PA TIMES INSIDE

PA TIMES

31 Years • 1977-2008

Numbers of Legal, Illegal Immigrants at Record Highs

New Report Looks at Poverty, Welfare, Health Insurance

Washington, DC—A report by the Center for Immigration Studies examines the size, growth and characteristics of the nation’s immigrant, or foreign-born, population as of March 2007. The report provides a detailed picture of overall immigrant population and of the illegal immigrant population specifically.


Among the report’s findings:
• The immigrant population (legal and illegal) reached a record of 37.9 million in 2007.
• Immigrants account for one in eight U.S. residents, the highest level in 80 years.
• Overall, nearly one in three immigrants is an illegal alien. Half of Mexican and Central American immigrants and one-third of South American immigrants are illegal.

• Since 2000, 10.3 million immigrants have arrived—the highest seven-year period of immigration in U.S. history. More than half of post-2000 arrivals (5.6 million) are estimated to be illegal aliens.
• Of adult immigrants, 31 percent have not completed high school, compared to 8

Did You Know:
The U.S. Department of Labor estimates that today’s learner will have 10 to 14 jobs by age 38 and according to former Secretary of Education Richard Riley the top 10 jobs that will be in demand in 2010 didn’t exist in 2004.

Poll Uncovers Tensions Among Largest Ethnic Groups in U.S.

Groups Express Contrasting Views of American Society

Washington, DC—The nation’s first multilingual poll of Black, Hispanic and Asian Americans has uncovered serious tensions among these ethnic groups, including mistrust and significant stereotyping, but a majority of each group also said they should put aside differences and work together to better their communities.

The poll, which was released during a news conference at the National Press Club, was sponsored by New America Media (NAM) and nine ethnic media outlets who are founding members of the organization.

“This extraordinary poll reveals some unflattering realities that exist in America today,” said Sandy Close, executive editor and director of NAM, the nation’s first and largest collaboration of ethnic news media.

“The sponsors of the poll strongly believe the best way to move forward is by identifying the problems and initiating a dialogue that can bring ethnic groups

ASP A Hosts Dinner Discussion on Ways to Improve Public Service

University of Miami and 2007 ASPA Executive Advisor Donna Shalala (foreground) enjoys conversation with her colleagues during ASPA’s recent dinner discussion regarding improvements to public service. Shalala and ASPA President Harvey White hosted the event. See article on pg. 15.

89.6 Million Americans Uninsured during 2006-07

One Out of Three Non-Elderly Americans Uninsured

Washington, DC—Approximately 89.6 million Americans—more than one out of three people (34.7 percent) under 65 years of age—were uninsured at some point of time during 2006-2007, according to a report released by the health consumer organization Families USA.

The report, based mainly on Census Bureau data, showed that most of these uninsured individuals lacked coverage for lengthy periods of time: nearly two-thirds (63.9 percent) were uninsured for six months or more; and more than half (50.2 percent) were uninsured for nine months or more.

The number of states where more than one-third of non-elderly people went without health insurance is up from 16 in 2000, according to the report.

See UNINSURED, pg. 2

See IMMIGRANT NUMBERS, pg. 2

See TENSIONS, pg. 10

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PA TIMES

CHALLENGES IN IMMIGRATION POLICY

Remembering the U.S.-Mexico Migration Policy Honeymoon of 2001

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- Mark Miller

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Immigration and Delaware

Every time Voices Without Borders, Inc is asked to talk about the immigration debate we end up talking about an economic debate. We try to explain that, when in two different places two individuals doing the same job are paid differently–in some cases two individuals doing the same job are paid differently–in some cases more than 10 times the salary earned in their place of origin–individuals will go to the place where they can make a better living.

Javier Juarez-Perez

Dalton, Georgia’s Response to Immigration

In the era of fend for yourself federalism Dalton may provide a best practices model to other small and medium size communities to successfully deal with major demographic and cultural change. – William E. Baker, Paul A. Harris

Insights on Strategic Mgmt.

Insights on HR Mgmt.

Frederickson Perspective

Ethics Moment

Where Things Stand

ASPA TIMES

A New Approach to a New Challenge

ASPA’s Online Connection

President’s Column:

A Bold New Year for ASPA

ASPA is stepping forward with bold and innovative initiatives to advance excellence in public service. These include activities for conferences, chapters and sections, public service advocacy, students and new professionals and partnerships with government and industry. – Harvey L. White

Chapter News

New Members

ASPA in Brief

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Recruiter

AMERICAN SOCIETY FOR PUBLIC ADMINISTRATION

VOL. 31 NO. 1

JANUARY 2008
Legal, Illegal Immigrant Numbers Highest in Years

From IMMIGRANT NUMBERS, pg. 1

percent of natives. The share of immigrants and natives with a college degree is about the same.

• 33 percent of immigrant-headed households use at least one welfare program, compared to 19 percent for native households. Among households headed by immigrants from Mexico, the largest single group, 31 percent use at least one welfare program.

• The poverty rate for immigrants and their U.S.-born children (under 18) is 17 percent, nearly 50 percent higher than the rate for natives and their children.

• 34 percent of immigrants lack health insurance, compared to 13 percent of natives. Immigrants and their U.S.-born children account for 71 percent of the increase in the uninsured since 1989.

The primary reason for the high rates of immigrant poverty, lack of health insurance and welfare use is their low education levels, not their legal status or an unwillingness to work.

Of immigrant households, 82 percent have at least one worker, compared to 73 percent of native households.

Immigrants make significant progress over time. But even those who have been here for 20 years are more likely to be in poverty, lack insurance, or use welfare than are natives.

There is a worker present in 78 percent of immigrant households using at least one welfare program.

Immigration accounts for virtually all of the national increase in public school enrollment over the last two decades. In 2007, there were 10.8 million school-age children from immigrant families in the United States.

• Immigrants and natives have similar rates of entrepreneurship—13 percent of natives and 11 percent of immigrants are self-employed.

• Recent immigration has had no significant impact on the nation’s age structure. Without the 10.3 million post-2000 immigrants, the average age in America would have been virtually unchanged at 36.5 years.

• Detailed information is provided for Texas, California, Arizona, Massachusetts, Colorado, Georgia, North Carolina, Washington, Florida, Illinois, Nevada, New Jersey, Virginia and Maryland.

The Current Population Survey provides the data for the study. It was collected by the Census Bureau in March 2007 and has not been fully analyzed until now. There is agreement among policy experts, including the Department of Homeland Security, that roughly one-third of illegal immigrants respond to Census Bureau surveys of this kind. This allows for separate estimates of the size and characteristics of the illegal immigrant population.

For more information, contact the author of the report, Steven Camarota, the Director of Research at the Center for Immigration Studies, at (202) 466-8185 or sac@cis.org.

The Center for Immigration Studies is an independent research institute, which examines the impact of immigration on the United States.

Number of Uninsured Americans Continues to Grow

From UNINSURED, pg. 1

health insurance for all or part of a two-year period more than doubled—rising from nine states in 1999-2000 to 20 states plus the District of Columbia in 2006-2007. Texas had the highest rate with 45.7 percent of the non-elderly population uninsured. The other states are: New Mexico (44.5 percent); Arizona (41.8 percent); California (40.5 percent); Florida (40.1 percent); Mississippi (38.7 percent); Nevada (38.4 percent); Louisiana (38.1 percent); Oklahoma (37.7 percent); Georgia (37.6 percent); South Carolina (37.4 percent); Arkansas (37.2 percent); Utah (35.2 percent); Alabama (35.1 percent); the District of Columbia (35.1 percent); West Virginia (35.1 percent); Alaska (34.8 percent); North Carolina (34.6 percent); Oregon (34.6 percent); Colorado (34.2 percent); and Montana (33.9 percent).

“The huge number of people without health coverage over the past two years helps to explain why health care has become the top domestic issue in the 2008 presidential campaign,” said Ron Pollack, executive director of Families USA. “The expansion of health coverage in America is no longer simply a matter of altruism about other people, but a matter of intense self-interest.”

The report shows that four out of five of the uninsured (79.3 percent) were in working families: 70.6 percent were employed full-time, and 8.7 percent were employed part-time. In addition, nearly every age group was affected. Of the total 89.6 million uninsured, 64.2 million were between 18 and 64 years of age. More than one-third (34.9 percent) were ages 25 to 44—the age group that makes up the largest percentage of the uninsured.

The report also documents the large increase in the number of people who have experienced a loss or lack of health coverage. In the two-year period of 1999-2000, 72.5 million people went without health coverage—more than 17 million fewer than the people experiencing a loss of coverage in 2006-2007.

According to the Families USA report, the states with the largest number of uninsured people for some or all of 2006-2007 were California (13.0 million), Texas (9.3 million), Florida (6.0 million), New York (5.5 million), Illinois (3.6 million), Georgia (3.1 million), Ohio (2.9 million), Pennsylvania (2.9 million), North Carolina (2.6 million), Michigan (2.5 million), and New Jersey (2.4 million).

Although nearly half of the uninsured were non-Hispanic whites, the report found that there were huge disparities in the uninsured rate based on race and ethnicity. Among people under 65 years of age, approximately 26.0 percent of non-Hispanic whites were uninsured in the past two years, compared to 44.5 percent for non-Hispanic blacks and 60.7 percent for Hispanics.

“This report shows just how many working families are struggling with the skyrocketing costs of health care,”’ said Senator Debbie Stabenow (MI). “It is simply unacceptable that in the greatest country in the world, a third of Americans have had to go without health insurance at some point over the last two years. Health care should be a right, not a privilege in our country, and I will continue my fight to make that a reality.”

“Given what we know about the growing number of uninsured Americans, and the findings from the new Families USA report, we have a historic opportunity to address the health care concerns of our nation’s children by passing a final CHIP reauthorization bill before the end of the month,” Rep. Frank Pallone said. “I am confident Congress will do that, and I am hopeful that President Bush will reconsider his veto threat so that we can help millions of additional children. This is how we begin to address the issue of the uninsured here in America.”

The Families USA report was based on data from the Census Bureau’s annual Current Population Survey (CPS) and the Survey of Income and Program Participation (SIPP). The data were compiled with the assistance of the Lewin Group. For this analysis, Families USA examined trends in health insurance coverage from 1999-2000 to 2006-2007.

For the full report visit Families USA at www.familiesusa.org.

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Remembering the U.S.-Mexico Migration Policy Honeymoon of 2001

Mark Miller

First an email followed by a telephone call. Would you be willing to go to Mexico to talk about labor migration and regional integration? The woman from the U.S. Department of State requested that I go prior to the new Secretary of State’s and President’s visits in February, 2001. You’ll need to get some shots.

Seven years later, it is difficult to recall the heady atmosphere of December 2000, and January 2001. The new President-elect intended to revolutionize U.S. foreign policy and his top priority was immigration reform. He would make his first foreign visit not to Canada or the United Kingdom but to Mexico, where he would meet the new Mexican President at his ranch near Guadalajara in February. The North American press buzzed with allusions to the new presidents’ “brilliance” and “vision.” And there could be a European referent to NAFTA. Could the new presidents have Article 48 in mind?

Like most Americans, I didn’t know very much about the new American president’s foreign policy intentions. I knew that as governor of Texas, George W. Bush had supported guestworker policy with foreign policy intentions. I knew that as president-elect, he would make his first foreign visit not to Canada or the United Kingdom but to Mexico, where he would meet the new Mexican President at his ranch near Guadalajara in February. The North American press buzzed with allusions to the new presidents’ “brilliance” and “vision.” And there could be a European referent to NAFTA. Could the new presidents have Article 48 in mind?

However, regional integration in Europe, until the enlargement of May 1, 2004, in particular, largely involved immigration of states and societies at roughly the same level of socio-economic development with one important exception—the Italian case. I was able to gain a great deal of information about that case during my week in Mexico in early February 2001.

I never worked as hard as I did during that week. The Department of State had me programmed from early morning breakfasts to late evening television or radio shows. I did get my first day off as it was a national holiday. I called up Eduardo Guerrero-Gutierrez, who had received a MA from my department a few years earlier. Eduardo agreed to show me around Mexico City. I told him that I had to visit the Basilica of Our Lady of Guadalupe. My mother insisted.

Eduardo was very much a part of Mexico’s governing elite and had served on Mexico’s National Security Council. Very pointedly, he had never visited the Basilica. When we arrived there, after a long subway ride, there were throngs of pilgrims outside the Basilica. They came from distant villages often carrying statues of Our Lady of Guadalupe. I came away with a deeper appreciation of just how vast the gap between elites and masses is in Mexico. I also came away from that day with a deeper appreciation of Mexican cuisine and of the potential for scholarly bonds between Mexico and the United States.

By the time President Ronald Reagan came into office, the Select Commission on Immigration and Refugee Policy (SCIRP) had finished its report and made its recommendations to Congress and the new president. SCIRP advocated a carrot and stick approach, legalization followed by a credible employer sanctions regime that would require a counterfeit-resistant employment eligibility document.

The Reagan Administration very grudgingly went along with the recommendations but the legislative impasse over immigration reform would last until November, 1986. When the Immigration Reform and Control Act (IRCA) was adopted, it did require completion of an I-9 employment eligibility document for all new hires. However, so many documents could be used to satisfy the requirement, and they were so easy to counterfeit, that massive circumvention of the intent of IRCA was all but ensured.

It is important to contrast the approach of the Jimmy Carter Administration to immigration reform with that of the George W. Bush Administration. Carter sought to build a bipartisan national consensus behind immigration reform. It sought out academic expertise on immigration issues. It worked closely with the U.S. Congress which jealously guards its premiacy in matters concerning U.S. immigration law and policy. The contrast with the George W. Bush approach could not be starker.

The new George W. Bush Administration sought a major departure in U.S. immigration law and policy with minimal consultation with the U.S. Congress. This would prove disastrous. Only an inner-circle coterie of top Administration officials were involved in the conceptualization of the U.S.-Mexico immigration initiative. Much of the thinking appeared to reflect the views of Mexico’s new foreign minister Jorge Castaneda, a left-leaning professor in a conservative government. The essence of the presidential summit in February of 2001 involved establishment of a bilateral cabinet-level group that would work out the details of the new migratory relationship between the United States and Mexico.

