

## SPNHA Review

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# Directors's Message

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# SPNHA REVIEW

***Best Student Papers & Annual Report  
School of Public, Nonprofit, and Health  
Administration  
Grand Valley State University***

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*Volume VI* *2010*

Directors’s Message.....iii

*Understanding Rural Sprawl: A Look At Osceola County,  
Michigan..... 1*  
Nate Engle

*State Level Efficiency Measures For Healthcare Systems..... 15*  
Kamil Makiela

*Nonprofit Organizations and the Emerging Potential of Social  
Media and Internet Resources..... 34*  
David Miller

*Port Development in Muskegon, Michigan..... 53*  
Brian Mulnix

*The US Nursing Shortage and Nonprofits.....71*  
Andrea Rossman

*Sustainable Mountain Tourism Development Illustrated in the  
Case of Switzerland..... 88*  
Benedikt Schorner

Faculty & Staff..... 109

Publications.....110

SPNHA News and Events.....117

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## **Director's Message**

Welcome to the latest edition of the *SPNHA Review*. This is the sixth year for the Review and as always, has been compiled and edited under the able stewardship of Dr. Dan Balfour. Each year Dr. Balfour selects papers from among those submitted by MPA and MHA students in their capstone class. These papers are selected because of their outstanding scholarship and because they represent the broad range of interests found among our students.

The SPNHA faculty is proud of the achievements of our students. All of the papers in this volume of *SPNHA Review* reflect what students are learning in the MPA and MHA programs. I would like to thank: Brian Mulnix, David Miller, Nate Engle, Andrea Rossman, Benedikt Schorner and Kamil Makiela for working so hard on their papers; Rich Jelier, Ramaya Ramanth, and Margaret Schulte who provided feedback on the original versions of these papers; Priscilla Kimboko, Dan Balfour, Bruce Nanzer and Maria Gajewski who facilitated the capstone classes where these papers were rewritten; and Fran Cain who proofed and laid out the papers for the *Review*. I offer a special thanks and congratulations to Dan Balfour for inaugurating and editing the *SPNHA Review* for the past six years.

*Mark Hoffman*  
*August, 2010*

