Americans Happier with Federal Government than with Private Sector

Even with Slight Decline, Feds Fair Better than Private Sector

Ann Arbor, MI—After three years of small but steady improvements, customer satisfaction of users of federal government services declines slightly for 2005, according to new findings released by the American Customer Satisfaction Index (ACSI).

In the aggregate, satisfaction with government services scores a 71.3 on the ACSI’s 100-point index, down 1.1 percent from 72.1 last year. This drop marks the first decline in satisfaction with the federal government since 2002. However, because private sector services also experienced a decline (down 3.2 percent to 71.5), government services compare somewhat more favorably to the private sector this year. In fact, government services in the aggregate remain ahead of certain private sector industries, such as airlines (66), wireless telephone (63) and cable television (61).

The ACSI reflects user evaluations of government services measured through a econometric model that captures key components of service that collectively determine overall citizen satisfaction. The aggregate federal government score is a weighted average of the satisfaction levels of several different measured groups.

Decline in Health-Related Services

Both inpatients and outpatients of the Veterans Health Administration (VHA) have declining ACSI scores. While the VHA’s inpatient satisfaction is down only slightly (-1 percent to 83), the drop for VHA outpatients is more noteworthy—here the decline (down 3.2 percent to 71.5) is rather small.

The ACSI reflects user evaluations of government services measured through a econometric model that captures key components of service that collectively determine overall citizen satisfaction. The aggregated federal government score is a weighted average of the satisfaction levels of several different measured groups.
Citizens Slightly Less Satisfied with Federal Government

From SATISFACTION, pg. 1

score drops 4 percent to 84.

“The cause of these declines for VHA is unclear, but it seems likely that they are at least partly the result of the return of thousands of veterans in need of medical services from the Iraq war,” said University of Michigan Professor Claes Fornell, who heads the Index.

“However, while any decline is not good news, it is worth noting that satisfaction with private sector hospitals tumbled far more dramatically this year, down 7 percent to a score of 71.”

Regulatory Agencies Face a More Difficult Task

Not surprisingly, government agencies that deliver benefits have higher ACSI scores than those agencies with the highest score received by any government agency this year is the score of 90 for the Railroad Retirement Board’s benefits recipient group.

Analysis of seven years of ACSI data has shown that agencies delivering benefits have consistently and significantly higher levels of satisfaction than other types of government services. For example, agencies providing benefits score on average 12 points higher in ACSI than regulatory agencies.

“Historical ACSI data has confirmed what we have assumed all along—that regulatory agencies are presented with a much more difficult task in working to satisfy their customers,” Fornell said. “This doesn’t mean that it can’t be done; it just means that these agencies have to work harder to do it.”

Satisfaction with the IRS Plateaus

The Internal Revenue Service also shows a small decline. Specifically, satisfaction among those who file their taxes using the IRS’s traditional paper tax forms is at its lowest level since 2000, after dropping 3.8 percent to a score of 50 this year. Overall individual filer satisfaction is stable at 64, however.

“Overall satisfaction with tax filing remains stable because the IRS has been successful in recent years at moving more individuals from paper to electronic filing,” said Fornell. “The proportion of electronic filers has nearly tripled since 1998, and because e-filing is a far more satisfying process, this has offset the low and even declining score for paper filers.”

Online Satisfaction Surpasses Offline Government

Satisfaction with government websites improved 2.5 percent from last year to an all-time high score of 73.9. Online satisfaction was tied with offline government services a year ago, but the rise of the former and decline of the latter means that satisfaction with e-government now surpasses offline services by a significant margin.

Nevertheless, e-Government must continue to improve if it is to reach the levels of satisfaction enjoyed by private sector websites. While the gap between offline government services and private sector services is very small, there is a significant gap between government websites and those in the private sector, suggesting that there is room for improvement.

“While e-government websites are performing well, and have made significant advances each of the last two years, they still have ground to close to catch private sector websites,” said Fornell. “But with initiatives like the E-Government Act of 2002, just beginning to have their full impact, further improvements in agency website satisfaction could continue to be seen for the near future.”

Complete findings may be found at http://www.theacsi.org.

E-Government Act of 2002 Helps Feds Stay Current

From IT SWAP, pg. 1

federal and private sector IT circles and has been endorsed by the Federal Chief Information Officers (CIO) Council as well as the American Council for Technology and Industry Advisory Council (ACT/IAC).

“This is a wonderful opportunity for both federal and private sector IT employees to expand their breadth of experience through a program not previously available to them,” said Nancy Kichak, OPM’s associate director for Strategic Human Resources Policy. “The ITEP will also help private sector leaders have a greater understanding of how agencies and departments in the Federal Government manage IT related issues. This program benefits everyone.”

In an effort to facilitate IT exchanges between agencies and the private sector, OPM, in coordination with the Federal CIO Council’s IT Workforce Committee, is marketing the ITEP to the private sector through the USAJOBS website at www.usajobs.opm.gov/itep.asp. ITEP opportunities, participating Federal agencies, and points of contact are posted for review by the private sector at this website.

“Everyone involved in the program, OPM staff, the CIO Council, and ACT/IAC, have been dedicated to working together to realize the implementation of this needed program,” Kichak added. “We are initially featuring nine Federal agencies on this site and OPM is proud to be one of the front runners exploring ITEP opportunities with the private sector.”

In addition, the USAJOBS website provides a link to the American Council of Technology’s website at www.actgov.org/ITEP, where federal agencies can view and explore exchange opportunities in the private sector. Other private sector IT professional organizations have been contacted about and encouraged to consider participating in the ITEP.

The E-Government Act of 2002 authorized the temporary assignment of employees in the field of IT management from the federal government to private sector organizations. It also authorized federal agencies to accept private sector employees assigned under this program. The ITEP is expected to promote the interchange of federal and private sector IT workers to enhance skill and competencies.

For more information about the ITEP please contact the OPM Office of Communications and Public Liaison at 202-506-2400.

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From Compulsory Outsourcing to Voluntary Procurement: Pain or Gain in England?

Michael Hughes

Since 1979 and the election of Margaret Thatcher as prime minister, the UK has been a test-bed for developments in the outsourcing of public services. The 1980s started with the introduction of Compulsory Competitive Tendering (CCT) for construction and highways work in local (municipal and county) government. This required local councils to test their workforce against the business sector in open competition. Failure to beat business bids meant automatic outsourcing. By the end of the decade most local government ‘blue collar’ services were subject to CCT. By the middle of the 1990s CCT covered a large proportion of administrative and professional services.

Pressure from public service trade unions, and complaints from both public and private sector managers about the inflexibilities and complexity of CCT, led the New Labour government of Tony Blair to replace it with ‘Best Value’ from 1999. All government activities was subject to periodic internal review against criteria of citizen satisfaction, performance by other public authorities and the private sector, local and national priorities and service efficiency. Part of the review process was the decision whether an activity should be ‘made’ or ‘bought.’ Teams of external auditors and inspectors tested the effectiveness of local authorities’ efforts to deliver ‘continuous improvement.’

In 2001, the UK government reviewed the progress of this semi-voluntary approach to the procurement of public services. This review led to an agreement between national and local government on a set of targets: the National Strategy for Local Government Procurement (NPS). One important impact of this agreement is that ‘outsourcing’ has been subsumed into the general procurement of goods and services. National government, working with local government’s representatives has normalized outsourcing–for many local councils it is now a business decision designed to deliver an appropriate range of suppliers, not a matter of grand debate or policy.

In 2004, the Institute of Local Government Studies (Inlogov) was commissioned to review and evaluate the effectiveness of this ‘mixed economy of supply’ to local authorities in England. Our first report, a baseline study of the current picture, was published in August 2005. The baseline study used a self-completion questionnaire sent to all local councils in England: nearly half (41 percent) responded. Almost all of these (90 percent) considered the NPS to be ‘important’ or ‘very important.’ They also demonstrated their performance against the agreed performance targets in the NPS. Two thirds of councils had met the 2004 targets (the survey was issued in November 2004), a third had already met the 2005 targets.

All but two percent of these councils had a ‘procurement strategy’ that provided a policy framework for decisions about what to buy from the market and how to ensure that purchases met the local council’s objectives. These strategies typically refer to objectives for value for money, the extension of e-government, economic and environmental sustainability, and equal opportunities in employment and service delivery. Two thirds of the strategies explicitly committed the local council to a mixed economy of supply.

One impact of the recommendations of the 2001 review and the NPS was that every one of the local councils responding to the survey had at least one procurement champion. These were elected members of the authority, and/or senior managers, who were tasked with ensuring that procurement policies were implemented and that procurement of goods, services, and construction works was designed to further the local council’s policies. The most common arrangement was to have an elected member procurement champion who was a member of the council’s cabinet (elected executive) and a manager champion who was a member of the council’s management team.

A second recommendation from 2001 was that local councils should organise a corporate ‘procurement unit’. Two thirds of respondents local councils had a unit. Annual turnover of the business transacted by these units (which varied according to the size of the administrations, their policies on outsourcing and procurement, and the extent to which procurement was centralised) varied between the equivalent of $3 million and $400 million. There was a strong positive relationship between a corporate procurement unit and success in meeting the NPS targets.

Although this baseline survey focused on outsourcing and procurement processes, it also reviewed some of the impacts of changing policies. Respondents were asked to report on the outcome of their council’s most recent service review. As these reviews typically include a ‘make or buy’ stage, they provide a snapshot of the extent to which services are outsourced – just over five years since the end of CCT. Most reviews led to a public sector solution (40 percent kept the work in-house, a further 20 percent led to it being bought from another public agency). A third of reviews led to outsourcing to the business sector. The remaining reviews led to contracts with the not-for-profit sector.

Within these figures there is some evidence of different experiences in different local authorities and sectors. Care of children and elders is overwhelmingly provided by the business sector, as is local government work (the first target of CCT). In the maintenance of parks and local streets, and the provision of educational and business support services to local schools, there is no evidence of local councils ever having seriously chosen to outsource these services more frequently.

Most councils were happy working with the different supply markets. The exceptions were elders’ and children’s care services, and the management of social housing, where some councils had chosen to outsource them.

The ‘gain’ is that local authorities are now more willing to work with a variety of business and not-for-profit suppliers. Trade unions, using new employee rights enshrined in European law, have gained new skills in negotiating appropriate transfer packages; and surveys of local government performance in England consistently demonstrate improvements - though without a clear correlation between outsourcing and improvement.

Michael Hughes is director of the Institute of Local Government Studies (Inlogov) at the University of Birmingham. He is lead researcher on the Evaluation of Local Government Procurement – a project that will continue to October 2008. Publications from the research are available at: www.inlogov.bham.ac.uk/research/procurementoutplacements.htm

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**The FEBRUARY issue of PA TIMES will have a special section titled:**

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The State of Outsourced Public Services: A Pain for the Workers

Privatization involves the provision of public services by private or non-governmental entities. Privatization can take several forms, including the cessation of services by government, the outsourcing of services by government, the divestiture of government assets and the use of public-private partnerships.

Outsourcing has become a common approach to provide public services as the countries are facing budget crises and within the limited resources they have to take up same level of services. The trend toward foreign “outsourcing” of service jobs is an extension of a longstanding practice of cutting costs by sales and contracting parts of business operations to nonunion shops in the United States. The practice has gone global because of technological changes.

Technology has made geographical distances less important as a massive amounts of information can now be transmitted at a much lower cost. International national institutions and the trade agreements also facilitated the trend by promoting investment liberalization and privatization of public services, creating new opportunities for the corpora-

tions to go to the overseas markets.

It has been assumed world over particularly about the private sector that it always knows best and can best organize the delivery of services. But this ignores the very real, sometimes delayed or unforeseen, consequences of substituting private interests for public ones.

Private companies sometimes “cut corners” in services to ensure a profit. And communities suffer as a whole when public employee jobs that provide decent salaries, healthcare benefits and pensions are lost, hurting local businesses and the taxpayer base that supports our schools, public safety and other services.

The concern is about the forces that are working against the rights and opportunities as when they are forced to take on false identities and accents to pretend they are from the country of origin of the caller. There is something fundamentally wrong when workers must leave their identity at the workplace door, denying their very humanity. It has a psychological effect on the minds of the employees. It’s not good for workers, it’s not good for quality service to customers. It’s not good for workers, it’s not good for the delivery of services to non-traditional locations.

Lack of Quality services: The need to develop policies that support quality customer service provided by career employees. Our vision sees value added through the deepening of relationships between skilled, career employees and customers. In this system, employees use their knowledge and creativity to solve problems, to communicate, use their knowledge and creativity to solve problems, to communicate.

For example, call center employees who actually listen to customers and solve problems add long-term value to the enterprise; contrast this with call center workers who simply read verbatim and rush to get you off the phone to meet strict time quotas. Outsourcing interferes with the relationship between the service provider and the customer. Employees of outsourced companies have no possibility to build long-term relationships with customers, or to provide information feedback to the core service provider, who is not their employer.

Loss of identity: Employers of the Outsourced companies are not building careers for their employees. For example: Outsourced call centers employees at overseas-outsourced call centers experience alienation and stress when they are forced to take on false identities and accents to pretend they are from the country of origin of the caller.