Why was there a European referent to NAFTA? Actually, the long road to adoption of the agreement had begun a decade earlier in the context of exaggerated North American fears about the implications of the Single European Act (SEA) for transatlantic trade. The notion of Fortress Europe originally referred to the specter of a post-SEA European Community that would erect greater barriers to transatlantic trade. The misperception was widespread.

Hence, in 1988, the United States and Canada signed a bilateral agreement which created a North American free trade area. Meanwhile, a commission, the Commission for the Study of International Migration and Cooperative Economic Development, which had been mandated by IRCA to study alternative approaches to the one recommended by SCIRP, laboried away.

The most important scholarly study commissioned warned that liberalization of U.S.-Mexico trade would increase Mexican immigration to the United States. Philip L. Martin, my frequent co-author and close friend, would eventually refine his theory of migration hump. Trade liberalization would increase Mexican migration to the United States over the short to medium term, but decrease it over the long term. He too came not to specify what he meant by short, medium and long term.

Eventually, Mexican President Salinas, Fox’s predecessor, would approach the George H.W. Bush Administration about Mexico joining the North America free trade zone. As Sidney Weintraub has observed, gradual liberalization of U.S.-Mexico trade had reduced many barriers, but immigration remained a “poison pill” in bilateral relations.

Mexican and American viewpoints were too divergent for constructive bilateral negotiations. Hence, what became the North American Free Trade Agreement in 1994, included Mexico in the North American free trade space, but contained only minor provisions regarding international migration. It is important to keep Weintraub’s notion of a “poison pill” in mind when assessing the “honeymoon” of 2001.

Several events changed the context of U.S.-Mexico relations in 2000. The election of President Bush sought to power a conservative and very pro-American Mexican president who had attended a Jesuit-run school in Puebla du Chien, Wisconsin. Then the AFL-CIO, under new leadership, announced a volte-face. It no longer supported enforcement of employer sanctions on the grounds that employers were manipulating the then Immigration and Naturalization Service to prevent unionization. It appeared that the stars had come into alignment for immigration reform.

As the bilateral cabinet-level group got to work, the hard bargaining began. Immigration policy matters are complicated and the U.S. Congress matters a great deal. The Mexican Foreign Minister alluded to the “poison pill” in the context of a road map to legal status for millions of Mexicans illegally residing in the United States, expanded recruitment of temporary workers from Mexico, measures to reduce the death toll along the U.S.-Mexico border and perhaps expanded legal admissions of family members of Mexican citizens residing in the United States. In a speech in Ottawa a few months after the bilateral summit of February, President Fox clearly envisioned a future of unfiltered worker mobility in the North American space.

Nevertheless, by late summer, when the Mexican president began a triumphal tour of the United States and addressed a joint session of the U.S. Congress, a deal could not be achieved. The U.S.-Mexico immigration initiative could not by-pass the U.S. Congress and there was no bilateral consensus on the specifics of the reforms. The Mexican president returned home empty-handed. The expectations that had been raised were dashed.

It is important to recall that this transpired just prior to September 11, 2001. It is incorrect to lay the blame for the collapse of the Mexican migration policy initiative upon the terrorist attacks. It is true that the aftermath to September 11 soured U.S.-Mexico relations. But holding the administration responsible for the failure of the initiative masks, as it were, the flaws that should be discerned.
Mexicans and Americans Working Together: The Centro Educativo, Central Savannah Area Case

Javier Juarez-Perez

Mexican immigration into the United States is one of the hottest topics in American politics. State and local governments in the Southeast have struggled to cope with unexpected and large increases in this population. In Georgia alone, the Latino population (most of which are Mexicans) nearly tripled in the last two decades to almost half a million straining transportation, housing, health care, education, and other public infrastructures. What most Americans do not know is that the Mexican government, through the Instituto de los Mexicanos en el Exterior (IME), has worked closely with American nonprofit organizations and universities to lessen this burden and help its citizens adjust to life in the United States.

In 1990, The Mexican Secretariat of Foreign Affairs created the Program for Mexican Communities Abroad which eventually became IME. The program, supported by other federal agencies and state governments in Mexico, works to bridge the communication gap between those who live within Mexico and those who live abroad; to provide services aimed at improving the quality of life of the latter; and to encourage their acculturation to their host environment. The main objectives of the program are:

• To promote and facilitate joint projects and to serve as a link between the Mexican community and individuals and institutions of the private and public sectors in Mexico.

• To achieve better images of Mexico abroad and of Mexican-Americans in Mexico.

• To promote among the communities of Mexican origin abroad the knowledge of Mexican history, traditions, and culture to help them achieve the respect and fair treatment they deserve.

• To support the organization of mechanisms abroad to improve their capacity for adjustment and self-reliance;

• To improve Mexico’s image abroad by making the struggles, contributions, and achievements of Mexicans at home and abroad known to a broader public.

• And finally to encourage the specialization of the local officers who work for the program in the United States and those in the Mexican Foreign Service who direct and coordinate the program’s activities.

To carry out all this general purpose the IME has developed several programs such as education, information, business, housing, financial education, academic research, and a talent network. Each one is a well-designed network program between the Mexican government, some universities from both countries, civil society and nonprofit organizations.

The educational IME program has focused its activities on providing literacy courses in Spanish, strengthening bilingual educational organizations in the United States, and participating in joint projects with educational institutions that work with immigrant children in the United States (Figueroa, 1999). Some of the activities stressed within this area are literacy campaigns and the exchange of bilingual teachers. The program has also distributed 300,000 free textbooks and organized summer workshops in Mexico for teachers working with children of Latino origin in the United States.

What most Americans do not know is that the Mexican government... has worked closely with American nonprofit organizations and universities to... help its citizens adjust to life in the United States.

Plaza Comunitaria

One unique educational program supported by the IME is the “Plaza Comunitaria” which provides educational resources and educational action for lifelong learning and work skills. Plaza Comunitaria is addressed mainly to youth and adults who are supported by one or more tutors who help them learn how to use the educational resources.

At a Plaza program, Mexican and Latino youth and adults as well as their families living in the United States have access to educational and work training opportunities at three levels of education (literacy, elementary and middle school). Most facilities and services within the Plaza Comunitaria are free of charge.

Plaza Comunitaria was designed as a collaborative effort of the Mexican Government’s National Council for Lifelong Learning and Work Skills along with Colegio de Bachilleres, General Direction of Higher Education, Training Center for Industrial Work (known by its Spanish acronym, CECATI), and the Ministry of Foreign Relations through the IME.

The IME, in turn, works with the Center for Opportunity and Equity in the University of California at Berkeley and awards grants to educational nonprofit organizations around the United States that are or wish to provide Latinos and Mexicans with education. U.C. Berkeley grants a maximum of $15,000 if the organization follows its requirements in detail and provides additional educational resources such as books and videos. In the state of Georgia there are nine nonprofit organizations funded by the IME program and four in the state of South Carolina.

Centro Educativo Savannah River Area

The Centro Educativo Savannah River Area (CESRA) located in North Augusta, South Carolina is one of the four nonprofit organizations in the state with IME support. CESRA was created with the hope that immigrants can achieve their dream of obtaining an education and in so doing improve job opportunities for themselves.

The mission of CESRA is has as its core a social assistance role by providing educational and technical training for work and successful cultural assimilation. Thus, CESRA centers its daily operation on helping Mexicans and Latinos living in the area to start, continue, or finish their basic education, giving them the tools to begin university education in the United States or to pursue technical training. A secondary, but no less important role of CESRA is to help Latinos engage in mainstream American culture so that they can positively contribute to the social life of community where they live.

CESRA is open one day and two nights per week offering the following four programs: English as a Second Language (ESL), General Educational Development (GED), Plaza Comunitaria (literacy program, at the elementary and middle school level), and basic computer skills.

Today, the school has 15 Plaza Comunitaria students and 31 students enrolled in GED, ESL and computer skills programs. Funded primarily by the Mexican Government through IME, the program also relies on donated space from Our Lady of Peace Catholic Church, donations from church members, a cadre of dedicated volunteer teachers and tutors, and grants from other nonprofit organizations. Only the director is paid for her services.

CESRA prepares students not only for middle school but high school as well. It provides an opportunity for Latino and Mexican immigrants to pursue either technical or college degrees. My work as an intern in this organization has allowed me to study migration issues in a personal way, beyond published scholarly studies. And my internship has made me more aware of the collective effort in addressing the challenge brought about as a result of large scale migration from Mexico and Latino countries to the United States.

Javier Juarez-Perez is a graduate assistant with the Augusta State University Center for Immigration Studies. Email: jjuaurezp@aug.edu

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Special Section: Challenges in Immigration Policy

PAGE 4 PA TIMES • JANUARY 2008 American Society for Public Administration
Immigration and Delaware

Guillermina Gonzalez

Delaware is not excluded from the immigration debate, organizations, institutions, and the government daily struggle with individuals being affected by the issue. Every time Voices Without Borders, Inc. is asked to talk about the immigration debate we end up talking about an economic debate. We try to explain that, when in two different places two individuals doing the same job are paid differently—in some cases more than 10 times the salary earned in their place of origin—individuals will go to the place where they can better provide for their loved ones.

Poverty happens to be a powerful engine and motivation for many that decide to cross the border risking more than their lives. It is sad to see how immigrants have become a political asset, but it is deeply disturbing to see people forgetting that immigration always has a human face.

Interest toward the Hispanic community is increasing, but those interested do not always know where to start. The challenge for Delaware is to find ways to increase the participation of Hispanics and Hispanic immigrants to the socio-economic and political forefront of the state but also create pertinent relationships to make it sustainable over time.

Authors like Suzanne Morse in Smart Communities indicate that successful communities are those able to create spaces of exchange and dialogue at all levels of society and bring to the table those individuals being affected by an issue to participate and have something to say. Only then, communities become successful over time. Delaware, because of its size and natural diversity, could easily become, if succeeds, an exportable and inclusive civic engagement model.

Delaware, with a total population of 853,476, has become a Hispanic microcosm. Today, the Hispanic population officially comprises for 6 percent of the population. There are more than 40,000 Hispanics living in the State.

In the last decade, the population grew by 136 percent with the largest groups being Puerto Ricans 37 percent, followed by Mexicans 35 percent, Cubans 3 percent and other groups such as Dominicans, Guatemalans, and other immigrants from Latin-American countries, which constitute the remaining 25 percent. New Castle County is home of 70 percent of Hispanics in Delaware; they are primarily located in Wilmington. Sussex County is experiencing the fastest rate of growth in terms of Hispanic arrivals.

Undocumented immigrants, particularly Mexicans, have steadily increased their presence statewide, and put pressures on organizations, institutions, and the government to keep up with their growing needs. No one knows for sure how many undocumented immigrants live in Delaware but estimates range from 13,500 to 35,000 and growing.

There are many issues affecting Hispanics statewide besides the immigration debate such as public safety, health, education disparities, and economic development among others. According to United Health Foundation Delaware, last year, experienced an increase in violent crime rates and decreases in health insurance coverage. In fact, the cost of clinical care in Delaware is high compared to other states, with high incidence of infections and increase in children in poverty. Due to their immigration status and high levels of poverty, many Hispanics do not have health insurance. Others have difficulties having access to services due to language and cultural barriers.

According to Kids Count, a national and state-by-state effort to track the status of children in the United States, Hispanics have the highest school dropout rates and comprise 14 percent of all dropouts in Delaware. Regarding economic development in the state, Hispanic businesses are open daily particularly in the service and retail industry and in some cases fail to succeed due to lack of support.

More recently, undocumented immigrants have complained about lack of proper identification, increasing raids at workplaces and houses that are making them live in constant fear, uneasiness in specific places wherever their safety is at risk and lack of access to higher level education institutions due to their immigration status. When the senate failed to pass a comprehensive immigration reform in July this year, states were left to their own devices to solve the situation. Delaware is dealing with ordinances at local levels that might negatively affect the quality of life of Latinos.

Lack of identification and driver’s license is at the end a public safety issue. Latino immigrants are being abused and robbed for not having access to financial institutions. They tend to carry them money especially on payday because they do not have bank accounts opened. Their access depends on proper identification. This situation is also preventing Latino immigrant students dropping out because they do not see the purpose of studying if a professional life is not going to be available for them once they finish. The situation will not be solved without the passing of the Development, Relief and Education for Alien Minors Act (the DREAM ACT). The Act would allow young people who were brought to the United States years ago as undocumented immigrant children, who have since grown up here, to qualify for immigration relief. Students would be permitted to apply for conditional status, which would authorize up to six years of legal residence. The DREAM ACT would allow them to pay in-state tuition instead of the higher out-of-state. Local efforts to provide access to higher-level institutions here some fruit and the University of Delaware and the Delaware Technical and Community College have opened some doors for them.

The challenges are many, but the opportunity is there to make Delaware a successful case of a smart community. Immigration is a multi-faceted issue that requires an open and honest discussion. Delaware needs to bring all kinds of people to the table. Only through an honest and open discussion, can agreements and commitments be generated. Perhaps Delaware will choose to become the model of civic-engagement we know is the potential to be. Voices Without Borders, Inc is a faith based, grassroots, 501 (c) (3) not-for-profit organization committed to institutional change and social justice to improve the quality of life of Latinos in Delaware through building relationships by community organizing, advocacy, and education. Please contact us at (302) 576-4120 or access our web page www.voiceswithoutborders.org.

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Dalton, Georgia’s Response to Immigration

William E. Baker, Paul A. Harris

As immigration diffuses into new destinations, many cities and counties are searching for ways to balance this contentious issue in their communities. Although not a border city, Dalton, GA, (30,000) has a 20-year history of sudden demographic change—from a predominately white city to a Latino population surpassing 40 percent. In the era of fend for yourself federalism, Dalton may provide a best practices model to other small and medium size communities to successfully deal with major demographic and cultural change.

