Survey Finds that Local Governments Do Not Fully Embrace Ethics Training

Miami-Dade Ethics Commission Conducts National Survey of Local Governments

Robert Meyers, Christina Prkic

In 2002, the Miami-Dade County Commission on Ethics and Public Trust conducted a national survey of local governments. The study was conducted to find out what local governments were doing to promote the goals of ethics and accountability in local government administration and decision-making. The Commission wanted to get a snapshot of what specific activities or mechanisms were in place to further these goals in order to better understand what areas may need more attention.

The survey covered several areas:

- Existence of an ethics commission or board, whether formal or informal
- A code of ethics or conflict of interest policy for government employees and officials
- Availability of ethics training for employees and officials—mandatory or not
- Lobbying legislation
- Mechanisms to render ethics advice
- Whistleblower protection

The 16-question survey was mailed to 547 cities and counties with populations of 50,000 or more. Several interesting discoveries were made.

- Nearly 25 percent of the respondents have some form of an ethics board or commission.
- Interestingly, of those governments that have no formal ethics panel or board, 93 percent stated there was no real interest in creating one. The lack of interest in creating a formal ethics panel may be attributed to two factors:
  - The perceived lack of need—that ethical lapses are uncommon in their jurisdiction.
  - The redundancy of having a second ethics tribunal with overlapping jurisdiction with the state ethics commission.

Does the lack of interest in creating an ethics commission or board augur doom for ethical governance at the local level? The perceived lack of need or the overlapping jurisdiction with the state ethics commission may explain that response. An additional explana-

Index Says Citizens Find Much to Like About Government

Also Finds that Expectations are Lower than Those for Private Sector

Milwaukee, WI—Americans are more satisfied with government than you might think, according to a special report of the American Customer Satisfaction Index (ACSI) released today. The agencies registered an average score of 70.9 on the ACSI’s 100-point scale. This trails the national ACSI score of 73.8. Ratings on the Index are produced through a scientific model in which overall satisfaction scores reflect performance in areas that “customers” identify as being most important. The ACSI, produced quarterly, measures customer satisfaction with a wide range of goods and services consumed by Americans.

Courtesy and professionalism rate highly, in the 80-82 range, among the agencies measured. Expectations are low, an average of 68 as compared to 78 in the private sector. But the real sore point for citizens is timeliness of service (70) and ease of doing business (74). The timelines score plunged downward, off by three points since last year. “Trust” in government receives a passing grade of 72, perhaps higher than most would expect.

“In general, people who actually interact with the government are reasonably satisfied,” said Claes Fornell, who heads the ACSI. “There are some striking contrasts when you get citizens to assess their actual experience with government as opposed to just general attitudes. And there is evidence that interaction improves trust, which is good for our democracy.”
Miami-Dade Commission Conducts National Survey of Local Governments

From ETHICS SURVEY, pg. 1.

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Agency Performance Varies

From INDEX, pg. 1.

The ACSI comes out of the University of Michigan, in partnership with the American Society for Quality (ASQ) and consulting firm the CFI Group.

“There was a time when people wondered whether American business could truly improve quality and become better,” said the ASQ’s Jack West. “Some people say the same about government. The ACSI data should really give naysayers pause when they say government can’t do things right and trying to improve is hopeless. In general, citizens do not agree with that point of view.”

Retirement benefit recipients, Veterans Administration (VA) clients, and users of the Federal Consumer Information Center are among the most satisfied constituents of large-volume agencies. The Pension Guaranty Corporation scored an 84. Benefit recipients of the Social Security Agency and inpatients at VA medical centers are also highly satisfied, with satisfaction levels of 81. VA outpatients, users of the VA toll-free line, and those who interact with the Pueblo, Colorado Consumer Information Center all registered satisfaction levels of 80.

The highest-scoring agency is the U.S. Mint, with an 89. The report indicated that the Mint audience segment measured is coin collectors, who show very high satisfaction with product offerings, quality and service. The ACSI report includes

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A Comparison of Public and Private Organizational Ethics

Angel Whaley, Lena Panova, Rod Erukowski

In 1945, Paul Appleby argued that government organizations are different from other organizations in society. Concern for the public interest defines a value distinctiveness of government organizations. Other distinctive issues are at the forefront of the discussion concerning differences between ethics in public and private organizations. As a framework, three discussion points advanced by Robert Denhardt are acknowledged: public organizations are part of the government's process, public organizations are similar to private organizations and a distinction between the two is not needed and public organizations are part of a larger multidisciplinary perspective and it is undervalued to suggest a comparison between public and private organizations.

Public Organizations are Part of Government Processes

First, public organizations are part of the government process designed to carry out government policy development and enforcement through a political process. In 1984, Louis Gatthrop argued in Public Sector Management that the purpose of public organizations and public management is the facilitation of “integration and convergence of social values” with the implementation of policy in the political process. Harold Gortner, Julianne Mahler and Jeanne Nicholson, authors of Organization Theory: A Public Perspective, define public organizations as “organizations created to be agents of some unit of government.” Public organizations operate in a different value landscape from their private sector counterparts—public organizations focus on the public interest. This provides a distinct value difference from private organizations and the sole purpose of economic goals. Therefore, the greatest impact on studying differences between public and private organizations is the moral clarification dimension and understanding the value system fueling decision-making processes.

Public and Private Organizations are Similar

Denhardt’s second discussion point argues that public organizations are similar to private organizations and a distinction between the two is not needed. This approach posits that public and private institutional environments and their values, organizational roles, structures and processes are not distinctively different. Strategic decision-making processes are alike in public organizations utilize business administration disciplines for management theory. Associated with this view is the chief concern of efficiency in organizational processes.

Barry Bozeman, in the 1987 publication All Organizations are Public: Bridging Public and Private Organizational Theories, uses two dimensions to draw a distinction—political authority and economic authority. These dimensions are continuums rather than dichotomies and thus move from private organizations maximizing economic authority with little political authority, to public organizations maximizing political authority with little economic authority.

Political authority suggests a collective political ownership of the organization. This political emphasis creates public ownership to provide distinctness in organizational funding and control of organizational goals. First, financial support of public organizations is largely through taxation of the citizens. Second, control of public organizations is through political forces and not market forces, creating distinctly different organizational values. Public organizations operate under inherent democratic values. Market-based principles drive private organizational functions. The uniqueness of the structural characteristics creates value differences in areas such as decision-making, restructuring and employee incentive programs.

The concepts of organization theory applicable to public organizations must go beyond simple management techniques and promote policies that will create greater efficiency. The values inherent in public organizations guide action that not only includes efficiency and economy, but also encompasses democratic values of citizenship, fairness, equity, justice and responsiveness to participants. These goals stem from citizen ownership of public organizations and attempts to control through political leadership behavior. Although there are similarities between private and public organizations, the value differences that exist require a separate definition of public organizations.

Public Administration is Part of Larger Multidisciplinary Perspective

The third point by Robert Denhardt discusses public organizations as part of a larger multidisciplinary perspective. Furthermore, Denhardt expands by suggesting it is undesirable to suggest a comparison between public and private organizations. In 1900, Frank Goodnow, in Policy and Administration, described the difference as “an expression of will of the state” and “the execution of that will.”

Acknowledging that public administration uses an interdisciplinary approach, Robert Denhardt argues that such an approach ignores the political aspects of public organizations, elevates hard science issues and marginalizes value and moral considerations. George Frederickson has eloquently argued that in creating a new model of public organizations, traditional organizational values of economy, efficiency and effectiveness must remain; however, public organizations must also promulgate norms of democracy, social equity and responsiveness to citizens. Studies of public organization structure commonly lack the critical perspectives of the political environment and legal dimensions.

An Example: Business Administration versus Public Administration Ethics

Consumer protection is an important topic for both private and public management. In a capital market, consumer protection is provided by private business and in response to liability demands. Liability is determined by laws and rules developed by government to control the market.

Under a due care theory of responsibility, private business has four main duties to consumers: comply with contract terms, disclose true nature of product or service, full representation of the facts and refrain from participating in undue influence tactics. Getting the consumer to accept a higher level is seen as a paternalistic approach by business. If consumers want a higher level of protection markets will create it through demand. By exercising a strict liability doctrine, the ethical philosophy employed is a utilitarian view. The values of efficiency and effectiveness are primary determinants.

As stated previously, public organizations are responsible for the “integration and convergence of social values” in the political process of policy implementation. Publicly defined social values for public administration now go beyond efficiency and effectiveness and suggest in the role of consumer protection that government is responsible to ensure the highest level of consumer protection is provided, regardless of capital market direction. Here social values of equity, legality and common good take precedence over efficiency and effectiveness.

This illustration clearly provides a distinction between the ethics of private and public organizations; they are driven by conflicting value systems. In summary, the social and political dimensions must be recognized and included in any definition of public organizations. Public organizations are part of a government process. Their primary role is to carry out government policies through a political process. This political dimension requires distinctive goals for public organizations, such as equity and accountability, not existent in the private sector. Finally, traditional organizational values of economy, efficiency and effectiveness are not enough to support public organizational theory. Public organizations must consider values of democracy, social equity and responsiveness to citizens. Public organizations are distinctively different from their private organization counterparts.

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What is Ethics?

Laurie Dart

Ethics is one of those words that seems to lose meaning the more it’s used. Webster’s dictionary describes ethics as “the discipline dealing with what is good and bad and with moral duty and obligation.” This article will explore five questions related to ethics. Can ethics really be described as a discipline? What is moral duty and obligation? Who defines what is good and what is bad? What is the public administrator’s moral duty and obligation? Finally, who decides whose ethics are right?

Is Ethics a Discipline?

A discipline, again according to Webster, is a rule or system of rules governing conduct or activity. Many organizations have a code of ethics. Moral duties and obligations are developed from the professional associations with which they are affiliated. Some fields hold high ethical standards for their members. Physicians and attorneys are held to very high standards. They can lose their license to practice as a result of unethical behavior. In the corporate world, things are very different. While codes of ethics exist, strict adherence does not ensure success in the field. In fact, behavior that is considered too ethical may not be accepted in the corporation. The public sector is also different. Ethical standards are high because tax dollars pay for everything. Public administrators constantly consider how taxpayers will perceive their decisions and act accordingly. While many organizations seem to loosely follow a set of beliefs they refer to as ethics, there is no single set of ethical rules that govern conduct or activity in an organization. Ethics is not a discipline; it is a diverse set of beliefs and behaviors that are determined by the people who work in the organization.

What is Moral Duty and Obligation?

Moral duty and obligation sounds ominous. It seems like such a huge responsibility for a street-level administrator to shoulder. Moral, back to Webster, implies conformity to established, sanctioned codes or accepted notions of right and wrong. Duty can be defined as obligatory tasks, conduct, service or functions that arise from one’s position (as in life or in a group). Public administrators have the obligation, because of their position, to conform to established codes or accepted notions of right and wrong. Duty and obligation cannot be instilled in a system where ethics is not a discipline, but merely a loosely held set of beliefs. Duty and obligation come from discipline.

Who Decides What is Good and What is Bad?

Ethics are based on moral duty and obligation and are reinforced by accepted notions of right and wrong. Definitions of good and bad, right and wrong, differ as much as people do. Countless examples exist of companies, agencies, even administrations that have developed their own definition of good and bad—right and wrong. Everyone believes, or at least they would say, that lying is wrong. Yet, people lie everyday about all sorts of things. Based on their values and their loosely-held set of beliefs, they believe that what they are doing is good. Often, when these people eventually face some sort of legal action, it becomes apparent that what they were doing was bad. The meaning of good or bad depends on the person.

What is the Public Administrator’s Moral Duty and Obligation?

The moral duty and obligation of public administrators is to serve the public. How they do that will be based on a set of established codes or rules. Whether or not they feel it’s right will be based on their own ethics. How hard they fight will be based on their own values. Public service is similar to corporate America in that some people will always go above and beyond and some people will always do the minimum possible. If ethics were considered a discipline and studied and enforced throughout the public sector, it would never be acceptable for a public administrator to do the minimum. They would always strive to do the most they could for the public. They would possess a moral duty and obligation to assist the public in any way possible.

Who Decides Whose Ethics are right?

Deciding on whose ethics are right would be tantamount to deciding which religion was right. There are general rules, values and beliefs that everyone lives by, but there are also many gray areas. These gray areas are the ones that give us the most trouble. It’s everywhere in our society. The constant struggle between what one group thinks is right or ethical and what another group thinks is right and ethical. Who decides who is right? Currently, judges, district attorneys, police chiefs—public administrators.

Those who work in the public sector have a great deal of power and influence over society. Ensuring that the power and influence is used ethically requires discipline and clear and distinct definitions of right and wrong. No one knows the system better than those who work in it. Public administrators have a moral duty to make the system work for the public.

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Overcrowded Emergency Departments Increase Time Ambulances Are Out of Service

Washington, DC—A symptom of overcrowded emergency departments is the increasing amount of time ambulances are out of-service because paramedics are delayed at hospitals waiting to transfer patients from their care to emergency department gurneys, according to a study to be published in the January 2004 Annals of Emergency Medicine.

“This wait can be for several minutes to several hours, which means the ambulance is out of service for just as long,” said Mare Eckstein, lead author of the study and an emergency physician with the Keck School of Medicine of the University of Southern California in Los Angeles, and medical director of the Los Angeles Fire Department. “This poses a significant threat to our EMS system’s ability to adequately serve the community. Most people assume if there is an ambulance in their neighborhood, it is available to respond to a medical emergency, but we found this often is not the case.”