There is something fundamentally wrong when workers must leave their identity at the workplace door, denying their very humanity. It has a psychological effect on the minds of the employees. It’s not good for workers, it’s not good for quality service to customers, and it’s ultimately not good as a development strategy.

This business strategy is not good for workers, it undermines quality service to customers, and it does not lead to sustainable economic growth in the developed or in the developing world. For as soon as living standards rise in one workplace, one community, or one country, the footloose firm has packed its bags in search of the next low-cost location.

If ever an attempt has been made to organize workers at the domestic outsourced call centers. But as soon as employees in these centers begin to gain strength, the employer closes the center and with a flip of the switch moves the work to another location.

The state and local government officials should consider all these factors, study the track records of private companies that bid on public services—before making a decision that affects so many members of the public.

When a business or part of a business is sold, the employer must provide the employee with successor rights. These rights and obligations may apply when a local government shifts from traditional self-delivery of services to non-traditional delivery via a public private partnership. Public sector undertakings must be aware of the provisions in the Labour Relations Code that could impact them, their employees and a private sector partner in a public private partnership arrangement.

Cohen, president of the Communications Workers of America has rightly observed that a carefully designed stakeholder and communications process whereby employees and affected labor unions are consulted on a regular basis can help to ease the transition. Poorly designed communications programs can result in resistance by employees and labor unions to service delivery through public private partnership arrangements.

When employees are guaranteed the same rights and opportunities as when they worked for the public sector undertakings, the transition between public sector provision of a service and service delivery by public private partnership can be eased.

Internationally recognized labor rights should be promoted and an end to trade and finance policies that contribute to the destruction of the privatization of social services.

Studies have consistently shown that when workers are truly empowered, they can represent themselves (rather than being handpicked by management), and can protect their own interests particularly their jobs.

The crux of these studies is simple—workers are assets to be developed, not costs to be cut. The current emphasis on outsourcing ignores this fact, and neglects the best way to improve agencies.

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The July 2005 issue of PA TIMES contained some very practical and thought provoking articles on administrative ethics. The articles focused on the theoretical do’s and don’ts, all good grist for aspiring public administrators as well as practitioners. Many of the references cited reaffirm the foundational principles of the enlightened ones from the developmental years of public administration. The message is clear and has been captured by George Santayana, “Those that fail to remember the past are condemned to repeat it.”

Breaches of ethical conduct in public administration occur at all strata of government. Seasoned public administrators know this well. They also know equally as well that theory is easy to learn, but much harder to put into daily practice. This is especially true when the stakes are high and competing interests, both political and fiscal, are at work to influence administrative decision-making.

I thought it might be beneficial to share a recent ethical dilemma that pitted administrators and elected officials’ mandate to serve the citizens against the pressures to function within the “second government.” By the second government, I mean the actions, inactions and double-speak of administrators and elected officials that are intentionally done out of sight and knowledge of the public.

You won’t find mention of a second government in the Constitution. The Founders did not contemplate or speak of the idea of creating a single consolidated government to replace the aging equipment arrived at by government outsiders. This is not meant to imply a sinister “sub-government” at work, but at times it is seen by the public and media as such.

These workings of the second government might best be described as information or actions by administrators and elected officials that they believe are best handled internally without the public’s knowledge and all too often involve impropriety or favoritism. It is the misdirected belief of administrators and elected officials that they are the “government” and know best what the public needs to know and doesn’t need to know. It is also where this second government feels it knows best how to spend taxpayer’s money. The case described below illustrates the second government concept.

In the Midwest, local governmental entities and county government had been working on a plan to consolidate a number of emergency dispatch operations that by all accounts were in danger of their dispatching consoles, radios and computer equipment nearing the end of their useful life. The cost to replace equipment in all of the centers would have been fiscally impossible.

The group charged with developing a plan to replace the aging equipment arrived at the idea of creating a single consolidated emergency dispatch center like so many other counties within this state and other states have done. Maintenance costs for the multiple centers would be reduced to maintenance on the single center. No purchase of duplicative communications equipment would be necessary for these existing multiple dispatch centers.

Response time for citizen calls for police, fire and emergency medical services would be reduced as calls for service would not have to be transferred between centers. Police officer safety would be significantly enhanced, as the current radios were reliable only about 70 percent of the time. Testing for older radios showed 99 percent reliability.

After 10 years of planning, and with dispatching equipment marching toward a catastrophic failure, the decision was made to create an implementation plan with an emergency funding. The M1111 was comprised of public safety officials and administrators who informed the citizens on the status of the project through a series of newspaper articles and radio spots.

The intent was to inform the taxpayers of what their government was doing for them regarding the emergency dispatching problems and the need for funding to resolve the matter. A straightforward proposal with a straightforward solution, or so it seemed. As with any project, especially in these tight financial times, funding was the sticking point.

A telephone surcharge was not the favored funding mechanism as the use of landline telephones was declining in favor of increased cell phone usage, resulting in lower available telephone surcharge funds. Also, the authorizing statute for the telephone surcharge was nearing a sunset that might eliminate that funding source.

The optimum funding stream was determined to be a general property tax assessment that required approval of the voters. Property values rise each year, producing increased revenues that would keep pace with the increased cost of running the dispatch center so that future tax increases would not be needed.

It seems fair to say that the average taxpayer does not follow most issues handled by their government. Only when an issue affects an individual taxpayer or an issue is especially egregious does the general public stop to take notice and become involved.

Since the various emergency dispatch centers were already operating and funded, taxpayers and media were quickly informed if the current tax dollars spent on the existing emergency dispatch centers would be put toward the project. None of the local governmental entities would come forward to respond to the question. County administration pressed the local governmental bodies that controlled the current dispatch centers to respond to these questions but to no avail. Taxpayers were simply asking for accountability of their governmental officials but were shunned.

The vote on the millage came and went with the obvious result, NO! Was the millage defeat a directive by taxpayers that replacement of the failing emergency dispatch centers was not needed? Not necessarily. It appeared that the series of refusals to respond to taxpayer questions were seen as a lack of administrative ethics and most probably the culprit of the overwhelming defeat of the millage vote.

Did the citizens, for whom the administrators and elected officials work get the government they needed and deserved? I suggest they did not. Why did this happen? Comments expressed by various government officials prior to the millage vote talked of it being “best not to mention current funding.”

Conversations between the local governmental officials talked of using the current funds to ease budget shortfalls if new funding could be approved for the emergency dispatch center project. This raises the issue of how to avoid answering taxpayers’ questions? Budget problems were looming, a seemingly easy way presented itself to ease the looming budget shortfalls.

It appeared the administrators believed they knew better how to spend taxpayers’ money than the taxpayers did. What the administrators forgot was that the potential tax dollars belonged to the taxpayers. When administrators and elected officials forgot this, they started the wheels of the second government turning.

Does this concept of a second government seem far-fetched? Examples of this second government in action include Nixon and his approval of the Watergate break-in, Deep-Throat’s need to expose the U.S. Army Corp of Engineers overseeing the use of landline equipment; Nixon’s sexual affair with an intern in the White House and recent polls indicating less than half of Americans feel President Bush is being honest as an elected representative current public funding.

Most recent is the case of Bunniatine Greenhouse, the procurement officer for the U.S. Army Corp of Engineers overseeing expenditures in Iraq, who exposed huge overcharges by Halliburton – Vice President Dick Cheney’s former employer. History is replete with similar examples at the local government level.

Arleigh Burke reminded us that “The only thing necessary for evil to triumph is for good men to do nothing.” Given the politics intertwined in government service, many choose to do nothing that would expose those involved in wrongdoing. This failure to report wrongdoing is done out of fear of the would be whistle
Parliament Holds the Key to Continued Democratization in Ukraine

Charles R. Wise

In December 2004, during Ukraine’s Orange Revolution, the world watched as millions of Ukrainian citizens marched to the capitol and risked their lives to demand fair elections. However, Victor Yushchenko and the Ukrainian citizens of the Orange Revolution who braved the cold for weeks on end are only part of the story of Ukraine’s unfolding democracy.

A little noticed part of the Orange Revolution story is the role political institutions played in bringing Ukraine back from the precipice of authoritarianism to democratic stability.

Victor Yushchenko would not be president today if not for the intervention of Ukraine’s Parliament (the Verkhovna Rada) and Ukraine’s Supreme Court. These institutions stood up to the president and invalidated the fraudulent elections. These were also the institutions to which the United States Agency for International Development (USAID) had been providing aid for years prior to the crucial moments when they had to step to the fore and make decisions to assure a fair re-run of the presidential election.

Another little noticed aspect of the Orange Revolution was that in addition to the changes in the election law the Parliament also passed the amendments to the Constitution to more evenly disperse power.

Prior to relinquishing the presidency to Victor Yushchenko in December of 2004, outgoing President Leonid Kuchma signed a bill passed by Parliament effectively weakening the power of the presidency and strengthening the power of parliament.

World media glorified the Orange Revolution and touted it as Ukraine’s most forceful step towards democracy in the last decade. Now that news crews and mass protesters are gone, the real work of governance begins.

The Orange Revolution and the resulting election of President Yushchenko signified promise for democratization in Ukraine and Eastern Europe, a region with a troubled past.

Most post-soviet countries have been slow to democratize and have been plagued by corruption and inequality caused by self-dealing rulers. Yushchenko, previously described as having “movie-star looks,” now proudly displays his pockmarked face as, “the face of Ukraine” both disfigured by the claws of corruption.

Nonetheless, as his recent dismissal of the prime minister and the government demonstrates amid charges of corruption against government officials, the road to an honest and free government is still not a smooth one.

In the early years of independence, Ukraine made a fundamental choice to divide power among an array of political institutions. As most other post-soviet countries, Ukraine’s Constitution allocated a greater than equal share of the governing power to the Presidency. Ukraine experienced the dangers of concentrated power that resulted in the Orange Revolution. However, that is about to change and the representative branch will have more say in governing.

When I began directing the Parliamentary Development Project for Ukraine (PDP) over 10 years ago, I engaged the first democratically elected parliament in the history of Ukraine. We helped Parliament sort through various tasks from structuring a new constitution to drafting rules of procedure for the Parliament.

Today, PDP continues to assist members of Ukraine’s parliamentarians and parliamentary committees to enhance citizen interaction, promote good relations between the executive and legislative branches, assist legislative reform, and encourage gender equality.

PDP, alongside many other development organizations, provided the Ukrainian community with education on democratic practices. Now, PDP will be assisting the Parliament in addressing the new president’s reform agenda, which will require the passage of many new laws to address Ukraine’s most pressing issues including corruption, administrative reform, judicial reform and the integration of Ukraine into international structures such as the World Trade Organization and the European Union. PDP will also be assisting the Parliament in addressing its new institutional role in supervising the government.

Ukraine’s new president challenged his country to become a full democracy and to develop a truly open-market economy that operates according to the rule of law. The Parliament will be the crucial actor in meeting that challenge.

Parliamentarians will be confronting a very broad and ambitious reform agenda at a time when the Parliament itself will be undergoing significant institutional change. Under the previous constitutional arrangement, the President was the prime actor in appointing and dismissing the government, although the Parliament could also act to dismiss the government.

This president-centered regime meant that the various parties in Parliament did not have to take responsibility for the government’s program; there was little incentive for parties to come together and work out the compromises to achieve a program to reform the system and govern the country.

In the absence of a governing majority coalition, the politics focused on curtailing favor and receiving benefits from the president. Cronyism and corruption were all too often the inevitable result. In this environment, parties bargained issue by issue with the president and took little responsibility for the whole program or the direction of the country.

After January 1, 2006, the responsibility for forming the government moves to the Parliament and the parties will have to bargain and compromise to achieve a governing coalition.

For the first time, Parliament will also have to take responsibility for the government’s program and thus the direction and pace of reform. A big question is whether the twelve parliamentary factions representing Ukrainian citizens will work together to lay democracy’s foundation, or whether power-hungry oligarchs will once again take over in Ukraine.

The Orange Revolution constitutes an important turning point in the development of Ukraine’s government and economy. If the Parliament can again step up and make the decisions that will set Ukraine firmly on the path to a full representative democracy, the full promise of the Orange Revolution will be fulfilled.

The Parliamentary Development Project (PDP) for Ukraine has provided resources and technical assistance to factions and committees of the Verkhovna Rada of Ukraine for over 10 years. PDP is an international project implementing the USAID (United States Agency for International Development) Democratic Parliamentary Strengthening Program in Ukraine.

ASPA member Charles R. Wise is director of the Parliamentary Development Project for Ukraine.
Study Shows More Americans Volunteering

65.4 Million Americans Participated in Volunteer Work in 2005

Washington, DC—Deputy Assistant to the President and Director of USA Freedom Corps Desiree T. Sayle welcomed a new study released by the Bureau of Labor Statistics (BLS) showing that an increased number of Americans participated in volunteer service in the past year. BLS, part of the U.S. Department of Labor, reported that the number of volunteers rose from September 2004 to September 2005. About 65.4 million people participated in volunteer work at least once during the study period, up from 64.5 million for the similar period ended in September 2004. This marks an increase of more than 6.5 million volunteers since President Bush made his Call to Service in 2002, the first year of the study. The percentage of the American population who volunteered during the past year remained at the same level as in 2004 at 28.8 percent.