If you have purchased carpet, chances are you have contributed to the area economy of Dalton, GA. Dalton is known as the Carpet Capital of the World producing about 80 percent of the carpet manufactured in the United States. While technologically advanced, the industry is still labor intensive. With the increase of new construction in the early 1990s, the carpet industry was in need of workers.

This steady need for workers superceded the global and national slowdowns of the decade. The word was out: newly documented Latino immigrants recruited others to come to Dalton, where the wages were good, the work was steady, and “you could work indoors.” By the mid-nineties, however, local government leaders were convinced the changing demographic was impacting the delivery of municipal services.

It was in this context that the Dalton city government was to operate. In 1994, the city administrator began a search for ways other cities in the South had responded to large scale immigration, but the results were inadequate. There was simply nothing out there that Dalton could use as a model. Thus, Dalton proceeded to initiate policies to address the emerging challenge.

In the area of law enforcement, Dalton’s police chief began a campaign to establish a federal immigration presence in the city. The chief, a proponent of the community policing philosophy, had at least three objectives in mind: to increase the community’s ability to identify undocumented workers and deal with them appropriately; to help identify forged documents; and to seek assistance tackling the language barrier.

The campaign was effective and a first of its kind INS office opened in the city in 1995. The office was jointly funded by the city and the county and staffed with two law enforcement officers and support personnel. During this same time, city officials were also developing an Intercultural Task Force composed of long time residents and the immigrant community.

Shortly thereafter, over 70 residents met to organize and decide how to proceed. The primary goals were to establish open lines of communication and to have functional subcommittees to make recommendations for local government action. Elected officials moderated each of the five subcommittees.

By the end of 1995, the subcommittees made their recommendations. These included more recreational opportunities, community sponsored social events, research for multi-lingual employees, support for business development for Spanish speaking community, housing opportunity, and expansion of the local Post Office. These actions set the stage for the creation of the Dalton’s proactive effort: The Georgia Project.

Good intentions and minor adjustments to bureaucratic routines are not enough.

As has been demonstrated in the past, without adequate funding an idea and its successful implementation are problematic at best.

Education is typically a high priority policy in most communities and Dalton is no exception. Descriptions of the reality of what was going on in Dalton’s classrooms paint an intractable situation. Each year brought in more Spanish only speaking students with most of the teachers speaking only English.

In public policy decisions, dire situations, such as those described in Dalton’s schools, often are the pre-condition for a triggering event to make a dramatic change. Such an event occurred in 1997 on a visit to a local school by former congressman, state senator and city attorney, Erwin Mitchell, at the request of his exasperated daughter who was a teacher’s aid. After the visit, Mitchell saw the situation as deplorable–students weren’t learning, teachers were dependent, everybody was losing. Mitchell was further disturbed with the knowledge that the school board had no action plan to alleviate the problem.

As a prominent city leader, Mitchell was well connected in the community and the State and had the desire and perseverance to get things done. In explaining the conditions and need of their public schools to others in his network, Mitchell learned of a corporate carpet executive with ties to Monterrey, Mexico. In turn, this connection led to contact with administrators at the university there. This connection proved to be a win-win situation, as Monterrey officials were having problems with their graduates finding teaching jobs. Hence, a teacher exchange program was born and is in existence today.

Initial contacts, followed by many faxes and other communications, led to a visit of the Dalton leadership to the University of Monterrey. Contacting and making the visit to Monterrey was crucial for Dalton since it showed the Monterrey officials that the city was serious about an exchange program. In turn, a delegation from Monterrey came to Dalton and, after several meetings, the Monterrey Accord was signed by both parties. The accord was the basis of the Georgia Project and contained the following initiatives: a bilingual teacher exchange program; the design of a bilingual education curriculum; and a Latino adult education and leadership initiative.

With the agreement in place and a relationship established, the Georgia Project had made a major step toward addressing the educational issue in Dalton. While the cost of the development was relatively insignificant and funded mostly from private donors, the implementation of the agreement was not funded and the amount to make it work was significant. In a small city with a small budget, however, funding was provided when the city council unanimously voted on the project at a level of $250,000 per year for three years.

With a 10 year history, the Georgia Project has been continually fulfilling its mission and accomplishing its vision. After the three year start up funds provided by the city expired, the Georgia Project has received funding from direct federal assistance (thanks to the efforts of Georgia’s U.S. Senators), federal grants, and a wide variety of private contributions. But none have equaled the commitment from the city.

The City of Dalton has been proactive in responding to the changing socio-cultural aspects of their community and has established a record of initiatives. Some of these efforts are new and innovative while others are tried and true ways to govern. These include but are not limited to: the organization of a Community Task Force on Inter-Cultural Relations; city funding for the Georgia Project; and the establishment of a first of its kind Joint Immigration Task Force with the federal INS.

Upon reviewing local government practices which serve diverse communities, a panel sponsored by the International City Management Association listed twelve lessons learned in the implementation of best practices. “Support from the top is important to success” heads the list.

The act of appropriating significant funds in traditional capital projects and in new and innovative ideas solidly demonstrates Dalton’s leadership of positive governance. Good intentions and minor adjustments to bureaucratic routines are not enough. As has been demonstrated in the past, without adequate funding an idea and its successful implementation are problematic at best.

Dalton’s proactive approach in accommodating large scale Latino immigration provides a good example of city leadership.

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Challenges in Immigration Policy

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Challenges in Immigration Policy

Cyborg Immigration

David P. Milen

The current focus in the United States has been along the borders of both Canada and Mexico. There is the constant fear, since the attacks on September 11, 2001, of insurgents and other terrorist organizations possibly entering the United States undocumented, disappearing in the Southwestern deserts and creating cells at strategic locations to perform terrorist acts at any given time.

More specifically, the growing Latino population, the moral and ethical misunderstanding leading to possible public administrative issues, and the ability to travel throughout the United States into Latin America and returning without concerns may prove to represent potential problems with identification. The most prominent issues being addressed are the number of immigrants who are undocumented and the overall immigration policy that weighs upon the public administrative policy development and administration at national, state and local levels.

In an effort to address the immigration and terrorism issues, combined public policy and administration initiatives have been focusing on protecting the border(s) and terrorism issues, combined public, national, state and local levels. Policy development and administration at national levels have given rise to biometrics and microchips in an effort to maintain homeland security. The development of electronic fingerprinting, digital scanning cards for identification and the recent initiative to possibly implant microchips into humans have come to the forefront for discussion.

It appears that the current trend is to introduce new technology, see who buys into it, and then see what happens.

Biometrics, microchips, immigration, and homeland security issues are important general policy initiatives that public policy and public administrators will be focusing on within the next five years.

Moral and ethical issues will arise regarding the implants concerning the location or placement of the chip, the side-effects of having a foreign object located within the body specifically designed for scanning and location purposes and the overall health effects that would be associated with the device (carcinogenic materials released throughout the body). Technology is moving forward, even while I write this article, and will continue to produce faster results for convenience, identification and security purposes. On the other hand, the moral and ethical implications of crossing biometrics, implantation and security should be considered in public policy and administration. It is certainly a strong possibility that the implanting of chips into humans will become the customary norm of identification, tracking and location of the person with “the chip.”

The former wave of concern was regarding cell phones and the probable damage they may cause to the user regarding health matters. Most of the evidence has been researched and some conclusions have stated the radio frequencies have an effect on the person using the device (though all the research is not conclusive).

Since the 1990s our society has become dependent on cell phones for daily activities. The microchip implant is something relatively new, but appears to be gaining popularity with teens. Thousands of requests have been gathered from teens all over the country wanting to be one of the first ones to be “chipped.” The objective is to have verification and identification rather than having another GPS device - this one implanted in humans - for tracking purposes.

Some of the health issues surrounding the chip implants may include: leaking batteries if the chip is installed within the body and causing a possible toxic effect on the body, a high probability of infection should the device be supplaned beneath the skin, the device shattering if directly hit by an object or person, and future generations may experience overall health problems with the current implants. The already burdened health care system would find a new wave of illnesses related to the microchip cases and possibly cause further economic pressures upon the system.

Public administrators will have to take into consideration the health effects, but also the safety issues associated with border security. How receptive will the United States population be having a chip implant for identification and security purposes, but hold a high health risk? Will public administrators make this mandatory for the U.S. populous due to high risk security issues and identification purposes?

Cultural and religious backgrounds may find this practice completely immoral and a violation of privacy rights. Should a malfunction or an emergency arise, the chip is neither removable by the user for convenience sake, nor if the incident becomes life threatening.

One of the many benefits stemming from this technology would be easy verification and identification of the persons’ background. The ability to eliminate carrying various forms of identification cards would be another advent of the implant. The possibility of access to marriage license, date of birth, past medical records, citizenship and place of residence in the case of the benefits the chip may bring to the nation.

On the other hand, employers and insurance companies that monitor and request physical activity reports may dismiss an employee, not grant employment, or not accept a person into the insurance policy unless a chip would be implanted to verify the physical activity. Although beneficial to the companies, the detriment to the person may become overwhelming and stressful due to the pressure of constantly being monitored and followed.

It appears that the current trend is to introduce new technology, see who buys into it, and then see what happens. Public policy and administration falls into the same category once it is written, revised and then tested socially and economically. If there happens to be a failure or issue arising along the way, then further analysis will be given to improve and rectify any issues that may arise.

Public policy should address the immigration issue at the outset and include the possibilities of using microchips to further enhance safety for the nation against possible terrorism and undocumented immigrants. It is difficult to rectify a situation that is already out of control, has not been introduced with regards to cultural, moral and ethical backgrounds, and where society as a whole should be held responsible for decisions being made regarding technological advancements.

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The Leipzig Model: Myth or Reality?
A Study of City Management in the Former East Germany

By Jean-Claude Garcia-Zamor

The Leipzig Model describes how civil servants in Leipzig, a city in the former East Germany, cope with the challenges stemming from the uneven economic conditions that continue to exist after the reunification. The analysis reviews a series of recent successes achieved by the managerial leaders of Leipzig who have been able to compete and excel in comparison with civil servants in Western Germany and the bureaucracies of several other European Union countries. The book also investigates the local “civic culture” that is behind the driving forces of the city’s leaders. Leipzig’s “local political culture” is outlined and its key elements are defined. In addition to examining the professional strength of the city’s civil servants, the book analyzes the strategies being used by the mayor and city managers of Leipzig to achieve such successes and compares these strategies to some current organizational theories and models.

About the Author

Jean-Claude Garcia-Zamor is a professor of public administration at Florida International University. He has previously taught at Howard University, the University of Texas at Austin, and the Brazilian School of Public Administration. He has been teaching and doing research at Leipzig University since 1993 and was officially designated an honorary professor at that university in June 2007.

To order go to www.unipress.com and enter The Leipzig Model in the search line.
Managing With Foresight and Insight

Christine Gibbs Springer

As we begin the New Year, it is important to look at the trends that need to be considered in the future and how or if these driving forces will define what strategic management means in 2008.

It is also important to understand that looking to the past alone for guidance may skew our view of present facts even when those facts are supported by sound data.

It is also important to understand that looking to the past alone for guidance may skew our view of present facts even when those facts are supported by sound data. Strategic managers make sense out of what is going on around them and what is possible in the future by looking and listening to forecasts for the future, to what is critical for their organization now and to what their inner voice of responsi-

bility innovation is saying to them. They manage with foresight and insight by first cross-examining every precedent, doing After Action Reviews, requiring proof of common knowledge, encouraging others to challenge their thinking, and never relying on only one precedent when making a decision.

Organizations like the World Future Society and The Institute for the Future have forecasted that in the next decade there will be:

• Everyday awareness by informed individuals around the world of their personal vulnerability and risk.
• An aging workforce where the word retirement will be replaced by boomer-like terms like redirection, regeneration or refinement as well as the fact that as individuals grow older, there will be more expenses and investments required in health as well as lower levels of government support.
• Greater and deeper diversity in the workplace and a next generation of workers and citizens who have very different skills and perspectives than those who preceded them. For example, the new generation is immersed in and comfortable with change, innovation and emerging technologies.
• Redefinition of economies of scale where bigger is not better and decisions need to be made as to how to grow financial performance when scale is a mixed blessing. Citizens increasingly will expect all organizations that they deal with including government to be large, small, accessible and accountable simultaneously.
• Connectivity will count around the world and smart networkers will define market trends, make distinctive and influential choices about healthcare, personal purchases, policy issues and elections but rarely be influenced in traditional ways thereby demanding that administrators become skilled or at least conversant with blogs, wikis and other networked media as well as in how to use networks to engage them as a group and get them to participate in effective ways.

As a result, expect the organizational form of the future to be more like a network than a bureaucracy although some will totally disappear. There is no single center in the networked organization only numerous nodes.

Such an organization at times will appear to defy control and accountability unless decisions are well documented and truly transparent and legal requirements and organizational and community values are highly visible and reinforced. To do so requires continual reinforcement through:

• design and evaluation mechanisms such as a stable and coherent structure, enforced principles rather than simple rules or regulations because principles work best in the context of a network,
• resources that make communication across the network possible and continual,
• well documented decision thresholds since small groups will typically be more cohesive than large ones but should not necessarily drive the process,
• formal feedback mechanisms,
• formal and decentralized ways of capturing how decisions have been made so that knowledge is retained for future decisions and
• thorough documentation of the identities of internal and external network members because the degree to which there is consensus or a shared collective identity will be important in determining priorities for action.

Decisions made in such an organizational context should be subjected to a more thorough discussion and analysis than in the past. First, historical precedents should be thoroughly evaluated for their validity since the most likely precedent to be considered is most often one that either confirms a direction currently underway or a decision that is being leaned toward which is often not the best decision for the situation at hand. Secondly, proof of common knowledge should test any precedent because things deemed to be common knowledge are often the result of inferences and governed more by emotions and instinct than by reason.

Thirdly, the relevance of any precedent should be tested by inviting others to comment on its validity. In many organizations like AT&T and Shell Oil a formal naysayer role is created by design so as to institutionalize a contrarian point of view for major actions.

