



PSU's Center for Public Service:  
**A DECADE DEDICATED TO  
PUBLIC SERVICE EXCELLENCE**  
2009-2019

*"Leaders create the kind of visions that generate passion, build support, test courage, and ultimately succeed in transforming visions into lasting legacies for future generations. This is what makes public service so special."*

*- Mark O. Hatfield*





## THE CENTER FOR PUBLIC SERVICE: OUR VISION AND CORE VALUES

In 2009, the Center for Public Service became a permanent part of PSU's Mark O. Hatfield School of Government, creating a common home for a number of long-standing programs. These included the **Executive Leadership Institute (ELI)**; the **Institute for Nonprofit Management (INPM)**, rechristened in 2016 as the **Nonprofit Institute (NPI)**; and the **Institute for Tribal Government (ITG)**.



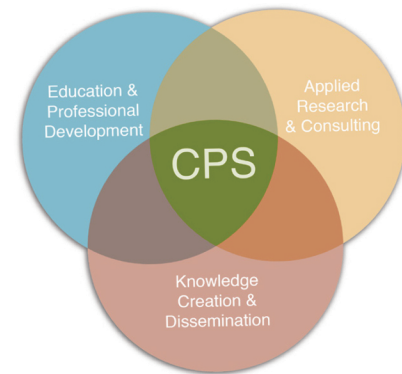
Over the last few decades, the reach and impact of the many programs that now comprise the Center for Public Service have grown dramatically. What hasn't changed is the Center's vision, which echoes PSU's own motto of "Let Knowledge Serve the City":

*"Through the integration of theory, scholarly research and practice, CPS aims to enhance the trust in—and legitimacy and effectiveness of—public service institutions and democratic governance."*

Core to our vision is the belief that the Hatfield school's theory-based, practice-informed teaching and research is further strengthened when it's also deployed in service of the real-world needs of practitioners and organizations in the local, state, federal, and tribal government and nonprofit sectors. By connecting the resources of faculty, students, community-based experts, and other PSU programs to these needs, the Center has had an enormous impact, not just on its immediate community, but across the globe.

A few metrics tell some—but hardly all—of the CPS story during these several decades of growth and transition:

- More than 400 public service professionals have graduated from the CPS-administered **Executive Master of Public Administration (EMPA)** program.
- More than 200 Army Corps of Engineers participants have graduated from our **Leadership Development Program**.
- Over 1,000 natural resource-focused managers and staff have completed our 3-week **Executive Seminar Program**.
- An estimated 800 public service professionals from **Japan, Vietnam, China, the Middle East, Mexico, South Korea, and elsewhere** have either received formal training here on campus, or in their home countries through a CPS-run program.
- More than 500 **Oregon Summer and Hatfield Resident Fellows**—current and newly minted graduate students from PSU and over 50 other exceptional graduate programs across the U.S.—have been placed by CPS with more than 100 different public service sponsors.



While we're enormously proud of CPS' success to date, we keenly recognize the enormous challenges facing today's public service professionals. It is these remarkable and dedicated public servants—current, past, and future, and their shared commitment to the collective work of improving the health and vitality of our democratic governance—to whom we dedicate this report.

*Phil Keisling*  
Phil Keisling  
CPS Director (2010-19)

## CPS HISTORY AND OVERVIEW

The Center for Public Service arguably began in 1996, when a half dozen Public Administration faculty moved from Lewis and Clark college to join their PSU counterparts, bringing the Executive Leadership Institute with them. In 2001, those faculty and their community-facing programs became part of the newly created Mark O. Hatfield School of Government (HSOG), located within PSU's College of Urban and Public Affairs (CUPA).

In this first decade at PSU, ELI's key faculty—most notably **Drs. Doug Morgan, Craig Shinn, Masami Nishishiba, Ron Tammen, Bud Kass, Ron Cease, Suzanne Feeney, and Walt Ellis** developed a number of programs that still operate today. Other programs and their themes have since been integrated into other CPS offerings. These include the **Legacy Leadership** program for local and state government officials, directed by former Oregon Governor **Barbara Roberts**; the **Watershed Management Professional Program**, created by **Peter Paquet**; the **US Forest Service Intensive Semester**, and the **Nonprofit Leadership Fellows** partnership led by **Dr. Erna Gelles**.

During this same period CPS-affiliated faculty designed and launched a specialized master's program for working public service professionals: the **Executive Masters of Public Administration (EMPA)**. CPS provides EMPA's core logistical, recruiting, and marketing support for the program, which in 2013, became only the second such U.S. program to be formally accredited by the **Network of Schools of Public Policy, Affairs, and Administration (NASPAA)**.