“We’ve seen a tremendous increase in volunteer service among Americans over the past four years,” Sayle said. “Today’s numbers show that our Nation’s commitment to volunteer service remains strong.”

“President Bush created USA Freedom Corps to encourage more Americans to volunteer and make a difference in the lives of others. When Americans volunteer, our Nation is strengthened one person, one neighborhood, one community at a time. As today’s BLS study reveals, a significant portion of the population is committed to service, but there is still more work to do, and USA Freedom Corps remains committed to helping all Americans answer the President’s Call to Service,” Sayle said.

One fourth of men and about one third of women participated in volunteer work in the year ended September 2005, about the same proportions as in the two prior years. Women volunteered at a higher rate than men across age groups, educational levels, and other major characteristics. Persons age 35 to 44 were the most likely to volunteer (34.5 percent), closely followed by 45 to 54 year olds (32.7 percent). Married persons volunteered at a higher rate (34.1 percent) than never married persons (23.0 percent).

The volunteer service indicator is an annual national measurement of volunteer behavior developed by the Census Bureau and BLS with USA Freedom Corps and the Corporation for National and Community Service.

The data was collected through a supplement to the September 2005 Current Population Survey, a monthly survey of 60,000 households. For more information, visit: http://www.bls.gov/cps.

USA Freedom Corps, an Office of the White House, was created by President Bush in his 2002 State of the Union Address to strengthen and expand volunteer service by Americans. For more information about getting involved in the President’s Call to Service, please visit http://www.usafreedomcorps.gov or call 1-877-USA-CORPS.

Letters to the Editor

Bravo to Don Menzel

ASPA President Don Menzel’s column for November 2005, should be required reading for all ASPA members, especially including those at the IBM Center for the Business of Government who are luring scholars away from normal contributions to professional journals by offering $20,000 for papers that IBM will publish if it likes what they say.

Don Menzel did not mention this development in his November essay, but I emphasize it here because the $20,000 represents a one-third increase in the previous offers to ASPA members. As such, it is an indicator of the dysfunctional connections of the private sector with professional public administration.

In my view, Don’s assessment of what is happening in and to professional public administration is worth detailed study by everyone interested in sustain- ing professionalism in the public service and, perhaps, rescuing it from those who pretend to be its friends.

Frederick Thayer
Professor Emeritus
University of Pittsburgh

A Tale of Two Governments

From TWO GOVERNMENTS, pg. 3

Have you visited
ASPA’s website lately?
www.aspanet.org
Dealing With The Imminent Retirement Crisis, Part 5 – Making It Real, Continued

In recent columns, I’ve described the results of research sponsored by my organization, CPS Human Resource Services. This research is part of a long-term strategy to help public agencies deal with the imminent retirement crisis facing all levels of government. (CPS is an independent, self-supporting government agency that provides human resources services to other public agencies).

In 2003, CPS published The Aging-and-Retiring Government Workforce: How Serious Is the Challenge? What Are Jurisdictions Doing About It? In this initial study, we highlighted government agencies—federal, state, and local—that were already preparing for the upcoming workforce shortage. These agencies have already put into place strategies to prepare for the war for talent that will inevitably occur as more than 70 million baby boomers retire. Unfortunately for government, we will face this challenge before our private sector colleagues because public sector employees are, on average, older than their private sector counterparts.

The 2005 follow-up study—Building the Leadership Pipeline in Local, State and Federal Government—was also conducted by independent researcher Mary B. Young. The Pipeline study focuses on a key aspect of preparing for the retirement boom: leadership development. Our research questions were, “What are jurisdictions at the local, state and federal levels doing to build their leadership pipelines to ensure they have experienced talent for the future?” We interviewed over 90 public sector thought leaders including practitioners, academics, and journalists. The report highlights 15 jurisdictions/ agencies that are aggressively building their leadership pipelines.

In our research, we identified two leadership development models—the “Just-in-Time” (JIT) approach, and the “Integrated Leadership Pipeline” approach. The JIT model tries to develop new leaders quickly, often right before (or right after) they assume leadership positions. We compare this approach to the inoculation of a traveler before leaving for a trip abroad. Typically, the JIT model lays out a concrete plan and quite another to make it work in practice. We have presented our findings to audiences across the country, and we’re often asked questions like:

What can we do to build our leadership pipeline?

How do we convince our senior managers that this should be a strategic priority for our organization?

How can we evolve from the just-in-time approach to a more integrated system that truly builds our leadership pipeline?

In the Pipeline report, we make eight concrete recommendations to help public agencies build their leadership pipelines. In my last Pipeline column, I described the first four:

1. Make workforce planning the foundation. This is the glue that connects all HR practices.
2. Engage senior leaders. It shouldn’t be left up to the HR staff to develop and implement “programs” to grow the next generation of leaders. Senior leaders throughout the organization (including elected and appointed officials) must make developing the leadership pipeline a priority.
3. Identify key competencies. Defining and describing critical competencies provides direction for developing future leaders and a yardstick for assessing their progress.
4. Assess developmental needs. One of the toughest challenges is assessing current competency levels. What can your aspiring leaders already do well, and what do they need to do differently or better? Leading-edge organizations rigorously assess potential leaders using tactics like online assessments, multi-rater feedback, assessment centers and self-assessments.

The four other practical lessons we drew from the Leadership Pipeline research:

5. Create a leadership development strategy.

One key lesson from the organizations we worked with is that leadership development is not just a “program.” Instead, it’s a long-term, multi-phased strategy. Sending a newly-appointed leader to a training program is fine as a just-in-time tactic, but it’s not a strategy.

Many of the Pipeline case studies show how organizations have broadened their efforts to drive leadership development further down in the organization. They:

• Target specific segments of the workforce, often based on organizational level (technical specialists, mid-level managers, senior leaders, etc.).
• Systematically identify the competencies and skills (particularly “soft” skills) that employees at each level need to develop.
• Link these competencies to the developmental experiences and tools available, both inside and outside the organization.
• Use multiple approaches to build their pipelines (e.g., rota-ional assignments, action learning teams, mentoring, assessment centers, 360-degree feedback).

Ideally, a leadership development strategy should be based on a workforce plan and a clearly-defined set of leadership competencies. A clear strategy for building the pipeline helps an organization get its arms around what it needs to do to develop new leaders, including identifying and eliminating gaps, such as an employee group or competency skill area that needs attention.

6. Institutionalize the process of creating and following through on Individual Development Plans (IDPs).

Some organizations develop effective approaches to prepare future leaders, but fall short in execution. Why? Because they leave it up to the individual employee and the supervisor to create a formal agreement on the areas where the employee needs to develop, the development process, and the expected outcomes. Too often, that’s as far as it goes—a plan without follow through or accountability for results.

There’s too much at stake to let this happen. What’s needed is to require not only Individual Development Plans, but also training on how to use them (if necessary) and then making managers and employees accountable for results. A commitment like this improves follow through and, by communicating a serious concern for employee development, can also help retain talent.

7. Tap into the talent pool of retirement-eligible employees and retirees.

The Tennessee Valley Authority, one of the case studies in our first study, made an interesting discovery when it asked “older” workers when they were planning to retire. More than 80 percent responded, and many of these soon-to-retire folks said they were pleased that the organization was concerned about how a formal agreement without them. They cared about what happened afterward. And they recognized why it was in the organization’s best interest to prepare for their departure.

Many managers feel a similar sense of stewardship—they would rather leave things in good hands than see them fall apart once

See RETIREMENT CRISIS, pg. 12

Announcing…

a new publication from ASPA

Public Administration
with an

Attitude

by H. George Frederickson

Available for adoption in Spring 2006 classes. To order your review copy call 800.772.7662. Order now. Review copies are limited.

Public Administration with an Attitude brings together some of H. George Frederickson’s most penetrating and thought-provoking columns from the pages of PA TIMES. In the book, Frederickson takes on the issues facing today’s public administrators with the intellectual integrity that established him as a leader in the field. If there is something wrong or right with the way public policy is being administered, Frederickson lets you know. Like his column, Public Administration with an Attitude is easy to read and jargon-free, and, of course, it is often witty.

Students preparing for public service careers will benefit not only from the wisdom and insight in Public Administration with an Attitude, but from the pervading theme of the honor and dignity of public service. Practicing public servants will enjoy the rich use of examples, the telling of great public administration stories, and especially the descriptions of public administration heroes and heroines.

This book is a lot more interesting than a spreadsheet (…and more accurate)!
Looking for Leaders

As retirement from the public workforce becomes common, we hear more concerns expressed about who future public managers will be and where they will come from.

In my opinion—and the opinions of public managers surveyed recently on this subject—we should be doing more than succession planning. We should be looking for leaders as we address retirements projected by OPM and others to be 50 percent federal and 42 percent state and local government workforce over the next three to five years.

To do so, public managers at all levels of government tell me requires an acknowledgement that many of these future leaders are already in government and are waiting to be noticed.

The eight characteristics that are exhibited by those leaders who often are first tier supervisors include integrity, competence, vision, commitment, affinity, duty and accountability.

By integrity, I mean that the individual both trusts and is trusted. By competence, I mean that they know their stuff. Much as Steven Spielberg, who, at not quite 30 years of age, directed the movie “Jaws” in an abandoned trailer at Universal Studios to earn a seven year contract with the studio after he rejected the University of Southern California’s film school—so too these leaders know their stuff well enough to get the job done right.

By vision, I mean that the person knows where they are going and why and can tell anyone who wants to know in 25 words or less. In so doing, that person is able to test ideas and proposals time and time again.

Visionary leaders are capable of articulating where a group is going in a way that resonates with others. They then set people free to innovate, experiment and take calculated risks within a defined structure so as to get there. Vision alone does not define a leader, rather it is one characteristic that along with the seven others define leadership.

By commitment, I mean total focus and dogged persistence to achieving specific outcomes within a defined timeframe. As an example, one director of a social service agency addressed the problems left by her predecessor when she was moved up to become acting director, by meeting one-on-one with staff and found out that they shared her vision for the overburdened agency and its mission.

She got people talking about their hopes for the future and tapped into their compassion and dedication. She voiced their shared values whenever she could. She guided them in looking at whether they did things furthered the mission and together they eliminated rules that made no sense.

Meanwhile, she modeled the principles of the new organization she wanted to create: one that was transparent and honest; one that focused on rigor and results. She and her team tackled the changes. The agency’s climate changed within the year from one of grudging compliance to one that reflected shared passion and commitment with a budget that then doubled within a span of 18 months.

By affinity, I mean collaboration, the promotion of harmony and the fostering of mutually respectful relationships. To manage these relationships takes time and energy as well as leadership. It requires persuasion, the bolstering of others’ abilities through feedback and guidance, the initiating and managing of change, the building and reinforcing of bonds between people and stakeholders as well as cooperation and team-building.

Affinity is sometimes articulated by co-workers as someone who “takes care of his people.” As an example, a director of operations oversaw five managers, of which four held college degrees. The one who didn’t, became the director’s “go-to” man because he could always be counted on to do the best possible job even though he earned less than the other four because of the agency’s bias toward degreed employees. The director eventually wound up pleading the “go-to” man’s case to management and won for him both a raise and the “go-to” man’s loyalty.

By duty, I mean personal and organizational realism about current conditions and responsibilities as well as what is possible should change actually begin. Duty is sometimes described as context—whether it be legal, social, emotional, or political.

It amounts to an understanding of the rules that apply now and whether or not and when those rules can be changed. Sometimes leaders use a process of dynamic inquiry to discover the organization’s condition by asking people what they care about, what is helping them get the job done and the organization to succeed as well as what is getting in the way. Usually, these focused conversations and open-ended questions help determine what is right and what is not right so that collective concerns can be successfully addressed.

By accountability, I mean being willing to accept responsibility for one’s own conduct. In its most narrow interpretation, accountability involves answering to a higher authority in the bureaucratic or interorganizational chain of command. This formal definition draws a very clear distinction between two fundamental questions: To whom is the organization accountable? For what activities and performance standards am I personally responsible?

Accountability is often used interchangeably with ethics because both concepts involve the means by which an organization or an individual chooses a course of action and subsequently defends it.

Leaders are described as individuals who know what the legal or regulatory standards are, what the informal or implicit standards are, who the opinion leaders are, what the experience of comparable organizations facing similar decisions has been, and what strategies or tactics are available to help employees act in a changing environment.

Many times, a visible demonstration of accountability is a necessary part of the process. Such a demonstration was provided by Peter Ueberroth when he agreed to run the 1984 Olympic Games in Los Angeles and promised to make $15 million in profit. He then personally negotiated sponsorship contracts worth millions and during the actual games wore the uniform of a different Olympic worker each day. The profit at the conclusion of the games was determined to be $215 million.

When looking for leaders to be future public managers, we should focus on—and build upon—these eight core competencies. We should encourage and support self-directed learning so as to set goals that are specific to the individual and that focus on improvements that they are passionate about, building on their strengths while filling in where there are gaps of experience, skill or knowledge.