Fourthly, full reliance on precedents for decisions should be avoided because looking to the past usually limits the possibilities presented in the future. For example, Shell Oil was the only major oil company to anticipate the oil price increase of the 1970's.

Many attribute that ability to their new scenario planning team which brought forward the possibility of something everyone else in the company thought to be impossible.

And finally, there should be a decision process that documents the asking of a few simple but critical questions such as: What is the context of this decision? What was the decision made? Do we need to make this decision now? What resources can and will be allocated? What alternatives were considered but not selected and why? What assumptions were made? What outcome were the decision makers looking for and by when?

Strategically managing with foresight always required informed hindsight. One of the most effective disciplines for learning from experience, in my opinion, is the After Action Review (AAR). The army and other military services and the fire and police agencies use AARs as a regular way for debriefing and documenting lessons learned from significant events.

The army keeps a database of AAR lessons, but the primary value is not in the database but in the personal discipline of learning that becomes ingrained in individuals and in the organization. The organizational challenge is to be able to distinguish performance evaluations from learning. Many administrators talk boldly about learning from failure, but common wisdom among employees is that there is a strong, unspoken, pressure to produce according to precedent and not to admit or document failures. After Action Reviews are examples of content synthesis and tools for foresight because they seek to learn from what has happened and apply that learning to an individual’s and an organization’s understanding of the future.

Often, the best foresight happens in real time, in the midst of a crisis. The best administrators develop an instinct for response, a discipline for readiness, not just a plan. The best strategy emerges from the flow of experience and events. The deepest insights arise in the field and often an initial insight suggests a first action but as the action unfolds, the insight becomes deeper and different. That is what prototyping and strategic management is all about – a learn-as-you grow style for strategic action.

ASPA member Christine Gibbs Springer is principal with Red Tape Limited in Las Vegas, NV, and a former ASPA president. Email: cgs@aatol.com

The National Center for Public Performance at the School of Public Affairs and Administration, Rutgers-Newark, announces the

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www.ncppp.us
Making the Difference by Recruiting New College Grads

Bob Lavigna

Good government requires good people. And, as 78 million baby boomers search toward retirement, the competition for good people—talent—will intensify.

Demographic data on the age of the workforce illustrate the talent challenge, especially in government. In the private sector, about 24 percent of all workers are age 50 or older. In government, the percentages are much higher:

• In the federal government, the nation’s largest employer, almost 39 percent of the government’s 1.9 million employees are 50 or older.

• In state and local government, more than a third of all employees are 50 or older.

Just as alarming is the situation at the other end of the age spectrum—workers under the age of 30. The federal government has the lowest proportion—12 percent. In fact, the average age of a new federal hire is 33. In the states, 19 percent of workers are 30 or younger; and in local government it’s 15 percent. These numbers alone may not get your attention, unless we compare them to the private sector, where 30 percent of employees are 30 or younger.

The bottom line—the public sector will face a talent shortage before other sectors. In the federal government alone, for example, 2008-09 will be the peak retirement years, when more than 120,000 feds will retire. I’ve also argued that there isn’t any single solution—no silver bullet—to the search for talent. Instead what’s needed is “silver buckshot.” That is, drawing from multiple talent sources, using new strategies and advancing current employees, recruiting older workers for “encore careers” and attracting the best and brightest new college graduates.

And the search for talent isn’t just about attracting large numbers of candidates for vacancies. It’s about quality—the right talent, not just any applicants. Some government HR people say they don’t have a recruiting problem, because they get thousands of applications for some jobs. That sounds good but, in today’s Internet world, is it really? How many of these are legitimate candidates? How many are quality candidates? How many are “chemical applicants” who register on job search sites and automatically apply to almost anything that’s even remotely relevant?

Part of the silver buckshot approach to attracting talent to government is recruiting from our nation’s colleges and universities. This can mean recruiting from the Kennedy School of Government at Harvard, or from the local technical college; and lots of places in between.

Recruiting talented college graduates to government has been a front-and-center issue for my organization, the Partnership for Public Service, since we opened our doors six years ago. The Partnership is a nonpartisan nonprofit dedicated to inspiring the next generation to enter public service, and helping government transform itself into an employer of choice. While our focus is in the federal government, our work can help all levels of government.

In the federal government alone, for example, 2008-09 will be the peak retirement years, when more than 120,000 feds will retire.

Since 2002, the Partnership has been working with colleges across the nation on our Call to Serve recruitment initiative. Our goals are to deepen understanding of public sector recruiting on campus, and develop cost-effective and sustainable outreach strategies to increase on-campus effectiveness and competitiveness. To this end, we’ve created a Call to Serve network of more than 600 colleges and universities.

To appeal to college students, government needs to understand what they’re interested in and how to get their attention. The Partnership’s Call to Serve program is designed to do just that, and then translate the results into action.

We’ve conducted two national surveys of college juniors and seniors to assess their perceptions and knowledge of public service. Our first survey, in 2005, revealed a huge gap between student interest in government (relatively high) and knowledge of how to go about actually getting a government job (very low). Based on this “good news, bad news” message, we’ve worked closely during the past two years with five pilot schools—Clark Atlanta, George Washington, Louisiana State, Ohio State and Stanford—to increase awareness of, and interest in, public service careers.

Then, early in 2007, the Partnership conducted follow-up surveys at the five pilot school campuses to measure whether our work has made a difference. We also fielded a national survey as a control group to assess whether changes at the pilot schools were the result of national trends, or could be attributed to our work with these schools. We recently published the full results of this 2007 research in our report, Making the Difference: A Blueprint for Matching University Students with Federal Opportunities (www.ourpublicservice.org).

The findings reported in Making the Difference have also resonated with state and local governments:

• Cost-effective recruiting and exposure to opportunities raises student interest and encourages action. On key survey questions about awareness of federal jobs, and participation in government-related recruiting events, students at the pilot schools reported higher increases since 2005 than the national control group students. The survey results show strong links between exposure to Call to Serve efforts and positive opinions about government employment. At the heart of the pilot schools, we also found increases in the number of students actively seeking information on internships, cooperative education, and full-time positions.

• Students also told us that dealing with “real people” from agencies makes it easier for them to see themselves serving in government.

• The more students know about public service, the more they like it. More than 60 percent of students surveyed at the pilot schools said information about government opportunities made them more interested in pursuing public service. That’s why internship programs are a great way for government to get a head start on recruiting. Students learn about government through internships—and the more they know about government, the more they like it.

• Tech plus touch is a good one-two punch. Emails are a memorable and inexpensive way to raise awareness, but are not enough to drive many students to act. Personal contacts, such as class presentations or events with alumni, drive action.

• “Near peers” are good recruiters. Students respond most favorably to recruiters they can relate to, including young employees serving as agency ambassadors. Agencies should also include non-HR employees in recruiting and relationship building.

• The knowledge gap includes faculty and staff. Most faculty and university staff said they too don’t know much about government job opportunities. Recognizing and informing these influential people is critical to influencing students’ interests and behaviors. Faculty can be the secret weapon in government recruiting.

• Effective doesn’t have to be expensive. Many of the most effective activities—emails promoting hot jobs or cold internships, campus visits from government employees—are inexpensive. Many schools also successfully leveraged existing campus resources, such as organizations dedicated to promoting public service and departments focused on public policy. This can also work in other academic fields such as accounting, engineering, law enforcement, health care and so on.

• Different strategies work on different campuses. There is no one “best way” to do outreach or develop effective messages, so agencies and schools should experiment to find the best approaches. Our surveys suggest agencies and schools should emphasize how students can both “do good and do well” in government. Almost two out of three survey respondents cited the opportunity to “make a difference” or “help people” as major reasons to work in government.

• Inspiration is only part of the equation. Recruitment matters too. More efforts, such as streamlining application and hiring processes, are needed to seal the deal and bring students on board. As one student said, “…I was searching trouble finding information on job opportunities and the actual application process… I was told to take the civil service exam, and I can’t figure out where to find info about that. The (agency) rep I met directed me to his department’s Web site, but it’s full of nothing that either grabbed my attention or gave me any helpful information.”

These survey findings should resonate strongly with state and local governments, which often have limited recruiting reach and resources. As we found in our research and work with the pilot schools, raising awareness and interest doesn’t have to be expensive. Email campaigns, leveraging by personal contacts with students, faculty and placement staff, are cost-efficient ways to reach and motivate college students. Here’s what two students had to say about what influences their career and job choices:

• “I would say the talks I had with my academic advisors and professors stand out the most… I respect their opinions.”

• “I feel like I can find other information about government and careers on publicpolicy.org. This can also work in places like my school’s career services.”

Government must take bold action to succeed in the battle for talent. This includes stepping up recruiting to reach the next generation of public servants; and making recruiting and hiring processes flexible, user-friendly and timely.

While looming retirements threaten to undermine government’s ability to be effective, the flip side of challenge is opportunity. Leading-government sector organizations are approaching this as an opportunity to invigorate their workforces with new talent. Achieving this will take a comprehensive and strategic approach to talent acquisition that taps all pools of talent, internal and external, younger and older. One important piece of the puzzle is senior leadership—what we need instead is silver buckshot.

ASPA member Bob Lavigna is vice president of research for the nonprofit, nonpartisan Partnership for Public Service (www.ourpublicservice.org). He has also served in federal, state and local government. Email: elavigna@ourpublicservice.org.

INSIGHTS ON HUMAN RESOURCES by BOB LAVIGNA
State Legislatures Told to Seize Opportunity and Shape National Transportation Policy

Transportation Secretary Encourages Bold and Grand Ideas From States

States should have the ability to prioritize their projects with less interference from Washington, DC, she said. “It is your money. This money is collected from the constituents you represent through federal gas tax when it comes to surface transportation. I want (states) to have the opportunity to prioritize, to leverage with private investment, where you choose to.”

She acknowledged difficulties with funds states receive from Washington, DC, “Federal funds comes with all kinds of strings that add time and add costs to transportation projects.” She added, “Washington mandates have increasingly overridden state transportation priorities. These misdirected mandates saddle states with building projects that may or may not be your priorities. What I want to do, and what President Bush wants to do, is to give states more flexibility to innovate.”

Peters said the current transportation budget approved by the House demonstrates another problem that takes away money from states—earmarks.

In addition, Peters says she expects a $4.3 billion shortfall in the highway trust fund in fiscal year 2009 and could be driven up further, which “would mean substantially less dollars” for state projects.

She encouraged states to look more into private sector investment in transportation projects, noting that foreign countries routinely do this. As projects, such as toll roads, become more common, she believes there is more public acceptance when citizens see the projects are completed more efficiently and quickly. She noted that the California governor and Chicago mayor recently made public statements encouraging more private sector involvement in transportation projects. States are fertile ground to promote these types of public-private partnerships, she said.

States hold the keys, Peters say, to the future of transportation policy in America and encouraged them to promote innovative solutions. “When states provide this type of leadership, Washington will follow.”

Ethnic Groups Agree on Need to Put Aside Differences

From TENSIONS, pg. 1

closer together in their fight for equality and against discrimination.”

Broadly, the poll of 1,105 African-American, Asian-American and Hispanic adults found that the predominantly immigrant populations—Hispanics and Asians—expressed far greater optimism about opportunities in America, concluding that hard work is rewarded in this society. By contrast, more than 60 percent of the African Americans polled do not believe the American Dream works for them. Blacks also described themselves as more segregated from the rest of America than the other groups.

The poll found that friction between ethnic and racial groups, which at times has erupted into highly-publicized incidents around the country, is clearly rooted in the mistrust that the groups harbor towards each other, as well as the sentiment that other groups are mistreating them or are detrimental to their own future. For instance, 44 percent of Hispanics and 47 percent of Asians are “generally afraid of African Americans because they are responsible for most of the crime.”

Meanwhile, 46 percent of Hispanics and 52 percent of African Americans believe “most Asian business owners do not treat them with respect.” And half of African Americans feel threatened by Latin American immigrants because “they are taking jobs, housing and political power away from the Black community.”

Moreover, the three groups seem more trusting of whites than of each other. The poll found that 61 percent of Hispanics, 54 percent of Asians and 47 percent of African Americans would rather do business with whites than members of the other two groups.

“The poll reaffirms that while race relations between ethnic groups and whites grab the headlines, there are also serious racial problems between minority groups in America,” said Sergio Bendixen, who is an expert on Hispanic and multilingual polling. “Blacks feel they are left out of the American Dream and are being displaced by newcomers, and each group buys into the negative stereotypes about the other two. What’s clear is the need to dissolve this friction. The poll results show that the overwhelming majority of ethnic Americans want that positive outcome.”

Specifically, the poll also found that:

• A majority of Hispanics and a significant percent of Asians believe the concept that every American has an equal opportunity to succeed. By contrast, the majority of Black respondents—66 percent—disagreed with that notion.

• Blacks overwhelmingly believe the criminal justice system favors the rich and powerful; most Hispanics and an even larger majority of Asians disagree.

• A large majority of each group believes that they should put aside their differences and work together on issues affecting their communities; they also say the country would be better if more from all three groups were in positions of authority at universities, businesses, media and government.

• All three groups are optimistic about the future. Strong majorities of each group believe that racial tensions will ease over the next 10 years.

Further, Close said the poll found “a shared appreciation” for each group’s cultural and political contributions.

“Hispanics and Asians recognize that African Americans led the fight for civil rights and against discrimination, forging a better future for the other groups,” she said. “Asian Americans and African Americans say Hispanic culture has enriched the quality of their lives. African Americans and Hispanics perceive Asian Americans as role models when it comes to family and education.”

Poll respondents sent mixed messages to the ethnic media, which many depend on for news about their community. While criticizing the ethnic media’s coverage of race relations, particularly other groups outside their own community, all three groups maintained that the ethnic media must play a vital role by strengthening inter-group communication and helping to break negative stereotypes.

The ethnic media is embracing their challenge to do better. “The poll is part of our campaign to address mutual misunderstandings, of which there are many,” said Sok Jeong, editor of the Korea Times. “The poll is a call to action for ethnic media to expand coverage of our mutual communities and help our readers gain a better understanding of the other ethnic groups.”

