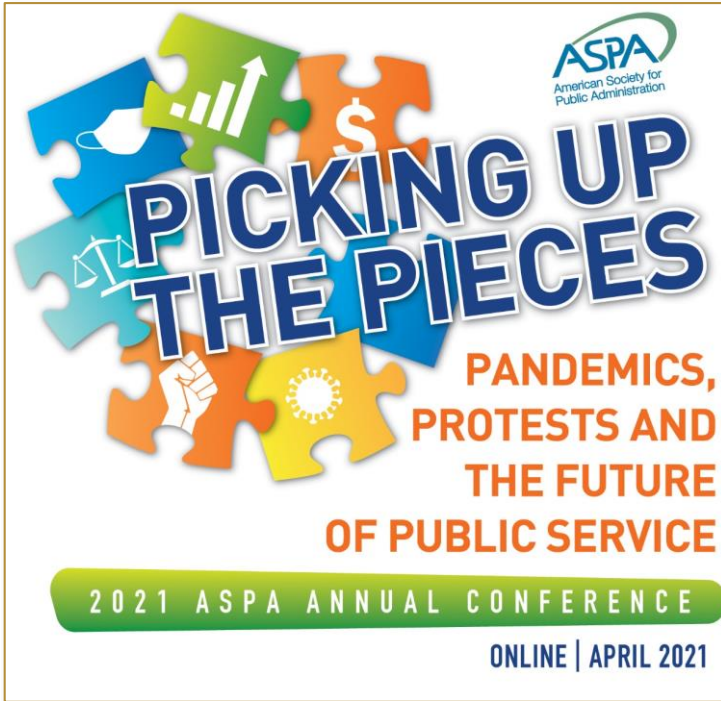


**Thanh Hoang** is a Ph.D. Student of Public Affairs, and Instructor of the Public and Nonprofit Management Program, The University of Texas at Dallas. Her research interests are in Public Human Resource Management and Leadership, Diversity Management, Fundraising and Social Media Engagement of the Nonprofit Sector. Hoang is recognized as a 2021 ASPA Founder's Fellow and a 2020 ARNOVA Diversity Scholar. She earned a Master of Public Management at the School of Government, Victoria University of Wellington, New Zealand. She had several years of experience working as a Communication and Program Coordinator in both local and international nonprofit organizations in Vietnam.

**Jasmine Platt** is a Public Policy and Administration PhD student in the School of Public Service at Boise State University, where she previously received her MPA and her BA in Writing with an emphasis in modernist poetry. Inspired by her experiences as a local, state, and federal practitioner, her research interests focus on government contractor compliance, privatization, politicization, agency capture, public service motivation, and intersectoral regulation.



# MARK YOUR CALENDAR: 2021 ASPA CONFERENCE SPOD ACTIVITIES



## 2021 ASPA ANNUAL CONFERENCE

The 2021 conference will be **ONLINE** this spring, beginning April 9! So much more than your average conference, we will be emphasizing the events that have been troubling our nation, and the entire world, for the past 12 months. Featuring **seven** days of content, across **56 hours** of programming, including **more than 150 panels**, this year's conference will bring you everything you have come to know and love about our Annual Conference—in a convenient, online format! What does that mean? Flexibility for attending sessions

- Adjusted time zones to accommodate audiences from around the world
- Access to anything you missed after the conference is over
- Virtual chats and new connections
- So Much More!

2021 Annual  Conference

# Annual Business Meeting

# SPOD

April 11, 2021  
Sunday

8:00 PM – 9:00 PM (EST)

ASPA SECTION ON PROFESSIONAL AND  
ORGANIZATIONAL DEVELOPMENT

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SEARCH

ADVANCED SEARCH



#### Colleges and the Thanksgiving COVID-19 Risk: Fauci's Right -- Holiday Plans May Have to Change

Universities have seen widespread COVID-19 outbreaks this fall. As the weather gets colder, more activities are moving indoors, where the virus can...



#### Pandemic Presents an Opportunity for Small Liberal Arts Colleges to Change

Authors of a new book, "The Post-Pandemic Liberal Arts College," are calling on small liberal arts colleges to not just respond to the economic...



#### Shaping Our Lived Contexts Can Beat Biology

As colleges and universities work to treat the growing number of mental health problems among college students, Dr. Lee Keyes shares some...

