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Richmond, VA

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Incl. Consultant and Former Sec., U.S. Office of Personnel Management
Alexandria, VA

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President Emerita, Natural History Museum of Los Angeles County
Los Angeles, CA

Maria Aristigueta
Im. Past President
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William Shields
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Executive Director, ASPA
Washington, DC

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Assistant Professor, University of Massachusetts Boston, MA

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Superintendent, NJ State Park Service Newton, NJ

Stephen Rolandi
Lecturer, John Jay College of Criminal Justice New York, NY

District II: Delaware, D.C., Indiana, Maryland, Michigan, Ohio, Pennsylvania, Puerto Rico, Virginia, Virgin Islands, West Virginia

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Independent Consultant, Cabin John, MD

Donald Ketti
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Tonya Neaves
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Alfred Tat-Kei Ho
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Dovie Dawson
Central Texas College Killeen, TX

James Nordin
Senior Associate, Public Management Solutions Rio Vista, CA

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International Director
Underwood Dist. Prof., Yonsei University Seoul, Korea

Angela Kline
Student Representative
Ph.D. Student, University of Delaware Newark, DE

Michael Orok
COMPA Representative
Dean, Virginia Union University Richmond, VA

Gloria Billingsley
Parliamentarian
Associate Professor, Jackson State University Florence, MS
DEAR FRIEND,

2016 was a year of many great accomplishments for the American Society for Public Administration! We substantially increased our engagement and outreach to our entire ASPA membership. With a newly launched, sleek and user-friendly website, we have dramatically increased our ability to connect with members domestically and abroad through our highly valued webinars, BookTalks and PA TIMES. Spanning a range of topics, including public safety, smart cities, equity and data-driven decisionmaking, our webinars received a 4.6/5.0 rating from our members.

The Impact Factor of our flagship journal, Public Administration Review, continues to soar both domestically and abroad. Our article downloads increased by 16 percent, with 61 percent coming from outside the United States. Our Chapters and Sections are growing—both in terms of overall numbers, as well as vibrancy and activity. Our newest Section, Student and New Administration Professionals, was launched with 85 founding members from many colleges and universities. We expanded our partnerships, including with the W.K. Kellogg Foundation, with which we became an official organizational member of its Truth, Racial Healing and Transformation enterprise; and with the Laura and John Arnold Foundation, from which we received a grant to examine federal credit programs.

As you browse through our 2016 Annual Report, you will quickly see our tangible, real-time results. As the premier leader of public administration, we are dedicated to our bold and noble profession, serving as the critical bridge between academia and practitioners, between theory and practice, between ASPA and our field.

Our commitment to professional development and public service excellence is unwavering. We are grounded, yet nimble. Since 1939, our ASPA leaders and members have worked ceaselessly to serve as a trusted resource of expertise and knowledge on traditional and contemporary topics in our field. We value our strong roots while continuing to stretch and expand to meet the diverse needs of our profession and our members.

With much appreciation to our past presidents, Endowment Board, officers, National Council members and Washington, DC staff, we also offer a special thanks to our 2015-2016 President, Maria Aristigueta. The Annual Conference in Seattle attracted more than 1,300 attendees and launched an outstanding Job Fair—a very popular resource for conference attendees.

Most important, we thank you—our dedicated ASPA members—for the essential role you play in making ASPA a critical voice for effective, efficient and equitable public service.

Susan T. Gooden
2016-2017 President

William Shields
Executive Director

FIND OUR FINANCIAL REPORTS ONLINE

ASPA maintains its financial reports on its website. For our current and prior year Form 990s, visit:

www.aspanet.org/financials

Please note: ASPA’s fiscal year coincides with the calendar year. Its audit typically takes place during the summer season and the National Council accepts it in early fall, following publication of this report. The 990s are posted online as soon as they are accepted.
About ASPA

Established in 1939, ASPA is the largest professional association for those who practice, teach and study public administration. Its diverse membership is committed to improving public service through professionalization and education. ASPA offers a wide range of high-quality professional development opportunities, provides online and print resources that enhance members’ skills and advocates for a strong and efficient public sector through collaboration with likeminded organizations dedicated to the public good.