In one year (April 2001 through March 2002), researchers found a total of 21,240 incidences in which Los Angeles Fire Department ambulances were out of service while paramedics waited to transfer patients to open emergency department gurneys. This means one in every eight ambulance transports involved a delay. Of these, 8.4 percent experienced delays in excess of one hour; the median delay was 27 minutes. Researchers also found the highest number of out-of-service incidents occurred during the winter from January through March.

According to the study’s authors, the problems of emergency department overcrowding and ambulance diversion result from a myriad of causes. The study indicates the lack of inpatient beds, particularly monitored and intensive care unit (ICU) beds, is one of the largest contributing factors to overcrowded emergency departments.

“The lack of inpatient beds has caused gridlock in emergency departments across the country,” said Eckstein. “Emergency patients who need to be hospitalized are boarded in emergency departments until inpatient beds become available. This
Building a Culture of Service

John Bridgeland

In the aftermath of September 11, President Bush sought to foster a culture of service, citizenship and responsibility. In his 2002 State of the Union address, he asked every American to give at least two years of their lives in service to others. He created the USA Freedom Corps, an ambitious service effort that coordinates more than $1 billion in new and existing domestic and international service initiatives and connects millions of Americans to service opportunities in communities, schools and workplaces. No one knew how Americans would respond.

The existing landscape looked bleak. In *Bowling Alone*, Robert Putnam catalogued a 30-year decline in volunteer service and civic participation, showing major reductions in volunteers for organizations such as the Red Cross and the Boy Scouts. Experts agreed that rapid progress in volunteer mobilization was rare. Would September 11, 2001, be the unique moment in history that would lead more Americans to serve others?

Looking at how Americans are responding, there are strong signs of hope. Within two years of the president’s call to service, the new Citizen Corps is mobilizing Americans nationwide to prepare for emergencies, including terrorist attacks. More than 900 local communities have formed Citizen Corps Councils in all states and the nation’s capital and territories. Doctors and nurses in 170 communities are now part of a new Medical Reserve Corps. Neighborhood Watch programs have nearly doubled; programs providing volunteers to police departments have increased 900 percent; and Community Emergency Response Team training has expanded from 170 communities in 28 states to 635 communities in 51 states and territories. Citizen Corps volunteers have responded to wildfires in California, Hurricane Isabel in the East, and tornadoes and floods in the Midwest.

Existing programs that the president targeted to expand are experiencing similar success. Senior Corps, a program that attracts half a million older Americans to care for other seniors and tutor children, recruited an additional 33,000 volunteers last year and will recruit another 67,000 this year. Take Pride in America is enlisting 200,000 volunteers to improve our public lands. The response to AmeriCorps was so strong it overwhelmed a decade-old system. Strong financial and management controls are being implemented to ensure accountability, as the administration and Congress work to expand AmeriCorps from 50,000 to 75,000 members.

The swelling response was not confined to domestic programs. Since January 2002, Peace Corps has received more than 200,000 inquiries for its 7,533 slots. While Peace Corps is working to double its volunteers over five years, other opportunities for service are needed. The president created Volunteers for Prosperity to deploy tens of thousands of American professionals on short-term assignments to prevent and treat HIV/AIDS, provide clean water for the poor and open new markets for entrepreneurs in developing countries.

Nor has the robust response been limited to federally supported service programs. More than 700 CEOs of companies with 5 million employees have responded by forming Business Strengthening America. These leaders are fostering changes that are real and long-term–providing administrative leave and transportation for thousands of employees to read to children in public schools and matching employee contributions to non-profits where employees volunteer.

In just two months, more than 1,000 organizations registered to certify their volunteers for the new President’s Volunteer Service Award. This recognition honors adults who volunteer 100 hours, or anyone 14 or younger who serves 50 hours in one year. The Greatest Generation’s Bob Dole and John Glenn stepped forward to lead the new President’s Council on Service with Darrell Green. Presidential recognition can connect every American to the culture of service every year.

Millions of Americans are finding it easier to serve by accessing the USA Freedom Corps Volunteer Network—the most comprehensive online clearinghouse connecting citizens with service opportunities close to home or around the world.

For the first time, our country has an annual “civic index,” a Census Bureau survey showing that more than 59 million Americans volunteered regularly through every program and category we track. Americans volunteered through communities close to home or around the world.

The response to the president’s call to service has been enthusiastic and strong for every program and category we measure. Americans are signing up in droves to become an even greater nation of joiners and givers. It is this selfless service to others, where citizens step forward to solve our toughest problems, that makes us unique in the world and connects us to what it really means to be an American.


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John Bridgeland is assistant to the president and director of USA Freedom Corps, which reviews and highlights the response to the president’s Call to Service.
Readers Respond to October Executive Director’s Column on Democracy

Dear Editor:

I have worked in local government for over two decades and I continue to see the policy and institutional destruction caused by “direct democracy.”

I live in Florida and on a state level it is obvious that an ideological executive and legislature are motivated to enact measures for the purpose of limiting government or to involve government in social areas compatible with their prevalent political ideology. As a result, we see government by referendum where now the failure of the legislature to enact what is identified as comprehensive tort reform is resulting in both the trial lawyers and insurance companies rushing to obtain signatures for competing ballot questions which they hope will be voted on by the public in the 2005 general election. Interesting quandary will be if they both pass. Meanwhile, the State policy platform is set by referendum with high speed trains and minimum class size driving the state while the state language is the bottom quartile of all states with respect to the financing of higher education, as well as with tax equity and health services to economically disadvantaged youth.

But, the public is so disenfranchised from the political process that a 30 percent turnout of registered voters in a general election is accepted as the norm. When this 30 percent is compared with the eligible voting population the percentage of the population that is governing our society through the electoral process is truly frightening. And political analysts wonder why our political system is increasing in its ideological rigidity. That is what happens when the “silent majority” abandons the voting process.

In the Federalist Papers #10, Madison said that an advantage of a republic is that it will “franchise and enlarge the public views by passing them through the medium of a chosen body of citizens, whose wisdom may best discern the true interest of their country... and will be least likely to sacrifice it to temporary or partial considerations.” In this same writing, Madison presents the advantage of a republic in quelling the passions of an ideological minority, “If a faction consists of less than a majority, relief is supplied by the republican principle, which enables the majority to defeat its sinister views by regular vote.” Unfortunately, the evolution of our political system sees the majority walking away from the political process allowing ideologically aligned factions to control it. Not exactly what our Founding Fathers envisioned.

What do we do? Well I think that the executive director’s October (“From the Executive Director,” October 2003) article and working group are critically important. Political correctness, as it relates to direct democracy, must be confronted by ASPA and a platform to reset our form of representative democracy through the re-engagement of our citizenry must be a major strategic goal for ASPA. And, while it may seem politically impossible, reform of campaign financing as well as educating our educators and legislators about civic involvement through the electoral and the necessity to cause a rebirth of the principles of Madison, Washington, Hamilton and other prominent federalists must be a major program of ASPA. If not societies such as ASPA then who will take the lead?

Thanks for the article and the thoughts it has provoked.

A Concerned ASPA Member

Dear Editor:

When Mary Hamilton asked for comments about democracy (“From the Executive Director,” October 2003) in the October SF Times, I touched on an idea that usually means the speaker feels they have my heart. Democracy is a passion of mine. How can groups, particularly very large ones, make decisions that reflect their constituents’ preferences? While I have not read Zakaria’s book, let me respond to several of the statements to which she refers.

Zakaria sees a problem—but from Hamilton’s comments I am not sure what the problem is. The statement “Too much democracy and not enough liberty” is not a problem, it is a diagnosis. It makes a claim about what caused the problem without saying what the actual problem is. What are the actual behaviors/outcomes that are perceived as negative? As I tell my students, too often problems are defined with emotive, vague words that do not articulate exactly what is going on. And as every researcher knows—you must clearly define the problem before you can talk about causes or solutions. Problem definition must be expressed in terms of specific visible outcomes.

Zakaria states there is a lack of societal self control and balance. Of what? From what? He is cited as criticizing the destruction of old institutions and the undermining of traditional authority? Is that somehow automatically bad? Are old and traditional automatically good? Obviously not—yet the rhetorical use of the words evoke a negative emotional response without articulating what specific old and traditional things are desired. Slavery? Domestic servitude? White power? Male power?

I start to be suspicious of anyone who longs for “traditional authority” because that means the people are losing their power over others. What makes “traditional” power better or worse than any other kind of power? Whose freedoms have “gone too far?” Obviously it is not mine. Indeed many people have greater liberty than in the past. Many are no longer subservient to previous status quo arrangements. And perhaps those of us who held traditional power have less than before. It is interesting that Zakaria would bemoan the inability of government to “command” the respect of the people. Why use the word “command” rather than “earned?” If traditional authority no longer earns respect, is Zakaria asserting that authority should be imposed by command? Zakaria is also cited as criticizing “A simple-minded populism that values popularity and openness as the key measures of legitimacy?” What is simple-minded about the will of the people and transparent government? Interesting how we can change the emotional response of the concept by renaming “will of the people” as “popularity.” How is popularity different from the people’s (popular) will? Perhaps popularity is more directed toward individuals and not actual issues and Zakaria is quoted as saying that legislators now focus on re-election fundraising rather than the issues. But, at the same time he opposes government by referendum (direct democracy). Isn’t that contradictory? He opposes a mechanism by which citizens are able to focus on the issue rather than the legislator.

Hamilton cites Zakaria as critiquing a governance system that is controlled by money, fundraising and the impact of organized interest groups, with legislators “fearful of change.” An “increase in number and access of interest groups is rendering American Government dysfunctional.” Again, there may be a problem, but it is not articulated. What exactly is dysfunctional? What is the evidence of the dysfunction? Is this a claim that decisions are not representative? Is it a claim that decisions made by legislators are not “good enough?” Or that they don’t happen fast enough? I just want to know what, exactly, is the concern.

I do agree with Zakaria and many others that our system of democracy is flawed by the flow of money—but to blame campaign finance reform is rather puzzling. How does limiting the gathering of money lead to “non-stop fundraising”? That’s a bit contradictory. And does he honestly believe that legislators were not subject to wealthy special interests prior to campaign finance reforms, whether in the United States or in any other country?” It is true that those with wealth and organization have an unfair advantage because they can gain access to legislators through provision of money and expertise. It is true that there is non-stop fundraising.

Why is that? Obviously money is one of the main factors that determines the results of elections. Money buys the expensive advertising and publicity that is a strong determinant of electoral success. Organized and monetized interests, have a disproportionate voice. This is the point where we can mostly agree.

The action that prevented significant campaign finance reform was the Supreme Court’s 1976 Buckley decision evaluating the spending of money with free speech. While restrictions on individuals’ right to advertise may be a restriction on their liberty, no right in the Constitution is absolute. Every right has been balanced by the court against the public interest. Unfortunately, in this case, the Court chose to privilege the wealthy over the general public interest.

Hamilton said Zakaria was short on solutions, so let me try (although my solution is certainly not original). Imagine a system of elections where candidates are...
Letters to the Editor

From LETTERS, pg. 6

Jonathan Anderson

Readers Respond to December Letter to Editor

Dear Editor:

Frederick Thayer is always provocative, but not always correct as was the case of his letter in the December issue of the PA TIMES.

Spirituality does not mean “religious” or “priestly,” as it really is about building and developing the inner person. Perhaps, as Thayer notes, bosses cannot be priests, but bosses can be spiritual. By “spiritual” we mean they can develop their inner being and manifest that deeper benevolent being in their actions toward their employees and all others around them.

We do think Thayer is correct in that matters of spirituality must be handled with care. One must use the words carefully and not inaccurately. One must not think that spirituality is organizational morale and one must not think that spirituality is inevitably pro-church or demonization-based.

Spirituality is merely developing the inner person in the deepest most profound way possible and spirituality manifest those improvements in behavior toward others. Spirituality has little to do with the chain of command and a lot to do with developing the heart of the person.

Thomas D. Lynch

Louisiana State University

Peter L. Cruise

California State University-Chico

Dear Editor:

I appreciate Frederick Thayer’s warning of authoritarian domination in his letter to the editor in the December PA TIMES. I am afraid, however, he may have used the topic of spirituality in the workplace to emphasize (even preach) a personal position on church/state issues specifically and religion in general that misses the leadership point entirely. Leadership is not a positional-based phenomenon, but rather built on relationships. Because the exertion of leadership is independent of position and is a by-product of and a catalyst for relationships, we must acknowledge in any useful organization theory that people are more than a bundle of skills to be exploited by those in positions of authority. They possess, rather, knowledge, skills, abilities, talents, and perspectives that invariably go beyond the narrow confines of job needs; these encompass their whole life, who they really are.

Spirituality is a fact of life. To ignore it is shortsighted at best and a potential excuse for the very domination Thayer objects to at worst. Spirituality is not a concept of oppression, but of individual essence and core values, a concept of who we really are as people. Once recognized, the motivations and inspirations of social interaction can be squarely and openly dealt with, adopted or, if desired, dismissed. Such recognition is a proper and real foundation for certain leadership relationships that obviates certain dictatorial and domination stances by people in “authority.”

Again, warnings of oppression and domination are needed (frequently), but punishing the infidel is a control technique based on tried and true theories of management, not on leadership. Public administration needs to move past the “fecund cannons of authority” as James MacGregor Burns put it and recognize that as we lead public servants as whole people, they will provide services, deliver products and support good governance, because that is what they are about, that is who they are or who they can be. Spirituality in the workplace is neither a church/state issue nor a discussion about religion. It is about having a discussion of organizational life that includes the more meaningful and specific foundations upon which leadership depends, i.e., values, aspirations, motivations, expectations, wants, needs or simply the spirit of people.}

Politics Takes Precedence?