VIP Position

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-  **Newsletters**  
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VIP Position



Eighty Faculty Positions at all Ranks in the School of Life Sciences

FEATURED DIVERSITY AND INCLUSION JOBS



# ARE YOU ON THE JOB MARKET?



## SPOD CAN HELP!

Our initiative “**SPOD Members on the Job Market**” connects ASPA members in the Section on Organizational and Professional Development (SPOD) to potential employers, including academia, federal, state and local government, nonprofits and the private sector. If you are a SPOD member or willing to join, and looking for a position, please contact our Publication Chair, **Lauren Loyless**, at [publication@spod-aspa.org](mailto:publication@spod-aspa.org)

We will post your information on our website and make it available across all commonly-used social media. Your resume and profile will also be uploaded to our webpage: [www.spod-aspa.org/job-market](http://www.spod-aspa.org/job-market).

We look forward to working together to meet your career goals.



@SpodAspa



@spodaspaorg



/in/spod

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MARK YOUR CALENDAR: 2021 ASPA CONFERENCE  
MEMBERS ACHIEVEMENTS



Ana Maria Dimand, Ph.D.  
Assistant Professor  
Boise State University

Our outgoing Membership Co-Chair Ana Maria Dimand, Ph.D. will be sworn in on the

ASPA NATIONAL COUNCIL as  
**DISTRICT IV  
REPRESENTATIVE**  
2021-20212 TERM

CLOSING PLENARY  
2:15 PM - 3:30 PM (EST)