Our Members

Reflecting its founding as the leading interdisciplinary organization bridging the practitioner and academic communities, many ASPA members move between the practitioner and academic arenas as “pracademics,” sharing their knowledge in a university setting while working in the field at the federal, state and local level or nonprofit sector. As of December 2016, ASPA had 7,350 members.

ASPA members work at all levels of the public sector and are directly involved in all public works. They make decisions every day that determine how we experience our communities. In fact, research shows increasing numbers of individuals feel called to public service from a motivation to have a positive impact on the lives around them.

Our scholars equally impact the public service with their research and expertise, guiding state and local decisionmaking, the federal government’s Congressional and executive branches, and the next generation of public administrators entering public service.

Global Presence

In addition to representing public administration in the United States, ASPA’s reach extends around the globe. As shown by the blue highlighted nations, ASPA membership ranges from Brazil to Zimbabwe, Australia to the Russian Federation. ASPA’s international partnerships with organizations in France, Kazakhstan, South Korea and many other countries further our global impact and encourage good governance across geographic boundaries.

ASPA leadership participated in numerous international opportunities in 2016, including the Transatlantic Dialogue, International Institute of Administrative Sciences and International Association of Schools and Institutes of Administration Congress, Zambian Public Service Awards, Network of Institutes and Schools of Public Administration Conference, Sino-U.S. International Conference for Public Administration, and others.
Connecting in the Field

Chapters and Sections have always been ASPA’s primary arena for networking and connection among its members. In 2016, ASPA continued to advance its commitment to supporting Chapter needs. It increased its Chapter rebates from $6 to $10 per member, contributing to Chapters’ income to assist in producing events and supporting members at the local level.

With a network of 60 Chapters across the United States, as well as an International Chapter for its global members, ASPA has expanded its reach within local public service communities. As part of its 50 x 2020 Initiative, ASPA re-established its San Francisco Bay Area Chapter and established new ones in Alabama, Kansas and Oklahoma in 2016.

Chapter events throughout the year offered an opportunity to celebrate critical work being done across the country. As part of Public Service Recognition Week, 12 Chapters held special events to congratulate those who have gone above and beyond the call of duty.

Chapters also began work on their contributions to ASPA’s Memos to State and Local Leaders project, a series of memos intended to inform public administrators on key challenges and promising practices to address them in their states and localities.
Our Sections

ASPA's 30 Sections foster collaboration on special interest topics. Members can meet experts in the field, educate themselves through webinars, subscribe to subject matter journals or attend Section-sponsored events and conferences. 2016 saw two new Sections connect members across critical areas: procurement and students/new professionals. The Section on Procurement and Contract Management and the Student and New Administration Professionals Section both launched with robust and eager participation across the discipline.

Many Sections continue to produce journals that keep members updated on trends in their specific fields. Currently, 18 Sections have journals that are published regularly.

Section Journals

- American Review of Public Administration
- Chinese Public Administration Review
- Complexity, Governance and Networks
- International Public Management
- Journal of Health and Human Services Administration
- Journal of Public Administration and Theory
- Journal of Public Affairs Education
- Journal of Public Management and Social Policy
- Journal of Public Procurement
- Public Administration Quarterly
- Public Budgeting and Finance
- Public Integrity
- Public Performance and Management Review
- Public Voices
- Public Works Management and Policy
- Review of Public Personnel Administration
- State and Local Government Review
- Public Administration and Development

Enhanced Communications in the Field

ASPA made great strides in 2016 to further strengthen its connections with Chapter and Section members and leaders. A new monthly newsletter for Chapter and Section leaders, Pathways, shares ASPA updates, field news, events and more. With an open rate averaging 40 percent, this new communications vehicle has been a hit.