The poll of 1,105 African American, Asian American and Hispanic adults was conducted by telephone during the months of August and September 2007. The sample was designed to be representative of the adult population of the three major racial and ethnic minorities in the United States. Hispanic respondents were interviewed in English or Spanish, and Asian American respondents were interviewed in English, Mandarin, Cantonese, Korean, Vietnamese or Tagalog.

For more information on New America Media visit www.newamericamedia.org.
Accountability: Thy Name is Certification

H. George Frederickson

It is no longer remarkable to point out that public services are increasingly provided by non-governmental organizations. However, the processes of creative public management adaptation to the modern world of third-party government are remarkable. The following story captures some of the dynamics of adaptation to third-party government and is an illustration of public management creativity.

Founded more than 70 years ago by Ernest O. Lawrence, the man who invented the cyclotron, what is now the Lawrence Berkeley National Laboratory (Berkeley Lab) is the oldest of the U.S. Department of Energy’s (DOE) national laboratories. Situated on a stunningly beautiful 200 acre site in the Oakland Hills just above the University of California Berkeley campus, the Berkeley Lab is managed for DOE by the University of California. As a public–public partnership, the Berkeley Lab has an annual budget of more than $500 million and it has a staff of 3,800, including more than 500 students. Starting with Lawrence himself, the Berkeley Lab has had 11 Nobel laureates, including Steven Chu, the current Lab director.

Over the past decade, for somewhat different reasons, the two parties to the Berkeley Lab public–public partnership needed to improve their management. The Department of Energy wished to standardize the means by which to monitor the human resources (HR) practices and performance at its 17 national laboratories and 23 other contractor-managed production facilities. The idea was that developing broad-based HR standards and a system for certifying compliance would advance DOE’s efforts to streamline contract provisions, management, and oversight.

Concepts of certification seem ideally suited to the operations of third-party government in an age of accountability.

The leadership of the Berkeley Lab was interested in reducing the reporting burden associated with contract performance. They reasoned that DOE might reduce oversight requirements if the Lab adopted generally accepted HR standards and if a system for evaluating performance against those standards were in place.

Following a couple of years of preliminary work by DOE Contractors HR Council Task Force, the University of California retained the National Academy of Public Administration (NAPA) to design, test, and deliver an HR model, including the processes of standards validation, self-assessment, and peer review. While officials from the university were interested in improving the HR aspects of their public–public partnership with DOE at Berkeley, they were equally interested in the development of a system-wide HR model that balanced campus autonomy with assurances at the system level that HR was functioning properly at all levels at the University of California.

Using its acclaimed project panel model, NAPA appointed a particularly impressive panel of “experts advising experts” to manage this project. Frank J. Thompson was named chair, and other panel members included Joel D. Aberbach, Edie N. G. Goldenberg, Jeff T. H. Poe, Curtis J. Smith, and David M. Walker. With the very able support of key NAPA staff including J. William Gaddis, Alethea Long-Green and Patricia Cornwell Johnson, and after extensive field work, the project panel developed the Certified Assessment of Human Resources Systems (CAHRS) model and processes.

Although designed for the University of California, the CAHRS model is sufficiently flexible to be portable and is easily adaptable to other organizations, both governmental and non-governmental. CAHRS consists of five parts: measurable human resources standards that have been validated; a readiness review by which an organization prepares for a CAHRS HR self-assessment; a self-assessment to formally compare HR operations against the standards; a peer review to insure the integrity of the self-assessment and an independent expert evaluation of the extent to which standards have been met; CAHRS certification when the peer review attests that an organization has successfully met all of the standards.

Of course the key to any HR model is the standards and the measures of performance against those standards. There is not enough space in this column to describe the details of standards and performance measures. I recommend that readers go to "Certifying Your Human Resources System" by H. George Frederickson and Richard E. Gelles (NAPA 2001) for the detailed description of the standards.

Conclusions

However, the processes of creative public management adaptation to the modern world of third-party government are remarkable. The following story captures some of the dynamics of adaptation to third-party government and is an illustration of public management creativity.

Imagining the possibilities. Attorneys are “certified” by passing the bar. To practice the medical specializations one must be board certified. Graduate degree programs in public policy and administration are accredited, as are universities. All these systems of “certification” share common features—minimal standards, self-assessment, objective independent peer review, and regular cycles of review.

Consider the application of the logic of human resources certification to large-scale third-party government. What would it be like if, as part of contracting protocols, the Department of Defense required non-governmental organizations competing for contracts to be HR certified? Is it reasonable to expect non-governmental organizations doing the government’s work to meet human resources standards?

Concepts of certification seem ideally suited to the operations of third-party government in an age of accountability. Contractors and grantees doing the public’s work should be held accountable both for the execution of that work and for the maintenance of a competent work force and a fair and equitable work environment. Requiring contractors to be human resources certified would go a long way toward accountable third-party government.

CAHRS is the product of the fruitful collaboration of three important organizations, DOE, the University of California, and NAPA. It is a creative idea that deserves experimentation beyond the context of that collaboration.

CAHRS is a good example of organizational learning, indeed inter-organizational learning. CAHRS and other systems of certification are illustrative of creative institutional adaptation to the realities of third-party government. Finally, CAHRS and other systems of certification are modern instruments of accountability.

A Column by H. George Frederickson

Announcing... a new publication from ASPA

Public Administration with an Attitude

by H. George Frederickson

Order now at www.aspanet.org or call Steve Dunphy at 202-393-7878, ext. 213.

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 public administration creativity. Frederickson takes on the issues facing public policy with an attitude. He has been administering, 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.

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 heroic moments.

This book is a lot more interesting than a spreadsheet (...and more accurate)!
“No, Nada, Nay” on Ethics Reform in Pasadena, TX

Remember the 1980 hit movie Urban Cowboy starring John Travolta and Debra Winger? It was filmed in Pasadena (the second largest city in the Houston metro area) at the city’s enormous honky-tonk bar Gilley’s that no longer stands. Time stands still for no honky-tonk bar but it does for the city’s political establishment. A strong mayor-council government survived a charter change vote in May 2007 to transform the city’s government into a council-manager form of government.

Coupled with the proposition to alter the form of government was Proposition 9 that called for the council to “adopt, enforce, annually review and from time to time modify and amend an ethics ordinance providing an ethics policy, procedures for investigations, conducting hearings, making finds of fact, assessing penalties, and making recommendations for disciplinary action, and to require elected and appointed officers and employees to comply with the ordinance.” The current charter sets certain requirements for conduct but does not establish clear methods for addressing possible violations. Proposition 9 went down to defeat as well.

Proposition 1, referred to as “form of government,” was rejected by 77 percent of the voters (5,278). The city has 60,694 registered voters but less than 12 percent voted. Proposition 9 fared better with 62 percent voting “no” and 38 percent “yes.” And, if it’s any consolation, the other seven propositions failed as well. Pasadena voters were clearly in a “no” frame of mind.

Source: www.harrisvotes.com/non_frames/erresultsarchive.htm

An Ethics Moment

Call for Proposal Reviewers

ASPA is staffed volunteers to help review book proposals for our new book series, ASPA Series in Public Administration and Public Policy. We are now receiving exciting new proposals, and we need input from ASPA members to help ensure that future books meet our members’ needs. At this time, we are especially seeking practitioners to conduct brief, blind and timely preliminary reviews of book proposals. Each reviewer will take about 20 minutes and includes a short feedback form.

If you are interested in helping out, please reply to the Series Editor-in-Chief Evan Berman, at berman@LSU.edu. When responding, please include your primary area of expertise. More information about the ASPA book series is available at www.aspanet.org/scriptcontent/BookSeriesCall.cfm.

Come, please help us out—we want your advice!
House Offices Must Certify Ethics Training Compliance

The House ethics committee has established procedures for House offices to certify by January 31, 2008, that their staff has completed at least one hour of training on new ethics rules adopted at the beginning of the 110th Congress. In a December 3, 2007, memo, the House Committee on Standards of Official Conduct explains that every Member of Congress is required to submit attendance certificates and a letter certifying that all members of their staff have completed the required training. Any employees who did not satisfy the training requirement need to be listed and an explanation must be provided as to why the employee did not complete the training.

An additional hour of detailed ethics training is required for all officers and senior-level staff who file financial disclosure statements. The additional training focuses on requirements concerning campaign activities, rules on hosting official events, casework considerations, and possible conflict of interest considerations.

Staff in Washington, DC, are required to attend an in-person briefing led by ethics committee counsel, and staff employed in a district office can fulfill the training requirement by viewing taped briefings available online.

Source: SA&E’s In-roads e-Newsletter, December 6, 2007.

Targeted Approach Best In Property Tax Relief and School Funding

Cambridge, MA—States experiencing taxpayer revolts among homeowners are tempted to reduce reliance on the property tax to fund schools. But a more targeted approach can provide property tax relief and improve state funding for public education, according to a Report Focus Policy Report released today by the Lincoln Institute of Land Policy.

States across the country have been under intense pressure for some time to reduce the property tax burden on homeowners. At the same time, the demand has been equally urgent for improved performance in public education, often in the context of litigation aimed at equitable statewide school funding.

The Policy Focus Report, the latest in a series published by the Lincoln Institute of Land Policy, includes a comprehensive review of recent research on both the property tax and school funding, and summarizes case studies of seven states—California, Massachusetts, Michigan, New Hampshire, New Jersey, Ohio, and Texas. The majority of these states are heavily reliant on property tax revenues to fund schools.

Five States Receive Grants to Improve Justice Information Sharing

The NGA Center for Best Practices Awards Funding for States to Develop Pilot Programs for Exchanging Information

Washington, DC—To encourage the exchange of information among disparate justice systems, the National Governors Association Center for Best Practices (NGA Center) is providing funding from the U.S. Department of Justice (DOJ) Bureau of Justice Assistance, today awarded five states—Alabama, New York, Pennsylvania, Washington and Wisconsin—$50,000 grants to implement pilot projects that will benefit public safety through the improved sharing of information.

Information sharing among law enforcement, courts and corrections agencies at all levels is critical to implementing effective homeland security and public safety strategies. Each state’s pilot project will use the National Information Exchange Model (NIEM) to create information exchanges that exist in a different justice area, such as incident reporting, court case management and person identification.

A partnership of DOJ and the Department of Homeland Security, NIEM is designed to standardize enterprise-wide information exchange standards and processes that can enable jurisdictions to effectively share critical information in emergency situations, as well as support the day-to-day operations of agencies throughout the nation.

From November 2007 through May 2008, the five states will participate in a pilot implementation process, which will result in documentation of information exchanges that can help other states and localities implement similar projects to improve justice information sharing. In addition to funding support, the NGA Center will provide project participants with customized technical assistance and conduct two policy academy workshops where states can share their experiences and best practices.

State pilot projects will cover a range of areas. Alabama’s and Pennsylvania’s will focus on migrating existing Global Justice XML Data Model exchanges to the latest NIEM-compliant versions. New York will use NIEM to develop a more comprehensive rapsheet, the New York Inmates Criminal History Record, to replace its existing one. Washington’s exchange project will center on developing technical specifications for law enforcement agency access to drivers photos to help officers in the field positively identify individuals. Finally, Wisconsin will develop a NIEM-compliant information exchange to facilitate the sharing of drug case information across disparate case management systems.

For more information on the NGA Center’s work to improve critical information sharing, visit www.nga.org/center/jis
THE MOST COMPREHENSIVE PUBLIC ADMINISTRATION CONFERENCE OF THE YEAR...

The Fairmont Dallas is the place to be March 7-11, 2008 for the American Society for Public Administrators (ASPA) 69th Annual Conference. ASPA will host over 1,200 federal, state and local government officials and employees, scholars, practitioners, new professionals and students who will come together to train, networking, exchanging ideas and learning about current practices in the field.

This year's theme:
Transformational Public Administration: A Call for Public Service
will focus on developing programs, activities, institutions and processes emanating from the public sector that serve to promote human advancement.

Hundreds of public service experts will be on hand to offer creative solutions to problems you encounter in the workplace. Through keynote presentations, workshops, panels, roundtables and discussion circles, attendees will experience a second leadership role to elevate the public service profession. Don’t be left out!

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WWW.ASPANET.ORG/2008CONFERENCE

Who Should Attend?
Professionals involved in all aspects of public service: administrators, academics, senior and mid-level managers, new professionals and students.
A New Approach to a New Challenge

ASPA Hosts Dinner to Discuss Ways to Improve Public Service

Caneka McNeil

University of Miami President Donna Shalala and ASPA President Harvey White led a dinner discussion on Monday, December 3, 2007, for leaders of public administration organizations. The event was held at the Four Seasons Hotel in Washington, DC. Approximately 20 leaders in public administration and service were in attendance to discuss ways to advance the field.

President Shalala opened the evening by introducing the theme for the night. “We are here tonight to discuss what we can do to improve the quality of public service and public administration,” said Shalala. After the opening, leaders of each organization introduced themselves and their organizations. The common theme that was mentioned in each of the introductions was the need to reach out and mentor the next generation of public administrators.

Three main questions were discussed while at dinner: How do we attract people to public service? What are the key challenges facing public service? Concerning the future of public service, what key issues should be the focus of the next presidential administration? From these questions, various key points derived. One of the main points discussed was the need to encourage students to enter the field of public administration. The leaders came to a consensus that the field needs to simplify pathways for students to enter public administration. They also concluded that a new definition of public service must be created to address the “new public service.” It should encompass the nongovernmental sector as a new form of public service such as nonprofits, private contractors, and international organizations that comprise individuals working on public programs.

The leaders rose to the occasion and decided to continue conversations regarding solutions to the issues. For example, they suggested fostering mentorship to create effective future public administrators. Mentorship would include sharing with students the advantages of networking with current public administrators to obtain jobs. They also suggested creating a prerecorded guidebook for those entering public service.