Leadership training must be a strategic priority that is supported at the highest level. Commitment to this must come from the top. That’s because new leadership means a new mindset and new behaviors. In order for these to resonate, the organization’s culture, systems and processes all will probably need to change. It all starts with recognizing the stars among us.

ASPA member Christine Gibbs Springer is principal with Red Tape Limitering in Las Vegas, NV, and former ASPA president. Email: cgs@ao1.com
### 2006 Editorial Calendar

The PA TIMES requests that articles be between 1000-1200 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 recruiter@aspanet.org. Press releases, announcements, article inquiries and display advertising questions may be directed to:

Christine Jewett McCrehin • Editor • cjewett@aspanet.org

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After a rather lengthy silence, it is my pleasure to inform you that I am recently in receipt of good news from Knute and Thor Bjunglesson, the public administration twins.

Recall, if you will, that Knute Bjunglesson, the long-time manager of Forest Hills, IL, is noted for his deliberative, careful and rather dull administrative style, and the fact that he drives a 1973 Ford Pinto. His brother, Thor, is the manager of Pismo Beach, CA. Esteemed for his innovative skills and cutting-edge practice of contemporary public administration, Thor is particularly recognizable because of his gold earring and the attraction, Thor is particularly recognizable for his innovative skills and cutting-edge style, and the fact that he drives a 1973 Forest Hills, IL, is noted for his deliberative communication. Silence is the wisdom of Knute and Thor on the subject of communication and their guidance to aspiring public administrators.

In school you may have been told of the importance of communication. What you were not told is the importance of little communication as possible. It was King Olaf who famously said he had often regretted his words, but never his silence. It is easier to make noise than to be silent. Silence is a learned trait and the effective administrator will learn it. When it is learned, the administrator will begin to interpret not only the words of others but their silence. It is the beginning of bureaucratic wisdom.

Words are a form of political and bureaucratic action, therefore, in the same way that one will be careful in one’s actions, so too will one be careful in one’s words. As a person who uses words sparingly and carefully, you will be the object of respect and this respect will increase as ignorance of you grows. In the view of others, silence invests the wise bureaucrat with qualities he or she may not in fact possess. As a silent and contemplative person, the wise bureaucrat will develop not one but several reputations, all of them good.

Even the bureaucrat well-schooled in the arts of silence will, on occasion, be required to speak. You may make controversial presentations in staff meetings, but never comment on the presentations of others. It your comments are too favorable they will be interpreted as swarms. Your comments are overly critical they will be marked against you. The wise bureaucrat will gain a reputation for loyalty by informed silence while at the same time not gain a reputation for, as it is often crudely put, kissing-up.

At staff meetings always be the last to speak. By then you will know what has been said and, more important, you will know what has not been said. At this point it is essential to remember the importance of ritual, deference and the danger of appearing to be threatening. Begin with the ancient ritual of pointing out that so much of importance has already been said, and that it has been particularly well said. You, of course, have little of value to add, and this is your moment. Do not make a declaration or statement but put your question or answers your question, his suggestion or as a suggestion. Never use the word “query” because that is a prissy Ivy League word. Be diffident and underplay yourself but do not put your question or suggestion on someone else as if you are attributing it to then. Only the most vain will not understand this to be shallow.

Ask your question or make your suggestion simply and clearly, then be silent. Although you certainly know the answer, do not attempt to answer your own question or respond to your suggestion. If another staff member responds to your suggestion or answers your question, his or her words will almost certainly be what you would have said anyway. You will have subtly and unthreateningly guided the staff in the direction of wisdom and they will all know it.

Finally, Knute and Thor recommend that you avoid the expression of either weak or strong opinions. Weak opinions will mark you a wimp. Strong opinions will show you to be a hothead or an ideologue. Keeping your peace will yield greater power than expressions of opinion.

Ordering Information:
CAP has what you need! ASPA’s Center for Accountability and Performance Meeting the Challenges of Performance-Oriented Government brings together the experience and insights of practitioners and academics 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 bureaucrats and politicians imagine themselves possessed of such a trait. This is a pity, because there are few things more naturally comic than politicians in pursuit of the public interest or bureaucrats hard on the trail of continuous improvement. Should you have such a trait keep it to yourself. If you mind is visited with a witty thought or you sense the absurdity of a matter, keep it to yourself, go to your office and have a good laugh. If the urge to share with others your moment or humorous rapture does not pass, it is useful to keep a journal. Let that journal be your appreciative and trusting audience.

Do not tell jokes or funny stories. To make the sage or witty remark is always risky because it will almost certainly be misinterpreted. You are a person of serious purpose, a person of dignity, of gravity. Cultivate a certain carriage of dignity and power more naturally comic than politicians in pursuit of the public interest or bureaucrats hard on the trail of continuous improvement. Should you have such a trait keep it to yourself. If you mind is visited with a witty thought or you sense the absurdity of a matter, keep it to yourself, go to your office and have a good laugh. If the urge to share with others your moment or humorous rapture does not pass, it is useful to keep a journal. Let that journal be your appreciative and trusting audience.

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Finally, Knute and Thor recommend that you avoid the expression of either weak or strong opinions. Weak opinions will mark you a wimp. Strong opinions will show you to be a hothead or an ideologue. Keeping your peace will yield greater power than expressions of opinion.

One should not be overly ready to stand up for an idea, or to sit down either. As a civilized bureaucrat you should display a wide and general tolerance for persons, for ideas, for openness, that does not invite resistance nor require explanation. Such an open mind will be accepting of change and suited for leadership in the modern setting of the so-called “learning organization.”

"This column is adapted from Up the Bureaucracy: A True and Faultless Guide to Organizational Success and the Further Adventures of Knute and Thor, by H. George Frederickson. Gratis copies may be obtained by emailing him at gfred@ku.edu.

ASPA member H. George Frederickson is Stone Professor of Public Administration at the University of Kansas and co-author of both The Public Administration Theory Primer and The Adapted City: Institutional Dynamics and Structural Change. E-mail: gfred@ku.edu
Codes and Oaths

Elected and appointed public officials typically express a very positive attitude toward codes of ethics. The conventional wisdom is that codes have a positive influence in governance, especially in deterring unethical acts by ethically motivated public servants. That is, unethical officials are likely to be unethical regardless of whether a code exists but those who want to be ethical find a code helpful. Of course, the motivation for adopting a code is often the result of unethical behavior or scandal in the organization.

Oaths are also employed in some jurisdictions to encourage ethical behavior. Here is an example of an oath that one local government requires its employees to sign.

I do solemnly swear that I will support the Constitution of the United States and the Constitution of the State of __________, and faithfully discharge the duties of __________, and to abide by and adhere to the provisions of the Code of Ethics of the Government of __________. So help me God.

Hard evidence that either codes or oaths either encourage ethical behavior or discourage unethical behavior is sparse. Nonetheless, many administrators believe that codes and oaths contribute significantly to an ethical workplace. Some managers even require their subordinates to sign their professional code and hang it on their office wall.

A few years ago ASPA debated the wisdom of requiring new members to sign the membership agreement indicating that “I support the ASPA Code of Ethics and will abide by its principles.” National Council rejected this pledge and opted for an optional check-off on the application form stating that “I have read and agree with ASPA’s Code of Ethics.” Do you agree with this policy? Should renewing members pledge to uphold the Code? As a top manager, would you require lower level managers to sign and put on public display their professional code or oath? Why or why not?

ASPANett site: www.aspanet.org.

Avenue, Suite 840, Washington, DC 20004; or be sure to check out the “CAP Corner” on ASPA’s web site: www.aspa.org.

Por for Information about this indicator system can be found at www.smepd.org.

Community Vision’s Community Report Card focusing on Osceola County, Florida. The Community Report Card is published biennially and contains indicators associated with quality of life areas. Information about this indicator system can be found at www.communityvision.org.

• Jacksonville Community Council Inc. (JCCI), Jacksonville, Florida’s Quality of Life Report Card is published biennially in the form of a report and has indicators to measure progress in eight sustainable community goals.

Second prize went to New Yorkers for Parks and its Report Card on Parks. The Report on Parks provides neighborhoods with an independent assessment of their parks’ performance year to year against a defined minimum level of service as well as a comparison among the New York City neighborhood parks. The Report Card measures park performance in eight areas including active recreation space, passive green space, pathways and sidewalks, and playgrounds. This annual report has resulted in numerous improvements to the conditions of neighborhood parks and has influenced City budgeting decisions regarding parks. To find out more about New Yorkers for Parks please visit its web site at www.ny4.org.

Third prize went to the West Oakland Environmental Indicators Project (WO EIP) located in Oakland, California. This indicator system broadly defines environmental indicators by integrating environmental measures with measures of social and community well-being. The WO EIP has 17 indicators grouped under 6 broad categories including air quality and health, civic engagement, and transportation. The data associated with these indicators are published in its report Neighborhood Knowledge for Change. Development and publication of these indicators has led to a community policy forum and three community campaigns focusing on clean air, community stability, and asthma education and control.

To find out more about the WO EIP, please visit its site at www.neip.org. The four indicator systems receiving honorable mention awards were:

• City of Santa Monica, California and its Sustainable City Plan which has indicators to measure progress in eight sustainable goal areas.

Developing a Leadership Pipeline

From RETIREMENT CRISIS, pg. 8

they retire. This desire to “leave a legacy” is a resource that organizations should tap. One way is to identify managers (and even recent retirees) whose skill sets and person- alities would make them good coaches or guides. The California International City/County Management Association (Cal-ICMA) uses both seasoned managers and recent retirees to coach employees who aspire to city or county management positions. The New York State Office of General Services has piloted a Retiree Service Corps to help develop current employees’ knowledge and skills. Because outsourcing has, in some cases, depleted bench strength, rehiring retirees is one tactic for bringing their experience back into the organization.

8. Don’t let cost keep your organization from building the leadership pipeline. In leadership development, as in most things, you get what you pay for.

To be sure, some jurisdictions have the resources for expensive leadership development programs. However, many leadership investments can be amortized over time. Start-up costs such as designing programs and curricula, and creating assessment tools, are one-time expenses that pay dividends over time. For example, as more employees participate in an assessment center, the cost-per-employee decreases. Of course, investments must pay off, and the flip side of investing in leadership development is producing results. The Pipeline case studies provide examples of both methods and metrics. These include not just asking participants for feedback, but also evaluating:

• Career progress (e.g., comparing the progress of similar employees with and without the particular leadership development intervention);

• Behavioral changes, as assessed and reported by graduates and supervisors;

• Pre- and post-program performance assessments;

• Retention data; and

• Other outcome measures (e.g., bench strength at percentage of projected needs, vacancies filled, improved organizational performance).

Of course, there is no one-size-fits-all approach to developing the leadership pipeline. Each organization must develop a strategy that supports its mission, vision, culture, political situation and budget. The Leadership Pipeline case studies provide practical suggestions to help public sector organizations invest in the future by developing their own customized leader- ship development strategies.

For a free copy of Building the Leadership Pipeline, please contact me at 608-385-9744 or rlavigna@cps.ca.gov.
New Rating System Aims To Improve Security Of U.S. Buildings

Newly Farmed Building Security Council to Assign Security Ratings

Rexton, VA—While the effort to improve the security of federal buildings against the effects of terrorism is well underway, more than 85 percent of non-residential buildings are neither owned nor leased by the federal government. In an effort to fill that gap in safety planning, the Building Security Council (BSC) was formed.

Led by the American Society of Civil Engineers Architectural Engineering Institute, and supported by numerous building, design, management and ownership organizations, the BSC is dedicated to enhancing public safety by promoting building security.

The Council will administer and maintain voluntary rating systems that enable building owners to evaluate and improve the security of their facilities. For a fee, building owners will voluntarily apply for a security rating from the BSC by submitting detailed information on the design and operation of their buildings.

A group of reviewers will then evaluate the building against standardized rating criteria. As it is impossible to separate physical from other aspects of building security and still address occupant safety effectively, the BSC rating systems will consider all components of security, including physical and personnel issues.

The BSC will focus on establishing an industry-wide decision-making tool, which utilizes existing guidelines—such as the Federal Emergency Management Agency’s Risk Management Series. It will also focus on increasing security by fostering collaboration between building design, construction, maintenance elements, producing more innovative solutions, and setting standards for continuing professional development and promoting quality engineering practice—including development of a building security design professional certification.

More Corporate Professionals Jumping to Nonprofit Sector

An increasing number of burned out, restless professionals are turning to the nonprofit sector for inspiration and a job that means something, the New York Times reports.

According to Independent Sector, a coalition of nonprofits, foundations, and corporate giving programs dedicated to strengthening philanthropy, employment at nonprofits and foundations is up more than 30 percent in the past decade. Steve Pogorzelski, a group president of Monster Worldwide, attributes some of that increase to mid-career changers who choose nonprofit work because they are looking for inspiration and a professional challenge, despite salaries that routinely are 20 percent to 50 percent lower than in the private or public sectors. “Mid-career changes are not usually about money,” he said. “American workers want to be able to manage their own careers.”