Dear Editor:

The lead story in the December 2003 PA TIMES (“Study Ranks Best Places to Work in Federal Government”) reflects some odd maneuvering that innocent readers may not notice. The U.S. Office of Personnel Management conducted a “human capital survey” in 2002; more than 100,000 federal employees responded, ranking NASA as the best place to work.

The results of the survey were not released until November 12, 2003 (Houston Chronicle, December 12, 2003), at a press conference attended by the NASA Administrator. This was long after the loss of the shuttle Columbia on February 1, 2003, and the release of an investigation report pointing out serious flaws in NASA management.

In the meantime, an internal NASA survey was summarized in a draft report that showed up on an internal web site on Dec. 2, 2003, indicating concerns (250 employees and contractors) that there will “drastically change” at NASA without drastic action. The common complaints were that there is “fear of or actual retribution” for NASA and Boeing employees who report “bad news” (Houston Chronicle). The report has been withdrawn from NASA web sites and will not be publicly released.

In the aftermath of the Columbia tragedy, it was learned that 90 percent or more of NASA’s budget goes to contractors, especially to Boeing and Lockheed, who jointly operate the United Space Alliance that manages the shuttle program. The two companies are both intense competitors and partners, itself a curious situation. Boeing has recently been suspended from some Air Force contracts for stealing information from competitors, has been found involved in unethical hiring practices associated with federal officials and has replaced its CEO. The significant decline in its commercial airplane business has badly damaged the company.

NASA is one of the best examples around of an agency “hollowed out” by the transfer of much of its operation to contractors and its inability to carefully supervise what those contractors do. For OPM to use an old survey to advertise NASA as Washington’s “best agency” merely shows how politicized OPM has become. After the second loss of a space shuttle (Challenger was lost in 1986) it is doubtful that federal employees would now rank NASA at the top of the heap.

ASPAs Center for Accountability and Performance

Meeting the Challenges of Performance-Oriented Government brings together the experience and insights of practitioners and academicians who are active participants in performance measurement initiatives at all levels of government and in the nonprofit sector. This volume addresses the opportunities and challenges that managers, elected officials and citizens face as governments and nonprofits focus more on performance measurement and reporting. Meeting the Challenges of Performance-Oriented Government includes articles by Cherylle Broom, Sharon Caudle, Paul Epstein, Stuart Grifel, Michael Hendrickx, Edward V. Jennings, Jr., Philip G. Joyce, Cheryl Simrell King, Allen Lomax, Martha Marshall, Christopher Milhon, Kathryn Newcomer, Beryl A. Radin, Susan Sieg Thompsons, Joseph S. Wholey, and Lytle Wray.

Ordering Information:
Copies are $25 each and may be ordered on-line through the ASPA store or by contacting Delores Toy at 202-585-4319, dtoy@asapnet.org, or Darryl Townsend at 202-585-4308, dtownsend@asapnet.org. Minimal shipping and handling charges also apply.

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Solutions for Public Managers

Change the Language and the Behavior Follows

Joe Phelps

Our language is like a computer’s operating system. We are programmed by it. By using the right words (with the right people) you can change conflict to cooperation. Examine how you react when people get your name wrong or your title doesn’t quite fit. Your team members will react in the same fashion and so will your customers.

Creating a company language strengthens your corporate culture and bonds your team in a way that company picnics can’t. It makes everyone feel connected because they understand each other and feel respected.

It will also help your company win business in a couple of ways. First, your clients will subconsciously respond in a positive manner when they see how well your team relates to one another. Second, it makes potential customers more responsive because they will feel that you understand them and their needs better.

It is also wise to listen to how your customers communicate with each other and use their language when you do business with them.

Here are some words and phrases that do (and don’t) encourage to effect a change in attitudes.

Don’t use:

• Boss–it’s an old world word. Try team leader, manager, associate or whatever is appropriate. Individuals are their own bosses. They don’t even have to show up.

They simply determine their own level of success by reaping the positive or negative consequences of their actions. The more responsibility you have, the more you’re actually working for the people around you. So say they work with you, not for you. And say you work with someone, not for them.

• ASAP–busy schedules and relative importance of tasks render this an acronym almost meaningless. Best to agree upon a specific date and time.

• Departments–we abolished them at The Phelps Group to organize in client-based teams. We refer to people of the same skill as being in the same discipline.

• Employees–it smacks of people working for others. Associates seem to work best for us.

• Creative–used in some ad agencies to refer to art directors and writers. This infers that our PR people aren’t creative. Or our promotion people, or producers aren’t creative. Or, anyone for that matter. We refer to our associates by their function: writer, PR specialist, producer, art director, etc.

• Sold–don’t use “we sold it to the client.” Better to say, something like, “We agreed on the concept.” The spirit being that we came to the same conclusions and have alignment on next steps. No one wants to be sold. If you don’t have alignment, it won’t stay sold for long.

• I–when referring to what has been accomplished. Give the credit to the team.

Make titles functional—not hierarchical.

Avoid:

• Supervisor–no one wants to be supervised. They want to be led. They want to be coached.

• Executive–who isn’t an executive in professional services in a flat organization? Words like specialists, managers, leaders may work better.

• Senior–it’s a relative term. Age is not much of an issue. Productivity is the yardstick, not seniority. And in many cases the younger are more productive because of their technological skills or energy level. This is not to say that we don’t respect and revere the wisdom that comes with age and experience. But titles are not the place to show this respect. (Plus once you’re over 40, you’d probably rather not be referred to as “senior.”)

With this spirit in mind, consider allowing people to make up their own titles. The guideline is to be descriptive of the functions performed, not a person’s relative importance within the organization.

In this same spirit, encourage the use of first names. Have the youngest people call the oldest by their first name. Publish phone lists alphabetized by first name. It’s friendlier.

Speaking of lists: Always list people alphabetically—never by rank. This goes for lists of client names as well—even if the client organization still adheres to the old style in its own communications. Don’t waste time and suffer anxiety figuring out a pecking order when building “To” and “CC” lists on a memo or report. People aren’t offended by seeing their name in alphabetical order. (But they are offended if you happen to put them lower then they expect in a pecking order listing.)

Using language appropriately will empower everyone in your organization; it is the most powerful tool you have. It is also very simple to use. Start by setting the example and suggesting what words work best. Your team will quickly pick up the idea and the results will show up in a stronger organizational culture and your bottom-line.

Joe Phelps is the founder of The Phelps Group, an integrated marketing communications agency located in Southern California. He may be contacted at (310) 752-4400 or through the website at www.pyramidsaretombs.com.

EMS Deals with Hospital-based Problem

From AMBULANCE SERVICE, pg. 4

causes the whole system to back up and reduces the ability of emergency medical staff to care for more patients coming by ambulance.”

The study’s authors point out that critical visits per emergency department in California increased by 59 percent during the past decade, whereas the number of emergency departments in the state decreased by 12 percent, resulting in a 27 percent increase in total number of visits per emergency department. In Los Angeles hospitals by the amount of time they were on diversion, and the top 20 was found to be on diversion from one-third to more than two-thirds of the time during the 12-month study period.

“With hospitals on diversion this often, ambulance crews often have trouble locating an emergency department that can accept the patient they are transporting,” said Eckstein. “In many other areas of the country, hospitals don’t even have the option to go on diversion because there is nowhere close by to divert patients. It’s likely ambulances in these areas are out of service as often or more because of a dearth of open emergency department gurneys.”

Subsequently, the EMS system is having to deal with a hospital-based problem.”

Annals of Emergency Medicine is the peer-reviewed journal of the American College of Emergency Physicians.
Working to Strengthen Governmental Leadership Around the World: The UN-IASIA Partnership

Washington, DC—Eighteen months ago, as a result of extensive discussion between Guido Bertucci, director of the Division of Public Administration and Development Management (UNDPADM) of the United Nations Department of Economic and Social Affairs and ASPA member Allan Rosenbaum of Florida International University, who had then recently begun a three-year term as president of the International Association of Schools and Institutes of Administration (IASIA) in Brussels, Belgium, a unique partnership was established between the United Nations and IASIA. Its goal was to undertake a joint partnership aimed at enhancing the capacities of top-level government leadership throughout the world through a series of education and training initiatives. This joint endeavor already has led to the recent convening of a major conference for top-level government leaders from Central and Eastern Europe on improving the capacity to govern and will shortly be followed by a series of seminars for top-level government leadership from throughout the continent of Africa.

The first step in the UN/IASIA initiative was, as is typically the case with United Nations projects of this sort, the convening of a United Nations expert group on enhancing the capacities of top-level government leadership. This 15-member group, co-chaired by Bertucci and Rosenbaum, convened in Turin, Italy in September of 2002. It included ASPA members Peter Zimmerman from the Kennedy School at Harvard and Donald Klingner from the University of Colorado and it focused very intensely on the question of how one can most effectively work with top-level government leaders in terms of enhancing their administrative and governance capabilities.

Obviously, one of the complexities of such a task is the fact that many top-level government leaders are inclined to feel, quite rightly, that they have, in fact, already mastered the art of governance and leadership. One of the key points discussed in this regard was the need to totally avoid reference to “training” as a part of any effort at leadership capacity enhancement. Another point discussed at some length by the Turin participants was the need to focus activities on issues that have a direct and immediate relevance to top-level government leadership and to be fully respectful of the achievements of these individuals and of the culture and environment in which they work.

A third very important point that emerged out of the discussions in Turin was the conclusion that while it would certainly be useful for the United Nations and IASIA to undertake such an initiative, the long term prospects for enhancing the quality of governance within a region required the building up locally of leadership enhancement capacity as part of such an effort. In fact, such an approach was highly consistent with the original thinking of Bertucci and Rosenbaum which had focused upon the need to involve indigenous regional and national training organizations in such efforts.

In keeping with United Nations priorities, the joint initiative has placed particular emphasis upon initiating activities on the African continent. The first step in this direction occurred at the Fourth Biennial Meeting of the African Ministers of Public Service in Cape Town this past May which, as a result of discussions begun in New York earlier in the year, focused very heavily upon issues of leadership enhancement and capacity building. Rosenbaum and Bertucci deputy John-Mary Kauzya both participated in the Cape Town meeting; out of which came an agreement to hold the first of a series of leadership enhancement workshops on the African continent in Kampala, Uganda at the end of January 2004.

This activity, hosted by the Prime Minister of Uganda, will include half a dozen cabinet members from the region, as well as other senior officials. The focus of the event will be on human resource development. Among the Ministers participating, will be South Africa’s Minister of Public Service Geraldine Fraser-Moleketi, who will be linking the UN/IASIA efforts with the continent-wide New Economic Program for African Development (NEPAD) initiative. In keeping with the notion of building indigenous strength, the meeting is being organized by the Center for African Development Administration with the assistance of the Uganda Management Institute. The director of CAFRAD and the assistant director of the Uganda Institute both serve on the Board of IASIA.

Another current area of activity for the UN/IASIA initiative is Central and Eastern Europe, where many countries are still in the midst of making complex transitions to democratic governance and market economies. Toward that end, this past December, the prime minister of the Czech Republic hosted a meeting for high-level government officials throughout the region which was organized by Ludmila Gajdosová, the executive director of the Network of Institutes of Schools and Public Affairs of Central and Eastern Europe (also an IASIA Board member).

Subsequent UN/IASIA initiative activities will also be taking place in the region. Emphasis will be on Ukraine, in particular, where a February seminar, to be hosted by the Cabinet of Ministers of that country, is currently being organized. This event will be unusual for Ukraine in that it will bring together leaders of the national government and of the emerging oblast (regional) administrations as co-equal partners.
Hunger, Homelessness Still On Rise in Major U.S. Cities

25-City Survey Finds Unemployment, Lack of Affordable Housing Account for Increased Needs

Washington, DC—Hunger and homelessness continued to rise in major American cities over the last year, according to the new U.S. Conference of Mayors-Sodexo Hunger and Homelessness Survey. As the overall economy remained weak, requests for emergency food assistance increased by an average of 17 percent over the past year, and requests for emergency shelter assistance increased by an average of 13 percent in the 25 cities surveyed.

“This survey underscores the impact the economy has had on everyday Americans,” said Conference of Mayors President and Hempstead (NY) Mayor James A. Garner. “The face of homelessness has changed and now reflects who we least suspect.”

Hunger:
Twenty participating cities reported that unemployment and various employment-related problems were the leading causes of hunger. Other causes most likely contributing to hunger include low-paying jobs (13 cities), and high housing costs (11 cities). As need increased, 56 percent of the cities surveyed reported that people in need were turned away due to lack of resources.

Over 14 percent of the requests for emergency food assistance were estimated to have gone unmet during the last year. For families, 15 percent of the requests for assistance have gone unmet. Just over half of the cities surveyed indicated that emergency assistance facilities have had to decrease the number of bags of food provided and/or the number of times people can receive food. Of these cities, 48 percent have had to significantly limit food provided.

The survey finds that 59 percent of those requesting emergency food assistance were members of families with children and their parents, and that 39 percent of the adults requesting such assistance were employed.

“These are not simply statistics,” said Nashville Mayor Bill Purcell, who co-chairs the Conference’s Task Force on Hunger and Homelessness. “These are real people who are hungry and homeless in our cities.”

Homelessness:
Twenty-three participating cities reported that lack of affordable housing was the leading cause of homelessness. Other causes most likely contributing to homelessness include mental illness or lack of needed services (18 cities), low-paying jobs (17 cities), and substance abuse and the lack of needed services (17 cities).

 Participating cities were most likely to attribute homelessness to a lack of affordable housing (21 cities), mental illness and the lack of needed services (20 cities), substance abuse and the lack of needed services (19 cities) and low-paying jobs (17 cities).