While the Center's long-standing anchor programs continue to thrive, new programs have also been added since 2009:

- The **Hatfield Resident Fellows** program, launched in 2012, builds on the success of CPS' **Oregon Summer Fellows** program created in 2002 under the leadership of **George Beard**. More than 120 newly-minted masters graduates have now been placed as Hatfield Fellows with public service sponsors.
- The **Certificate in Tribal Relations**: a non-credit, professional certificate program launched in 2016 to broaden the expertise of public service officials who work in Indian country. Over 30 participants have now gone through the 9-month program, which also takes participants to Washington D.C., Salem, and tribal reservations.
- The **Professional Certificate in Nonprofit Program Evaluation**, created in 2017, was initially funded by a Meyer Memorial Trust grant to build program evaluation expertise in the nonprofit community.
- **First Stop Portland**, for which CPS assumed responsibility in 2017, provides custom-designed study tours for domestic and foreign visitors interested in urban sustainability and innovation.
- **Initiative for Community and Disaster Resilience (ICDR)**, co-founded in 2017 by CPS Associate Director Dr. Masami Nishishiba and **Dr. Hiro Ito** which has now held more than a dozen seminars focused on issues of emergency management and community resilience and recovery.
- **Community Environmental Services (CES)**, which became part of CPS in July, 2019, is led by **Dr. Christa McDermott** and provides custom-designed recycling and waste-reduction programs for local government partners including the City of Portland and Port of Portland.

These are just a few of the many programs and offerings that Center for Public Service faculty and staff have created and offered over a history that now spans over 40 years, when the Center's longest-running offering—the **Executive Seminar Program**—was first launched. In the pages that follow, we invite you to learn more about the remarkable work we've accomplished together—and the even more important work that lies ahead in the years to come.

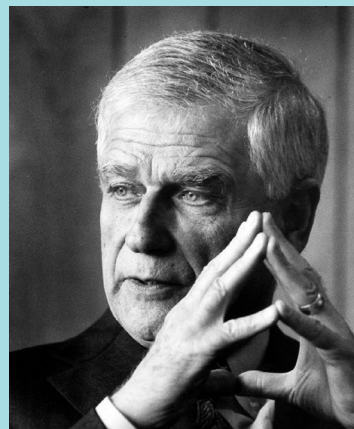


## THE CENTER FOR PUBLIC SERVICE:

The faculty, students, staff, and community partners affiliated with CPS share a common mission: to synthesize the Hatfield school's teaching, research, and practical knowledge to build leadership capacity and improve the effectiveness of public service professionals and organizations. Three general types of activity comprise these efforts:

- Training, education, and other talent-building programs, often co-produced and custom-tailored for the specific needs of the public service professionals and organizations whom we serve;
- Applied research and consulting services that help leaders and citizens better understand and solve key challenges through leadership and innovation; and
- Academically-grounded, practice-centered knowledge created through research, real-world application, and publication.

As CPS faculty, staff, graduate students, and community partners strive to connect the resources and knowledge of the Hatfield School with the real world needs of public service work, several key themes and approaches are central to our work. These include co-production and collaboration, and a nimble, entrepreneurial approach that allows the Center to quickly respond to changing needs and new opportunities.



Central to the Center for Public Service's mission and work is a strong grounding in living by—and promoting—the values and legacy of Mark Hatfield, for whom our School is named.

Senator Hatfield's half century of public service included service in the Oregon State Legislature (1947–57) and as an Oregon Secretary of State (1957–59), Governor (1959–67) and U.S. Senator (1967–97). While any successful politician is a product of his or her times, Senator Hatfield's career was notable for his bipartisan approach to solving problems and his deep commitments to peace, social justice, and civic engagement.

This legacy and set of values underlie all the Center's work:

- **Community and Public Service:** We regard

serving the public as a special calling that requires unique values, skills, and knowledge to protect and promote the public interest.