Still, many people have an overly idealistic view of nonprofit work. According to Mark Green, vice president of the Grantsmanship Center of Los Angeles, which teaches people to be better grantwriters and fundraisers, many people don’t understand the level of business acumen required to succeed in the sector. “Nonprofits don’t operate on air or good intentions,” he said. “If you can sell, market, or work with money, you have a skill that is highly prized in the nonprofit world.”


Information courtesy of PHILAN- THROPY NEWS DIGEST a service of the Foundation Center http://fconline.fdncenter.org.

Women and Minority Directors: A Topsy-Turvy Trend

More women executives hold seats on the boards of U.S. service firms in 2005 than in the previous five years, but their numbers have declined over 2004 in manufacturing and financial services, according to The Conference Board’s latest study on directors’ compensation and board practices. The Conference Board is a global research and business membership organization.

Seventy-three percent of the manufacturing companies surveyed have women directors, compared to 77 percent last year, and 65 percent in 2003. Among financial services, 69 percent have women directors, compared with 76 percent in 2004 and 72 percent in 2003. In the service firms, 80 percent have women directors, up from 77 percent last year and 72 percent in 2003.

Racial and ethnic minorities have mostly increased their representation during the last five years on the boards of service firms. But their number declined in 2005 over 2004 in manufacturing, and the pattern is erratic in financial services. (Racial/ethnic minority is defined by the individual survey participant.)

According to Charles Peck, one of the authors of the report, “Although some of the year-to-year fluctuations are due to the fact that the same companies do not respond every year, the trend in both the manufacturing and service sectors is increased representation on boards by women and minorities.” The data on financial services is difficult to interpret. Because there are fewer of these firms in the survey results [than in the other two industries], the effect of year to year shifts in the composition of the group may be magnified.

Federal Government Drops Watch List Requirement

The federal government has dropped a requirement that forces nonprofit organizations to participate in the Combined Federal Campaign (www.opm.gov/cfc) to check their employees’ names against government lists of terror suspects, the New York Times reports.

About 165 organizations out of a total of 1,700, including Doctors Without Borders and Human Rights Watch, dropped out of this year’s drive, in which federal employees can contribute a part of their pay to charity, rather than comply with the rule. Thirteen other organizations, led by the American Civil Liberties Union, sued the federal Office of Personnel Management to drop the requirement. In response to the announcement, the ACLU said it might withdraw the lawsuit.

“This is a major victory for nonprofit organizations that refused to be subjected to vague government requirements forcing us to become law enforcement officers for the federal government,” said ACLU executive director Anthony D. Romero. “We feel vindicated. List checking is not and has not been required by law.”


Information courtesy of PHILANTHROPY NEWS DIGEST a service of the Foundation Center http://fconline.fdncenter.org.

WomenDemocrats.org Launches New Online Community

Washington, DC–WomenDemocrats.org has launched a new online community that supports women’s voices in the values and policies of the Democratic Party. WomenDemocrats.org is establishing an important connection for women to one another and to the Democratic Party. Through WomenDemocrats.org online discussions, news and comments, women will have a strong voice in the community and the Democratic Party. Discussions include issues of healthcare, security, education, jobs, small business, foreign policy and the environment. Organizations across the country are invited to post their news, events and comments at WomenDemocrats.org assisting women to know what is happening across the U.S. and in their own neighborhoods.

For more information on the WomenDemocrats.org, please see the organization’s full-feature Web site: www.womendemocrats.org.

If you have a press release for “Where Things Stand,” contact Christine McCrath at cjmccrath@aspanet.org.
Welcome to the American Society for Public Administration (ASPA).

We invite you to enter into the dynamic current of information, challenges and people that make public service what it is today. We are advocates for greater effectiveness in government; agents of professionalism and goodwill; publishers of progressive journalism at its best; purveyors of academic theory and best practices; and providers of global citizenship.

We believe that by embracing new ideas, addressing key public service issues and promoting change at both the local and international levels, we can enhance the quality of lives worldwide.

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2005 ASPA Member-Get-A-Member Campaign

☑ Full ASPA Membership—$100

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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.

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Card Number Expiration Date

Signature

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Section Code(s) $ Total Section Fees $

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Chapter membership in addition to the one free provided by ASPA incur a $6 fee. Additional Chapters are listed www.aspanet.org.

Additional Chapter(s) $ Total Chapter Fees $

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MGM05
ASPA Introduces Staff (New and Old) to Members

Steve Dunphy

Several new staff members have joined the ASPA team over the last few months. ASPA would like to take this opportunity to provide a brief description of the experience and expertise on staff, along with a description of their responsibilities at ASPA.

Members are encouraged to contact ASPA staff with any questions or concerns.

Antoinette Samuel
Executive Director
(202) 585-4307
tsamuel@aspanet.org

Toni, as she is known, has been ASPA’s executive director for 18 months. Prior to joining ASPA she was the chief executive officer (CEO) of the International Employee Assistance Professionals Association (IEAPA).

Toni provides the executive leadership for ASPA. She administers the business of the Society and manages staff resources in support of ASPA’s mission. In addition, she is the lead staff that supports ASPA’s volunteer leadership. As a part of this role she supports the National Council and its officers. In her executive role she also serves as secretary/treasurer of the ASPA Endowment, and is on ASPA’s Board of Insurance Trustees.

She holds a MPA and is a certified association executive (CAE). Toni brings to ASPA over 10 years of executive association management experience and over 15 years of public service experience at the local level.

So, call upon Toni when you have questions about:

- The ASPA National Council and volunteer leadership
- National office business and customer service matters
- Partnerships and collaborations
- The ASPA Endowment
- The Board of Insurance Trustees
- Strategic Planning
- Anything in service to ASPA

Pharelda Scott
Office Manager/Executive Assistant
(202) 585-4311
pscott@aspanet.org

Pharelda has been with ASPA for seven years. She is the office manager for the ASPA Washington, DC, office and serves as the executive assistant to ASPA’s executive director. She coordinates the ASPA Awards program and serves as the ASPA Election Coordinator. Pharelda also provides administrative support for the National Council.

So, call upon Pharelda when you have questions about:

- ASPA Awards Programs
- ASPA Elections
- National Council and Committees

Patricia Yearwood
Senior Director for Member Services
(202) 585-4309
pyearwood@aspanet.org

Pat has been with ASPA for over 25 years. As the senior director for member services, she oversees all aspects of ASPA’s membership recruitment, retention and renewal programs. Additionally she is responsible for

South Florida Chapter Hosts Miami-Dade State Attorney at November Luncheon

During the South Florida Chapter’s November luncheon, guest speaker Katherine Fernandez Rundle, Miami-Dade State Attorney spoke about public corruption and detailed what the State Attorney’s office has done to combat corruption. Members of the Commission on Ethics and the Miami-Dade County Attorney’s office were also present to provide a brief description of the ASPA team over the last few months.

Steve Dunphy

Former Mayor Speaks at Cincinnati Chapter Meeting

Cincinnati—In October 2005, Roxanne Qualls of NKU presented an overview of Northern Kentucky University’s (www.nku.edu) new initiative—the Institute for Public Leadership and Public Affairs—to over 40 members and friends of ASPA.

The structure and programs of the Institute are based on site visits and interviews with the leadership of over 25 public policy centers and institutes around the country. Among them were the Vincent Institute in Georgia (www.cviog.uga.edu) and the Muskie School in Maine (http://muskie.uqm.maine.edu). There are several remarkable programs with shorter histories which also provide good models for NKU.

The Institute will consist of four components:

- Applied Research and Policy Development Assistance
- Public Leadership Education
- Technical Services
- Forums and Publications

The Institute will engage in applied policy research that provides the public leadership of communities in metropolitan regions with the tools and information required to understand alternative policy options for addressing challenges and opportunities associated with growth and development on the local and regional level. The policy work of the Institute will be supported by the development of specialized, relational databases that are transparent and accessible to the public.

Northern Kentucky University’s public leadership program will comprise a continuum of education and training programs that begin with high school students, continue with college and graduate students, and conclude with public and political leaders engaged in serving their communities. These programs will reach out to emerging and existing leaders and provide them with the training to succeed in politics and public service. The Sorensen Institute at UVA (www.coopercenter.org/sorensen) will provide the model for the high school and college Youth Leadership Academy and for the candidate training programs.

As part of its commitment to improve governance in the region, NKU is developing a new degree Public Policy. The curriculum will emphasize the development of competencies in quantitative and qualitative policy analysis techniques and skills; governance, policy development, and political decision-making; and the global and regional context in which policy is formulated. In addition oral and written communication skills, and facilitation and presentation skills will be embedded in the curriculum.

NKU’s support of the Institute for Public Leadership and Public Affairs reflects its commitment to the value of public service and the use of its academic resources to support public leadership in the region.
Do you recall the twelve-hour TV mini-series “Roots” that aired on ABC in January 1977? The mini-series was based on Alex Haley’s best-selling novel about his African ancestors and for eight consecutive nights the mini-series riveted the country.

All of us have roots—family, intellectual, experiential. My family roots happen to go back to the Illinois prairie where I was born and raised and Germany where my grandfather was born, but came to adulthood in America.

ASPA’s roots may not be as long as those of my family or your family but they extend to more than three generations, dating formally to December 27, 1939, when the 35th Annual Meeting of the American Political Science Association was held at Wardman Park Hotel in Washington, DC.

On that auspicious day, Louis Brownlow, director of the Public Administration Clearing House in Chicago, rapped the gavel to bring to order more than 200 people who had crowded into the Metronome Room of the hotel. He quickly recognized Professor Leonard White of the University of Chicago who described the need for an organization dedicated to advancing the art and science of public administration; an organization of public officials, research workers, educators, students, and others interested is hereby established.

By the end of the day, more than 150 persons had signed on to breathe life into the American Society for Public Administration. Annual dues of three-to-five dollars were established (read $40-$66 in 2003 dollars) and two categories of membership—regular and junior (persons age 28 or under)—declared.

In his 1975 Public Administration Review article “Birth of ASPA: A Collective Effort in Institution Building” Donald Stone writes, “Dean Mosher advocated a professional society with different grades of membership or qualification based on accomplishments or capabilities.” Stone disagreed, arguing persuasively that “any person interested in public administration—official, professor, researcher, or interested citizen—should be eligible to affiliate in some way.”

The constitution created a national council consisting of a president, vice president, secretary-treasurer, three immediate past presidents, nine members-at-large, and two junior members. Leadership selection, although elected, was based primarily on reputations and individual accomplishments. Self-nominations and competitive popular elections were deemed inappropriate. A slate of unopposed nominees with William E. Mosher as ASPA president was elected.

The first task of the newly elected council was to find a home for a national secretariat. Syracuse University was selected as the temporary home.

However, practitioner members of Council were concerned that academics would dominate ASPA if a university became the permanent site for the secretariat and so instructed Mosher to explore other possible homes. He queried the Institute of Public Administration (IPA) in New York, the Public Administration Clearing House (PACH) in Chicago, and the Brookings Institution in Washington to determine if one of these organizations would provide a permanent headquarters. After turn downs by Brookings and IPA, Mosher persuaded Brownlow to obtain the support of the PACH Board of Trustees for an ASPA home. In January 1940, the trustees responded positively to Brownlow’s plea.

The second task was to define the scope of activities that ASPA should undertake. Three primary activities were agreed on: to hold an annual conference (preferably in conjunction with the American Political Science Association), to publish a scholarly journal on public administration, and to form a network of regional and local chapters.

Chapter activity got underway quickly and by June 1940 chapters were started in Chicago, Sacramento, Southern California, and Washington, DC. By December 1940, other chapters were organizing in Richmond, New York, Los Angeles, San Francisco, Boston, Kansas City, Alabama, Utah, Portland, Cleveland, Baltimore, and Denver. ASPA membership leaped to 1,209 as a result of the growth of local chapters.

As recorded in ASPA’s history book Looking Back Moving Forward: A Half-Century Celebration of Public Administration and ASPA edited by Darrell Pugh, Mosher led the effort to establish a new journal named the Public Administration Review stressing that it be both “scholarly in style and practical in substance, with articles whose content would be of broad appeal to the entire public administration community.” An editorial board was formed and the search began for an editor-in-chief. Professor Leonard D. White, the author of the first textbook on public administration (Introduction to the Study of Public Administration 1926), was selected by the National Council as the PAR editor. The first issue of PPAR, autumn 1940, contained five articles covering the topics of emergency national defense organization, emergency aspects of civil service, research and planning as functions of administration and planning, and the administrative career of Dr. W. W. Stockberger, the former director of Personnel of the United States Department of Agriculture and the unanimously elected charter president of the Society for Personnel Management in 1937. The war years confined ASPA’s growth and development as it became necessary to cancel the National Council meeting and the annual conference in 1942. Still, membership during the war years rose to more than 2,500. The post-war years began to witness a new generation of leadership as the luminaries who founded ASPA retired or passed on.

Have you visited ASPA’s web site lately?
www.aspanet.org
ASPA Staff Bring Years of Nonprofit/Association Management Experience to Positions at the Society

From ASPA STAFF, pg. 15

maintaining and adding to a membership base of more than 8,000.

