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# Director's Message

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## **Director's Message**

Welcome to the latest edition of the *SPNHA Review*. This is the tenth year for the *Review* and as always, has been compiled and edited under the able stewardship of Professor Danny Balfour. Each year Dr. Balfour and other faculty members select 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 Brittany Dernberger, Michael Gouin-Hart, Rachel Dody, Afton DeVos, and Nancy Finney for writing such informative and engaging papers; Mary Daily Brown, Ramya Ramanath, Greg Cline, Richard Jelier, and Haris Alibasic, who provided feedback on the original versions of these papers; the entire SPNHA faculty who reviewed and selected the papers; Professors Kimboko and Balfour who facilitated the capstone classes where these papers were improved; and Fran Cain who proofed and formatted the papers for the *Review*. I offer a special thanks and congratulations to Professor Balfour for inaugurating and editing the *SPNHA Review* for the past ten years.

*Mark Hoffman*  
*August 2014*