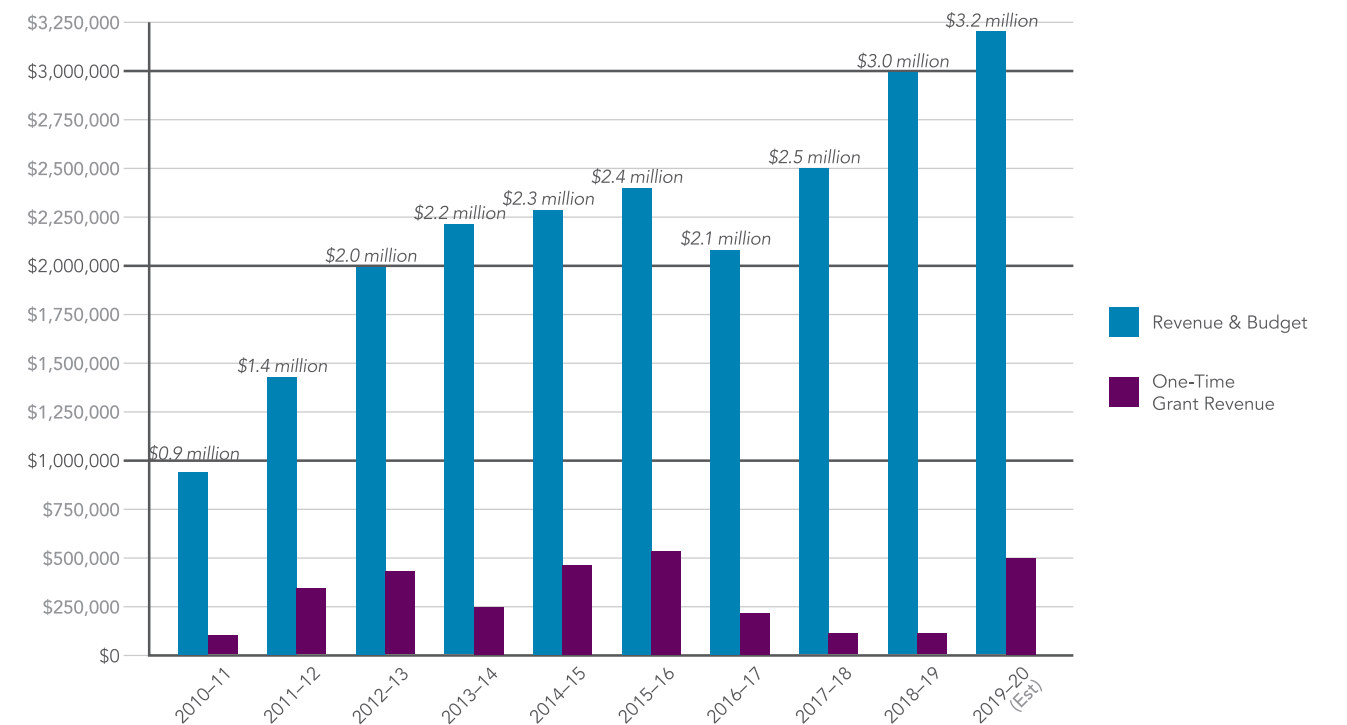
- **International Cooperation and Respect for Diversity:** We are committed to preparing public servants who have the capacity to lead in an increasingly diverse and power-shared world, both domestically and internationally.
- **Fairness, Equity, and Social Justice:** We believe public servants must exemplify qualities worthy of public trust and confidence. This will enable them to take the lead—whatever their title or position—in developing public policies and organizations that are fair and equitable.
- **Civic engagement:** We believe that an engaged citizenry and community enhances the quality of public services, creates accountability and promotes democratic governance.
- **Sustainable development:** We believe public leaders have a moral obligation to provide stewardship of the community's resources to meet the needs of future generations.

## MAJOR PROGRAMS AND KEY METRICS

For the 2018–19 fiscal year, the Center's team consisted of 7 full-time staff and over a dozen part-time professionals and graduate students who collectively provide vital support for more than 30 recurring programs and custom-designed projects. In addition, more than a dozen regular and adjunct PSU faculty are formally affiliated with the Center, along with more than 25 **CPS Senior Fellows** from the larger Oregon community. In a typical year, several dozen graduate students also receive paid

opportunities to work on one or more CPS projects through the CPS Connect program. Total Center for Public Service revenue in 2018–19 was almost \$3 million, nearly triple the \$1 million total a decade ago. As the chart on the next page illustrates, CPS revenues include both self-support generated revenue and grants. In the last decade, CPS has generated nearly \$20 million in total revenue, directly returning more than \$2.5 million to PSU.

CPS SELF-SUPPORT REVENUE & OPERATING BUDGET: FISCAL YEAR 2010–11 THROUGH FISCAL YEAR 2018–19



The Center for Public Service's many recurring programs—and even larger number of custom-designed special projects—can make it difficult to capture the full breadth and diversity of CPS's work. But in the pages that follow, we'll organize CPS' efforts under six broad categories:

- **Academic, for credit programs** for which we offer key administrative and marketing support—including the EMPA, the Graduate Certificate in Collaborative Governance, and the Graduate Certificate in Energy Policy and Management.
- **Leadership development and training**—both episodic and recurring programs (e.g. the Executive Seminar Program (ESP) and the US Army Corps of Engineers Leadership Development Program (USACE-LDP).