White believed the dinner meeting was the start of an interorganizational framework for advancing excellence in public service. “ASPA must reach out to these groups and find ways to collaborate with them to help build more public value and promote the common good,” said White. Antoinette Samuel, executive director of ASPA, also hopes to make the initiative continue so that we may establish a project we can all work on together. If we do this, we would have achieved a lot,” said Samuel. The leaders will convene at the beginning of 2008 to select one or two projects that can be accomplished among the organizations.

The Vaden Family Foundation awarded a generous contribution to the ASPA Endowment in 2004. The purpose of the fund was to establish a volunteer leadership position that would provide ASPA with a distinguished academic or government official who would advise its officers and executive director. President Shalala was selected as the first executive advisor to lead ASPA in its initiatives for 2007.

In addition to ASPA, the following organizations were represented at the dinner: American Political Science Association (APSA), International City/County Management Association (ICMA), Partnership for Public Service (PPS), International Public Management Association (IPMA), National League of Cities (NLC), National Forum for Black Public Administrators (NFBPA), National Association of Schools of Public Affairs and Administration (NASPAA), National Academy of Public Administration (NAPA), and Association for Public Policy Analysis and Management (APPAM).

Caneka McNeil is ASPA’s public relations administrator. Email: cmcnell@aspenet.org

ASPA’s Online Connection

Society Joins Social Networking World

Caneka McNeil

ASPA is finding new and improved ways to help the public administration community communicate. Social networking sites such as Facebook and LinkedIn are serving as tools to connect individuals, businesses, companies, and professional organizations throughout the world. ASPA has joined the social networking scene and we want you to join our networks. ASPA National has created group pages on Facebook and LinkedIn.

Facebook
Facebook is the second largest social network on the web. It is primarily geared toward students; however, companies and nonprofit organizations such as ASPA have begun to create a presence on the site. It has many features such as profiles, friends, groups and a discussion board. To become a member of Facebook, you must create a profile. The profile includes an individual’s personal contact information, work information and education. The friend feature was established for individuals to network and connect with people. Anyone on Facebook has the ability to request anyone as a friend or be requested as a friend.

The ASPA Facebook group is open to ASPA members and those interested in learning about public administration and ASPA. If you are interested in joining ASPA’s Facebook group, go to www.facebook.com and click “Sign Up” to create a profile. Once your profile has been created, click on the “Groups” tab on the left side of the screen and enter into the search engine “American Society for Public Administration (ASPA) National.” Select the second group and click “Join this Group” on the right side of the page. You are now a member of the group!

LinkedIn
LinkedIn is an online network of more than 15 million experienced professionals around the world. LinkedIn focuses on experienced professionals networking and building relationships with other individuals so that doors of opportunity may open.

LinkedIn has four features: profile, connect-
A Bold New Year for ASPA

Welcome to 2008; the beginning of a bold new year for ASPA. Boldness best characterizes activities planned for our Society this year. A new year, like most beginnings, is infused with exciting, invigorating and infinite possibilities. Realizing these possibilities, however, requires bold action. As natural philosopher Johann Goethe tells us, “Whatever you can do, or dream you can, begin it. Boldness has genius, power and magic in it. Begin it now.” Begin we shall!

As noted on several occasions, “While we shall not act with haste, we will not become a failure because we failed to act.” ASPA is stepping forward with bold and innovative initiatives to advance excellence in public service. These include activities for conferences, chapters and sections, public service advocacy, students and new professionals and partnerships with government and industry. The 2008 Annual Conference in Dallas, March 7-11, is at the forefront of these activities.

From programming to fundraising to celebrating to recreating, boldness amply describes approaches used in developing the Annual Conference. It promises to be one of ASPA’s most inclusive and most exciting conferences, with a format for roundtables, workshops and training as well as traditional panels and plenary sessions. More than 500 presenters, one of the largest for an ASPA conference, are scheduled to participate.

More than 100 interactive roundtable discussions and expanded training and skill-based workshops are special features of the conference program. National political leaders and leading scholars are participants. Whether one’s interest is experiencing scholarship that advances the theory and practice of public administration or acquiring professional skills and tools for career advancement, opportunities abound at the Dallas conference.

Numerous social and cultural activities are also available during the conference this year. In lieu of a president’s reception, a festive gala will entertain new members and those helping expand ASPA’s membership. Special recognition will be given to new members and presidential citation of merit awards presented to individuals recruiting at least 10 new members. The chapter that experienced the largest increase in membership will also be recognized.

The ASPA inaugural Golfing with Masters of Public Service Tournament is another major conference event. This year’s tournament serves as a tribute to Del S. Wright. The goal is not only to generate resources for ASPA’s endowment and professional development programs but to honor one of our profession’s most distinguished scholars, whose favorite pastime is playing golf. All are invited to this morning of fun and recreation, March 7 at 7am.

An overview of the Dallas conference program is on ASPA’s website. Details on two international public administration conferences and a not-for-profit management conference ASPA is cosponsoring in 2008 are forthcoming.

Invigorating ASPA Chapters and Sections continues to be a major focus this year. The primary objectives are encouraging more local chapter activities and inter-chapter-stations networking and networking. A new Toolkit is available for chapters and an aggressive program is being developed to involve sections in professional training and development.

The current ASPA leadership...embraces sage advice provided by Ralph Waldo Emerson which boldly proclaims:

“What lies behind us and what lies before us are tiny matters compared to what lies within us.”

Another initiative, which will be presented at the Dallas conference, makes additional resources available for chapters’ programs and activities. More will be shared on this initiative in coming months. Letters have been sent to all chapter presidents requesting their presence at the Dallas conference to discuss this and other chapter development initiatives.

Taking a bold stand for public administration shall be the hallmark of ASPA leadership in 2008. Greater advocacy for public service is the focus. U.S. presidential candidates have been invited to speak at the Dallas conference. All presidential candidates have been asked to respond to five questions regarding crucial public service issues and concerns. Their responses shall be published in the PA TIMES and on the ASPA website. Meetings with elected, appointed and association leaders will be expanded as well.

Concerns regarding the qualification of government officials are also being boldly addressed. An ASPA Credentials Taskforce has been appointed to develop criteria for assessing qualifications of individuals recommended for senior administrative positions. The Taskforce will share its report in Dallas. An MPA Taskforce has been appointed and will also make its report available.

Students and new professionals command ASPA’s attention and we are responding. Our new public service professionals’ membership increased by 50 percent last year and their participation in the annual conference rose by 25 percent. Nearly 200 students and new professionals participated in last year’s conference. Even more are expected to participate this year based on responses from these membership groups, the decision was made to expand ASPA’s 2008 New Professional/Student Summit, which convenes during the annual conference. The Summit contains programs designed for undergraduates, MPA students, doctoral candidates and new public service professionals. Featured program components include: job search strategies, resume reviews, taking charge of a new managerial project, writing excellent research papers and ethics. The Summit also includes time for networking with peers. To help promote professional development, ASPA new professional members can attend the 2008 conference at a special discounted rate.

Student members of ASPA are also the focus of special attention in 2008. With support from the ASPA Endowment, an internship has been employed to focus exclusively on new initiatives for students. Non-traditional means of promotion and communication are being developed and utilized to reach and engage this stakeholder group.

This includes building virtual relationships between ASPA and the community of public administration students. These relationships will feature an online mentoring program, which aligns interested students with ASPA members who are experts in their fields. Through its internship activity, ASPA will participate in, and help develop, online communities for this target group.

A partnership with government and industry is another area moving forward this year. ASPA is developing an Urban Management and Policy Initiative with targeted cities around the United States. The goal is to help advance a national agenda that addresses infrastructure, education, leadership, management and other crucial urban issues. ASPA members in 10 cities are collaborating to promote this initiative.

ASPA is also developing positive relationships with targeted members of the corporate community. Individuals working in government relations and corporate social responsibility have been very responsive. Several relationships are materializing into conference sponsorships. The goal, however, is much broader than just generating financial support. For ASPA, emphasis is on fulfillment of the social contract that all social entities have with society, including corporations. Several initiatives mentioned above will not come to fruition this year. Some may flounder or fail. We are ever mindful of ASPA’s previous missteps and failures.

The current ASPA leadership, nevertheless, embraces sage advice provided by Ralph Waldo Emerson which boldly proclaims: “What lies behind us and what lies before us are tiny matters compared to what lies within us.” Our actions, though bold, are tempered by St. Francis of Assisi’s admonishment to: “Start by doing what’s necessary; then do what’s possible; and suddenly you are doing the impossible.” Moreover, we are compelled to begin and persevere because, as Conrad Hilton noted, “Success seems to be connected with action. Successful people keep moving. They make mistakes, but they don’t quit.”

This New Year is infused with exciting, invigorating and bold purposeful action to help “The American Society for Public Administration begin realizing its infinite possibilities. Each chapter, section, member, officer and employee has a vital contribution to make in this regard. The challenges are momentous but our collective "Boldness has [the] genius, power and magic in it” to do what is for others “the impossible.” Thus, let’s begin 2008, boldly utilizing “what lies within us.”

I look forward to greeting each of you at the Annual Conference in Dallas, March 7-11.

ASPA member Harvey White is ASPA president and an associate professor at the University of Pittsburgh. Email: hwhite@assouthal.edu (please copy rmicholas@assouthal.edu on all correspondence).
Call for Papers

2008 International Conference on Public Administration, 4th Annual ICPA
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Conference Host: University of Minnesota Humphrey Institute of Public Affairs, Minneapolis, MN

Paper Abstract Submission Deadline: April 1, 2008
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Paper Acceptance Notification: July 15, 2008

Paper Submissions within China (in Microsoft Word) are to be e-mailed to: Abstracts-2008icpa@163.com, Full Paper-icpa@uestc.edu.cn

To the attention of: Zhao Shu-rong, School of Political Science and Public Administration, University of Electronic Science and Technology of China, P.R. China, Chengdu, Sichuan, P.R.C., Post Code: 610054, Tel:0086-28-83205258

Papers Submission outside China (in Microsoft Word) are to be e-mailed to: donmenzel@sampabay.rr.com

To the attention of: Donald C. Menzel, Ph.D., Past-President: American Society for Public Administration 2005-06, 3930 Americana Drive, Tampa, Florida 33634, USA, Tel: 001-813-886-6332, Cell: 001-813-951-6079

Building Public Sector Capacity in the Texas Coastal Bend

The second cohort completing the Certified Public Manager (CPM) training program offered through Texas A&M University—Corpus Christi graduated on November 9, 2007, in Corpus Christi, TX. The event combined the CPM graduation with the inaugural meeting of the Coastal Bend of Texas ASPA Chapter. The chapter plans to produce a compact disc Career Fair Toolkit, including documents and photos, as a tool for other ASPA chapters planning similar events.

Chapter News

Evergreen Chapter Organizes Successful Career Fair

Chapter's Efforts Bring About First-ever Public Service Career Fair in State of Washington

Seattle, WA—More than 800 job seekers eager to work in the public sector attended the first-ever Washington State Public Service Career Fair, October 29 at Seattle Center.

Sponsored by the Evergreen Chapter of ASPA, along with Puget Sound area local, county, state and federal government agencies, the event drew 81 employers who discussed career opportunities with the attendees during the six-hour event. The 81 employers included 24 state agencies, 24 federal agencies, 15 municipal agencies, nine county agencies, four educational institutions and five other agencies.

In addition to meeting the employer representatives job hunters attended a panel discussion on the significance of public service and workshops on interviewing tips, career planning, and how to navigate the federal and state application process.

“Our Steering Committee, chaired by board member Steve Benowitz and event manager Sarya Sok, did a masterful job of organizing and executing this landmark event,” said J. Paul Blake, president, Evergreen Chapter. “We are heartened by the surveys completed by the attendees and employers were overwhelmingly positive about every aspect of the program.”

The Evergreen Chapter board authorized the hiring of Sok, a University of Washington Daniel J. Evans School of Public Affairs graduate student to manage the program.

“This was a first-of-its-kind event in this area,” said Benowitz, “and I believe we met the needs to help government agencies fill critical vacancies.” Unlike other career fairs in the area, this one was limited to government agencies and offered them the opportunity to recruit at a very low cost. “Recruiting in an exclusive environment of government agencies boosted the ability of our recruiters and job hunters,” added Benowitz.

The chapter plans to produce a compact disc Career Fair Toolkit, including documents and photos, as a tool for other ASPA chapters planning similar events.

Blake said the board is considering planning another career fair next year. “The interest is definitely there,” said Blake, adding “but we want to have the level of collaboration and expertise that made this initial event so successful.”
### New ASPA Members

ASPA welcomes the following new members from the month of November 2007.

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

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The Minneapolis bridge collapse earlier this year raised numerous concerns about infrastructure needs and maintenance, and the Greater Chicago ASPA Chapter recently hosted a luncheon meeting that reviewed a variety of needs and problems in this area.

Speakers who addressed the two dozen attendees included Gary White, resource center operations manager for the U.S. Federal Highway Administration; Andy Plummer, a consultant to the Regional Transportation Authority; and Wes Anderson, public works director for the Village of Lombard.

White noted that one of the early goals of the federal highway system was to simply “get the farmer out of the mud.” However, mobility, congestion and environmental concerns have come to the forefront.

The National Bridge Inventory, which includes structures 20 feet or longer, currently has 590,685 bridges. White said that 14.1 percent are structurally deficient and 13.8 percent are functionally obsolete. He added that this “doesn’t mean they will fall down tomorrow,” but that it indicates a need that must be addressed in the face of limited financial resources.

In addition, highway congestion has doubled in the last 20 years, and White said it is expected to double again, although increases in new highway capacity have been minimal.

He added that public surveys indicate a desire for smoother pavements and less congestion, but without added resources, the nation could face a transportation crisis in the near future.

Highlighting this dilemma, capital outlays in 2004 were just over $70 billion, with a total of $78.8 billion needed just to maintain the existing system, White said, with the amount needed for “maximum economic investment” – maintenance and expansion – a whopping $131.7 billion.

A similar situation exists for mass transit in the Chicago area, and Plummer gave an historic overview that indicated this was not a new problem. He pointed out that past attempts to improve mass transit went nowhere until the system faced a crisis of some sort.