The survey documents significant unmet need for shelter in the cities surveyed. Eighty-four percent of the cities reported that emergency shelters have turned away homeless families due to lack of resources. Over 14 percent of the requests for emergency food assistance are estimated to have gone unmet during the last year. For families, 15 percent of the requests for assistance were not met.

Cedar Rapids Mayor Paul Pate and co-chair of the Conference’s Task Force on Hunger and Homelessness, said “These survey results indicate, as they have in past years, that there is still a great deal to be done to address the serious issue of homelessness in America.”

People remained homeless for an average of five months in the survey cities. Sixty percent of the cities said that the length of time people are homeless increased during the last year. Single men comprised 41 percent of the homeless population, families with children 40 percent, single women 14 percent and unaccompanied youth five percent.

It is estimated that substance abusers account for 30 percent of the homeless population in the survey cities and persons considered mentally ill account for 23 percent. Seventeen percent of the homeless in survey cities are employed and 10 percent are veterans.

Outlook:
Eighty-seven percent of the cities surveyed expect that requests for both emergency food assistance will increase again over the next year. Ninety-one percent expect that requests for emergency food assistance by families with children will increase next year. Eighty-eight percent expect that requests for emergency shelter will increase next year, and 80 percent expect requests for shelter by homeless families will increase in 2004. Even with an improving economy, city officials believe that economic conditions will continue to have a negative impact on the problem of hunger and homelessness.

“The data released is consistent with the increased demand for emergency food assistance we’ve seen throughout our national network of hunger-relief agencies,” said Robert Forney, President and CEO of America’s Second Harvest.

“We are hopeful that this will spur the President and Congress to renew and strengthen our national fight against child hunger in America.”

The complete survey can be downloaded at usmayors.org.
What, exactly, is a quango? While at Oxford one must, of course, use the Oxford English Dictionary, which defines a quango as “an organization with financial support from and senior appointments made by the government, but not controlled by it.” To confuse things further, in the U.K., quangos are also sometimes known as “non-departmental public bodies,” or NDPBs—an unpronounceable acronym. Because it sounds slightly derivative and moves rhythmically across the tongue, the word quango has stuck. The quangos themselves have also stuck, proving to be at least as difficult to kill as formal agencies.

In the United Kingdom, there are now more than one thousand quangos, ranging from trivial advisory groups such as the Apple and Pear Council and the Place Names Committee to large and powerful executive bodies such as the Public Health Laboratory Service and the area health delivery trusts of the National Health Service. Most British quangos operate at the regional and local level. As creations of government, quangos are not a blend of the public and private sectors or the application of market-based logic to government services. They are, instead, simply a nondepartmental way to organize government services.

In the United States, the modern preferred term is “hybrid” organizations—organizations created by government but resembling privately owned, profit-seeking businesses. They charge fees for their services and attempt to cover their expenses. Like quangos, the boards of directors of hybrids are appointed rather than elected. Like quangos, hybrids are exempt from many standard departmental rules and regulations and their employees are not part of the civil service. And, like quangos, hybrids are single purpose bodies rather than comprehensive general bodies of government. But, they are.

government, nevertheless, and big government at that. According to Jonathan G S Koppel in his excellent new book The Politics of Quasi-Government: Hybrid Organizations and the Dynamics of Bureaucratic Control, the combined liability of federal hybrids is over $2 trillion, more than the entire budget for one year. There are more than 50 major federal hybrids, the best known being the TVA, the Federal Home Loan Mortgage Corporation (Freddie Mac), the Federal Home Loan Mortgage Association (Fannie Mae). There are hundreds of state and local hybrids, often known as special districts, the best known being the larger metropolitan or regional. Some American hybrids, such as Freddie Mac and Fannie Mae, are actually profit-making stockholder corporations backed by the federal government.

Globalization has produced an important emerging form of quangos or hybrids—international organizations such as the World Bank (WB) and the International Monetary Fund (IMF)—funded by government but making loans like private banks. The conditions set out for loans, particularly to underdeveloped countries, essentially require those countries to operate their economies according to IMF criteria. There are interesting smaller examples of hybrids, such as the World Intellectual Property Organization and the Internet Corporation for Assigned Names and Numbers. The initial reasons for setting up quangos in the U.K. and hybrids in the United States are very nearly the same: to concentrate on one purpose, to develop the expertise to meet that purpose, to arm length from departments and their hierarchies; to be more flexible and responsive; to be independent from the cut and thrust of ordinary bureaucratic organizations, hybrid governments vary widely along these dimensions. There is little doubt that, like the ordinary bureaucratic organizations, hybrid organizations can engage in goal displacement; to overcome gridlock and slowness associated with the separation of powers; to involve stake holders, clients, and interest groups; and to be business-like.

And the critique of quangos in the U.K. and hybrids in the United States are also very nearly the same: their leaders are unelected and unaccountable; they are secretive; they are unresponsive, particularly to local preferences; they fragment governmental and intergovernmental institutions; and make it difficult for citizens to understand government; the appointments of their directors are secretive, unfair and constitutes a modern form of patronage; they can sometimes ignore standard governmental constraints regarding due process, fairness and equity; they were often put in place at a particular time to structurally lock in the preferences of those in political power at that time, once established they become interest groups and lobbyists and their numbers and power keep growing.

Why are quangos in the U.K. so controversial while American hybrids, except in crises such as the savings and loan scandals of the 1980s, are of little interest to the public? The answer appears to be that British quangos tend to operate at the regional and local level and are often engaged in service delivery not unlike cities. Cities, of course, are democratically controlled by their residents while quangos are not. Quangos are more easily controlled centrally, which explains why members of Parliament, despite their claims to the contrary, tend to favour them. To improve the functionality of quangos at the local level a series of reforms have been proposed, such as requiring open meetings and publishing the minutes and annual reports and balance sheets; causing departmental ministers to re-examine the quangos related to their departments toward the possibility of elimination or consolidation; and requiring quangos to practice fairness, justice, and equity in their personnel practices. Doubtless the most thorough and interesting books on British quangos is Chris Skecher’s The Appointed State. Although there is a very good literature on American quasi-governments—particularly the Koppell book referred to above, the recent Tom Stanton book, Government-Sponsored Enterprises, and a series of articles and books by Harold Seidman and Ronald Moe—the subject is thought to be arcane and dull. This is a great pity because hybrid quasi-governments are increasingly important parts of American governance.

Both British and American students of quasi-governments generally agree that when they are compared to traditional departments and autonomous bodies, hybrids are more difficult to control politically. There are, however, forms of accountability other than accountability to elected officials, accountability to stockholders, and accountability to the law, to the public interest—and quasi-governments vary widely along these dimensions. There is little doubt that, like ordinary bureaucratic organizations, hybrid organizations can engage in goal displacement and can take care of their own interests at the expense of the public interest, the receipt of kickbacks over executive salaries and benefits as Freddie Mac being a case in point. But hybrid organizations will remain attractive to policy makers at all levels of government, including the international level. As Koppell claims, they will almost certainly play a prominent role in future governance, particularly international governance. The problems of quangos and hybrids will be even more vexing. So, we will all need to learn to quango, and it would be best if we learn to quango properly.

ASPA member H. George Frederickson is the Stine Professor of Public Administration at the University of Kansas and the author of The Spirit of Public Administration (Jossey-Bass, 1997). E-mail: gfred@ukans.edu
Dear Professor...I Have an Offer You Can't Refuse!

“My company is prepared to offer you $4,000 for reviewing an introductory textbook. If you accept this offer, you will be required to adopt the textbook for your course. Will you please accept our offer? We look forward to hearing from you.”

What would you do? Oh, you say, that’s easy—reject the offer. Wait a minute—not so fast. What’s wrong with adopting a textbook that you have reviewed and might very well feel is acceptable for your course? Moreover, you need the dough.

This dilemma is real; it is not fiction. A recent article published in The Chronicle of Higher Education (see June 27, 2003, p. A8) documents this practice and goes on to point out that accepting the publisher’s offer is not unethical. As one professor explained, “The $4,000 is twice what I make in a month take-home pay. I bought a house in June, and I needed a washer and dryer. I had decided to use a textbook and–poof!–all the stars aligned and I got this letter in the mail.” When asked if she understood that she was adopting a textbook for money, she replied “yeah.”

Can professors be “bought off”? Yes. Is this a widespread practice? Probably not but no one knows for sure. The same might be said for academic departments that adopt a common textbook for mass enrolled introductory courses in which the publisher returns a royalty or, as some might suggest, a kickback to the department. Are these ethical issues? You decide.

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Index Shows Government Ease of Service, Timeliness Need Work

From INDEX, pg. 2

both large-volume agencies and measurement of several more specialized audience segments.

The Internal Revenue Service rates well among e-filers, earning a 77. The overall IRS score for non-business taxpayers of 63 has been rising during the five years the ACSI has been measuring government, largely because of the increasing number of e-filers. The IRS does less well among businesses, getting a 60 from small businesses and a 53 from large and mid-sized business tax filers.

“The IRS has an uphill battle on satisfaction,” said Fornell. “Very few are going to even them to earn the approval and satisfaction of citizens.”

The findings released today also included a separate report on e-government, which shows that some online services meet or surpass private-sector performance while others are in less-advanced stages of development. The e-government ratings are also calculated using the ACSI methodology through a special application developed by online satisfaction firm ForeSee Results and managed by the Treasury Department’s Federal Consulting Group.

“E-government is turning a corner that the commercial Internet turned a couple years ago,” said ForeSee Results CEO Larry Freed. “Some agencies are surpassing the private sector in terms of satisfaction, and they are finding that citizens sometimes prefer government sites even when there is a commercial option. Health sites we measure are doing very well-partly because they are mastering private-sector approaches, but more because they are making themselves customer-driven rather than bureaucracy-driven and because people trust the government to give them reliable information and no spam.”

Note: E-government scores are measured on a quarterly basis. Overall government scores are measured once annually and reported each December. The index is produced by a partnership of the University of Michigan Business School, American Society for Quality and CFI Group, and supported in part by ForeSee Results, corporate sponsor for online scores, and Market Strategies Inc., a major corporate contributor.

Company scores and other information about the ACSI can be found on the ACSI Web site: www.theacsi.org.
Innovative Florida Law Provides for Environmental Mediation

The Florida legislature recently enacted the Environmental Litigation Reform Act, which overhauls the lengthy judicial enforcement process for resolving less serious environmental violations. The law includes a process—the first of its kind—to pay for mediation as an alternative to administrative hearings, with funds from penalties collected from environmental violations.

Developed by the Florida Department of Environmental Protection (DEP) based on its past successful experience in mediating enforcement cases, the new law allows DEP to address enforcement actions with penalties sought of less than $10,000 through administrative proceedings instead of traditional circuit court proceedings. The law also establishes a mechanism for mediation at no cost to the respondent, and authorizes the Florida Conflict Resolution Consortium (FCRC) to coordinate mediator selection and payment. Mediation usually enables the party subject to an enforcement action, the DEP, and possibly others to reach a satisfactory settlement agreement more quickly and with lower costs than proceeding to administrative hearing or going to court.

In environmental enforcement cases mediation has been shown to provide an opportunity for the respondent and DEP to:

- Talk constructively about what they want to achieve in a settlement;
- Consider the constraints and challenges the parties face in reaching agreement;
- Explore a range of creative solutions that may address the legal and other issues;
- Shape a consent order that best addresses the environmental impacts and both the respondent’s and the DEP’s interests.

Compared to going to administrative hearing or court, mediation often results in:

- Reaching settlements sooner;
- Spending less time and resources in reaching a settlement;
- A better solution for the respondent, the agency, and the environment;
- Improved relations between the DEP, the respondent, and the public.

It is anticipated that mediation will be appropriate in most ELRA enforcement cases. Mediation may not be appropriate in cases where a precedent is sought by one or both parties or when the only issue is a difference in interpretation of the law that may only be resolved by an administrative law judge opinion.

For more information, visit the Florida Conflict Resolution Consortium on line http://consensus.fsu.edu/ELRA/index.html.
**Presenting New Members**

ASPA welcomes the following new members in the month of November 2003.

*Please note: members rejoining ASPA are not included on this list.*

| Arizona          | Arkansas          | At Large Member | At Large Member | At Large Member | At Large Member | Auburn, Alabama | Center | Central Florida | Central Florida | Central Florida | Central New York | Central Ohio | Central Pennsylvania | Central Piedmont | Chicago, Illinois | Connecticut | Delaware | Delaware | Delaware | Detroit Metropolitan | Empire State Cap. Area | Empire State Cap. Area | Empire State Cap. Area | Evergreen | Evergreen | Evergreen | Evergreen | George | Georgia | Georgia | Georgia | Georgia | Georgia | Georgia | Gold Coast |
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Honoring Public Servants Important to Cincinatti, OH

Cincinatti ASPA Chapter and Others Help City Host Events

Laurence Doemeny, Donald Yost

Each year during the first week of May in cities around the country public employees are honored during Public Service Recognition Week. In the Greater Cincinnati area this event is carried out in local agency ceremonies and on Cincinnati’s Fountain Square.