Alongside Pathways, ASPA launched a best practices/lessons learned forum, “Spotlights on Success.” These monthly profiles, documented by ASPA, showcase a Chapter or Section initiative that might serve as a model for others. Examples include South Florida's Tailgate Fundraiser, SEIGov’s Public Integrity journal relaunch, the Inland Empire Chapter’s City Manager Forum and SENRA’s e-newsletter. Each Spotlight is archived on ASPA's website for easy access.
PAR remains the field’s go-to professional journal for top-ranked research and cutting-edge commentary on public administration issues. It stood atop Google Scholar’s Public Policy and Administration ratings for 2010-2015 and article downloads increased by 16 percent in 2016, with 61 percent coming outside the United States.

Approaching the final year of current Editor-in-Chief James Perry’s term, ASPA leadership selected the team of R. Paul Battaglio (University of Texas—Dallas) and Jeremy Hall (University of Central Florida) to hold the editorship beginning in 2018.

**PAR 5-Year Impact Factor**

<table>
<thead>
<tr>
<th>Year</th>
<th>Impact Factor</th>
</tr>
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<tbody>
<tr>
<td>2014</td>
<td>1.783</td>
</tr>
<tr>
<td>2015</td>
<td>2.707</td>
</tr>
<tr>
<td>2016</td>
<td>3.613</td>
</tr>
</tbody>
</table>

**2016-2017 PAR Editors**

- **James Perry**  
  Editor-in-Chief, Indiana University and University of Hong Kong
- **Rich Feiock**  
  Managing Editor, Florida State University
- **Gregg Van Ryzin**  
  Editor, Rutgers University—Newark

**Stellar Stats**

- **4,497** Institutions that purchased access to PAR
- **1.34M** Article downloads, a 16 percent increase over 2015
- **7,766** Developing world institutions that received free or low-cost access
- **21,000** Minimum unique website visitors each month
- **195** Articles published in 2016

**Incoming Co-Editors-In-Chief**

- **R. Paul Battaglio**  
  University of Texas—Dallas
- **Jeremy Hall**  
  University of Central Florida

PAR’s global reach continues to grow, with article downloads spanning Europe, Australia, New Zealand, Japan and China.
PA TIMES magazine continued its rebranding in 2016, as the recently converted magazine refined its design and content focus. The four editions published in 2016 covered intergovernmental relations, emergency management, the generational gap within public administration and infrastructure.

Just some of the leading figures featured in PA TIMES throughout 2016 included Adm. Thad Allen, 23rd commandant of the U.S. Coast Guard; the Virginia Tech Flint Water Study Team, which first discovered the Flint water crisis; renowned public administration scholar H. George Frederickson; IBM Center for the Business of Government senior fellow John Kamensky; leading pollster G. Terry Madonna; and Michael Massiah, director of the management and budget departments for the New York Port Authority. The magazine also provided detailed coverage of public administration issues making headlines, including voting behavior during the 2016 campaign and the U.S. Department of Transportation’s Smart Cities Challenge.

Meanwhile, PA TIMES Online, sent twice weekly to more than 9,000 readers, produced news, features and columns highlighting emerging public sector trends, profiles of outstanding public servants and must-read reports. More than 450 articles were published on the site throughout 2016. Readers provided comments about each article and engaged in online discussions on topics of interest. Articles averaged more than six reviews each.

PATimes.org expanded its audience in 2016, as more people made use of its valued content.
**Professional Development**

ASPA’s professional development programming—from our annual conference to our online webinar series—continued to provide advanced and intelligent content in 2016, with higher event ratings and an increased diversity of topics covered. Thirty percent of our membership participated in a national, non-conference activity, a robust percentage that matched 2015. Particularly notable was an increased number of new participants across online programs, showing long term interest in this new education vehicle.

**Webinars**

ASPA offered multiple professional development webinars each month, totaling 21 opportunities over the course of 2016. The webinars averaged a 4.6/5 rating—an increase over 2015. Partnering with the Center for Accountability and Performance Management (CAP), Intersector Project and ASPA Sections provided participants with a diverse range of topics and subject matter experts.