Plummer said that a need to use federal funds, which can be used for operations or maintenance, for operating expenses had resulted in a backlog of maintenance and capital needs.

Similar to the highway situation, a joint planning project by all of the area transit agencies, “Moving Beyond Congestion,” identified needs in excess of $10 billion over a five-year period, including deferred maintenance, enhancements and expansion.

However, a proposal currently under discussion in the state legislature would provide less than $500 million in funding, according to Plummer, or just enough to keep the system going in its current form.

Bringing a local perspective to the discussion, Anderson noted that a lot of infrastructure needs are “invisible,” highlighting issues such as storm water management, wastewater treatment and drinking water.

Anderson pointed out that the American Society of Civil Engineers has estimated that the country faces a shortfall of almost $11 billion in repair and replacement costs for drinking water systems.

In addition, local governments are often forced to deal with issues such as this on an emergency basis when they suddenly become visible to the public, such as sewer backups and water main breaks.

One thing the public works directors in suburban DuPage County have done to proactively respond to infrastructure-related emergencies is develop a mutual aid system, similar to that for fire and police emergencies.

Anderson said they are continually looking for ways to improve the system, but that it had provided needed assistance to several communities in responding to damage from a severe thunderstorm in late August.

Greater Chicago Chapter President Rob Cole said that the program pointed out the need for added resources, including creativity and cooperation, to address increasingly serious challenges and problems in this area.

ASPA member Bruce Rodman is public affairs manager for the U.S. Railroad Retirement Board Chicago.

Email: Bruce.Rodman@rrb.gov
ASPA in Brief

Chapters Run Risk of Forfeiting Rebate Checks

At the end of the year, ASPA provides a rebate check to “compliant chapters” based on their total membership for the year. Chapters are deemed to be in compliance if they have submitted their annual financial statement, current officers, treasurer, and all their officers are current ASPA members. According to ASPA policy, chapters have a one-year grace period to submit their forms before forfeiting any funds.

The following chapters reporting forms for 2006-2007 or current reports must be submitted before January 2, 2008, to receive their 2006 rebate check.

Bakersfield
Delaware
Detroit Metropolitan
Greater Rochester
Houston Texas
Iowa City
Lowcountry
Lower Hudson Valley
National Capital Area
Northeast Florida
Northern Ohio Region
Northern Virginia
Oklahoma
Sacramento
San Diego
San Francisco Bay
Southern Nevada
Southwest Virginia
Virginia

For your convenience, the reporting forms are located online at www.aspanet.org/scriptcontent/index_chapsec.cfm. Complete the reports and return them directly online or fax or mail them. If you have any questions or if you believe your chapter was listed here in error, contact Patricia Yearwood at pyearwood@aspanet.org or (202) 585-4389.

Sponsorship and Exhibitor Opportunities Available at 2008 ASPA Conference

ASPA has an array of sponsorship and exhibitor opportunities at the Annual Conference being held March 7-11, in Dallas, TX at the Fairmont Dallas Hotel. More than 1,200 federal, state and local government officials and employees, scholars, practitioners, new professionals, and students will come together for training, networking and learning about current practices in the field. Be a supporter of advancing excellence in public service!

Sponsorship opportunities are almost endless and designed to fit your budget. They include educational and professional development programs, Founders’ Forum Fellowships, receptions, Internet café, coffee breaks, and USB sticks just to name a few. Act now to sponsor the item of your choice!

This year’s Exhibit Hall will be larger and offers extended hours to ensure plenty of visibility for you. In addition to more than 35 exhibitors, there will be book signings, resume critiques, prize drawings, the Hallway of Heroes and sponsored refreshment breaks.

Contact Judy Miller, jmiller@aspanet.org, or call 202-585-4306 for reports or additional information.

Check out ASPA’s recently launched 2008 Annual Conference website: www.aspanet.org/2008conference. You will find information on conference sessions, professional development seminars, special events, sponsorship and exhibitor opportunities, travel, registration, and more. Check back frequently for conference updates.

ASPA Chapter and Section Website Template Can Help Promote Activities

This past June, ASPA had a “user friendly” website template designed for your use. The template allows for tailoring of your chapter or section site and content that reflects the uniqueness of your chapter or section. It is very easy to maintain and update without expensive tools or extensive knowledge of HTML. Since then some of the chapters and sections have used the template to either launch a new site or to redesign their current site. Check out some of the chapter and section sites at www.aspanet.org/scriptcontent/secchap websites.cfm and see how they are using their websites to promote activities including conferences.

Should you have any questions about using the template contact Steve Dunphy, sdunphy@aspanet.org, or 202-585-4313. To view the other online marketing tools available for promoting your chapter’s or section’s activities visit www.aspanet.org/scriptcontent/index_com mtoolkit_main.cfm.

SWPA National Award Nominations Period Open

Each year SWPA presents four National Awards recognizing outstanding contributions of women leaders. Recipients of the Awards will be honored at the National Awards Breakfast held at ASPA’s Annual Conference in Dallas, TX, March 7-11, 2008.

The Nominations for the 2008 SWPA National Awards are now open, and should be sent to Patricia Alt, awards chair, patalt@towson.edu with the specific SWPA National Award Nominee mentioned in the Subject Line of the transmittal e-mail. The list of past Award Honorees is available at www.swpanet.org. The deadline for submitting nominations is December 15, 2007.

ASPA Issues RFP for International MOU

Coordination

ASPA is seeking partner organizations to assist in coordinating the Society’s international memoranda of understanding with the following associations:

• Commonwealth Association for Public Administration and Management
• ESADE’s Institute of Public Management (Spain)
• Free State Society for Public Administration and Governance (South Africa)
• Hong Kong Public Administration Association
• Mexico’s National Institute for Public Administration (INAP)

MOU Secretariats have the unique opportunity to interact with professional peers; supplement public administration competency and visibility; participate in providing an invaluable service to the public administration literature through publication and translation; develop grants and publications; and participate in professional activities emanating from the ASPA MOU agreements. The deadline for proposals is January 18, 2008. Please see www.aspanet.org/ScriptContent/word/mouaf p.doc for the complete RFP and guidelines.

2008 Florida ASPA Conference

The fourth annual Florida ASPA conference will take place in Lakeland, Florida on Friday, May 2, 2008. Please join us to kick off Public Service Recognition Week with stimulating and thought provoking sessions to address the conference theme: “The Challenge to Public Service in Times of Reduced Resources - Making Less Equal More.”

This year’s state conference will feature the professionals, academics, and students that tackle issues that affect the quality of life of residents in Florida. These issues mirror situations that public administra tors are facing every day across the county: sustaining standards of services; providing an invaluable service to the field through new ideas and those that find application among practitioners. Books will address practical matters of interest to practitioners and policy-makers, and offer excellent examples of how our field applies theory to the practice of public administration, public policy and governance.

For more information, please contact the Series Editor-in-Chief, Evan Berman, at berman@fsu.edu.

ASPA Chapter, Section Public Relations Toolkit Online

Establishing relationships and working with your local media can be challenging. ASPA has created an online public relations toolkit to help you.

It provides helpful guidelines on how to establish relations, information on how to get the media’s attention, ten tips for maximizing media coverage and sample press releases. If you have any questions, please contact Caneka McNeil, Public Relations Administrator, at 202-593-7878, ext. 200 or cmcneil@aspanet.org.

If you have a Chapter or Section announcement, please contact Christine McCrehin at cjewett@aspanet.org.

A CALL FOR PRESENTERS

2nd ANNUAL CONFERENCE: BEST PRACTICES AND BEYOND BY AND FOR PROFESSIONAL PRACTITIONERS

Hosted by the University of Miami Business School & ASPA South Florida Chapter

Friday, April 11, 2008, Coral Gables (Miami), FL

The 2008 Second Annual South Florida ASPA Conference will provide a forum for practitioners, academics, and students to learn about Best Practices in the Public Service. Proposals for panel presentations are solicited that address this conference theme with a focus on: Public Sector Ethics & Integrity; Economic Development; Growth Management & Environmental Concerns; Customer Service; Human Resources; Public Safety & Emergency Management; Transportation Issues; Strategic Planning; Technological Innovation; Procurement; Leadership & Management; Professional Development & Training; and, National & Homeland Security

The panel topics listed here are tentative. We encourage you to submit additional presentation proposals for the various panels. We would like to present "best practices" that will stimulate discussion and provide value to conference participants.

For further details please consult: www.aspanonline.org/southfla, Or Contact: Dr. Jonathan P. West: jwest@umiami.edu

Florida is a very diverse state, not just in ethnicity, but in other demographics, including age and income; we also are comparing quality of life among small counties and large ones, small cities and large, metropolitan areas. We hope you will come to the conference as an attendee, presenter, both, and discuss policies, procedures, thoughts, and ideas, as well as to see old friends and make new ones.

For state conference information, including hotel information, please visit our web site at http://aspanonline.org/floridaaspa conference. Please send proposals to Claire Mostel at ctel@miamidade.gov.
Whether you are looking for a public service job, need career advancement advice or are simply considering a career in public service, PublicServiceCareers.org is your first stop to a brighter future in government, nonprofits, education or consulting.

Of course, we have jobs, but we are much more than a job board!
PublicServiceCareers.org has the tools and resources for you to take your professional public service career to the next level.

- Post your resume confidentially for employers to see. Apply for jobs online. Create job alerts.
- Get advice from Federal, state and local government, nonprofit, consulting and higher education professionals to help boost your career
- Learn about how today’s schools of public administration and public policy can prepare you for launching and sustaining a rewarding career in the public sector.

EMPLOYERS We have access to thousands of professionals. Post your position and search our resumes with filters that fit your needs.

Find Your Next Opportunity Today!

PublicServiceCareers.org

Your Source for Professional Jobs in the New Public Sector
At its peak, ASPA's membership was nearly 16,000, never a gigantic organization such as some academic or professional societies, but still quite respectable. It has shrunk almost in half and continues to drop. Many long term members fear for the loss of ASPA's most valuable assets such as DPR, the sections and their journals, and even the distinctive identity of public administration.

Where did all those ASPA members go? Surely, in one way or another, American government is as large today as it was 20 years ago. With 50 million more people to serve, it is larger. To answer the question, I ask you to indulge in a little trip down memory lane.

In the 1920s and 1930s The Government Research Association was a membership group for the organizations that evolved out of the municipal research program. It still exists today. It is likely in reference to the members of the GRA that Dwight Waldo, in his book The Administrative State, said, “There have always been reformers...and taxpayers organizations, whose primary purpose is the lowering of taxes, no matter what the cost in human values. ‘Efficiency’ means for them, economy, ‘economy’ means less money spent by government, more retained by taxpayers—simple said.”

As the New Deal began to generate substantial growth in professional federal workforce, the GRA began to eye these employees as an opportunity, both for its own expansion and, some believed, expansion of its pecuniary focus on government management.

Academic and other public administration luminaries, including William Mosher, Charles Beard, Luther Gulick, Donald Stone and the dean of them all, Louis Brownlow, were all for the idea of professionalizing the new cadre of New Dealers, but they were having none of the GRA's pecuniarism. Thus was born the revolution that founded the American Society for Public Administration.

This circle developed the founding documents of ASPA and solicited academic members from the American Political Science Association. In 1939, they produced ASPA as a fait accompli, undermining the GRA's foray into professionalizing the federal workforce. The city manager crowd was brought in through Clarence Halley, the executive director of the ICMA from 1928 through 1956.

From 1939 through 1980, ASPA existed as a loose coalition of the federal professional workforce, a broad array of higher ranked local government employees, and an increasingly merged group of quasi-political scientists--estranged from political science, not from ASPA. Of course there were other members as well, such as the occasional stray state government employee.

By the end of the 1980s, this coalition began to disintegrate. A critical blow was the substantial withdrawal of federal participation. This abandonment was not accidental. ASPA is a New Deal-FDR organization. The Reagan administration

set out to deconstruct the New Deal. ASPA's withering away is perfectly consistent with the goal of starving New Deal programs into elimination. If ASPA continues on its current path, its eventual-ity is a David Stockman success.

ASPA's withering away is perfectly consistent with the goal of starving New Deal programs into elimination. If ASPA continues on its current path, its eventual-ity is a David Stockman success.

In addition, for reasons that are less clear to me, academics began to abandon ASPA around the same time. NASPAA, the National Academy of Public Administration and the Association of Public Policy Management and Administration are all emblematic of this abandonment. All of these entities are outgrowths or actual offshoots of ASPA, but are no longer part of the association. APPAM is an academic revolution vis-à-vis ASPA in something of the same way that ASPA was once a revolution vis-à-vis the GRA.

ASPA has become a group of aging leftover second generation New Dealers, federal employees who didn't get the memo to quit, academics who stay for one of the sections or find APPAM unsatisfactory, the strays, and the local government base. As local governments continue to privatize and take on the relationship with nonprofits that the federal government took on with state and local governments 50 years ago, government will become largely an entity of policy analysts and financial management. ASPA will fade away as it becomes entirely duplicative of ICMA, GFOA, the Association of Government Accountants, APPAM, and NASBO.

Unless,Unless ASPA rethinks its mission. It cannot continue to be a New Deal/FDR agency. The federal government abandoned ASPA. It is time to throw away the old love letters and start courting someone new.

There are four new populations and one old one to court.

• Government has gone nonprofit. If ASPA is serious about the distinctive public values of public administration, then nonprofit managers who perform public administration need to be included in our target population. Who, in ASPA, is prepared to find out what nonprofit professionals need as established national cross-sector membership organization? How do we pull them in? ASPA needs to focus on the uniquely public nature of public services delivered by nonprofits and provide serious support to the professionals who perform it.

• Nonprofit has given way to for profit privatization. There are serious issues of governance in such public-private partnerships. Rather than fighting these entities that are not going to go away, ASPA needs to bring the private members into our organization and put them on the right track to dealing with their newly acquired public duties. This is a huge mission that is of great importance for the survival of our democracy.

• The original loose association between local governments and the federal government pretty much left out state governments. While there are stove pipe membership associations for state government professionals, they have little opportunity to associate with professionals in other sectors. There is opportunity here.