Working closely with ASPA staff, Pat’s focus is enhancing the quality of member services and upgrading service delivery. She assists callers with membership inquiries and requests for information.

So, call upon Pat when you have questions about:
• Membership (general questions)
• Discounts
• Member Benefits

Matt Rankin
Senior Director for Program and Service Development
(202) 585-4312
mrankin@aspanet.org

Matt came to ASPA in August 2005 from the Council of Landscape Architectural Registration Boards where he served as director of communications and marketing. While at CLARB, he was instrumental in developing new products and creating new programs for students and members.

At ASPA, Matt is responsible for assisting chapters and sections, developing programs for students and new professionals, and providing support for international activities. Working with Steve Dunphy, he directs ASPA’s publishing and communication efforts.

Matt has a BS from Virginia Commonwealth University and an MPA from George Mason University. He brings more than 10 years of nonprofit/association experience to ASPA and is a member of the American Society of Association Executives (ASAE).

So, call upon Matt when you have questions about:
• ASPA Programs and Services
• Chapters and Sections
• International Activities
• ASPA Publications

Heidi Salati
Senior Director for Professional Development
(202) 585-4306
hsalati@aspanet.org

Heidi came to ASPA in March of 2005 from the Design-Build Institute of America (DBIA) where she was responsible for managing the education department, content design, creating custom programming, and speaker recruitment and retention. She was also responsible for the implementation of a newly developed certification program. Prior to DBIA Heidi was the lead program manager at the Brookings Institution in Washington, DC.

At ASPA she is directly responsible for the content and delivery of ASPA’s professional development. One of Heidi’s first charges at ASPA was to restructure the annual conference to incorporate more stimulating professional development into the conference program. Heidi has formed an education advisory panel to assist in the development of core content and speaker identification.

Heidi has a BFA from Virginia Commonwealth University and brings over 15 years of nonprofit experience.

So, call upon Heidi when you have questions about:
• ASPA’s National Conference
• Professional Development

Jeannie Jeffries
Membership Associate
(202) 585-4310
jjeffries@aspanet.org

Jeannie has been with ASPA since September of 2004. She came to ASPA from the Retail Industry Leaders Association (RILA) (formerly the International Mass Retail Association) where she held the position of membership manager.

At ASPA she is responsible for providing customer service to all members and the public including assisting callers with membership inquiries and requests for information. She provides support to the senior director of membership services and is responsible for maintaining the ASPA membership database and sending welcome packets to new members.

Jeanie brings over 10 years of experience in the nonprofit/association field to ASPA and is a member of the American Society of Association Executives (ASAE).

So, call upon Jeanine when you have questions about:
• Membership (general questions)
• Membership renewal

Christine Jewett McCreehlin
PA TIMES Editor
(703) 209-0560
cjwett@aspanet.org

cjwett@aspanet.org

Christine has been the PA TIMES Editor for six years. One as a consultant and five as the ASPA communications director. Prior to being editor, she was an editorial assistant for two years. Before coming to ASPA she worked as western region classified advertising sales manager for Steven’s Publishing in Waco, TX.

As editor she is responsible for editorial questions and content, as well as the layout and design of each issue. Christine also handles all job recruitment and display advertising questions and quotes for the paper and is the staff liaison to the PA TIMES Editorial Board.

Christine has a BS degree in mass communications with an advertising concentration and political science minor from Minnesota State University-Moorhead. She is also a member of the American Society for Association Executives (ASAE).

So, call upon Christine when you have questions about:
• Editorial issues and advertising in PA TIMES
• Job Recruitment and Display Advertising

Duanne B. Crawley
Administration Manager
(202) 585-4308
dcrawley@aspanet.org

Duanne came to ASPA in November of 2005 from the National Association of Black Journalists (NABJ) where she served as the professional development manager. While at NABJ she

See ASPA STAFF, pg. 18

ASPA’s Beginning is an Inspiration Today

From ASPA ROOTS, pg. 16

“The second generation of ASPA leaders,” Pugh writes, “was composed of both prominent practitioners and academicians.” And, this new leadership was faced with many challenges as “members began to question and probe the Society’s meaning, its utility, and ultimately its proper role in public administration.” But this is a story for another time.

ASPA’s founders strongly embraced the “knowledge into action” philosophy that differentiates ASPA from more disciplinary oriented fields.

It is no accident that the three presidents who followed William Mosher were men of action. Harold D. Smith, ASPA’s second president was the director of the U.S. Bureau of the Budget.

Louis Bowlow (the third president)—whose background included journalism and city management as the city manager of Petersburg, VA, and Knoxville, TN-at the call of President Franklin D. Roosevelt in 1933, agreed to chair the influential President’s Committee on Administrative Management.

Luther H. Gulick, the fourth ASPA president, directed the Institute for Public Administration in New York City and co-edited the famous Papers on the Science of Administration (1937). In 1954, he was appointed the first city administrator of New York, a position he held until 1956.

These beginnings indicate that ASPA’s leaders were committed to public administration as a field of study and practice that placed merit, competency, professionalism and integrity in governance as centerpiece.

This legacy continues to inspire ASPA members who get the job done while advancing the public interest. Didn’t you join ASPA for the same reason?

Our profession has a cause, and many would argue, a calling. Above all, as Marshall Dimock wrote in his Public Administration Review article “ASPA at Fifty,” “let us lift up our heads and be confident, not proud. If democracy is to work—and that is still uncertain—only successful administration can assure that outcome.”

I would like to thank Mary Hamilton and Erik Bergrad for helpful information in developing this column.

ASPA member Donald C. Menzel is ASPA’s president and professor emeritus of Northern Illinois University.

E-mail: dmenzel@tampabayrr.com
ASPA In Brief

Action Items from ASPA
National Council Meeting
Sunday, November 13, 2005
Washington, DC

Audit Report
Voted to approve the Audit Report.

Conference Planning and Management
Voted to create an ongoing committee to review best practices of past national conferences with the goal of establishing a common standardized framework for national conferences. The committee would work with the Executive Committee, the annual planning committee, the Finance Committee, and the local and site selection committee on the implementation of each individual conference. The committee would include one practitioner and one academic appointed by the past president, president, president-elect and vice president for three-year terms in addition to the executive director.

Consent Agenda
Voted to approve the April 6, 2005 minutes.

ASPA Seeks Founders’ Forum Fellowship Nominees

The 2006 ASPA National Conference in Denver will feature a new initiative to attract students to the conference. Founders’ Forum Fellowships will be awarded to full-time undergraduate or graduate students studying in any field relevant to public management. The fellowships will enable students to attend the Founders’ Forum dinner on Saturday, April 1, 2006, and participate in the full conference for free (excluding ticketed events).

Chapters, sections and individual ASPA members can nominate students for a fellowship. All nominations must be received at ASPA headquarters by February 1, 2006.

Student nominations from colleges/universities in Gulf Coast states devastated by Hurricane Katrina are especially welcomed. Nomination forms can be obtained from ASPA’s website at www.aspanet.org/scriptcontent/index.cfm. For more information, contact ASPA President Don Menzel at dmzel@aspanet.org.

ASPA Delegation Headed to Moscow in 2006

President Don Menzel will lead an ASPA delegation to Moscow, Russia, to participate in an international conference on “Public Administration in the XXI Century: Traditions and Innovations” May 24-26, 2006. Interested ASPA members should contact Menzel for more information at donmenzel@tampabay.rr.com.

ASPA Offers Free Websites to Chapters and Sections

As a service to Chapters and Sections, ASPA offers a free 10MB website. ASPA will serve as the host and pay for the site located at www.aspaonline.com/“yourchaptersection” but you must have your own webmaster. If your Chapter or Section is interested in this opportunity, please contact ASPA Senior Director Matt Rankin at mrarkin@aspanet.org.

Katrina Advisory Group Volunteers Sought

A Katrina Advisory Group is being organized that will work in concert with a small Presidential Task Force to explore and assess, where appropriate, the many administrative-governmental issues and challenges that arose when Katrina devastated the Gulf Coast region.

Interested professionals and students should contact Don Menzel at donmenzel@tampabay.rr.com. This is an opportunity to learn and contribute your knowledge and skills that ensure that the lessons learned are indeed taken to heart when the next catastrophe visits our shores or cities.

SPAR Seeks Nominations for Book Award

ASPA’s Section on Public Administration Research (SPAR) is seeking nominations for its third annual book award for public administration scholarship. Books with copyright dates in either 2004 or 2005 are eligible. The book’s orientation may be quantitative, empirical, interpretive, ethnographic, historical, archival, normative or theoretical. The winner of the award will receive a plaque, a small honorarium, and notice published in the American Review of Public Administration. The award will be presented at the SPAR section meeting in Denver at the 2006 ASPA National Conference. Deadline for receipt of copies of nominated books is January 15, 2006, but earlier submissions are encouraged.

URL: http://www.aspanet.org/scriptcontent/index.cfm/SPAR

STPA Seeks Nominations for Student Paper Award

ASPA’s Section on Transportation Policy and Administration (STPA) invites undergraduate and graduate students who have written research papers related to transportation policy and administration during calendar year 2005 to submit their papers for consideration. Papers should be prepared according to a standard style such as APA. They should be between 15 and 25 pages in length and include citations and references. The review committee encourages students to submit copies of previously prepared research papers, conference papers, and journal article manuscripts. The best paper will receive a $100 prize and a certificate of recognition from STPA. The deadline for receiving papers is January 15, 2006.

URL: http://www.aspanet.org/scriptcontent/announcement1.cfm

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ASPA Adds Experienced Staff to Roster

From ASPA STAFF, pg. 17

implemented new and improved strategies to enhance recruiter and exhibitor participation at the annual conferences.

At NABJ Duanne also served in the position of office manager for accounting and support functions.

She brings an extensive background in financial management with emphasis on the nonprofit sector and over 13 years of management experience.

So, call upon Duanne when you have questions about:
• Financial Processing
• Administrative Processes

Steve Dunphy
Marketing and Communications Manager
(202) 585-4313
sdunphy@aspanet.org

Steve came to ASPA in November of 2005 from the National Center on Education and the Economy (NCEE) where he was responsible for corporate communications and product marketing.

As the Communications and Marketing Manager, Steve assists in promoting and advertising ASPA’s national conference and membership. He is responsible for creating association product and service brochures, managing electronic and print communications, maintaining the ASPA website and providing technical support to chapters and sections.

Steve has a BA in political science from Saint Michael’s College and a MPA from the American University. He brings over nine years of nonprofit/association experience to ASPA.

So, call upon Steve when you have questions about:
• ASPA’s website
• ASPA Listservs
• Chapters and Section Technical Support
• ASPA Publications

Visit ASPA’s Online Career Center

www.aspanet.org
Announcing a new book in the ASPA classics series from M.E. Sharpe

Marc Holzer, Editor-in-Chief
Rutgers University, Newark Campus

Conceived of and sponsored by the American Society for Public Administration, the ASPA Classics series publishes volumes on topics that have been, and continue to be, central to the contemporary development of the field.

The ASPA Classics are intended for classroom use, library adoptions, and general reference. Drawing from the Public Administration Review and other ASPA-related journals, each volume in the series is edited by a scholar who is charged with presenting a thorough and balanced perspective on an enduring issue.

Each volume is devoted to a topic of continuing and crosscutting concern to the administration of virtually all public sector programs. Public servants carry out their responsibilities in a complex, multi-dimensional environment, and each collection will address a necessary dimension of their performance.

The guiding purpose of this ambitious new series is to bring together the professional dialogue on a particular topic over several decades and in a range of journals.

Just published

Public Administration and Law
Julia Beckett and Heidi O. Koenig, Eds.

This collection from the pages of the Public Administration Review has been edited for use as a supplement for both undergraduate and graduate courses in Administrative Law. The contents follow the standard pattern established by the field’s major textbooks, and each main section begins with introductory text and study questions followed by relevant readings from PAR that will illuminate lectures and textbook material.

“An extraordinarily valuable book because it makes the legal dimensions of public administration eminently teachable and accessible to both graduate and upper-level undergraduate students. A fine book that should be required reading in every MPA program.”

– David H. Rosenbloom, American University

304 pages 0-7656-1542-8 $79.95 Cloth 0-7656-1543-6 $27.95 Paper

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Douglas J. Watson and Wendy L. Hassett, Eds.

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Professional Development Highlighted at Upcoming ASPA Conference

Heidi Salati

“Genuine politics—even politics worthy of the name—the only politics I am willing to devote myself to—is simply a matter of serving those around us: serving the community and serving those who will come after us. Its deepest roots are moral because it is a responsibility expressed through action, to and for the whole”.

Vaclav Havel

I would like to highlight a couple of sessions to be presented during ASPA’s 67th National Conference in Denver, CO, March 31-April 4, 2006, that I feel are very important to any of ASPA’s members whether they be academic or practitioner.

The first session is “Integrity in Public Service: An Interactive Workshop.” This workshop, to be held on Saturday, April 1, is sponsored by Management Concepts, and will be hosted by Charles Garofalo. It will look at such topics as what is public service for? Are the rules always enough? How do you make decisions? What happens after you decide?