- **"CPS Connect"**—our moniker for the dozen or more custom-designed, applied research projects we typically deliver each year.
- **Oregon Summer and Hatfield Fellowship** programs—our long-standing efforts to attract and place exceptional talent for our local practitioners from PSU and more than 30 other outstanding graduate programs across the US.
- **International programs**—our wide range of offerings that in the last decade have served more than 500 public service professionals in Japan, Vietnam, China, Thailand, Mexico, and the Middle East.
- **Sector focused offerings** delivered through separately branded units—specifically the Institute for Tribal Governance; the Nonprofit Institute; and First Stop Portland.

## FOR-CREDIT ACADEMIC AND PROFESSIONAL LEADERSHIP DEVELOPMENT PROGRAMS

While the Hatfield School's Public Administration Department is responsible for all degree programs, including the design and approval of curriculum and faculty assignments, the Center for Public Service plays a critical role in the success and on-going effectiveness of a number of credit-based programs.

The most prominent of these is the **Executive Master of Public Administration, or EMPA program**. The EMPA is designed to especially appeal to full-time professionals who are either currently working in—or aspire to become part of—the public service community. Participants must have a bachelor's degree and 10 years of relevant work experience to qualify for this cohort-based program of approximately 20 months, starting each September.

The EMPA consists of 11 classroom-based courses, delivered in three all-day Saturday sessions on PSU's campus. Two additional courses are field-based, giving participants opportunities to learn about public administration challenges from both national and international perspectives, in Washington D.C. and either in Vietnam or South Korea.

The EMPA program originated at Lewis and Clark in the 1980s, when key faculty members recognized the need for a high-quality, professional-based program aimed at aspiring public service professionals eager to hone their leadership skills and expertise. After the merger of PSU's and Lewis and Clark's Public Administration programs in 1996, the program was operated by CPS's predecessor, the Executive Leadership Institute.

More than 300 students have now graduated from the various iterations of the EMPA program. The current version—first launched in 2007—became only the second such U.S. program to be accredited by the **Network of Schools of Public Policy, Affairs, and Administration (NASPAA)**.

CPS has played a key role in several other for-credit academic programs; The Hatfield School's first online graduate certificate, in **Collaborative Governance**, was designed and launched in 2015 by faculty and staff from Public Administration, CPS, and the **National Policy Consensus Center**. In 2016, the **Graduate Certificate in Energy Policy and Management** was created, building on the leadership of Dr. Craig Shinn, **Dr. Hal Nelson**, and **Jeff Hammarlund**, the latter of whom has helped recruit several hundred community members to component classes in NW Energy Policy and the Smart Grid.

## LEADERSHIP DEVELOPMENT AND TRAINING

"Leading from where you sit." In the words of Dr. Doug Morgan, it's the essence of CPS' approach to leadership development and training. Everyone can be—and actually, is—a leader, regardless of their title or organizational position. They can be leaders in their community, within their organizations or with their teams—not to mention leaders of their own interests and expertise.

Leadership training provides perhaps the oldest and strongest thread in CPS' decades-old fabric. Key programs include:

- **The Executive Seminar in Natural Resources Leadership Program (ESP)**. CPS's oldest continuously operating program, ESP began at Lewis and Clark College in 1976 under the leadership of former U.S. Forest Service Regional Forester **Ted Schlapfer**. Now in its 43rd year, ESP has provided field-based leadership training in the field of natural resources policy and practice to more than 400 public service professionals, through more than 150 on-the-ground case studies. Over the decades, ESP Program Managers have also included Dr. Craig Shinn, **Ward Armstrong**, and **Michael Crouse**. ESP's current leader is former Oregon State Forester **Doug Decker**.



### THE CPS/LOCAL GOVERNMENT MPA CONNECTION

Central to CPS's success is the close integration of theory and practice, and the melding of academic rigor and research with the practical needs of public service professionals. This synergy is exemplified by the close collaboration between CPS and the Hatfield School's Public Administration Department, whose current chair, Dr. Masami Nishishiba, has served as the Center's Associate Director throughout the 2009–19 period.

The outstanding reputation and national ranking of the Local Government concentration within the Master of Public Administration (MPA) degree has been especially important to this partnership. **Professor Phil Cooper** has led this program since 2009, which in 2019 was ranked the #16 best program of its kind in the U.S. by U.S. News and World Report. The program has graduated more than 125 students in the last decade, many of whom currently serve as city and other local government managers and leaders. During their studies, hundreds of these local government graduates and other HSOG students have also worked on faculty-led teams delivering CPS programs and projects.