**BookTalks**

ASPA’s monthly BookTalk program continued to grow in number and visibility, thanks to its exclusive sponsorship from Routledge, now in its second year. ASPA held nine BookTalks, averaging a 4.5/5.0 rating. Some of the featured authors and books were:

- David Schultz *(American Politics in the Age of Ignorance)*
- Tina Nabatchi and Matt Leighninger *(Public Participation for 21st Century Democracy)*
- Don Kettl *(Escaping Jurassic Government)*
- Brian Elms and J.B. Wogan *(Peak Performance)*

**Member Participation**

(see chart for data)

**Webinar Topic Highlights**

- Smart Cities Development
- HR2020: Shifting Perspectives
- Public Safety Applicant Assessment
- Changes and Pitfalls in Federal Grants
- Workplace Behavior
- Welcome to the New ASPA Website
- Collaborators as “Frenemies”
- Project Management Fundamentals
- Flint: An Engineer’s Perspective
- Evolving P3 Partnerships
- Effective Data Driven Decisionmaking
- Managing Security Risks: Cyber Security
- Veterans Policy Field of Study
- Equity in Public Administration
**January**
- National Council members and key stakeholders hold their annual leadership retreat in Atlanta. They focus on key priorities for 2016-2017 during Susan Gooden’s presidency, including the Society’s strategic plan, what ASPA has done and where it is headed.
- ASPA staff settle into their new offices on Rhode Island Avenue in Washington, DC. The new space offers more room and a friendlier atmosphere at a lower rent.

**February**
- The Conference on Minority Public Administrators holds its 2016 Conference in Jackson, MS with the theme, “Moving Beyond Problem Identification: A Clarion Call for Action.”
- ASPA award winners are announced in advance of the 2016 Annual Conference. More than 30 individuals and organizations are recognized for their contributions to ASPA, public administration and the public service.

**March**
- ASPA hosts its 2016 Annual Conference in Seattle. The event attracts more than 1,200 attendees who participate in more than 160 panel sessions around the theme, “New Traditions in Public Administration: Reflecting on Challenges, Harnessing Opportunities.”
- The ASPA presidency transitions from Maria Aristigueta to Susan Gooden.
- Public Administration Review’s 2015 publisher’s report is released, announcing the publication reached 1.34 million downloads.
- ASPA’s Alabama Chapter is relaunched.
- ASPA signs an MOU with the Association Internationale de Recherche en Management Public (AIRMAP).

**April**
- Executive Director Bill Shields travels to Kazakhstan to formalize ASPA’s partnership with the Regional Hub for Civil Service in Astana. Joined by Hub Chairman Alikhan Baimenov, Shields says, “The relationship holds great promise for a long-term alliance benefiting both organizations.”

**May**
- Public Service Recognition Week offers ASPA members the opportunity to celebrate public service nationally and in their communities. Twelve ASPA Chapters hold awards and recognition events to commemorate the week. ASPA President Susan Gooden, President-Elect Janice Lachance and Executive Director Bill Shields attend the Rhode Island Chapter’s conference.

**June**
- ASPA launches a partnership with the W.K. Kellogg Foundation to support its 2016 International Young Scholars Workshop in Cape Town, South Africa.
- The Midwest Public Affairs Conference holds its 2016 event at The Ohio State University on “Integrating Public Policy Analysis and Management Research.”
- ASPA president Susan Gooden is appointed to the Virginia State Board of Colleges for a four-year term by Gov. Terry McAuliffe.
- ASPA announces the theme for its 2017 Annual Conference: “Saluting the Public Service: A Bold and Noble Profession.” Under the leadership of President Susan Gooden, ASPA opens its Call for Proposals.
- The Section on Procurement and Contract Management successfully launches with more than 80 members.
- The 8th Sino-U.S. International Conference for Public Administration takes place in Beijing at Renmin University, co-sponsored by ASPA and Rutgers University School of Public Affairs and Administration.
- The 10th Annual Trans-Atlantic Dialogue (TAD) takes place in Luxembourg. Co-sponsored by ASPA and the European Group for Public Administration, and hosted by the University of Luxembourg, TAD brings together scholars and practitioners to develop sound knowledge on ways that enable them to succeed.
July
- ASPA announces it has received a grant from the Laura and John Arnold Foundation to look at the effects of federal credit programs. Member Thomas H. Stanton will lead the study team.
- The 2016 International Young Scholars Workshop takes place in Cape Town, South Africa. More than 30 ASPA young and senior scholars participate.
- ASPA releases its 2015 Annual Report, summarizing the year’s accomplishments.