**Shahrin Upoma, Ph.D. Candidate**  
The University of Texas at Dallas

*Congratulations!*  
on your selection for the

**ASPA**  
**2021**  
**WALLACE O. KEENE**  
**CONFERENCE**  
**SCHOLARSHIP**

**PUBLIC & NONPROFIT MANAGEMENT**



MARK YOUR CALENDAR: 2021 ASPA CONFERENCE  
MEMBERS ACHIEVEMENTS



**Zeeshan Noor Ph.D. Candidate**  
The University of Texas at Dallas

*Congratulations!*  
on your selection for the

**ASPA**

**2021**

**WALLACE O. KEENE  
CONFERENCE  
SCHOLARSHIP**

**PUBLIC & NONPROFIT MANAGEMENT**

*Congratulations!*  
on your selection for the

**ASPA SICA DAVID GOULD SCHOLAR AWARD**



**ZEESHAN NOOR, PHD CANDIDATE**  
The University of Texas at Dallas

**Public & Nonprofit Management**

*Congratulations!*  
on your selection as a

**2021 ASPA FOUNDER'S FELLOW**



**Thanh Hoang, Ph.D. Student**  
The University of Texas at Dallas

**Public & Nonprofit Management**



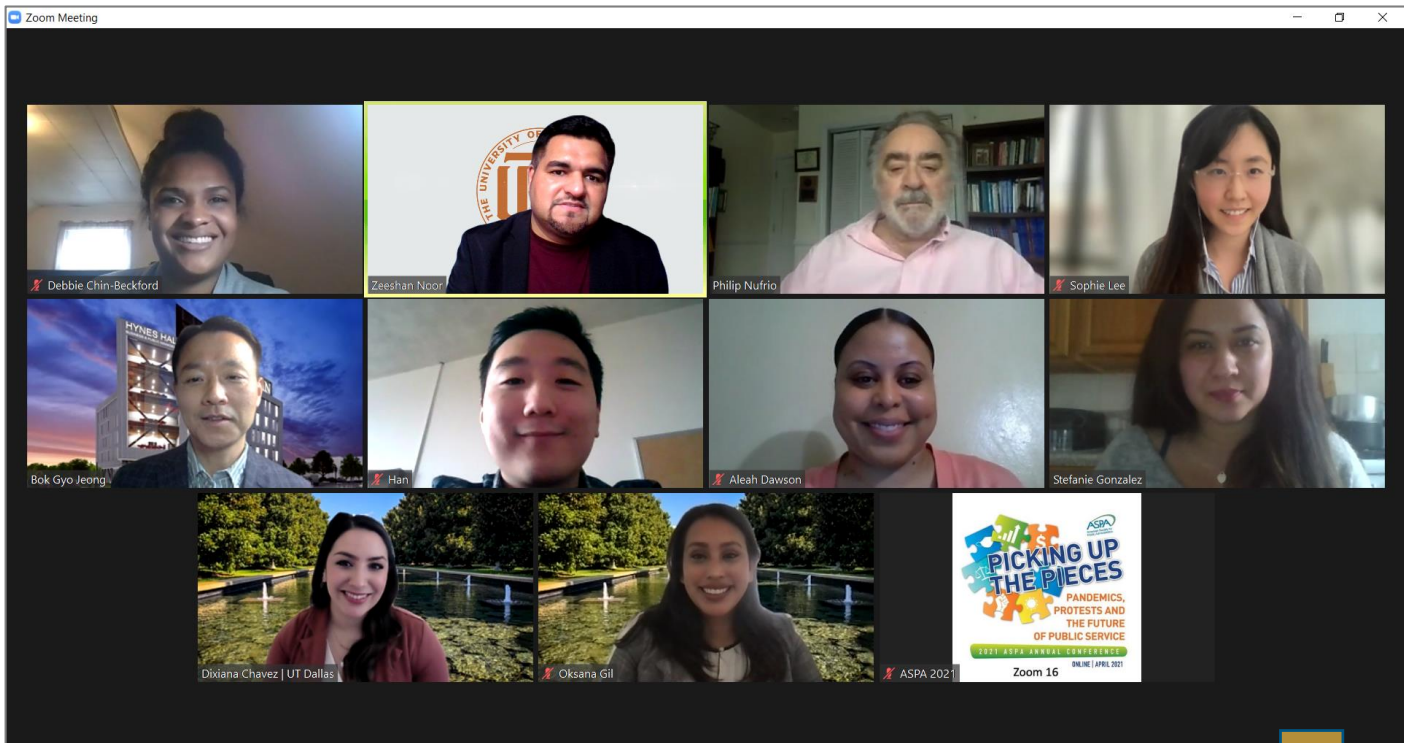
# MARK YOUR CALENDAR: 2021 ASPA CONFERENCE SPOD MEMBERS' ACTIVITIES

## 10<sup>TH</sup> NATIONAL ANNUAL CAPSTONE PANEL

April 10, 2021 (Saturday) | 10:15 AM - 11:15 AM EST

10th National Annual Capstone Panel, was accepted and recorded for the 82nd Annual ASPA Conference. The panel will go live on Saturday, April 10<sup>th</sup>, between 10:15 AM and 11:15 AM, during the 2021 ASPA Conference. The panel is proudly co-sponsored by SPOD along with four other sections and co-chaired by our former Secretary, Dr. Philip Nufrio, and incoming Chair-Elect, Dr. Zeeshan Noor, as well as Dr. Bok Jeong.

Project	University	Presenter
Panel Convener	Metropolitan College of New York	Dr. Philip Nufrio
Discussant	Metropolitan College of New York	Dr. Sophie Lee
The Impact of COVID-19 on New Jersey's Non-Essential Businesses: A Policy Analysis	Kean University	Wonjun Han, Debbie-Ann Chin
Improving Shelter Clients Compliance to Meet Brightpoint Health's Mission	Metropolitan College of New York	Stefanie Gonzalez, Aleah Dawson
Girl Scouts of Northeast Texas: Analyzing Participation and Retention Gap in the Region	The University of Texas at Dallas	Oksana Gil, Dixiana Chavez



# MARK YOUR CALENDAR: 2021 ASPA CONFERENCE SPOD MEMBERS' ACTIVITIES WORKSHOP

## COVID 19: HOW WE UTILIZE WHAT WE'VE LEARNED TO IMPROVE SERVICE TO THE PUBLIC

BY

MICHAEL L. SUMMERS, MHA

APRIL 15, 2021 (THURSDAY) | 1:00 PM - 2:00 PM EST



Michael L. Summers, MHA  
Organizational Development  
Consultant/Coach  
&  
Professional Facilitator

This is to announce that Michael L Summers, MHA, will be presenting a workshop at this year's ASPA national conference on April 15, 2021 at 10 am PST (1 pm EST) entitled: *COVID 19: How We Utilize What We've Learned to Improve Service to the Public*. Michael is a recently retired Senior Manager with the California state government and is now an Organizational Development Consultant/Coach and a professional facilitator. He recently joined SPOD. The workshop is based upon the premise that organizations, like humans, can learn and benefit from this learning. The session will introduce two key premises to support the workshop and then pose 3 questions for the attendees to privately brainstorm. The answers will allow the participants to illuminate how the Coved 19 experience has impacted their respective organizations, identify the "lessons" learned from this experience and brainstorm how this learning might be utilized to improve their organization going forward (i.e., the "new normal"). The workshop will give the attendees a framework to continue this discussion and exploration back at their respective organizations.