This session is designed to be an interactive workshop that will help attendees come to terms with ethical dilemmas within their agency; help identify what counts as ethical behavior in your organization and what counts as unethical behavior.

On Sunday, April 2, the Ethics track will continue with a SuperSession hosted by Garofalo. This SuperSession, also sponsored by Management Concepts, will plug into more in-depth issues involving ethics in the workplace.

Garofalo is the co-author of, Practical Ethics in Public Administration, Second Edition, and is a professor of political science at Texas State University.

Both of these sessions are can’t miss Professional Development opportunities!

About the Professional Development Track sponsor:

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Heidi Salati is ASPA’s senior director of professional development. E-mail: hsalati@aspanet.org
Diary of a Mad PA Professor with Political Aspirations

Icarus*

*Please note that this is the beginning of an occasional series. The author has requested anonymity in order that he may write freely about his experience campaigning for a local office.

Like many others, I have fantasized about running for political office. If I were in charge, everything would be fine. I would use my great intelligence, collaborative skills and political acumen to bring people together and make this democracy great again. I would resist the temptations of money. Everybody would love me and I would rise from lowly office to the highest in the land spreading integrity and good governance everywhere. Those burn in office now are just there because they want power and because they have such big egos. And they remain in office because they sell out to special interests groups with money. I would be different…

Since I have a Ph.D. I know all about the realities of public life and politics. I teach it all the time. I know there are structural realities that influence everyone in any organizational structures (I teach org theory, don’t I?). I teach there is no possible segregation of politics from administration. I understand these things. And you know, if I were ever in public office I believe I could make a difference. I do everything with integrity. I am my own man. I am different.…

Flashback: August 2003
I had lunch with a staff aid for Senator Brown. He tried to persuade me to run for City Council. He buttered me up, told me how respected I was in the community and what a great candidate I would be. I told him I was flattered and even said I would think about it, but ultimately I said no… it was not a good time for me… maybe later.

Fast Forward Two Years
I got a call from Sandi today. She is a hunch in the local Democratic party. She served on the City Council until termed out and currently teaches a class for our MPA program. Today she put on her serious and concerned” face and asked me to consider running for City Council. She told me how great I would be and how she would help me every step of the way. I smiled with pride and the knowledge that she was probably right. I am a smart and knowledgeable guy. I do know about politics (puff puff). And hey, I can call this public service and professional development. I said I would think about it.

Sunday [E minus 58]
I am getting phone calls from a number of people saying they heard I was considering a run for the Council and want to encourage me. They think I would be “great.” Sunday night I get calls from two sitting Council members and the mayor. Wow, the mayor called. I mean, I met him a couple times, but if he thinks I am up for this, maybe he is on to something and she is encouraging. I talk again with Sandi and she says while the campaign is time consuming it is only 7 weeks long. I should really consider this. The strain of so many people telling me how great I am takes its toll, and I finally say it out loud. “Yes, I will run.” Filing opens in a week, and the election is 7 weeks and a day further.

Wednesday [E minus 55]
I go down to the City Office Building and pick up petition forms. You only need 500 registered voters to get on the ballot. I also make a lunch appointment with Mike, my potential campaign manager and my daughter, Tia, who has worked on several other campaigns.

Friday [E minus 53]
Mike and Tia agree to work with me and Mike’s wife, Jeri, has agreed to be treasurer. Tia and Mike are the first to sign my petition. I spend the rest of the afternoon wandering around campus and collecting signatures. I joke about it with everyone. Ha Ha Ha… sign here. I get 40 names in two hours.

Saturday [E minus 52]
This morning Mike and I meet with Sandi and her husband, Bill, (currently a State Senator) and they layout what a campaign is all about. They say this election is a “sprint.” It is seven weeks from start to finish. They also say it will take $20,000, and I need to start fundraise- ing immediately.

Whew! That is an awl lot of money for a municipal office. It makes me sort of queasy—like I am trying to buy something dirty. Bill said for one election to the State House he put in $35,000 of his own money. They also say it will take all of my spare time—Sandi says she took leave for the last two weeks of the campaign to go all out. Yikes!

Mike and I walk out shell shocked. Is this what we really want to do? Mike takes a deep breath and says he is willing to be Campaign Manager. I think, I can do this while maintaining my teaching obligations? Is this whole thing feasible? On the other hand, it is democracy in action. I claim to be a passionate advocate of democracy—so what am I willing to do to support it?

How idealistic can I be? Can I start to try and build a democratic framework that others have not? For this small position I can build a cadre of volunteers who will feel they are participating in a democratic process? Can I make it so they feel their voice is making a difference? That I am THEIR candidate?

Monday [E minus 50]
I get up early and drive down to City Hall. At 8:00 am I am the first flier for the election [Woohoo!] After dropping off the petition at the City Clerk’s office I head over to the state public offices Committee on SPOC. They are the ones who monitor all the financial matters and conflicts of interest. I pick up a Campaign Disclosure form and see that I have to submit all sources of income for both me and my wife, plus any property, businesses, stocks and bonds, mutual funds, IRAs, 401ks, etc. etc. And it is all going to be on the public record, available to anyone who wants to look at it. I guess I think this is a good thing, but I feel sort of strange opening up my personal financial situation to the world.

I also pick up the Campaign Financial Reports instructions. One financial report has to be filed 30 days before the election, another seven days before, and then a final report. Each report has to specify every dime received—both cash and in-kind, along with the name and address of the contributor. And of course every dime spent must be accounted for as well. I am sure glad Jeri is taking responsibility for this.

By this afternoon I have had calls from the newspaper and two radio stations. I am the first candidate to file and they want to do stories on me. Wow, I’m famous, right?

I stop off at my bank to open a new account in the name of the campaign and I dump in $1,000 of my own to start things off. [Yuck!]

Today is the first day of my University contract and I have not done much of anything for “work.” I justify that by recalling all the work I have done during the summer while technically “off contract.” [Rationalizations are wonderful.]

Tuesday [E minus 49]
This morning’s paper has a short, but prominent article on me. I am not that well known in town and this is the first step in name recognition. The radio stations give me a bit of air time too, but one they read my age (10 years younger) and I get grief from colleagues who say I haven’t been a politician more than a day and already I’m lying.

Mike and I meet with a graphic artist to prepare envelopes, letterhead and a logo. We met for an hour, and later in the day he sent us proposals of a logo. We picked one and said go! Throughout this campaign we will be confronted with the pressure to go “quick and dirty” rather than taking lots of time for things.

I sent off the e-mail message to friends at the University asking for volunteers to show up Wednesday evening at Mike’s house for pizza and organization. My first campaign expenses. I also stop at SPOC and pick up financial reports from previous city campaigns. I pick the candidates who are most like me and grab their donor lists. I am so happy Mike is a computer guru. He takes the lists and creates an excel spreadsheet of potential contributors.

Wednesday [E minus 48]
Today I work on my first letter to potential donors. Why am I running? What do I think I can do for them. I got some feedback and we sent it off to the printers. This evening we had our little pizza gathering. We only had a handful of people—Jennifer, Gloria, Becky and Linda (why all women??). But I did have about 6-8 others e-mail they would help, but couldn’t come. I had to give a sort of inspirational spiel to these folks and it was hard. I mean they all know me. And now I feel like I sound hokey and like a “politician.” Is that what I am now? I ask for their money and get about $125.

Thursday [E minus 47]
We brought volunteers together again tonight for a mailing party. Amazingly we have gotten back our letterhead, letter, logo and donation envelopes from the printer. We have about 1,000 signatures on our list and so we plan to send out 1,000 letters. That is both a little and a lot. It is a small percentage of the city population, but a thousand letters is still a lot. The stamps alone cost $375. I am spending
The Mad Professor Runs for Political Office

From MAD PROFESSOR, pg. 20

my $1,000 fast with no return yet. We are inviting people to a fundraising reception at a local restaurant and will have to spend almost $1,000 on rent and food.

We get into this assembly line mode. I sign the pre-folded letters, two others stuff them and a donor envelope into a letterhead envelope, two others label and stamp, and another seals (with a damp rag). We get this done in about 90 minutes which I think is pretty amazing. I spend the whole time just signing my first name. Very weird. And I am nervous about the whole thing.

Friday [E minus 46]

Last night I felt overwhelmed and inadequate with the number of things I do not know. This morning in the paper the City Council printed their agenda for their next meeting and there is so much a member should know before voting–yet when and how? There is no staff and everyone has full-time jobs. Today we mail off 1,000 letters.

Sunday [E minus 44]

Today was the annual Democratic picnic. Mike had a big set up with signs, and sign up sheets. [He painted a sign on a big piece of plywood] I gave a rabble rousing speech which really played to the Democratic feeling and secured a good number of votes for me from the “loyal base.” That was kind of fun. I could do this! I stood around shaking a lot of hands and talking to a lot of people–typical politicking.

What is strange is that I know that in most people’s minds the local Council is hardly worth thinking about–it is small potatoes, even though it deals with stuff that is so much closer to home. I suppose I felt the same way. Even most active voters will not pay much attention to the campaign until about a week before.

Monday [E minus 43]

I am a little bit frustrated. Letters mailed should be delivered the next day in town. They should have arrived Saturday, but after today’s delivery they are still not there.

Tuesday [E minus 42]

Still no letters delivered. We start to make phone calls to the list. About five of us are dialing around telling people about the event. These were supposed to be reminders, but really they are the first notice!

Wednesday [E minus 41]

Today the letters hit most residences–for tomorrow’s fundraiser. And they are all postmarked yesterday. I am frustrated, but there is really nothing I can do. At least the letters arrived today.

Meanwhile there is another story line. Today is the last day to file for the election. There are three Council seats up. The other two seats have a number of candidates, but no one else has filed for the seat I am running for. I keep calling up the Clerk’s office asking about filings. 4:30 is the deadline. Will I be unopposed? Boy would THAT make things easier and less stressful.

Literally at the last minute, there is another filing. I have an opponent. To Be Continued.
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Professional Development Workshop Highlights

Citizen-Driven Performance Improvement: An Introduction
FRIDAY MORNING, MARCH 31

Improving government performance and facilitating citizen participation are two recurrent themes in the administration of government. This session will explore the mechanics of performance measurement and illustrate techniques for including citizens in improvement efforts. You will see various strategies and models employed by citizen-driven initiatives in cities across the nation. This session confers credit toward the National Center for Public Productivity's certification program in Public Performance Measurement. This workshop is free to all attendees.

Leading Practices in Performance Management
FRIDAY, MARCH 31 AND SATURDAY, APRIL 1

Participants in this day-and-a-half series of workshops will learn how to measure performance in your community, use performance measures to drive organizational effectiveness and improvement, and report your performance to the public. You will also be able to demonstrate the linkage between the performance of your departments, work teams and employees, and the overall performance goals for your community. Citizen surveys will also be covered – learn how to do them, how to use them and what they mean. The International City/County Management Association (ICMA) will conduct this can’t-miss event. ICMA credit will be given to participants. An additional fee will apply. Full agenda can be found at www.aspanet.org.

Current Issues in Labor and Management Law and Human Resource Management
SUNDAY, APRIL 2 AND MONDAY, APRIL 3

A combination of “how to” employment training and overview of legal and practice issues, this two-day series of workshops sponsored by SPALR and SPLA will provide vital information for supervisors, practitioners, lawyers and researchers. Sunday will feature discussions on the statutory rights of employees and provide insight on collective bargaining from both management and labor perspectives. Monday will focus on employment issues from hiring to firing and everything in between. You can attend the modules that interest you most or participate in the entire two-day event. Full agenda can be found at www.aspanet.org. Workshop is free to all attendees. $20.00 fee for workshop materials.

New in 2006! Public Administration SuperSessions
"Civic Engagement in the Aftermath of Hurricane Katrina" and "Global Ethics/Global Unity – The New Universal Responsibility of the Public Administrator."

Featured Panel Discussions

Advocating Ethics, Integrity and the End of Corruption
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Forging Homeland Security and Disaster Management Strategy
Defense against terrorism and natural disasters is a complex intergovernmental responsibility involving national defense and public health policies, and state and local first responders and health care organizations. What are the keys to successful intergovernmental coordination and incident management respond to terrorism or natural disasters? What can we learn from our experiences over the past decade?

Inspiring Citizen Participation
Effective government performance depends on citizen participation in policy-making, program implementation and evaluation. How can agencies develop better techniques to increasing citizen participation and still enable professional and technical experts to make effective program decisions within political and fiscal constraints?
A Click Through Guide to ASPA’s Web site

Rip, Stick and Click.
Rip out this page • Stick it by your computer • Login and click away www.aspanet.org

Welcome
ASPA would like to welcome new and returning students to our members’ only area of the ASPA website at www.aspanet.org. Members can update their information and access electronic issues of ASPA’s premier journal Public Administration Review (PAR) from 1940-present. Members have access to current job postings in the Career area of the website and may post resumes online. Keep ASPA current on your mailing and email address by updating your membership information.

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• If you’ve changed your login information use the one you created.
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Access PAR online, tables of contents from recent issues, article submission information and a complete archive.