- **The US Army Corps of Engineers Portland District Leadership Development Program (USACE-LDP)** Since this program began in 2002 with the active engagement and strong leadership of **Davis Moriuchi**, the Army Corps of Engineers district director, more than 250 mid-career employees have graduated from this year-long program, which focuses on leadership and organizational change. Based from the beginning on the notion of "co-production," CPS-affiliated faculty and Corps leadership co-design—and then constantly update and reiterate—the curriculum to respond to changing needs and demands. Among the faculty who have been central to this program are Drs. Doug Morgan, Craig Shinn, Marcus Ingle, **Rick Mogren**, and **Jennifer Allen**.
- **Local government-focused leadership academies**. The Bonneville Power Administration, Clackamas County, and the Oregon Association of Counties have all partnered with CPS to provide specialized leadership development training to key employees. More recently, CPS has designed and delivered such training to elected leaders, too. Four cohorts of newly-elected city council members and mayors have now participated in a one day **Leadership Boot Camp** for newly elected officials. In August 2017, CPS partnered with Oregon Latino Agenda for Action (OLAA) to design and run the state's first-ever **Latinx Elected Leaders Academy**.







Several CPS programs have their own branding and presence in their respective communities:

### NONPROFIT INSTITUTE (NPI)

The **Nonprofit Institute**, whose origins as the Institute for Nonprofit Management (INPM) go back to Concordia College in the late 1970s, offers a **Professional Certificate in Nonprofit Program Evaluation**, with a particular focus on organizations that serve under-represented communities. **Dr. Billie Sandberg** served as NPI’s most recent Director; her predecessors have included **Dr. Susan Feeney**, **Dr. Erna Gelles**, **Kay Sohl**, and **Dr. Andreas Schroer**.

In 2016, the entity was re-named the Nonprofit Institute in recognition of its increasingly broader scope, and to align with the introduction of a new **Masters Degree in Nonprofit Leadership** that will be offered beginning in the Fall of 2019.

### INSTITUTE FOR TRIBAL GOVERNMENT (ITG)

The **Institute for Tribal Government (ITG)** was created in 2001, seeded with more than \$1 million in federal support obtained through the leadership of the late **Senator Mark Hatfield** and former Representative **Elizabeth Furse**, who was ITG’s first director. **Direlle Calica**, a member of the Warm Springs tribal nation and a graduate of PSU and Lewis and Clark’s Northwestern School of Law, has served as director since 2017. Other past directors have been **Roy Sampsel** and **Don Sampson**.

ITG’s major program is the professional **Certificate in Tribal Relations**, a year-long, cohort-based program designed for local, state, federal, nonprofit, and private sector officials whose work involves close collaboration with tribal nations and members. More than 40 participants have graduated from the CTR program since its 2016 launch.

### FIRST STOP PORTLAND

First Stop Portland was created in 2007 by **Nancy Hales**, to organize and offer custom-designed study tours for outside groups wishing to learn more about the Portland region’s innovative approaches to planning, transportation, and urban sustainability. After **Sarah Iannarone** administered the program for several years, **Yachi Iisako** stepped into the role in early 2019. Over its life, First Stop has hosted more than 3,000 visitors from dozens of states and foreign countries, and has been part of CPS since 2017.

### INITIATIVE FOR COMMUNITY AND DISASTER RESILIENCE (ICDR)

The **Initiative for Community and Disaster Resilience (ICDR)** was co-founded in 2018 by Drs. Masami Nishishiba (Public Administration) and **Hiroyuki Ito** (Economics) to focus on issues of emergency management and community recovery. The ICDR speaker series has brought more than 300 community members to campus, and three cohorts of students have visited Japan to study first-hand the challenges of dealing with the 2013 earthquake.

### COMMUNITY ENVIRONMENTAL SERVICES (CES)

This most recent addition to CPS became part of the organization in July, 2019. Founded in 1969, CES for many years was led by **Dr. Barry Messer**; its current director is **Dr. Christa McDermott**. CES deploys its expertise and proprietary tools to help organizations improve their waste management processes and implement waste-reduction strategies. For example, over a 15-year partnership with the Port of Portland, CES has saved nearly one-third of the airport’s waste from going into landfills.