President John F. Kennedy, in 1961, established the federal executive boards under the direction of the Civil Service Commission, now the Office of Personnel Management. His vision was to create a vehicle whereby executive branch departments and agencies could cooperate at the local level whenever possible. The members of the boards consider management matters and interdepartmental cooperation and establish liaisons with state and local officials in their region. A good deal has transpired since President Kennedy established the boards. We have in Cincinnati the Greater Cincinnati Federal Executive Board (GCFEB). The board represents 126 federal agencies with a total employment of 14,000 people and is guided by a policy committee of 13 federal agency heads. Areas of focus are:

- presidential initiatives on customer service, career transition and reinventing government;
- the sharing of technical knowledge and resources in procurement, personnel management, information technology and similar commonly beneficial activities;
- the implementation of the local combined federal campaign;
- the pooling of resources to provide, as efficiently as possible and at the least possible cost to the taxpayers, common services such as training courses, employee assistance programs, child care centers, blood donor programs and savings bonds;
- encouragement of employee initiative and better performance through special recognition and other incentive programs;
- emergency operations, such as under hazardous weather conditions;
- responding to blood donation needs and communicating related leave policies; and
- recognition of the service of American veterans and dissemination of information relating to programs and benefits available for veterans in the federal sector.

Much of the history of the GCFEB and the public service recognition event on Fountain Square is lost but as recently as 15 years ago many of us recall joining with the City of Cincinnati to host Public Service Recognition. The first ceremony was held in the lobby of the Federal building. The size of the lobby proved to be too small to hold such a popular event. The new Tyler-Davidson Fountain Square was dedicated and Fountain Square became the location of future Greater Cincinnati public service recognition ceremonies. This ceremony is in the spirit of President Kennedy’s vision. Public employees from the federal agencies join with state, county and city governments to organize an event that recognizes approximately 65 public servants from all levels of government and jobs for the outstanding work that they perform in protecting the public, improving health, reducing costs, aiding national security, delivering social services, improving the environment, conducting advanced research and a host of other functions. These are the people who live up to the phrase “It’s good enough for government work.” The City of Cincinnati is fortunate to have two groups that support public service and recognize good government–The Murray and Agnes Seasongood Foundation and the Cincinnati Chapter of the American Society for Public Administration. Their contributions to this event and their recognition that good government is achieved through exceptional public service permit public agencies to showcase their talent and functions to the public each year. In addition to the awards program, federal, state, county and city agencies display items of interest to the several thousand people who live up to the phrase “It’s good enough for government work.”

See RECOGNITION, pg. 17
We Have Truly Become a World Without Borders

President’s Column

Walter Broadnax

At its 2004 National Conference, ASPA will be recognizing the outstanding achievements of foreign scholars and practitioners with our first International Public Administration Award. Both as president and as a member excited about ASPA’s future, I am pleased that our acknowledgment of professional excellence will finally extend beyond America’s shores. Around the globe, there are men and women working diligently to address the challenges of governing the world’s emerging democracies—and these challenges are legion. ASPA would have missed a golden opportunity by allowing these efforts to go unnoticed and unappreciated.

The rapid progress of globalization has brought about a veritable disintegration of the world’s borders. Before our eyes, the illusory nature of these former cultural and economic boundaries has been exposed during the last decade. The winds of change have amended the context within which governments operate and, with that, the purview and methods of their public administrators. Policy makers now find themselves working in international environments. Consequently, they have to take into consideration the global implications of their domestic policies. This type of strategic planning demands a higher level of geo-political acumen and a thorough understanding of the specificities as well as those dichotomies that may exist between national and international public administration. Our foreign counterparts are often called upon to adapt their policy initiatives in order to suit the various interests of other countries—namely the United States. They are also faced with the continuous challenge of building multinational network capacities in order to implement policies that respect international agreements and national priorities. In short, they wrestle with concerns we are more often than not compelled to consider in America.

The contributions of foreign scholars and practitioners to the field of public administration are definitely worthy of ASPA’s commendation. One needs only to reflect upon the contentious climate existing in many parts of the world to understand that we have colleagues performing admirably in very adverse conditions. I had the opportunity to meet with a number of them recently, both at the International Association of Schools and Institutes of Administration (IASIA) conference in Miami and the International Academic Symposium in Macau, China. Many of the world’s top minds in the field of public administration were in attendance. While I have studied, taught and practiced this field for over 30 years, I believe that my perspective and understanding has become even more global at the conclusion of these important conferences.

It is apparent to any thoughtful observer that the future of public administration will have a decidedly internationalist bearing. I am encouraged that ASPA is staying abreast of this powerful trend. In order for our organization to remain relevant in the 21st century, we must continue to expand our focus. The International Public Administration Award is a definite step in the right direction.

Remember, we have truly become a world without borders.

Hamilton To Remain Active in ASPA

From ASPA EXECUTIVE DIRECTOR, pg. 15

search committee in the next few months as we select a new executive director to build on ASPA’s many accomplishments under her direction. When she departs in June, Mary will leave ASPA in an excellent position to move forward and accomplish even greater achievements under a new executive director.”

During Hamilton’s tenure, ASPA has renewed and expanded its international work, forging a significant partnership with the United Nations. The Society has also joined with other good government groups to provide input to the presidential transition, the new Congress, and ongoing input to both. In addition, ASPA has used electronic technology to become a portal for the broad field of public administration and a significant resource for students and new professionals. Also during Hamilton’s tenure, ASPA established mechanisms for sharing best practices in ethics and performance management.

“ASPA has been an amazing experience for me,” said Hamilton after making her announcement to ASPA staff, officers and National Council members. “I appreciate all of the wonderful support and the lasting friendships that I’ve made over the years. I look forward to working with ASPA on both the local and national levels in the future.”

Behind-the-Scenes Look for Students

From SERVICE LEARNING, pg. 15

implement the findings.

“At this point, the students are working very hard to gather information pertaining to the study,” said David Garrett, Appomattox town manager. “I think we’ll get a study that we can implement.”

This is the fourth semester a class of this nature has been offered by OED with Virginia Tech’s Center for Public Administration and Policy. It is modeled after the Pamplin School of Business’ International Market Planning program.

“It’s really been interesting to see government in action, especially in a smaller town, without the resources available to larger localities,” said ASPA member Jessica Evans, a master of public administration candidate. “My group is dealing specifically with the wastewater treatment functions provided by the town. This is definitely a less-than-glamorous service provided by the town, but it is certainly a vital function. This is definitely a behind-the-scenes look at local government.”

Another group, researching the public works department, is surveying citizens to determine satisfaction with the current county services.

“The town is very responsive to its citizen needs,” said Andy Sorrell, a graduate research assistant at the Virginia Tech Transportation Institute. Sorrell said the project provides weekly brush pickup, daily leaf pickup (in season), snow removal and regular trash pickup services.

Amy Matzke is staff writer for Collegiate Times, the school newspaper of Virginia Tech University. E-mail: amatzke@vtsu.edu

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As we begin 2004, instead of a set of New Year’s resolutions, I have some very special wishes for you—the public managers, students and scholars who care about public service.

First, this year I wish you a year when you are respected and appreciated instead of belittled and bashed. To make this happen, we’re going to have to take on the strong and growing private sector bias in our society and reclaim the respect the public sector deserves. I don’t want to see a pendulum swing that reverses the bias and bashes the private sector. I want to see public managers to be the heroes who take the high road and lead us to that balance. Why? It is public managers who are expected to manage the increasingly complicated networks of organizations and individuals providing public services today. It is also public managers who are blamed when these networks don’t produce the intended results. The private sector has no incentive to push for such a balance. So that leaves it to public managers—not an unusual situation for the public sector, to be asked to do what needs doing but no one else wants to do.

Second, I wish us all a year when we stop bashing ourselves and each other. If public managers are to take the high road and influence public perspectives of the different sectors in the direction outlined above, we have to stop beating on ourselves. We have to emphasize the positive, inspiring, uplifting aspects of public service. In George Frederickson’s words, we need to revive “the spirit of public administration” and remember (in the words of Bob and Janet Denhardt) that public service is about “delivering democracy.” We don’t deserve the bashing we do to ourselves; let alone the bashing that comes from citizens and other sectors. See Nick Henry’s article in this issue entitled “Kickin’ ASPA” for some close to home discussion of what we routinely do to ourselves.

Third, I wish for a year when the importance of stable government is assumed and policies and practices reflect that assumption. We all know that stable, high quality governmental institutions that are accountable and free of significant corruption are vital to the health of all other aspects of a society—including the ability of the private sector to thrive. We see the results of corrupt, incompetent, inadequate government in far too many nations today. What we may not see is the need to maintain and strengthen the quality of our own governmental institutions here in the United States. We can’t take for granted the high quality and minimal corruption we have come to expect in this country. We have to keep refreshing our quality institutions and holding them to high standards of both service and ethics. To do this at the same time that the work of government is becoming more and more complex, we need to be able to recruit and retain skilled, talented people who see government as a place to make a positive difference. Our ability to do that will be severely curtailed if we aren’t able to stop bashing ourselves.

Fourth, I wish for a year when citizens accept their responsibilities for making democracy work. To make this happen, we are going to have to start treating citizens like citizens, not customers. Citizens are much more than customers. Citizens have responsibilities for helping make democracy work for everyone and we public managers need to hold them accountable for performing these responsibilities. As the Denhardts remind us in The New Public Service—in a democracy everyone is called to serve. No one is exempt. If we start behaving as if we believe this, we may be able to move this country from our almost total absorption with what’s good for me and mine to what’s good for our communities, nation and world. Or, as Bill Hansell, the former executive director of the International City/County Managers Association (ICMA) says, from the ‘vending machine’ model of government to the ‘barn raising’ model. That used to be called the ‘common good’ or the ‘public interest.’ Again quoting the Denhardts, in a democracy everyone is responsible for “building a collective, shared notion of the public interest” and for making the public interest “the aim, not the by-product” of their efforts. They go on to say that “people acting as citizens must demonstrate their concern for the larger community, their commitment to matters that go beyond short-term interests,” and, I would add, that go beyond their own personal interests. What a different society we would have if we embraced these maxims.

This is my wish list for 2004 for public service and the public administration community. Let me know what you think, not only about the list but about how we might make these wishes reality. I can be reached at mhamilton@aspanet.org and 202-585-4307.
ASPA in Brief

ASPA Schedules Student Leadership Workshop
On Monday, March 29, ASPA will host a four-hour student leadership workshop in conjunction with its 2004 National Conference, which will take place in Portland, Ore. Former ASPA National Council member Vera Vogelsang-Coombs, director of the Local Officials Leadership Academy at Cleveland State University's Levin College of Urban Affairs, will facilitate this session. The workshop, entitled "Together We Are More: Skills for Building Executive Leadership Teams," will give participants tools necessary for building effective teams of diverse people. It will also help participants to reduce the potential for interpersonal conflict and organizational gridlock. This session is open to current officers of ASPA's university-based affiliates, 2004 National Conference student grant winners and students receiving ASPA chapter or section National Conference scholarships. Please contact Erik Bergrud at ebergrud@aspanet.org to reserve your spot at this workshop.

ASPA/NASPAA Will Co-Sponsor Diversity in Academic Workshop
For several years, the issue of ensuring continued diversity among professors in the disciplines of public administration and public affairs has been a theme of discussion in many professional associations. This year, the Diversity Committee of the National Association of Schools of Public Administration and Affairs (NASPAA) will be sponsoring a workshop for doctoral candidates and potential doctoral candidates from groups currently underrepresented in academia. The workshop will take place on Saturday, March 27, in conjunction with ASPA's 2004 National Conference in Portland, Ore. Participants must be nominated by a colleague or by a professor using the downloadable application form. Participants must then submit the application document with a letter indicating their desire to participate in the seminar. Please note that applications are due by January 30, 2004.

ASPA Members Can Receive 60% Discount for GrantLink Subscription
ASPA is pleased to announce that it has negotiated a 60 percent discount for members to subscribe to the online Social Science and Public Policy GrantLink as a new benefit of ASPA membership. GrantLink was custom made for social scientists and public policy analysts who seek grant support for their research. Regularly $49.99, ASPA members pay only $20 for a full year. To subscribe, visit http://www.grantlink.org/register.html, supply the information requested and select ASPA from the Association drop down box. Enter the Association Password (aspa479) and the Association Member Number (286policy). You will create your own unique user ID and password during the registration process.

ASPA Members Can Save 10% When Registering for Grants Locator
ASPA is bringing Grants Locator, a web-based research and notification system of federal, state, and foundation grants, to all ASPA members. Grants Locator enables local governments to quickly, efficiently, and cost-effectively find and evaluate grants to fund projects in the community—an important need during these difficult budget times. Now all ASPA members will have an opportunity to join leading subscribers including the City of Tucson, AZ., Hamilton County, OH and the Chicago Public School District. ASPA members will be able to subscribe on behalf of their cities/counties/special districts/school districts/non-profits at a 10 percent discount. To register for Grants Locator, please contact Graham Forman at (877) 232-4847 or graham@ecivis.com.

PAR Office Seeks Historical Photo
The Public Administration Review (PAR) office is seeking a photo of former editor-in-chief Fritz Morstein Marx (1949-51) to complete its collection. Please contact the PAR office at (972) 883-4894 or par@utdallas.edu if you currently possess or know where to locate his photo.

Inaugural UNPAN Newsletter Draws Large International Audience
The inaugural issue of UNPAN Newsletter, developed by ASPA, was the twentieth most accessed document on the UNPAN web site last month. Approximately 13,000 documents have been posted on the site, which is operated by the United Nations' Division for Public Administration and Development Management (DPADM).

URL: http://www.unpan.org/discover-newsletter.asp

Moose Will Address ASPA National Conference Attendees
Charles Moose, the former Montgomery County, Md., police chief who gained international attention last year during the Washington, D.C. sniper investigation, will be the featured speaker at ASPA's 2004 Awards Ceremony. The event will take place during the Society's 2004 National Conference, which will be held March 27-30 in Portland, Ore. Moose, the author of Three Weeks in October: The Manhunt for the Serial Sniper, garnered additional news headlines last week when he was announced as one of six finalists for the Minneapolis, Minn., police chief position.