# MARK YOUR CALENDAR: 2021 ASPA CONFERENCE SPOD MEMBERS' ACTIVITIES PANELS



**Gina Scutelnicu, Ph.D.**  
Associate Professor & Chair  
Pace University

APRIL 10, 2021 (SATURDAY) | 1:00 PM - 2:00 PM EST  
Panel: Catastrophe and Cumulative Disadvantage: Laying Bare Inequity and Identifying Opportunity  
Title: *“Gender, Research Productivity and Implications for the Classroom and Practice.”*

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APRIL 13, 2021 (TUESDAY) | 1:45 PM - 2:45 PM EST  
Panel: Gender Topics  
Title: *“Career Trajectory of Academic Women: An Analysis of the NASPAA Member Schools.”*

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APRIL 15, 2021 (THURSDAY) | 10:15 AM - 11:15 AM EST  
Panel: COVID-19 and Civil Society in the United States and Beyond  
Title: *“A Baseline Analysis of Action and Inaction During the COVID-19 Pandemic: Lessons Now and Into the Future.”*



**Philip D. Nufrio, Ph.D.**  
Professor  
Metropolitan College of New York



**Zeeshn Noor, Ph.D.**  
The University of Texas at Dallas  
Incoming Postdoc Research  
Associate, IUPUI

APRIL 10, 2021 (SATURDAY) | 10:15 AM - 11:15 AM EST  
Panel: The Evolving Role of Government: Enduring Debates and Implications for the Current Practice of the Public  
Title: *“When the Going Gets Tough: How Global Countries’ Handling of the Pandemic Affects their Citizens’ Trust in the Government?”*

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APRIL 14, 2021 (WEDNESDAY) | 2:30 PM - 3:30 PM EST  
Panel: Communication and Citizen Engagement to Achieve Goals of Social Welfare and Public Trust  
Title: *“Racialized Minorities, Trust and Crisis: Leadership and Government Relations among Muslim-American Nonprofits amid COVID-19.”*



MARK YOUR CALENDAR: 2021 ASPA CONFERENCE  
SPOD MEMBERS' ACTIVITIES  
PANELS



Richa Adhikari  
Ph.D. Candidate  
Georgia State University

APRIL 13, 2021 (TUESDAY) | 1:45 PM - 2:45 PM EST  
Panel: Media Messages, Social Media and Communications Management

Title: *"A Qualitative Exploration of Social Media Adoption by Atlanta Arts Nonprofits."*

APRIL 15, 2021 (THURSDAY) | 9:00 AM – 10 AM EST  
Panel: Founder's Fellows Panel - New Ideas in Leadership and Management

Title: *"Living in the New Normal: Does Adaptive Leadership Matter to Nonprofits during the Social Distancing Context?"*



Thanh Hoang  
Ph.D. Student  
The University of Texas at Dallas



Jasmine Platt  
Ph.D. Student  
Boise State University

APRIL 15, 2021 (THURSDAY) | 9:00 AM – 10 PM EST  
Panel: Measured Words and Actions: The Impact of Narratives, Slogans and Ideology

Title: *"To Cover Yourself in (Old) Glory: Political and Psycho-ideological Determinants of Normative Desecration of the American Flag."*

MARK YOUR CALENDAR: 2021 ASPA CONFERENCE  
SPOD MEMBERS' ACTIVITIES  
PANELS



Hindy L. Schachter  
Professor of Management  
New Jersey Institute of  
Technology

APRIL 12, 2021 (MONDAY) | 12:15 PM - 1:15 PM EST  
Panel: Exploring Empathy, Engagement, Equity and  
Ethics

Title: *“Social Construction of Vulnerable  
Populations in COVID-19: The Case of  
Age.”*

APRIL 10, 2021 (SATURDAY) | 1:00 PM - 2:00 PM EST  
Panel: Reexamining the Significance of Public  
Communication for Public Administration

Title: *“Designing Communication for Engagement:  
Cities’ Use of Social Media to Communicate  
Extreme Heat Plans.”*



Kayla Schwoerer  
Ph.D. Candidate  
Rutgers University-Newark



Marlon I. Brown  
DPA Student  
Valdosta State University

APRIL 13, 2021 (SUNDAY) | 1:00 PM - 2:00 PM EST  
Panel: Initiatives to Build Organizational Brand and  
Promote Employee Motivation and Engagement: The  
Evolving Role of Public Sector Leadership

Title: *“Assessing the State of Michigan’s  
Employee Engagement Program.”*

# SPOD

ASPA SECTION ON PROFESSIONAL AND ORGANIZATIONAL DEVELOPMENT





# SPOD

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