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9. To search using the Quicklink ... you will need to know the volume #, all issues published in 2000 start with the #6 followed by the year, for the September/October issue #5 you would enter Vol. 65 Issue 5 and click go.
New ASPA Members

**ASPA welcomes the following new members in the month of November 2005. Please note: members rejoining ASPA are not included on this list.**

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<td>Brian Mc Cee, EPA</td>
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<td>Oklahoma</td>
<td>Peter Taylor</td>
<td>University of Central Florida</td>
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<td>Tony Navarro</td>
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<td>Upstate South Carolina</td>
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<td>Eric Newsome</td>
<td>Hampton Roads</td>
<td>Kerri Speight-Watson</td>
<td>Oklahoma</td>
<td>Stacy Mungo</td>
<td>USC Los Angeles Affiliate</td>
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<td>Molly Ehbert</td>
<td>Heart of Illinois</td>
<td>Abigail L. Elder</td>
<td>Oregon/SW Washington</td>
<td>Pius Charles Murray</td>
<td>Walden University Affiliate</td>
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<td>Jennifer Fila</td>
<td>Hudson Valley</td>
<td>Mary E. Balaheus-Harris</td>
<td>Philadelphia Area</td>
<td>Andrea S. Barrick</td>
<td>West Virginia</td>
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<td>John Lee, Jr.</td>
<td>Inland Empire</td>
<td>Charles Kocher</td>
<td>Philadelphia Area</td>
<td>Katina Holloway</td>
<td>Piedmont Triad</td>
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<td>Matthew McKinney</td>
<td>Inland Empire</td>
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Healthcare Management Faculty Position
The University of Texas School of Public Health

The University of Texas School of Public Health (UTSPH) is seeking a full-time, tenured Assistant/Associate Professor in the field of Management as applied to public health and health care delivery. Responsibilities of the position are conducting independent and collaborative research; teaching and advising graduate students; and performing community service. Teaching responsibilities include management courses and developing a doctoral course in healthcare management as part of the school’s commitment to strengthening the overall healthcare management curriculum. With 150 faculty and 900 students, UTSPH is located in the renowned Texas Medical Center and enjoys unparalleled opportunities for collaborative research.

A doctoral degree in management or organizational science or a related field is required. Candidates with background and experience in health care organizations and health systems are preferred. The ideal candidate will possess a commitment to excellence in teaching and advising and the ability to support an active research program. Academic rank will be commensurate with qualifications.

Review of applications will begin immediately and continue until the position is filled. Candidates should send, by e-mail or regular post, a letter describing their qualifications and interests along with their curriculum vitae, and contact information for three professional references to:

Dr. Osama Mikhail
Search Committee Chair
The University of Texas Health Science Center at Houston
School of Public Health
1200 Herman Pressler, E 901, Houston, TX 77030
Fax 713-500-9493
E-mail: Osama.Mikhail@uth.tmc.edu

The University of Texas Health Science Center at Houston is an EO/AA employer. M/F/D/V.

Tenure-Track Faculty Position
Metropolitan State

The Department of Political Science at Metropolitan State, St. Paul/Minneapolis, MN, invites applications for a tenure-track faculty position with specialization in public administration and/or nonprofit management. Required Qualifications: Ph.D. (or DPA) in Public Administration, and/or Nonprofit Management or related field; or ABD (all but dissertation) with expected completion within one year of hiring; teaching experience and demonstrated understanding of and commitment to teaching these fields and to the mission of an urban comprehensive institution of higher education. Qualifications include: earned doctorate in Political Science or a related field; experience teaching at the undergraduate level; and evidence of a strong research program or the potential to develop one; and a global reputation as evidenced by worldwide recognition and accomplishment.


Salary Range

Salary competitive; contingent on labor market. Position is contingent upon funding.

Application Details

Applications materials must include a current resume, detailed cover letter, and names, addresses, and telephone numbers of three professional references who may be contacted. Applicants should fully describe qualifications and experience, since the initial review will evaluate applicants based on documented, relevant qualifications and professional work experience. The review of materials will begin immediately. Materials that are submitted should be addressed to E. Lee Bertick, Search Committee Chair, and are to be submitted via on-line application at http://hrsearch.mnsu.edu. For assistance with UNLV’s on-line applicant portal, contact Bob Sitts at (702) 895-1655 or email hrssearch@mnsu.edu.

UNLV is an Affirmative Action / Equal Opportunity educator and employer committed to excellence through diversity.

Executive Director
School of Public Affairs
University of Baltimore

The School of Public Affairs (SPA) is seeking to fill the position of Executive Director for its well-recognized and expanding program effective August 2006. The school offers a full range of programs at the undergraduate, MPA (conventional and web-based), and DPA levels, as well as BS/MS programs in Health Systems Management. In addition, an integral component of the school is the Schaeffer Center for Public Policy, a comprehensive research center that, for FY 2005, generated approximately $5 million in grants and contracts under the guidance of a full-time director and staff. Candidates for the position should currently be holding the rank of senior associate or full professor. They must be able to demonstrate a leadership capacity capable of guiding and integrating the SPA’s range of programs as listed above. Candidates’ areas of teaching and research concentration are flexible, although candidates whose interests are congruent with the University’s urban commitment and SPA’s management/public affairs mission are especially encouraged to apply.

For complete information on the position please visit the following website: http://www.baltimore.edu/spa/execdir. For more information on the position please contact Bob Sitts at (702) 895-1655 or email hrssearch@mnsu.edu.
The Recruiter
WHERE EMPLOYERS AND JOB SEEKERS MEET.

UNIVERSITY POSITIONS

Assistant/Associate Professor Nonprofit Management or Public Administration
Department of Public Administration
University of Central Florida

The Department of Public Administration invites applicants for a tenure/tenure track position to begin fall 2006 at the Assistant/Associate Professor level depending on the candidate’s qualifications. The Department offers a completely web-based Master of Nonprofit Management as well as web and face-to-face courses for undergraduate and graduate certificate programs in nonprofit management, a BA or BS in Public Administration, and a NASPAA accredited Masters in Public Administration. We seek a candidate who will provide leadership for our nonprofit programs.

Minimum: Candidates must have completed a Ph.D. or D.P.A. Doctorate required by time of appointment.
Preferred: The preferred candidate will have evidence of potential/achievement (depending on level) in teaching, research, and service. External grant and contract experience are also desirable. Previous academic, applied experience and expertise in nonprofit management is strongly preferred.
All applicants should submit a letter of application, a curriculum vita, original transcript, names, addresses, and phone numbers of three professional references. Consideration of applications will begin on February 15, 2006 and the position will remain open until the appointment is made. Salary and rank are commensurate with qualifications. The application package should be sent to:
Ms. Brenda Posey
Search Committee Manager
Department of Public Administration
University of Central Florida
Health & Public Affairs Building II, Room 238
Orlando, FL 32816-1395
Phone: 407-823-5718
Fax: 407-823-5651
UCF is an Equal Opportunity/Affirmative Action Employer. UCF makes search documents available under Florida’s open-records statutes.

Assistant Professor
Public Administration
Missouri State University

The Department of Political Science invites applications for a tenure-track position at the Assistant Professor rank. Specialization should be in not-for-profit management, with preferred secondary fields in some combination of public policy, intergovernmental relations, and non-governmental organizations. The successful candidate will teach in the Department’s NASPAA-accredited Master of Public Administration (MPA) program, and may be involved in the development of a track in not-for-profit management. The appointment begins in August, 2006. Applicants should have completed a doctorate in Political Science, Public Administration, or related discipline by the date of appointment.
The faculty teaching load is three courses per semester, and includes an introductory American Government course. The Department has 18 full-time faculty members, over 250 undergraduate majors, and over 50 graduate students enrolled in the MPA or the Master of International Affairs and Administration program.
Consideration of applicants begins February 1, 2006, and will continue until the position is filled. Women and minorities are especially encouraged to apply. Send a formal application letter, curriculum vitae, copies of undergraduate and graduate transcripts, a statement of teaching and research interests, three letters of reference, a representative sample of written work, and teaching evaluations (if available) to: Beat Kernen, Head, Political Science Department, Missouri State University, 901 S. National, Springfield, MO 65807. Missouri State also requires an Authorization Form to be completed as part of your application which can be found at http://www.missouristate.edu/academicoop/AuthorizationForm.pdf Missouri State University is an equal opportunity/affirmative action employer.

GOVERNMENT POSITIONS

City Manager
City of Dunedin, FL
(pay: $120,000)
The City of Dunedin is a home rule municipality and has three city council members elected at-large. The City Manager is the chief administrative officer appointed by the City Council. The City Manager is responsible for the management of the city’s operations and for the coordination of city departments. The City Manager is responsible for the formulation and implementation of policy and the development and implementation of the city’s capital improvement program.

Assistant/Associate Professor Educational Leadership
The School of Public Affairs, Baruch College/CUNY

The School of Public Affairs seeks an Assistant or Associate Professor in the areas of educational leadership and policy. The successful candidate will head up a new Center for Educational Leadership (CEL) and oversee the Center’s activities as well as teach in Baruch’s school leadership programs, which operate in partnership with the New York City public school system to prepare principals for the City’s schools. Start date: September 2006. Baruch’s education leadership programs seek to develop leaders who are strong instructional leaders who are responsive to the communities in which they work; able to translate theory and research into practices that improve student outcomes in schools, especially low-performing urban schools; able to reflect on and improve current research and theory based on what they have learned in school settings. The successful candidate will play a leadership role in these programs and in the development of a research program to support and expand them. A Ph.D. or Ed.D. required. A significant body of publications in refereed journals in educational administration and/or closely related fields essential. Preference will be given to candidates who have conducted field-based research in schools, districts or other educational settings. The successful candidate will have experience with and/or a research specialty in leadership issues in urban education (k-12) and will understand the importance of leadership in achieving and sustaining educational and administrative goals. This is a tenure-track appointment.

Assistant/Associate Professor Nonprofit Management or Public Administration
Department of Public Administration
University of Central Florida

The Department of Public Administration invites applicants for a tenure/tenure track position to begin fall 2006 at the Assistant/Associate Professor level depending on the candidate’s qualifications. The Department offers a completely web-based Master of Nonprofit Management as well as web and face-to-face courses for undergraduate and graduate certificate programs in nonprofit management, a BA or BS in Public Administration, and a NASPAA accredited Masters in Public Administration. We seek a candidate who will provide leadership for our nonprofit programs.

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Missouri State University is an equal opportunity/affirmative action employer.

INTERNSHIPS

Management Analyst Internship Program
Clark County, NV

Applications for one Management Analyst Intern position are now being accepted by Clark County, Nevada. This program seeks talented individuals interested in a career in local government. During the one-year program, participants gain professional experience and insight in the management of a large, complex and unique county government. Term: July 1, 2006, to June 30, 2007. Salary: $45,096.48 annually plus benefits. Master’s Degree in Public Administration or a related field must be completed by June 2006 or the beginning of work, whichever is later. Preference will be given to candidates who are currently enrolled in a supervisory capacity, or an equivalent combination of education, training and experience that provides the required knowledge, skills and abilities. Send or email cover letter and resume to: Director of Human Resources, Clark County, 702 S. 5th Street, P.O. Box 37, Las Vegas, NV 89101. Closing deadline: February 7, 2006.

1 Job Ad, 3 Options:
Print Only • Web Only • Print and Web

Contact: Christine McCrehin
cjewett@aspanet.org
January 2006

19-21 4th International Conference on Civic Education: Research and Practice
   Hilton Orlando/Altamonte, Florida
   http://www.civicedconf.org/civiced.html

February

2-3 Social Equity Leadership Conference
   Location: Omaha, Nebraska
   Contact: www.napawash.org

22-26 Conference of Minority Public Administrators (COMPA) Annual National Conference
   Location: Marriott Hotel, Winston-Salem, NC

March

15-19 61st International Atlantic Economic Conference in Berlin, Germany
   Prof. dr. M. Peter van der Hoek is organizing sessions on public administration
   and public finance. If you want to present a paper, please submit your abstract (250-
   500 words, no full papers) by e-mail to vanderhoek@frg.eur.nl.
   Submission deadline: November 15, 2005

April

Mar. 31-Apr. 4  67th Annual ASPA National Conference
   City: Denver, CO
   www.aspanet.org

20-23 Midwest Political Science Association 64th National Conference
   Chicago Palmer House Hilton Hotel
   www.mwpso.org

June

1-3 A Performing Public Sector: The Second Transatlantic Dialogue
   A cooperation of ASPA’s SPMM and its European counterpart at EGPA.
   Conference Website:
   www.publicmanagement.be/performance

8-9 Building Public Service-Oriented Government
   The 3rd Sino-US International Conference for Public Administration
   Beijing, P. R. China
   Host Institute: School of Public Administration, Renmin University of China
   Organizing institutes: ASPA, Chinese Public Administration Society (CPAS)
   E-mail: menzhong@yahoo.com

July

28-30 World Future Society Conference
   City: Toronto, Canada
   Sheraton Centre Hotel
   www.wfs.org/2006main.htm

For more detail on any of these events, click the link to ‘Conferences’ on the ASPA home page

www.aspanet.org