Members on the Move
Thomas Gee—has accepted an offer to become director of graduate admissions at Park University.
Shirley Geiger—has been elected to the 2003-2004 American Political Science Association Council. Geiger is interim director of the MPA program at Savannah State in addition to being a member of the East Georgia chapter.
Hugh D. Jascourt—has reappointed as chair of the Greenbelt, Md., Employee Relations Board and reelected co-chair of the Association for Conflict Resolution Federal Workplace ADR Committee. Jascourt, president of the Agency for Dispute Resolution and Synergistic Relations, will also be in the 2004 editions of Who's Who in America and also Who's Who in American Law.
Roger L. Kemp—has been accepted into membership in the U. S. Association of the Club of Rome (USAOCR). Kemp, city manager of Meriden, CT, and past-president of the Connecticut Chapter of ASPA, was nominated by the president of the USAOCR, former ambassador John McDonald, and unanimously approved for membership by the USAOCR Board of Directors.
David Northern—has been slated to appear in Ebony magazine's February 2004 issue under the article "Fast track: 30 under 30." Northern is deputy director of the Lake County Housing Authority in Illinois.
Rosemary O'Leary—was one of nine appointees to the NASA Aerospace Safety Advisory Panel. O'Leary is a member of the NASA Stafford-Covey Return to Flight Task Group as well as professor of public administration and political science at the Maxwell School of Citizenship and Public Affairs at Syracuse University.
Tom Wade—has been named executive director of the Georgia Technology Associates (GTA) charity for the past three years. Wade has been serving as GTA's acting director since late 2002.

Do you have an announcement?
ASPA members changing jobs or accepting first hire: contact Eric Townsend at etownsend@aspanet.org or 202-585-4314 to be run in Members on the Move.

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executive directors and managers of nonprofit organizations often find themselves struggling with problems they are unable to resolve. The book asks why it is that intelligent, well-meaning individuals can manage and guide their organizations into a dysfunctional and chaotic mess and not find their way out, among many thoughtful topics.

In Why Nonprofits Fail, author and nonprofit expert Stephen Block explains that many well-intentioned leaders hold on to views of their nonprofit organization that perpetuate problems rather than help fix them. According to Block, the first step to success is to challenge one’s own personal paradigms and ideas and be open to unique and alternative approaches to solving problems. This much-needed book helps nonprofits get back on track and offers advice about the seven most common stumbling blocks, including founder’s syndrome, fundphobia, financial misfortune, recruitment disorientation, cultural depression, self-serving political performance, role conversion between the board and executive director.

**NOW AVAILABLE from Other Sources:**


  In today’s uncertain environment—where non-profits find themselves grappling with the continued downturn of the economy, the ongoing war on terrorism, government cuts in social services and a wave of organizational scandals—groups everywhere are striving to keep up with the increased demand for their services while struggling to generate funding.

  **Fundraising in Times of Crisis** draws on renowned consultant Kim Klein’s more than 25 years of fundraising experience. This much-needed resource shows troubled groups how to identify what is really going on and how to assess the damage. The book helps executive directors and development professionals of nonprofit organizations plan for both the short and long term and explains how to evaluate success. Questionnaires, checklists, tips, and action steps walk you through the process of self-assessment and map out a road to recovery.

- **ASPA member Paul B. Demitriades is recommending Asphalt Nation: How the Auto took over America & How We Can Take It Back**—by Jane Holtz Kay (Univ Calif Press) and Mega Projects, the Changing Politics of Urban Public Investment, by Alan Atshuler & David Laberoff (Brookings).


  Ten tools are presented for maximizing the college years and planning for postgraduate career success.

  What good is a college degree? As recent graduates in the current economy will attest, simply having a degree is no guarantee for employment. As Syracuse University professor Bill Coplin illustrates, a college diploma can open many doors, but it’s just an expensive piece of paper if graduates don’t have what employers want.

  Based on thirty years as a student adviser as well as extensive discussions and interviews with recruiters, successful alumni, and a variety of employers and human resource specialists, Coplin has developed ten basic categories of skills that undergraduates need to survive and succeed in the job market. From establishing a work ethic and communicating verbally and in writing to gathering information and using quantitative tools, **10 Things Employers Want You to Learn in College** teaches students how to solve complex problems, influence people, and detect BS. This is real-world know-how that textbooks don't address.

  Most students say their primary reason for going to college is to enhance their career options, but few have an effective strategy to take advantage of what colleges can offer. **10 Things Employers Want You to Learn in College** provides the guidance they need to impress potential employers, land a higher-paying job, and start on the road to career security and satisfaction right after graduation.

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Have you published recently? Have you read a publication that you think our readership would appreciate?

To pass along information on a recent publication, please send press releases and/or an e-mail to Eric Townsend at etownsend@aspanet.org or call 202-585-4314.
Kickin’ ASPA

Nicholas Henry

Few professionals loathe and detest themselves as profoundly as do American public administrators.

Consider some findings about how public administrators view their own performance: The federal government's Merit Systems Protection Board has found that "Federal employee surveys and other indicators over at least the last 18 years suggest that most employees, including supervisors themselves, judge the response [by federal managers] to poor performance [by federal employees] to be inadequate." According to Paul Link at the Public Administration Proceedings Institution, not even a third of federal workers think that their government does very well, or even somewhat well, in disciplining poor performers, compared to more than half of nonprofit and private-sector employees. Research by the U.S. Office of Personnel Management concludes that, "Federal workers are the major purveyors of the misrepresentation of the larger picture. Hurting ASPA, not growing negativism, rigidity and ignorance about these accusations in turn.

I bring up these explorations in bureaucratic self-abasement among our public administrators because I think that they provide some insight about a disturbing development in the American Society for Public Administration. That development is the constant kicking of ASPA by its own membership.

We all have heard these kicks, nicks and knocks. They range from the comparatively minor, such as not enough members attend ASPA's national conferences, to the more serious, such as shrinking membership, to the very serious—the charge that ASPA faces a financial challenge of almost obsessed with describing the poor-performer problem.HELPING ASPA IS THE RESULT. LET US

Consider these accusations in turn.

At first glance, conference attendance does not seem to be a concern of overriding importance. But national conference registration fees constitute a substantial proportion of ASPA's annual budget—about one-fifth, the second-largest single source after membership dues—and hence have some significance.

National conference attendance was in its halcyon years during the 1970s, when it first attained, and later surpassed, 2,000 attendees. After the 1970s, there were only two years, 1983 and 1989, in which conference attendance exceeded that number. Attendance records take us back only to the mid-1970s, but during the seven years of the 1980s for which we have figures, average conference attendance was slightly below 1,600 attendees, and during the 1990s it averaged a bit more than 1,100. In the first three years of the new millennium, however, attendance is springing back, averaging almost 1,300 per conference.

What is interesting about these conference attendance figures is that they are quite consistent as a percentage of membership, averaging approximately 10 percent of the membership for each decade. What is encouraging about them, however, is that conference attendance during 2000-2002 averaged 30 percent more as a proportion of membership than it did during the 80s and 90s. During this period, over 13 percent of the membership, on average, is attending the national conference.

It is doubtful that the mega-conferences of the 70s will return in the foreseeable future. Nevertheless, there is good news: in comparison to comparable associations, not only is ASPA's conference attendance on a par with them, but it is also moving up.

Kickin’ ASPA Twice: Membership in ASPA Is Decline

Regrettably, ASPA's membership is falling. In 1990, there were 13,961 members of ASPA, and in 2002 there were 9,728 members. There are, however, some pertinent extenuating circumstances. For one, the decline in membership that seems of greatest concern to most members occurred during the 1990s, a time when government itself was in decline. As an astute observer noted in the Washington Post, during the 1990s “one idea took hold along all the political spectrum: Government was rapidly losing its relevance, its reach and its right to make demands on the purses and practices of private citizens” (Hoagland). In the aftermath of September 11, 2001, government's relevance is recharging, and it is not untoward to anticipate that ASPA's may as well.

Another is that ASPA's unique place in the pantheon of public administration—that is, its appeal to generalists working and studying in the field—is at once its reason for being and its albatross. As public administration professionalizes, it also specializes. As a consequence, practicing public administrators and academics increasingly tend to join more specialized professional societies that reflect their personal and ever-narrowing specializations, such as human resources or policy analysis. This trend likely has occurred at the expense of ASPA.

The Society, to its credit, has tried for decades to mitigate the effects of the profession's deepening specialization by sponsoring numerous special-interest sections for its members. But we cannot expect ASPA to be what it is not. If ASPA's broad and comprehensive mission no longer is socially relevant, then regardless of what heroics it might undertake to survive, ASPA will pass into the night, as the once-vibrant National Civil Service League did a few years ago.

A popular contempt for government and a splintering profession constitute historic social trends over which ASPA has no control, but which nonetheless have likely reduced its potential membership. But there are additional reasons for the decline over which ASPA has complete control. Specifically, counting members accurately.

ASPA's method for recording its membership was flawed in earlier years. During the late 1970s (ASPA's records on this are not as clear as they might be), it became fashionable for some members to join ASPA, and in 2002 there were 9,728 members. But what is interesting about these conference attendance figures is that they are quite consistent as a percentage of membership, averaging approximately 10 percent of the membership for each decade. What is encouraging about them, however, is that conference attendance during 2000-2002 averaged 30 percent more as a proportion of membership than it did during the 80s and 90s. During this period, over 13 percent of the membership, on average, is attending the national conference.

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Another is that ASPA's unique place in the pantheon of public administration—that is, its appeal to generalists working and studying in the field—is at once its reason for being and its albatross. As public administration professionalizes, it also specializes. As a consequence, practicing public administrators and academics increasingly tend to join more specialized professional societies that reflect their personal and ever-narrowing specializations, such as human resources or policy analysis. This trend likely has occurred at the expense of ASPA.

The Society, to its credit, has tried for decades to mitigate the effects of the profession's deepening specialization by sponsoring numerous special-interest sections for its members. But we cannot expect ASPA to be what it is not. If ASPA's broad and comprehensive mission no longer is socially relevant, then regardless of what heroics it might undertake to survive, ASPA will pass into the night, as the once-vibrant National Civil Service League did a few years ago.

A popular contempt for government and a splintering profession constitute historic social trends over which ASPA has no control, but which nonetheless have likely reduced its potential membership. But there are additional reasons for the decline over which ASPA has complete control. Specifically, counting members accurately.

ASPA's method for recording its membership was flawed in earlier years. During the late 1970s (ASPA's records on this are not as clear as they might be), it became fashionable for some members to join ASPA, and in 2002 there were 9,728 members. But what is interesting about these conference attendance figures is that they are quite consistent as a percentage of membership, averaging approximately 10 percent of the membership for each decade. What is encouraging about them, however, is that conference attendance during 2000-2002 averaged 30 percent more as a proportion of membership than it did during the 80s and 90s. During this period, over 13 percent of the membership, on average, is attending the national conference.

It is doubtful that the mega-conferences of the 70s will return in the foreseeable future. Nevertheless, there is good news: in comparison to comparable associations, not only is ASPA's conference attendance on a par with them, but it is also moving up.
platform holds that the American Society for Public Administration is bleeding buckets of backs every year as a result of self-inflicted wounds. ASPA, in this scenario, is out of control, pathetically sobering, “Stop me before I spend again!” Indeed, ASPA’s problems of finance are so deeply rooted, runs the argument, that there is nothing ASPA can do to resolve them, and it is only a matter of time before ASPA gives up the ghost and dies. Here are the facts about ASPA’s operating balances from 1940, when the Society was founded, through 2002, per the latest figures available. Of the 62 fiscal years covered by ASPA’s records, 33 years showed deficits. This is not great news, but neither is it disastrous. Of the 62 fiscal years covered by ASPA’s records, 33 years showed deficits. This is not great news, but neither is it disastrous. The longest continuous periods in which ASPA was deficit-free (1963-1969 and 1972-1978) each lasted a short six years. Continuous periods in which ASPA spent in deficit, however, endured considerably longer. There was one period (1946-1962) when deficits appeared on ASPA’s books every single year for each of those 16 years without let up. Another golden oldie is the period from 1978 through 1987, when ASPA spent in deficit for each of those 9 years. Since 1987, by contrast, the good times (relatively speaking) have rolled. Between 1988 and 2002, there have been only four years of deficit spending out of a possible 15. Of the 33 years in which deficits appeared, 30 of them occurred before 1991. And it is certainly worth noting that, unlike many comparable associations, ASPA owes no one anything. In other words, albeit by fits and starts, ASPA’s finances seem to be slowing righting themselves over time. The Society is not going down the fiscal tubes.

Kickin’ASPA Quater: Nobody Is Doing Anything About It

“No one is doing anything” is a cheap shot that typically festers, like seedy camp-followers, in the wake of more serious charges, such as those that I have described here. The shot, however, is way off target. The leaders and members of ASPA are doing a lot to rectify problems of conference attendance, membership and finance. Some of the more recent innovations include the following:

For the last couple of years, corporate sponsorships have been sought, and won, for portions of ASPA conferences so that costs to members might be contained. The Young Professionals Forum has been reworked and rejuvenated. ASPA sponsors no fewer than 9 e-newsletters, one of which is now provided free to all student members. Longitudinal subscriptions (at least five per year) for the<br>available. Congressional Quarterly are also newly discounted. Members soon will be able to search without charge the huge database of policy-oriented journals known as JSTOR. A recently-formed Development Subcommittee is actively investigating creative ways to expand ASPA’s finances by appealing more effectively to corporate sponsors, philanthropic organizations, private donors and universities.