## CPS CONNECT—APPLIED ANALYSIS AND CONSULTING WORK

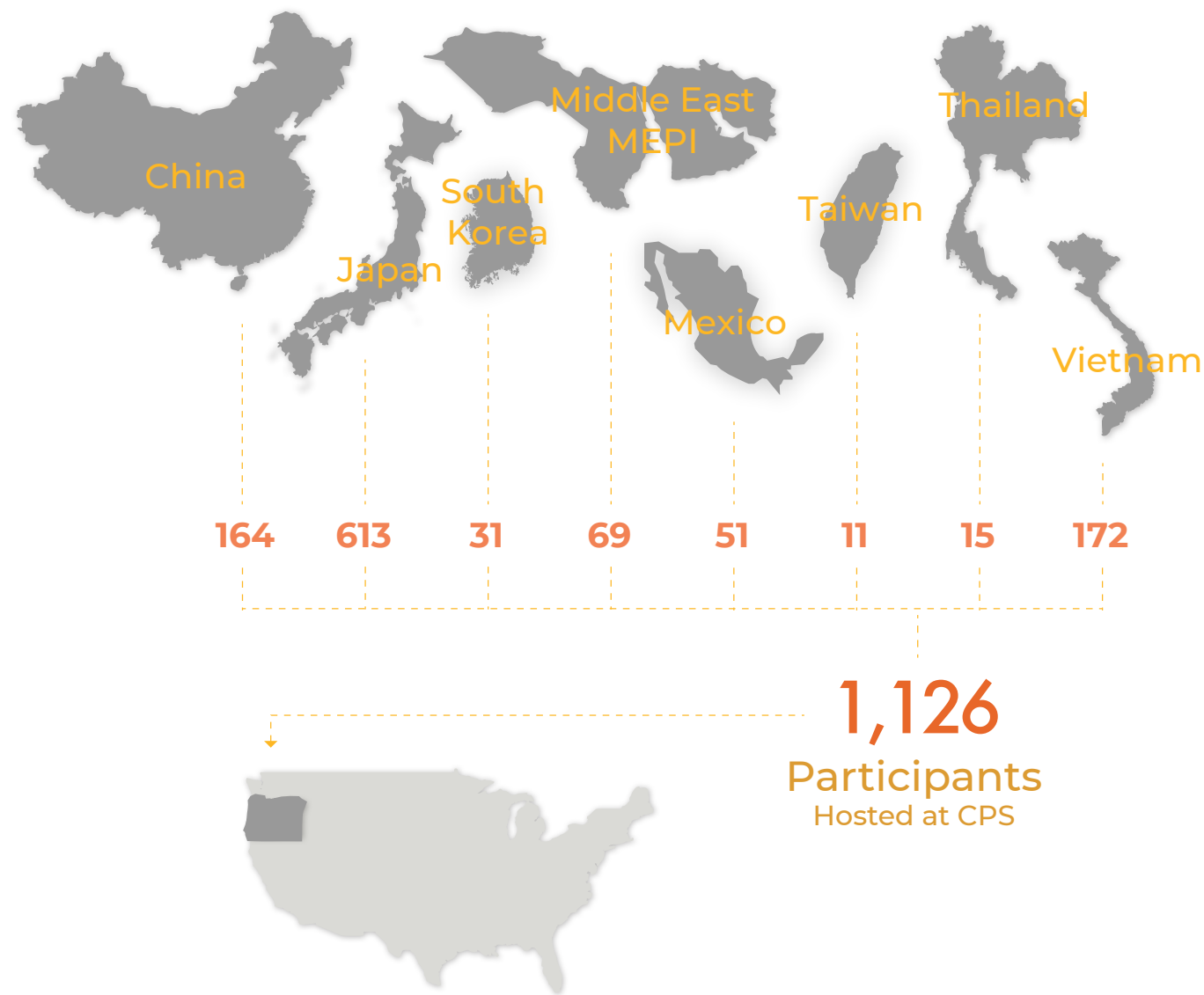
Over the last decade, CPS has delivered more than 100 applied consulting projects for government and nonprofit partners. Each project is led by a CPS manager or affiliated faculty member, and typically provides paid opportunities for HSOG graduate students to apply their knowledge and skills. CPS Connect projects also engage community expertise, through our CPS Senior Fellows program.

This list below gives a flavor of the broad range of these CPS Connect projects:

- **Clackamas county 4-day work week evaluation.** When Clackamas county’s leaders opted for a 4 days by 10 hours work schedule for the bulk of their non-safety personnel, CPS did an independent, third-party review of the pilot, which is still in use 9 years later.
- **Tri Cities Fire and Emergency Services.** The cities of Fairview, Troutdale, and Wood Village contracted with CPS to analyze data from more than 5,000 Fire/EMS calls to help them renegotiate an improved services agreement with the Gresham Fire Department.
- **Columbia Gorge Commission organizational capacity review.** Created through a unique, bi-state compact as part of an historic law to protect the Columbia Gorge, the Commission turned to CPS to help it document the wide discrepancy between its legal and statutory duties and the resources it had been provided to fulfill those obligations.
- **City of Portland Fire/EMS—Diversity, Equity and Inclusion.** Fire/EMS leaders asked CPS to identify new and better strategies to promote organizational diversity, equity, and inclusion in hiring and management decisions.
- **City of Gresham: Mental Health issues’ impact on public safety resources.** A joint team from CPS and the Hatfield School’s **Criminal Justice Policy Research Institute (CJPRI)** analyzed more than 100,000 police and fire/EMS calls to document the extent to which public safety organizations are increasingly dealing with individuals with underlying mental health issues.
- **Who Votes for Mayor project.** Funded by a \$250,000 grant from the Miami-based Knight Foundation, CPS teamed with the **Population Research Center** for an unprecedented look at just who votes in these key elections—and who doesn’t.
- **State of Oregon Cyber Security task force.** The State of Oregon tapped a CPS team to assist a specially created citizen task force charged with designing a “Cyber Security Center of Excellence” to help protect local government against malicious cyber-attacks.
- **Total Employer Cost of Compensation.** CPS developed a software-enabled benchmarking tool to help local governments better calculate—and then compare with other, similar jurisdictions—the full, employer-paid costs of personnel.
- **State of Oregon Pay Equity.** CPS used sophisticated regression analysis and other techniques to identify gender and race/ethnicity-based pay equity gaps and issues for more than 35,000 state employees.
- **Lane County Strategic Plan Update.** Oregon’s 4th most populous county brought CPS in to manage the county’s process to update its strategic plan, which included an extensive citizen outreach program especially targeted at diverse communities.







### CPS INTERNATIONAL PROGRAMS

Beyond its work with local practitioners, over the decades CPS has forged a wide range of partnerships with public service professionals across the globe.

Several **Japan-focused** programs, led by Dr. Masami Nishishiba, regularly bring faculty, students, and local government officials to PSU’s campus. The oldest of these programs—the **Japanese Local Government Managers program, aka “JaLoGoMa”**—brings between 20 and 30 participants to PSU for a week-long program to meet with other local officials, with a particular focus on citizen engagement and collaboration strategies.

A related program—CPS’s 4-day **“Community Based Teaching and Learning Workshop”**—focuses on Japanese university faculty and staff, giving participants a chance to learn about PSU’s nationally recognized Community-Based Learning (CBL) efforts. CPS has also hosted several faculty/student cohorts from Hiroshima Shudo University to study “Global Innovation.”

Under the leadership of Dr. Marcus Ingle, CPS over the last 15 years has hosted more than 100 local government officials and private sector leaders from **Vietnam**, and received more than \$1.5 million in grants for its Vietnam-focused activities. In May 2019, through the **Vietnam Oregon Initiative (VOI)**, CPS was awarded its biggest grant yet—nearly \$1 million, across 5 years, to be a key partner in a major U.S. Aid Project

on economic governance reform and capacity building. VOI was created by CPS in 2013 as a network to foster and deepen partnerships between Vietnamese and Oregon entities spanning the government, academic, business, and military sectors. (In the latter arena, the **Oregon National Guard** is also a key partner). These efforts received an enormous boost in October 2015 when Oregon Governor **Kate Brown** went to Hanoi to sign an historic “State to country” agreement with Vietnam’s Ministry of Foreign Affairs that designated VOI as a lead player in fostering improved relations. Other grants have funded CPS work to co-produce new public leadership curriculum for the Ho Chi Minh National Academy of Public Administration and Politics, and improve higher education policy and leadership.

Other CPS programs with an international focus include:

- **The International Government Performance and Leadership Conference**, organized in 2009 under the leadership of former Hatfield School Director **Ron Tammen**. Along with several key partners—most notably China Lanzhou University, Japan’s Waseda University, Thailand’s Khon Kaen University, and Vietnam’s University of Economics—the 6th annual conference will be held in September 2019 in Ho Chi Minh City, Vietnam.
- **The Seoul Metropolitan Government partnership**, through which CPS since 2014 has hosted three to five local government officials each year from the Seoul Metropolitan Government. Participants have lived in the Portland area with their families for a full year while attending PSU classes and presentations.
- **The Middle East Partnership Initiative (MEPI)**, brings aspiring public service leaders from numerous countries for a 6-week program that includes both local and national perspectives on public service leadership. Now in its 8th year, the program is led by **Dr. Kevin Kecskes**.

### OREGON SUMMER AND HATFIELD FELLOWS PROGRAMS

In 2002, CPS’s **George Beard** launched what was then called the “Oregon Performance Management Internship” for talented graduate students— from PSU and dozens of other exceptional graduate programs across the U.S.