August
- ASPA relaunches its website with a new look and feel, a better user experience and newly enhanced mobile functionality. New visitors, visits and page views greatly increase.
- ASPA adjusts its membership dues, providing increased Chapter rebates to enable its field organizations to enhance their programming.
- ASPA President Susan Gooden is honored with Virginia Commonwealth University’s 2016 Distinguished Faculty Award.

September
- ASPA announces Routledge has renewed its generous financial support of ASPA’s BookTalk online series, providing members with another 12 months of rich content.
- Two Chapters relaunch in Oklahoma and California’s Bay Area.
- The Southeastern Conference on Public Administration (SECoPA) takes place in Raleigh, SC looking at the theme, “Reexamining Key Relationships in American Governance.”
- Bill Shields and ASPA Student Representative Angela Kline begin a university tour to campuses across the country including Park University, Rutgers University—Newark and John Jay College of Criminal Justice. Their in-person efforts are focused on engaging students around their member benefits and how to maximize them.
- ASPA leadership attends the International Institute of Administrative Sciences/International Association of Schools and Institutes of Administration Joint Congress in Chengdu, China, looking at the theme, “Building Capacity for Sustainable Governance.”

October
- ASPA conducts an in-person forum in partnership with PAR and Arizona State University looking at the future of higher education.
- The Association for Budget and Financial Management, an ASPA Section, holds its 2016 conference in Seattle, focusing on political and executive budgeting, state and local financial management and managing financial risk.

November
- The Northeast Conference on Public Administration (NECoPA) is held in Harrisburg, PA under the theme, “Public Administration in the Era of Collaboration.”
- ASPA and NAPA launch its Memos to National Leaders publication at the NAPA Fall Meeting.

December
- ASPA announces the results of its 2016 elections with Paul Danczyk elected Vice President, ascending to the presidency in 2019. New District Representatives, Student Representative and International Director also are elected.
- The Students and New Administrative Professionals Section successfully launches with more than 85 members.
- R. Paul Battaglio and Jeremy Hall are announced as the new co-Editors in Chief of PAR, with a term to begin in January 2018.
- ASPA President Susan Gooden attends the Zambian Society for Public Administration’s Excellence in Public Service awards and provides the keynote address.
- ASPA launches a new Chapter in Kansas.
Under the leadership of Student Representative Angela Kline, ASPA ramped up its Student and New Professional Webinar Series, focusing on topics of particular interest to its fastest growing membership category. Sessions showcased the latest on cultural competency, building effective resumes and CVs, workplace behavior, leading effective meetings and the federal job search process. Fifty individuals attended each event on average.

**The Reviews Are In . . .**

Here is what 2016 participants had to say about this year’s e-learning series:

- “This webinar provided an EXCELLENT example of how academia directly impacts public policy and works toward the health, safety and welfare of the general public.”

- “Great Book Talk! insights on the realities of work, ethics and accountability in the public domain.”

- “Well covered and well explained. It was an honor to hear the author speak about these important topics.”

- “As always, keep up the good work with these useful professional development topics.”

- “In the scope of an hour, this was a very substantive talk and we learned as much as possible.”

- “A very good overview of current activity, following up on and improving upon a long standing, much needed effort.”

- “Please keep offering webinars. This is a valuable benefit for ASPA members. Thank you very much!”