What Must Be Done? Some Modest Proposals for Some Major Problems

So, yes, somebody is doing something to increase conference attendance, build membership and develop revenues. Is there more that we can do? Sure. There is always more than one can do. As that noted public administrator (and a presidency candidate), Vladimir Lenin, once put it, “What must be done?”

In answering Lenin’s notorious question, I suggest that we consider more far-reaching and systemic policy changes than we have yet attempted.

For one, we probably could expand conference attendance dramatically by limiting the sites where national conferences are held to three or four cities that are easily accessed and have great professional and cultural appeal, such as Washington, New York, New Orleans, Chicago and San Francisco. The ASPA National Council has tried and failed to do this in the past, but perhaps this eminently sensible policy’s time is due. We can build our membership base by restructuring our governance. Instead of continuing the annual free-for-all that we now allow, ASPA could limit nominations for membership in the National Council to those who have served as chapter president or section chairs, and limit nominations for ASPA’s presidency and vice presidency to those who have served on the National Council. In this way, rewards (assuming that election to high office is deemed to be a reward) for faithful service would be structured into ASPA’s governance system, and perhaps the flow of members departing ASPA someday will be stemmed. (Although we are skilled at acquiring new members, we have a serious challenge in keeping them.) Currently, there is little if any national rewards system for good and dedicated service at the grass roots. This is no way to run a railroad, much less the nation’s only comprehensive association devoted to advancing excellence in public service.

We can harden financial soft spots by rethinking membership dues. To its everlasting credit, the National Council did just this in 2003. Membership dues account for about two-thirds of ASPA’s revenues and are the largest single source of those revenues. Membership dues account for about two-thirds of ASPA’s revenues and are the largest single source of those revenues. Membership dues are the obvious element to reconsider if we are going to make any effort digital be made to ASPA’s finances. As most readers know, ASPA pegs the amount that each member owes in annual dues to each member’s annual income; members self-identify their incomes and then send ASPA the amount of dues that they think appropriate. By that course, no way that members’ incomes can be verified independently, and the whole dues system rests on an astonishingly high-and-narrow level of trust. That wise Russian proverb, “trust, but verify,” an essential precept of accountable management, has been conspicuously ignored by ASPA in its dues policy.) Regrettably, ASPA’s trust may be misplaced, and there are anecdotes circulating in the Society that some members, perhaps many members, lowball their incomes when it comes to paying dues. For example, a remarkable 35 percent of ASPA’s members categorize themselves as “students,” who pay the lowest dues of any member category, and the proportion of ASPA members who say they are students has shot up by a fifth in only three years. It is time to sunset ASPA’s trust-dependent, “progressive” dues rates and replace them with a single flat rate for all members. ASPA has done precisely this, and a flat dues rate of $100 will become effective for all members in 2005 (with only two, quite reasonable, exceptions–first-year members and real [we hope] students).

Finally, although it may not qualify as a major problem, ASPA’s charming rumor mill (as exemplified by the Henny-Pennies) undermines in subtle ways ASPA’s progress and ASPA can do more than it does to slow that mill. A proactive effort defined in terms of transparency in the Society. Why not offer on ASPA’s web site clear, easily-understood charts tracing, from ASPA’s founding in 1940 (or however far back our records may go) to the present, statistics on conference attendance, membership, and finances? Such publicly-available data would be a beginning in allowing the ill-informed and needlessly negative perceptions that often seem to accompany these chronic issues.

Many members are working hard and effectively to make ASPA a healthier organization, but it frequently seems to be struggling to systematically overhaul some of our hoarier, but increasingly dysfunctional, traditions if we are to abate the problems that I have reviewed here. My modest
South Florida ASPA Chapter Delivers Christmas Cheer

The South Florida Chapter continued its long-standing practice of giving to the community this holiday season by collecting and distributing toys to local families in the Miami area. After identifying the families to receive these gifts, the local chapter board, with the assistance of County Club Animal Hospital and other local businesses, collected toys during the month of December. Just before Christmas, the “ASPA elves” loaded up the sleigh, or in this case a Windstar van, and set out to deliver Christmas gifts.

On the first night, past the river and through tree-lined streets, we veered to the Perez house with bags full of Christmas cheer. Perez, a single mom, was overjoyed as chapter Board members Steven Bobes and Roberta Pasquier, as well as Donna Hernandez of Country Club Animal Hospital, passed out toys to her three boys. After spending time with the family and watching the kids enjoy the stash, the elves packed up and were gone in a flash, leaving the family to enjoy Christmas.

On the next night, the elves again hit the road with another load of Christmas gifts, this time to the Harrod family and their kids. When the elves brought in the bags of gifts, the kids’ eyes all lit up. Chapter Board member Bill Solomon played Santa this night, and passed out the gifts, to the kids’ delight. After all the toys had been passed out, there was one gift left yet to give. Someone had whispered in Santa’s ear that the family van was in need of repair. Country Club Animal Hospital stepped up to the plate and in the true spirit of Christmas came up with the cash. With the van now empty and the toys all passed out, the elves headed north for themselves to pass out.

Thank you to the Board members who contributed to this effort, and a special ASPA thank you to MaryLou Bobes, wife of chapter Board member Steven Bobes, who in addition to being one of the aspa elves, spent many hours retrieving and wrapping the gifts.

ASPA Commentary

ASPA Member Critical of Critics

From KICKIN’, pg. 21

Proposals may be a start.

Stop the Kick-ASPA!
The American Society for Public Administration has been around for two or three generations–65 years–and, in my view, will be around for a few generations more. It is, after all, the only organization of its kind, and it is a unique niche.

Nevertheless, we the members of American Society for Public Administration, have been kickin’ ASPA far too casually, irresponsibly and frequently for far too long.

Constructive criticism is always welcomed, but self-indulgent ASPA- kickin’ is neither constructive nor should it be welcomed. Kickin’ ASPA is corrosive. It should be stopped, or, if not stopped, at least placed in some sort of informed context that can facilitate substantive improvement. It would be better for each of us if it were.

Kickin’ ASPA is one thing. Kickin’ your own ASPA is quite another.

ASPA member Nicholas Henry is a professor of political science at Georgia Southern University. He is a fellow of the National Academy of Public Administration and author of a well-known text in the field, Public Administration and Public Affairs.

E-mail: nic_henry@gasou.edu

PA TIMES wants your stories.

To submit chapter or section best practices, awards dinner briefs, best leaders or any other idea, please contact Eric Townsend at etownsend@aspanet.org or call (202) 585-4314.
SECOPA Announces Distinguished Public Service Practitioner Award

The Southeastern Conference of Public Administration invites nominations for the Distinguished Public Service Practitioner Award. This award recognizes sustained, outstanding achievement in, and contributions to, public administration and public service through applied practice in the field by individuals who have spent their careers primarily in the southeastern region of ASPA.

For the complete announcement, with criteria and submission guidelines and address, see the SECOPA pages at the ASPA web site, www.aspanet.org/SECOPA. Or, for further information, contact Glenn W. Rainey, Chair, SECOPA Distinguished Practitioner Award Committee, Institute of Government, Eastern Kentucky University, 521 Lancaster Avenue, Richmond, KY 40475-3102. E-mail: glenn.rainey@eku.edu; phone: 859-622-4385.

ASPA Members in the News

- The Kansas City Star interviewed Mission Hills, Kan., City Administrator Courtney Christensen, a past president of ASPA’s Greater Kansas City Chapter, for an article describing how some Kansas cities are responding to a May Kansas Legislature decision to require sales taxes to be paid where merchandise is delivered rather than at the location of the business. Her city is considering asking voters to approve a city sales tax to take advantage of taxes paid on Internet and catalog shopping, as well as on deliveries from stores in other communities. (information courtesy of the Kansas City Star)
- The Hampton Roads Daily-Press profiled Ross Mugler, commissioner of revenue for the city of Hampton, Va., who earned his MPA degree from Old Dominion University yesterday. Interestingly enough, Mugler serves also as a gubernatorial appointee to the university’s governing board. (information courtesy of the Hampton Roads Daily-Press)
- The Detroit News interviewed ASPA vice president and former Section on Ethics chair Donald Menzel for an article chronicling the spending patterns of Detroit mayor Kwame Kilpatrick. (information courtesy of the Detroit News)
- The Gainesville Sun interviewed Kenneth Goldberg, assistant professor and lead faculty for public administration at National University in San Diego, for an article describing the City of Arlington, Texas’ efforts to monitor efficiency. (information courtesy of the Star-Telegram)
- The Kansas City Star paid tribute to city auditor Mark Funkhouser, who received a 2003 Public Official of the Year Award from Governing last month. Local public administration leaders will honor Funkhouser this Friday with a reception commemorating his earning that award. (information courtesy of the Kansas City Star)


URL: http://www.kansascity.com/mld/kansascity/7437912.htm


URL: http://www.detnews.com/2003/politics/0312/03/c01-340540.htm


To receive more news items like these, sign up for ASPA e-newsletters at: http://www.aspanet.org/forms/enewsletter_frm2.html.

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The PA TIMES requests that articles be between 800-1200 words and written in reporter's format (most important information first, etc.) for ease of cutting or adding text if necessary. Deadlines for each of the 12 issues are listed below. Recruitment advertising questions may be directed to Eric Townsend, communications associate, etownsend@aspanet.org. Press releases, announcements, article inquiries and display advertising questions may be directed to:

Christine Jewett McCrehin, Communications Director
Phone: 202-585-4313 • Fax: 202-638-4952 • cjewett@aspanet.org

**JANUARY**
Ethics in Corporate and Bureaucratic America: Comparisons and Lessons
*Advisory/Editorial Deadline: December 15, 2003*

**FEBRUARY**
Professionalism vs. Politics in the National Intelligence Agencies: What are the Issues?
*Advisory/Editorial Deadline: January 11, 2004*

**MARCH**
The Art of Muddled Management: Roles, Skills, Needs
*Advisory/Editorial Deadline: February 14, 2004*

**APRIL**
Responding to Critical Issues in the Administration of Justice
*Advisory/Editorial Deadline: March 13, 2004*

**MAY**
Non-profit Management
*Advisory/Editorial Deadline: April 14, 2004*

**JUNE**
Public Service as a Calling: Rhetoric or Reality?
*Advisory/Editorial Deadline: May 15, 2004*

**JULY**
Homeland Security and Local Government Coordination and Conflict
*Advisory/Editorial Deadline: June 14, 2004*

**AUGUST**
Affirmative Action and Equality of Opportunity
*Advisory/Editorial Deadline: July 14, 2004*

**SEPTEMBER**
Penny Wise and Pound Foolish: Education Public Policy at the State and Local Levels
*Advisory/Editorial Deadline: August 14, 2004*

**OCTOBER**
*Education Supplement—Public Service Careers*
Crossing the Public, Private and Non-profit Sectors
*Advisory Deadline: August 14, 2004 • Article Deadline: September 15, 2004*

**NOVEMBER**
Employment Morale and Customer Service under Downsizing and Privatization
*Advisory/Editorial Deadline: October 17, 2004*

**DECEMBER**
The Politics and Policies of Multiculturalism in a Socially Conservative Era
*Advisory/Editorial Deadline: November 15, 2004*
Demographic Information

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Please complete this brief demographic form so that ASPA will have an accurate record of the make-up of its membership.

AGE

| Under 30 | 30-39 | 40-49 | 50-59 | 60-65 | Over 65 |

Optional Fees

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More Detail on

www.aspanet.org

Get information on:

University-based Affiliates Membership Application Online Agency/Organization Membership

Select A Chapter

Chapter Number

ASPA members receive free membership in one local chapter. Chapters are listed on the back of this form.

Check here if you prefer to be an at-large member.

Exclude my name from any listing of members sold commercially.

More on

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Get information on:

University-based Affiliates Membership Application Online Agency/Organization Membership

Payment Information

Dues must be prepaid. Send completed application form and payment to:

ASPA, c/o SunTrust Bank, Department 41, Washington, DC 20042-0041.

- Check made payable to ASPA
- Mastercard
- VISA
- American Express

Card Number Expiration Date

Signature

Code of Ethics

I have read and support the principles embodied in the ASPA Code of Ethics. (optional) See www.aspanet.org for Code.
**MANAGEMENT ASSISTANT**

**CITY OF LONG BEACH, CA**

Salary: $3,202 monthly, plus excellent benefits. The one-year program, designed to attract, develop and retain innovative individuals in local government, begins on July 1, 2004. Applicants must have completed requirements for a master's degree in public administration, business administration or a related field by July 1, 2004. For more information, call (562) 570-6615. Filing Deadline: Postmarked no later than January 31, 2004. For a detailed description of the program, visit http://www.longbeach.ca.gov/hr/employees/manage.htm

**JAMES W. MARTIN SCHOOL OF PUBLIC POLICY AND ADMINISTRATION**

**UNIVERSITY OF KENTUCKY**

The Martin School seeks applications and nominations for Director effective fall 2004. The director is the chief academic, administrative and fiscal officer of the School and must provide strong intellectual, administrative, and external leadership. The Martin School offers a multidisciplinary Ph.D. degree in public administration, master's degrees in public administration and health administration, and joint degrees in pharmacy, engineering, and law. It is a University Center of Excellence. The Task Force for the Future identified Public Policy as an area of scholarly excellence within the University and a priority for development. We have 10 core faculty members, 18 interdisciplinary members with joint appointments, and six adjunct members. The Search Committee will begin screening candidates immediately; applications are encouraged by February 15, 2004 and will be accepted until a candidate is selected. Additional information is available at http://www.martin.uky.edu.