For almost 20 years, CPS has been sourcing national class talent from this ever-growing network, which now consists of more than 50 of America’s leading graduate schools in public administration, public policy, public affairs, and related disciplines. CPS’s commitment to strategic talent management stems from the belief that the success and resilience of federal, state, and local governments—along with Oregon’s nonprofit sector—requires far more than simply filling vacancies as they occur. By partnering with CPS, our public service partners can build a robust pipeline of “next generation” talent to bring the skills, diversity, and passion needed to tackle a wide range of “wicked” challenges.

Through the **Oregon Summer Fellows** program, graduate students during their summer breaks work for 10 weeks, full time, for a Sponsoring partner. Since the 2002 creation of the program, more than 350 Oregon Summer Fellows have participated.

In 2012, CPS built on this talent foundation to launch the **Hatfield Resident Fellows** program, targeting newly-minted graduates from PSU and these same programs. The Hatfield Resident Fellowship is an 8-month program, whereby Fellows become CPS employees during their service. More than 150 Hatfield Fellows have now been placed, many of whom have gone on to high-ranking management positions in a wide range of public service organizations.







In 2015, the Center for Public Service staff had a brainstorm: Why not create an annual event for no other reason than to simply **“Celebrate Public Service.”**

Along with the idea came a few others. Dr. Doug Morgan arranged for the crafting of beautiful glass sculptures that would be fitting for the symbolic “Passing of the Torch” as a new individual assumes the helm of a major program or content area. (The outgoing recipients get a smaller version to keep; current incumbents simply get to enjoy the larger torches while they’re working).

### PASSING THE TORCH

- **CPS Leadership:** **SARA SALTZBERG;** Phil Keisling, Marcus Ingle, Doug Morgan
- **Nonprofit Institute:** **MASAMI NISHISHIBA;** Billie Sandberg, Erna Gelles, Suzanne Feeney
- **Institute for Tribal Government:** **DIRELLE CALICA;** Don Sampson, Roy Sampsel, Elizabeth Furse
- **Executive Seminar Program:** **DOUG DECKER;** Mike Crouse, Craig Shinn, Ward Armonstrong, Dave Trask, Ted Schlapfer
- **Executive MPA:** **JENNIFER ALLEN;** Marcus Ingle, Doug Morgan, Craig Shinn
- **Oregon & Hatfield Fellows:** **MARGARET BANYAN;** George Beard
- **Natural Resource Policy & Management:** **JENNIFER ALLEN;** Craig Shinn, Peter Pacquet, Jeff Hammarlaud, Daniel Ogden, Donald Balmer
- **Leadership Development:** **MARCUS INGLE;** Barbara Roberts, Davis Moriuchi, Craig Shinn, Budd Kass, Doug Morgan, Donald Balmer

- **Global Leadership:** **KEVIN KECSKES & MARCUS INGLE;** Masami Nishishiba, Jack Corbett, Donald Balmer
- **Local Government:** **PHILLIP COOPER;** Douglas Morgan, Budd Kass
- **National Policy Process:** **JENNIFER ALLEN;** Craig Shinn, Jeff Hammarlund, Donald Balmer

Torches are one recognition; another is the **Lifetime Achievement Award** for public service. Each year it’s our privilege to honor someone—drawn primarily from the ranks of those who’ve spent their careers largely outside the spotlight of an elected office or other highly visible position—who exemplifies the key components of public service that we’ve come to appreciate. These include the commitment to research and facts; the willingness to share knowledge with others; and a strong sense of obligation to pass core public service values on to future generations.

Below we’ve listed those who we’ve honored through 2019—and we look forward to being able to continue to do this for far more public service professionals in the years and decades ahead.

### CPS PUBLIC SERVICE LIFETIME ACHIEVEMENT AWARD WINNERS

- Douglas Morgan (2015)
- Tom Gallagher (2016)
- Craig Shinn (2017)
- Dee Pigsley and Jennie Messmer (2018)
- Wes Hare (2019)



#### CURRENT CPS STAFF (AUGUST, 2019)

##### Leadership/Administrators

Direlle Calica, Jennifer Everett, Kathleen Lefebvre, Masami Nishishiba, Sara Saltzberg

##### Professional Full-Time

Sandra De Jesus, Yachi Iisako, Josh Metzler, Jessica Mole

##### Faculty

Margaret Banyan, Marcus Ingle, Cathy LaTourette, Christa McDermott, Rick Mogren, Doug Morgan, Craig Shinn

##### Other Staff/Graduate Students

Hannah Anderson, Kierrah Byrd, Romila Chatterjee, Liza Dadoly, Montia Leighton, Michaela Madrid, Jennifer Martinez, Hannah Meissner, Diane Odeh, Rosa Phan, Sara Spiers, Raghu Srungavarapu, Anna-Liza Victory