To access all of our webinars, go to: [www.aspanet.org/webinararchives](http://www.aspanet.org/webinararchives)
2016 ANNUAL CONFERENCE

2016’s Annual Conference attracted 1,300 participants from across the public service held in Seattle. The conference theme, *New Traditions in Public Administration: Reflecting on Challenges, Harnessing Opportunities*, was the focus of six super panels that sparked dialogue and resonated throughout the conference. Super panels touched on such subjects as public-private partnerships, intergovernmental collaboration, evidence-based performance and smart cities.

Organized by 2015-2016 President Maria Aristigueta and led expertly by co-chairs Sandra Archibald and Jeremy Hall, with leadership from the Evergreen Chapter, Seattle host committee and strategic advisor J. Paul Blake, the conference featured refreshing influences from the indigenous populations around Washington State. Opening plenary attendees were treated to an energetic performance from the Taiko Drummers while Welcome Reception attendees enjoyed Chinese Dragon Dancers as they waited for doors to open. These highlights tied nicely into the content presented throughout the conference, which reflected both current challenges in the discipline as well as interest areas for the host city.

ASPA recognized outstanding public servants by presenting its National Public Service Awards to Andrew Kleine, budget officer for the City of Baltimore, where he successfully implemented outcome budgeting; and Capt. Joseph Stenger for launching the nonprofit Flying Scarfs to employ Afghan women he met while on tour at the Bagram Air Base in 2011.

The conference began with a rousing plenary session featuring former King County, Wash., Executive Ron Sims, former deputy secretary of the U.S. Department of Housing and Urban Development, as he praised public administrators for the ways their work changes lives. The annual Gloria Hobson Nordin Social Equity Luncheon provided further opportunity to celebrate progress in social equity as King County Councilman Larry Gossett accepted the award. John Dilulio, the 2016 Elliot Richardson Lecturer, contributed further to the thought-leadership present in Seattle as he discussed government as “leviathan by proxy” and made the case for why smaller is not better, as he wrote in his highly regarded book, *Bring Back the Bureaucrats*.

The Seattle Museum of History and Industry was home to the conference Welcome Reception, as more than 500 attendees made the most of this networking opportunity and enjoyed the museum’s exhibits. Always a favorite, the 2016 reception once again proved that in-person networking plays a critical role in public administration.
Young Scholars Head to Cape Town

In 2016, the 5th International Young Scholars Workshop took 27 budding researchers and seven senior scholars to Cape Town, South Africa to explore the theme, “Advancing the Understanding of Global Disparities in Public Policy, Public Administration, NGOs, and the Communities They Serve.” In alignment with the workshop theme, this event included a cultural tour of Robben Island where Nelson Mandela was held prisoner for his unwavering commitment to social justice.

The workshop was made possible through the generous support of several sponsors including the Community Chest, the Conference of Minority Public Administrators and Rutgers School of Public Affairs and Administration. The Workshop’s signature supporter was the W.K. Kellogg Foundation.

2016 Sponsors
- Donna Adderly
- Jennifer Bernard
- Tinetra Burns
- Ki Woong Cho
- Eric Click
- Community Chest
- Conference of Minority Public Administrators (COMPA)
- Daniel Dunchack
- Susan Gooden
- L. Frances Liddell
- Thomas Lynch
- Rutgers School of Public Affairs and Administration
- Karen Streeter
- University of Texas—Rio Grande Valley
- W.K. Kellogg Foundation
- Harvey White
- Joseph Wholey
- Blue Wooldridge
- Heather Wyatt-Nichol
- Zambian Society for Public Administration

About the Workshop

The Young Scholars Workshop strengthens academic and social exchange mechanisms for young scholars in public policy, administration and related subfields. It provides an academically rigorous platform for presenting and evaluating research, as well as social networking. An international forum, it brings together the young scholars, selected following a rigorous application and selection process, and distinguished senior scholars who serve as their mentors.

The W.K. Kellogg Foundation

In 2016, ASPA was proud to become a partner in the W.K. Kellogg Foundation’s Truth, Racial Healing and Transformation (TRHT) enterprise. An adaptation of some of the most recognized Truth and Reconciliation Commission models, TRHT is designed to engage local, regional and national organizations to explore historic patterns and structural racism, and identify both short- and long-term strategies for meaningful change across the country.