Applicants should submit a curriculum vita and a list of at least three references to: Professor Edward T. Jennings, Director, Search Committee

Martin School of Public Policy & Administration, University of Kentucky

415 Patterson Office Tower

Lexington, KY 40506-0027

The Martin School strongly encourages application and nomination of women and minority candidates. Some off-campus graduate teaching may be required in Billings, Montana.

**BERNARD B. AND EUGENIA A. RAMSEY CHAIR**

**ANDREW YOUNG SCHOOL OF POLICY STUDIES**

**GEORGIA STATE UNIVERSITY**

The Andrew Young School of Policy Studies at Georgia State University invites nominations and applications for a distinguished senior scholar engaged in nonprofit research to fill the Bernard B. and Eugenia A. Ramsey Chair of Private Enterprise. The Candidates must have an exceptional record of published research and an established national reputation. We are particularly interested in applicants whose research and expertise fits one or more of the following broad areas of nonprofit studies: nonprofit management; economic performance of the nonprofit sector; the relationship between non-profits and government and business; public policy towards nonprofits. The candidate's degree could be in one of several fields, including (but not limited to) business, economics, law, policy, political science, or public administration.

The recipient of the Ramsey Chair will be appointed either in the Department of Economics or the Department of Public Administration and Urban Studies within the Andrew Young School. The chair holder will also join the School’s Nonprofit Studies Program, which has a faculty already engaged in extensive research, policy development, and outreach to the nonprofit sector. The candidate is expected to take a leadership role in developing the existing nonprofit program into a nationally recognized one.

In addition to very competitive salary and benefits, the chair holder will have a stipend that can be used to support research or outreach activities. For more information visit the School’s website at www.gsu.edu/~wwwsps and the Nonprofit Studies Program’s website at www.gsu.edu/~wwwsps/nonprofit.

Candidates should hold the Ph.D. degree or at least be very near completion, and should have excellent teaching skills, demonstrated potential for excellence in research, and an intention to seek outside research funding. Experience in the nonprofit sector is desirable.

Applicants should submit a detailed letter of interest describing research interests and courses prepared to teach, curriculum vitae, graduate transcript, a teaching statement (including evaluations, if available), writing samples, and three letters of recommendation. Review of applications will begin after January 30, 2004 and continue until the position is filled. Applications should be submitted to: Nonprofit Studies Search, Georgia State University, 415 Office Tower, 55 Martin Luther King Jr. Drive, Atlanta, GA 30303.

**ANTHONY J. MARINELLO CHAIR**

**DEPARTMENT OF PUBLIC AND INTERNATIONAL AFFAIRS**

**NEW CENTURY COLLEGE AT GEORGE MASON UNIVERSITY**

The Department of Public and International Affairs and New Century College at George Mason University invite applications for a tenure-track position in the field of nonprofit studies. The position is at the rank of assistant professor, and will begin in the fall of 2004. Area of specialization within the nonprofit field is open. The department offers a broad range of nonprofit management-oriented courses in its growing MPA and graduate nonprofit certificate programs. The college offers a non-profit minor, learning communities, and experiential learning opportunities in nonprofit management.

Candidates should hold the Ph.D. degree or be very near completion, and should have excellent teaching skills, demonstrated potential for excellence in research, and an intention to seek outside research funding. Experience in the nonprofit sector is desirable.

Applicants should submit a detailed letter of interest describing research interests and courses prepared to teach, curriculum vitae, graduate transcript, a teaching statement (including evaluations, if available), writing samples, and three letters of recommendation. Review of applications will begin after January 30, 2004 and continue until the position is filled. Applications should be submitted to: Nonprofit Studies Search, George Mason University, 4400 University Drive-3P4, Fairfax, VA 22030.

**ASSISTANT/ASSOCIATE PROFESSOR OF HEALTH ADMINISTRATION**

**THE DEPARTMENT OF PUBLIC MANAGEMENT**

**SUFFOLK UNIVERSITY**

Suffolk University’s Department of Public Management seeks candidates with earned doctorates in Health Services Administration, Public Administration or related fields for September 2004, pending funding. This is a tenure track position with rank based on qualifications and experience. We are located in historic Boston, Massachusetts, in the health, government, and finance hub of New England. Classes are offered at three eastern Massachusetts campuses to students in healthcare administration, management of nonprofit organizations, and public administration. Experience and excellence in teaching, solid research in health administration and demonstrated ability to secure external funding and partnerships is strongly desired.

Please send current curriculum vitae, application letter, and names of 3 references to: Dean C. Richard Torresi, Sawyer School of Management, Suffolk University, 8 Ashburton Place, Boston, MA 02108.

Suffolk University is an Equal Opportunity Employer.

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**ASSISTANT PROFESSOR, NONPROFIT STUDIES**

**DEPARTMENT OF PUBLIC AND INTERNATIONAL AFFAIRS**

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About George Mason University

George Mason University is a public institution with over 80 full time faculty members and a student enrollment of more than 23,000. Its three campuses are located in the metropolitan Washington, D.C. area. Public and International Affairs is among the largest departments in the university and its NASPA-accredited MPA program enrolls over 220 students. Nonprofit management is the largest concentration in the MPA program. New Century College offers undergraduate degree programs that integrate interdisciplinary knowledge with workplace and lifelong learning skills. George Mason University is an affirmative action and equal opportunity employer. Women, minorities and persons with disabilities are strongly encouraged to apply.

**ASSISTANT PROFESSOR POLITICAL SCIENCE STARTING FALL 2004**

**MONTANA STATE UNIVERSITY-BOZEMAN POLL SCIENCE DEPT.**

Tenure track, competitive salary; seeking a candidate who shows promise in combining an active research agenda with excellent teaching and student advising.

Montana State University-Bozeman is a land grant institution with an enrollment of 12,100 students. There are 140 undergraduate political science students and 24 students in the Master of Public Administration program. MPA courses are generally offered in the evenings to accommodate our largely professional student body. Some off-campus graduate teaching may be required in Billings, Montana pending a program approval.

Required: Earned PhD in public administration, political science or related discipline by start date. Teaching at graduate level - required specialization in public budgeting and finance. Teaching at undergraduate level - specialization in either political science and/or public administration is open. Required: Teaching at graduate level - specialization in quantitative and/or qualitative research methods preferred, with additional specialization in public administration open. Experience in public sector employment. Teaching experience.

Screening of applicants will begin on January 15, 2004 and continue until a suitable applicant is hired. To apply send letter of application addressing the required and preferred qualifications described above, current curriculum vita if appropriate, copy of graduate transcripts, an article-length manuscript of research, teaching evaluations and course syllabi (if available) and arrange to have three letters of reference sent to:

Dr. Kaaren Jacobson, Chair of Search Committee

Political Science Department at Montana State University-Bozeman

Bozeman, MT 59717  ADA/EQAA/VA PREFERENCE
TENURE TRACK ASSISTANT PROFESSOR 
PUBLIC BUDGETING/PUBLIC POLICY 
UNIVERSITY OF ALABAMA AT BIRMINGHAM (UAB)
The Department of Government invites applications for a tenure track position at the assistant professor level in the field of public administration, beginning Fall 2004. While the area of research specialization is open, we are particularly interested in emerging scholars who can teach the public budgeting and public policy core courses in the MPA Program. The successful candidate must demonstrate a commitment to productive scholarship. The Ph.D. should be in-hand by the time of appointment. The department presently has 15 faculty members in political science and public administration. We offer an undergraduate political science program and a NASPAA-accredited and nationally ranked MPA program. UAB is the premier comprehensive research university in Alabama, ranked as one of the top 15 research universities in the nation. Metro Birmingham (pop. over 1 million) is an ethnically diverse and cosmopolitan setting with exciting neighborhoods, excellent cultural institutions, outstanding suburban schools, and a very high quality of life.

To ensure full consideration, submit a letter of interest, curriculum vitae, graduate transcripts, at least three letters of recommendation, a sample of scholarship, and teaching evaluations. Review begins in January. Send application material to Akhlaque Haque, Public Budgeting/Public Policy Search Committee Chair, Department of Government, The University of Alabama at Birmingham, U 238, 1530 3rd Ave. South, Birmingham, AL 35294-3350. For more information about the position, e-mail Ahaque@uab.edu or call (205) 934-9680. For more information about us, go to www.uab.edu/govt. UAB is an affirmative action/equal opportunity employer. We are committed to enhancing the diversity of the department, and we strongly encourage applications from women and members of minority groups.

TENURE TRACK ASSISTANT PROFESSOR 
PUBLIC ADMINISTRATION 
EASTERN KENTUCKY UNIVERSITY
The Department of Government at Eastern Kentucky University invites applications for a tenure track appointment in Public Administration at the Assistant Professor level, beginning in August 2004. ABD required, Ph.D. preferred. The Department of 14 full-time faculty members offers the BA and MA in political science, a NASPAA-accredited MPA, and the AA and BA in paralegal studies. Field of PA specialization is open. The Department is interested in candidates who can teach a variety of core courses in the Masters in Public Administration program, including an introductory administration, policy, and ethics course, nonprofit administration, public organizational behavior, or public budgeting. Candidates must be eligible for graduate faculty status, which requires evidence of continued scholarly achievement. PA faculty also teach undergraduate courses in public administration and introduction to American Government. Ability to teach in a field of American government is also desirable.

Applicants must submit a complete vita, the name, address and telephone number for three references, copies of official graduate transcripts, and a one-page statement of professional goals. Application reviews will begin January 12 and will continue until the position is filled. Submit applications to: Jo Ann G. Ewalt, Interim Chair Department of Government 113 McCreary Hall Eastern Kentucky University 521 Lancaster Avenue Richmond, KY 40475-3102 Or email joann.ewalt@eku.edu.

EDUCATIONAL REQUIREMENTS: Ph.D. preferred. The Department of 14 full-time faculty members offers the BA and MA in political science, a NASPAA-accredited MPA, and the AA and BA in paralegal studies. Field of PA specialization is open. The Department is interested in candidates who can teach a variety of core courses in the Masters in Public Administration program, including an introductory administration, policy, and ethics course, nonprofit administration, public organizational behavior, or public budgeting. Candidates must be eligible for graduate faculty status, which requires evidence of continued scholarly achievement. PA faculty also teach undergraduate courses in public administration and introduction to American Government. Ability to teach in a field of American government is also desirable.

Applicants must submit a complete vita, the name, address and telephone number for three references, copies of official graduate transcripts, and a one-page statement of professional goals. Application reviews will begin January 12 and will continue until the position is filled. Submit applications to: Jo Ann G. Ewalt, Interim Chair Department of Government 113 McCreary Hall Eastern Kentucky University 521 Lancaster Avenue Richmond, KY 40475-3102 Or email joann.ewalt@eku.edu.

The ticket to a dream job might really be a scam. To protect yourself, call the Federal Trade Commission toll-free, 1-877-FTC-HELP, or visit www.ftc.gov. A public service message from the PA Times and the FTC.
### January 2004

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
<th>Location</th>
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<tbody>
<tr>
<td>27-29</td>
<td>Performance Measurement for Grant Programs</td>
<td>Washington D.C.</td>
</tr>
<tr>
<td></td>
<td>Contact: Call 312-362-9100 to register.</td>
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### February 2004

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
<th>Location</th>
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<tbody>
<tr>
<td>12-14</td>
<td>2004 Teaching Public Administration Conference</td>
<td>Madison, WI</td>
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<tr>
<td></td>
<td>Theme: &quot;My Place or Yours?&quot;</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Location: University of Wisconsin-Madison</td>
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<tr>
<td>19-20</td>
<td>Association of Government Accountants (AGA) National Leadership Conference</td>
<td>Washington, DC</td>
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<tr>
<td></td>
<td>Location: Ronald Reagan Building/International Trade Center</td>
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<tr>
<td>23-25</td>
<td>Winter 2004 Biometrics Summit from the Advanced Learning Institute</td>
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<td>Contact: 312-362-9100 for more information.</td>
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### March 2004

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<thead>
<tr>
<th>Date</th>
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<tbody>
<tr>
<td>3-7</td>
<td>Conference of Minority Public Administrators (COMPA) 2004 Annual Conference</td>
<td>Tulsa, OK</td>
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<tr>
<td>10-13</td>
<td>Community Indicators Conference</td>
<td>Reno, NV</td>
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<tr>
<td>10-14</td>
<td>57th International Atlantic Economic Society (IAES) Conference</td>
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<td></td>
<td>Prof. M. Peter van der Hoek organizes sessions on public administration and public finance.</td>
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<td></td>
<td>Submission fee will be waived for papers presented in an organized session. Submit your</td>
<td></td>
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<tr>
<td></td>
<td>abstract (250-500 words, no full papers) to <a href="mailto:vanderhoek@frg.eur.nl">vanderhoek@frg.eur.nl</a>. Deadline: November 15, 2003.</td>
<td></td>
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<td></td>
<td>Full papers available by February 1, 2004.</td>
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<tr>
<td>27-30</td>
<td>ASPA’s 65TH NATIONAL CONFERENCE</td>
<td>Portland, OR</td>
</tr>
<tr>
<td></td>
<td>Theme: Transforming Governance in a World Without Boundaries</td>
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<tr>
<td></td>
<td>City: Portland, OR</td>
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</tr>
<tr>
<td></td>
<td>Web site: <a href="http://www.aspanet.org">www.aspanet.org</a></td>
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<td>More Info.: <a href="mailto:info@aspanet.org">info@aspanet.org</a></td>
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For more information, click the quick link to ‘Calendar of Events’ at the ASPA home page

www.aspanet.org

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**INSIDE:**

**SPECIAL SECTION**

BUILDING CREDIBILITY AND TRUST THROUGH PUBLIC INVOLVEMENT 3-6

ASPA TIMES 15-22

Recruiter 26