The Foundation was a valuable contributor to ASPA activities, providing a corporate gift in support of the 2016 Young Scholars Workshop in South Africa and $25,000 for programming associated with the 2017 Annual Conference in Atlanta. Both programs worked to prominently illuminate the importance of racial equity in the public sector, complementing the W.K. Kellogg’s TRHT goals. ASPA looks to continue its partnership with the Foundation in the future. ASPA Past President Harvey White was instrumental in building this relationship.
Among ASPA’s most significant accomplishments in 2016 was the relaunch of its website, www.aspanet.org. Featuring a fresh look, fresh branding and mobile accessibility, this one-stop site offers our members and stakeholders more, better and easy-to-access information.

Some of its most important upgraded features include:

- A new, intuitive navigation with fresh content
- An e-learning portal providing members access to 100+ hours of webinar content, all archived in one place
- A new online member directory to help members locate and network with colleagues, friends and peers
- A special section for Student and New Professional members, connecting them easily with their benefits
- An easily editable member profile page so members can tell ASPA more about themselves and better direct their member benefits

The results? A 45 percent increase in visitors, a doubling of new visitors and a doubling of those who access it from a mobile device—all of which mean more visibility, enhanced service and better connections.

To learn more about the site, members are invited to contact the ASPA National Office (membership@aspanet.org) for a tutorial.

**Fun Facts**

ASPA’s LinkedIn community of 25,000+ members has engaged in more than 600 discussions since its inception, which was in 2007. Its longest serving member joined the group in November of that year.

@ASPANational has sent more than 11,000 tweets since the feed began in March 2010 and follows more than 300 organizations and individuals discussing public administration trends. The feed earns an average of six link clicks and four retweets per day and 2,000 impressions daily. The feed grew by 25 percent in 2016.

Our Facebook, LinkedIn and Twitter followers increased by 24, 19 and 25 percent, respectively, in 2016.
ASPA Endowment

The ASPA Endowment provides critical support to ASPA in achieving its mission of advancing excellence in public service. In 2016, it launched a new initiative: Ensuring the Future of ASPA and the Public Service. Building funds to enhance ASPA’s technological capacity, increase student and early professional membership and support continued innovation, this initiative will be taking the Endowment to the next level in terms of participation, financial position and impact. As of Dec. 31, 2016, ASPA’s Endowment portfolio was valued at $742,112.

2016 Contributors*

$1,000+
- Beverly Cigler
- William Cooley
- Marc Holzer
- Janice Lachance
- Chester Newland
- Jane and Mark Pisano

$500-$999
- Maria Aristigueta
- Dwight Ink
- Donald Klingner
- Jack Knott
- Frances L. P. Liddell
- Stephen Rolandi
- Allan Rosenbaum
- Bill Shields
- Carl Stenberg
- Harvey White

$200-$499
- F. Daniel Ahern
- Christi Bartman
- Enid Beaumont
- Erik Bergrud
- J. Paul Blake
- Cheryle and David Broom
- Yong Hyo Cho
- Stephen Condrey
- Glen Hahn Cope
- Robert Denhardt
- Suzanne Discenza
- Susan Gooden
- Mary Ellen Guy
- Wendy Haynes
- Edward Jennings
- Thomas and Cynthia Lynch
- Naomi Lynn

$100-$199
- Donald Menzel
- Sylvestre Murray
- Paul Posner
- James Svara
- Anne Swafford

To $499
- Michael Ahn
- Le Toudjida Allara
- Ines Beecher
- Abraham Benavides
- Rajade Berry-James
- Michael Brintnall
- Paul Dancyk
- Dovie Dawson
- Frannie Edwards
- John Farris

*Contributions made to the ASPA Endowment or operations (general support) in CY 2016.

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Suffolk University
Cambridge, MA

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Director, Public Administration and Policy
American Public University
Galena, OH

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Associate Vice President
Park University
Parkville, MO

J. Paul Blake
Seattle, WA

Cheryle Broom
Seattle, WA

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Sylvania, GA

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George Mason University
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Michael Ahn
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Ines Beecher
Abraham Benavides
Rajade Berry-James
Michael Brintnall
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Jack Knott
Frances L. P. Liddell
Stephen Rolandi
Allan Rosenbaum
Bill Shields
Carl Stenberg
Harvey White
Maria Aristigueta
Dwight Ink
Donald Klingner
Jack Knott
Frances L. P. Liddell
Stephen Rolandi
Allan Rosenbaum
Bill Shields
Carl Stenberg
Harvey White
Maria Aristigueta
Dwight Ink
Donald Klingner
Jack Knott
Frances L. P. Liddell
Stephen Rolandi
Allan Rosenbaum
Bill Shields
Carl Stenberg
Harvey White
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Stephen Rolandi
Allan Rosenbaum
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Carl Stenberg
Harvey White
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Jack Knott
Frances L. P. Liddell
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Allan Rosenbaum
Bill Shields
Carl Stenberg
Harvey White

**Effective Partnerships across the Discipline**

ASPA’s Center on Accountability and Performance Measurement (CAP) encourages the use of performance measurement and managing for results in the public sector. In 2016, CAP and ASPA renewed and enhanced CAP’s charter, initially developed in 1996, and CAP and ASPA leadership rededicated themselves to CAP’s initiatives. CAP-sponsored webinars continue to be among the best attended in ASPA’s series.

In 2016, ASPA also enhanced its partnership with NIGP: The Institute for Public Procurement, the leading association for more than 13,000 public procurement professionals at the state and local level. Among its priorities, NIGP is working to develop a sustained, robust and visible presence in the academic community to strengthen the recognition and value of the practice in a public administration curriculum and build a pipeline of qualified procurement professionals. ASPA Executive Director Bill Shields continued to serve on NIGP’s governing board to build joint ASPA and NIGP programming for their members and a link between NIGP and institutions of higher learning. A significant step was the launch of ASPA’s Section on Procurement and Contract Management, providing ASPA members with the opportunity to connect with Institute professionals through research, best practices and in-person and online offerings.

ASPA also formalized its partnership with the Regional Hub of Civil Service, based in Astana, Kazakhstan. ASPA and the Hub signed a Memo of Understanding in March 2016, solidifying both organizations’ intent to cultivate international and interdisciplinary research, scholarship and information exchange. Joint activities between the two organizations have included panels, webinars, magazine articles and journal content. ASPA members Steve Condrey, Chet Newland and Rex Facer were instrumental in building this relationship.

A connection with the Arnold Foundation, which funded a grant ASPA administered looking at federal credit programs, brought the society’s research connections into a mainstream spotlight as report results targeted the federal community. Beginning in 2016 and continuing into 2017, the research team was led by Thomas H. Stanton and focused on evidence-based decisionmaking.

**Partnersing in Education**

A Forum held in October brought together 50 practitioners and scholars at the National Press Club in Washington, DC to look at the future of higher education. Arizona State University president Michael Crow and PAR Editor-in-Chief Jim Perry played prominent roles in the dialogue. Featuring two sets of panelists who approached the issue from different angles—research-based and administrator-based—this engaging dialogue was sponsored by Arizona State University and prompted by a research symposium in PAR looking at this subject. The forum generated more questions than answers as experts pondered where the American university system is headed.

**Membership Affiliations**

ASPA continued to build and expand its institutional partnerships in 2016 to provide organizations and universities across the United States with an ASPA membership for its faculty, employees and students. The following universities and institutions maintained current relationships or developed new ones with ASPA throughout the year:

- Excelsior College
- John Jay College of Criminal Justice
- National Louis University
- Norwich University
- Park University
- Pawtucket, RI School Department
- Presidio University
- SPAA Rutgers University—Newark
- Shih Hsin University
- Strayer University
- University of Tennessee
- University of Texas—Dallas
- USC Student Association
- Virginia Commonwealth University
- West Chester University
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