• It is my impression that ASPA has set the bar that counts as a public adminis-trator too high. The association should take a sharp look at who is an adminis-trator. Michael Lipsky taught us that every public employee exercises discretion. In that case, we need to reach a lot more administrators.

• Bring the academics back. They will come back if they think there is a venue for their papers. ASPA needs to restructure its pricey annual conference to make it friendlier to academics. This restructuring is not hard. There is no rule that says you cannot label a portion of a conference academic track and another portion practitioner track. Academics will prepare papers for practitioner purposes if someone who is knowledgeable

able about what practitioners want prepares a request. This should improve practitioner satisfaction. Those who take on preparing solicitations should be prepared to contact specific academics to make requests. Many academics are on tight budgets and may perceive such a request as bearing on conference fees.

Otherwise, academics are going to pursue their career success by preparing academic papers. When academics prepare academic papers, propose them to conferences and have them turned down, they feel unwelcome. If this happens often enough, they quit the association. There is no magic to this. Academics need to go to conferences and present academic papers to achieve career success. Turning away academic papers because practitioners are not interested will kill the society, or at least continue to choke off the stream of new academic participation.

So, I encourage the leadership of ASPA or an ad hoc group of key long term ASPA members to face our history and take us in new directions before we find ourselves no longer able to support our critical assets.

ASPA member Daniel Williams is an associate professor in the School of Public Affairs at the Bernard M. Baruch College of the City University of New York. Before becoming an academic, he was the Medicaid budget director for the State of Virginia. Email: Daniel_Williams@baruch.cuny.edu

SENRA Book Prize of $500 Opened to all ASPA Members

The Section on Environmental and Natural Resources Administration (SENRA) has opened its book prize to all ASPA members. The book must be published in the last year on a topic of environmental or natural resources administration or policy and written or edited by an ASPA member.

The deadline is January 15. Send an email to Mary Timney of Pace University, chair of the selection committee. She will give instructions on sending the books (Mtimney@pace.edu).
Although Mordecai Lee (“Public Administration Professors and Practitioners: Like Isaac and Ishmael,” October 2007, PA TIMES) makes some very interesting and very valid points in his article, I do not believe that we need to schedule a wake and a funeral for ASPA at this time. On the other hand, membership figures for ASPA continue to drop. A key component of the viability and sustainability of any organization are its membership numbers. If these numbers are trending downward, then the organization is in trouble. (We ARE in trouble!) Please notice the trend: 19.7 percent decrease in overall membership over the past 10 years; 34.5 percent decline (hemorrhage?) in practitioner members; 23 percent decline in other members; major increase (29.4 percent) in academician members.

What is particularly disappointing is that there are over 87,000 (+/-) units of government in the United States, counting the federal government, 50 state governments, municipalities, special taxing districts and counties. In short, millions of government employees—local, county, state and federal—are missing. Where are they? Why are so many of these people not ASPA members?

I am aware that many government professionals belong to other organizations such as the American Public Works Association (APWA), or the American Public Transportation Association (APTA), or the Government Finance Officers Association (GFOA), or the American “whatever” Association. Nonetheless, I believe there is a place within ASPA, and its many sections and chapters, for a great many generalist bureaucrats with varied interests. Many people join an organization initially because the concept interests them and/or because of curiosity. Professional peers can be a major incentive to join a like-minded organization. However, the indicator of a successful organization is the membership renewal rate. If many people do not renew their membership, then, clearly, these people do not believe that the cost of membership is outweighed by the value received.

Therefore, whatever it is that we in ASPA are doing (or not doing) needs to be objectively and honestly identified, examined, and dealt with. CAN we add value to our membership? And if so, HOW? If we do not, then we might as well schedule the wake and funeral as proposed by Mordecai Lee. I agree wholeheartedly with Mordecai Lee that the major factor impacting this long-term situation is the academician-practitioner dichotomy as well as the perceived relevance (or not) of ASPA’s academic research to real world problems.

Please notice the trend: ...34.5 percent decline in practitioner members; 23 percent decline in other members; major increase (29.4 percent) in academician members.

This situation is not unique to ASPA. The Academy of Management (AOM), to which I also belong, recently published an article in the AOM Journal, (Costas Markides, “In Search of Ambidextrous Professors,” August 2007), wherein the issue of research relevance in many business schools is raised. The question that arises in the article is, why do so many business practitioners ignore or are unaware of the research emanating from many business schools? In a word: relevance.

In the next issue of the AOM Journal, (October 2007), there is a series of articles that also address relevance in Human Resources (HR) research. Again, the key is relevance. I would especially recommend the article by Sara L. Rynes, University of Iowa, “Editor’s Afterword: Let’s Create a Tipping Point: What Academics and Practitioners Can Do, Alone and Together.”

As a former practitioner of 38 years, I can attest to my disinterest in academic research which has no immediate practical application. On the other hand, research which is real-world based and does have a potential practical application, is eagerly anticipated to see how its results can be applied to any of a multitude of problematic situations. My belief is that a great many practitioners feel the same way.

Here are some random thoughts:

• ASPA must take action to attract and keep practitioner members. This should become an ASPA-wide, high priority issue, much more so than anything else on anyone’s agenda.

The issue of researcher vs. practitioner is old, divisive and has been around for some time. In general, researchers want to do their own thing, and conduct whatever research they choose. And that’s fine. Practitioners, however, want help in solving real world problems, and are not very much interested (if at all) in “How many angels can dance on the point of a pin?” (Ralph Cudworth, “The True Intellectual System of the Universe,” 1678). Since much of ASPA’s research seems to be falling on very limited fertile ground, as evidenced by the very small number of practitioner members (and declining), it may be time to modify our concept of what ASPA is, what we do, and how we do it. And it may very well be that Mordecai Lee’s proposal for ASPA’s next (and someday) PAR will pass, but not just yet, please!

• Someone, or some entity within ASPA (the Section on Public Administration Research, maybe?), should start soliciting and compiling a list of possible research topics generated by public administration (PA) practitioners. This list should be maintained on the ASPA website and should be kept current. Once a month, either in the PA TIMES or Public Administration Review (PAR), new proposed research topics should be published for all to see. At least this action will provide a list of topics for researchers who wish to contribute to solving real world problems.

• The PAR itself possibly should be broken into three principal parts: one with only theoretical research articles; the other with research articles that have real world applications, and the third containing a summary of government “best practices” that have been implemented by our practitioner members. (On April 27, 2007, the South Florida Chapter, in conjunction with the University of Miami School of Business, sponsored a one-day, Best Practices Conference, primarily focused on practitioners. The conference was a resounding success, with over 120 attendees from only two counties. (If you would like a copy of the final report, contact me by e-mail: rddearrig@bellsouth.net)

• Finally, I would suggest convening an “ad hoc” group drawn from volunteers throughout the ASPA membership to determine what needs to be done to attract more members, especially practitioners, and KEEP THEM. That group should contain an equal number (more or less) of academics and practitioners, and no elected members of the ASPA National Council.

For those who believe that this task is too formidable, I offer as an alternative the action suggested by Mordecai Lee: a wake and funeral for ASPA, and “bon voyage” to Isaac and Ishmael!
Study Reveals Workers’ Attitudes about Relocation

Survey Highlights Workers’ Top Three Most and Least Preferred Cities

Chicago—Today at the Chicago Talent Summit, the Human Capital Institute, a global think tank, educator and professional association will release a research study that examines the role community characteristics play in workers’ decisions about where to settle and where to seek their next job opportunity. The study was conducted in collaboration with Monster®, the leading global online careers and recruitment resource.

Authoried by John Eggert and Allan Schweyer the report, titled “Talent Markets: The Importance of Location in the Competition for Human Capital,” draws upon survey findings to guide employers and regional governments in becoming more effective at recruiting and retaining talent.

“Employers and governmental entities within a given region can play an important role in attracting new talent by promoting the unique advantages they offer to residents in concrete terms,” said Schweyer, president and executive director of the Human Capital Institute and author of Talent Management Systems. “Our study found that the ‘brand,’ or perception of a city, is a critical factor in the decision-making process for candidates. Therefore, cities and employers that understand, manage and promote their brands will be best positioned to attract and keep knowledge workers of all ages.”

Key Findings:
- People are hard to move. The majority of respondents say they are satisfied with their community; therefore it is advisable to look for new employees among people in transition—recent college graduates or those who have recently lost their jobs, for example. However, companies should also seek to recruit workers who are in transition mentally but have not yet taken action; this could include new parents who feel increased financial pressures, or an older couple when one takes an early retire ment, or an individual who is getting bored with a job.
- People think about cities in the abstract, but they make relocation decisions concretely. Job opportunities, clean and safe communities and cost of living are the most powerful factors in attracting talent to area particular region. However, as other amenities do help influence an individual recruit’s decision to move, these should be conveyed in as concrete a manner as possible. Don’t tell them about the lakefront; take them for a walk on the beach.
- The negative images of the city may have a stronger impact than the positive. Employers need to acknowledge less flattering misconceptions about their region and look to address them during the interviewing process. While these issues should not be the focus of an interview, listening for concerns and addressing them head-on can help mitigate negative preconceived notions.
- “Town and Gown” issues will not improve without more integration and alignment. Both corporations and universities need to continue to produce new knowledge to thrive, and must cooperate to ensure success. Corporations must learn about how the university prepares its future workers and should take an active role in making curriculum suggestions. Likewise, university faculty and administration should stay abreast of job market environment for which they are preparing their students.

Workers’ Top Three Preferred Metropolitan Areas
Survey respondents said their preferred top three metropolitan areas for job relocation, in order of preference, are:
- San Diego
- San Francisco
- New York

The top three least preferred cities for relocation are, in order of least preference (some cities made both lists):
- New York
- Detroit
- Los Angeles

Most Companies Foresee Increased Recruiting and Staffing Activity in 2008, Despite Economic Concerns

McLean, VA—Corporate recruiters foresee increased staffing activities in 2008, despite hold-the-line company budgets coupled with recession warnings from many economists, according to a new Jobfox (www.jobfox.com) poll.

“Recruiting activities must continue to expand because top candidates those with high-level skills are instrumental to creating sustainable competitive advantages,” said Rob McGovern, the CEO of Jobfox. “Top talent is even more critical in a down economy.”

While 56 percent of recruiters and human resource managers surveyed from the Atlanta, Boston, San Francisco Bay and Washington, DC, regions said recruiting and staffing activity will increase in 2008, 50 percent said recruiting budgets will remain at 2007 levels in 2008. Only 7 percent said budgets will decrease.

“The exit of the Baby Boomers from the workplace continues to put pressure on companies to rethink recruiting strategies for 2008 and beyond,” said McGovern, the creator of CareerBuilder and now the founder of Jobfox.

Traditional recruiting channels aiming mostly at active seekers aren’t getting the job done, according to more than 250 recruiters from a wide range of industries who participated in the Jobfox poll. More than two-thirds (69 percent) said that 90 percent or more of the resumes they reviewed from traditional online sources such as CareerBuilder, Monster and Craigslist are not qualified enough to pursue further.

In addition to turning to new sites such as Jobfox to better reach already-employed professionals, known by recruiters as “passive seekers,” recruiters are exploring groups such as retirees and stay-at-home parents as new hires.

To help fill positions, 37 percent of the corporate hiring representatives polled are now sourcing retirees or plan to target retirees in 2008. Stay-at-home moms and dads are also on the radar screen for 22 percent of the recruiters polled.

“The advanced professional especially if they have proven management and communication skills will remain in the driver’s seat in 2008,” McGovern said.

Younger Workers are the Least Satisfied on the Job

Washington, DC—According to a new study by Leadership IQ, the youngest workers are the least satisfied. Only 30 percent of workers ages 21-30 would strongly recommend their organization as a good place to work.

By contrast, 47 percent of workers ages 61-70 would strongly recommend their organization as a good place to work, making them the most satisfied age group. “Age is positively correlated to workplace satisfaction, so the older you are, the more likely you are to have a high opinion of your company,” says Mark Murphy, chairman & CEO of Leadership IQ. “And a big cause of this seems to be that each age group is motivated very differently.”

This study discovered that the biggest statistical driver of workplace satisfaction for workers between the ages of 21-30 is whether their boss recognizes and praises their accomplishments. Only 39 percent of these younger workers Agree or Strongly Agree that their boss does a good job of recognizing and praising their accomplishments.

“It’s become a cliché to bemoan younger workers’ need for praise and recognition,” says Murphy. “But what’s disturbing is that 6 out of 10 younger workers are being actively demotivated because their boss won’t give them the one thing they really care about. And these results are especially disappointing because praise and recognition don’t really cost anything.”

By contrast, this study found that the biggest statistical driver of workplace satisfaction for workers between the ages of 61-70 is whether they can assess if their performance is where it should be.

“Younger workers want praise and older workers want clear measures of their performance,” adds Murphy. “And what’s clear from this study is that companies are doing a better job with their older workers than with their younger workers.

Managers cannot use one management style and expect success, because every age group is motivated very differently.”

View Job Ads Online

www.PublicServiceCareers.org

Council for Excellence in Government Spring Fellows Program begins April 2008

Cultivate your leadership skills this spring. The Excellence in Government Fellows Program is a hands-on leadership development program specifically designed for government professionals at the GS 14-15 level (high performing GS 13s are encouraged to apply).

Based in Washington DC, the Fellows Program fulfills the interagency training requirements necessary for OPM-approved candidate development programs. Learn how to grow your leadership skills this spring.
Visit http://www.excelexgov.org/ for more information.
Pay It Forward...

Career Advice from an ASPA Member

William Ciaccio

Your career is a valuable commodity. Over the many years I have been in the public sector certain behaviors have proven helpful to my career and to other friends who have been successful and I would like to share some of them with you:

• Always take on more work–in my first job I was ambitious and was told by some of my fellow workers “kid, you’re making us look bad, don’t work so hard”. I didn’t take his advice and within six months was his boss.

• Always make contacts and use them if possible–many workers are equally bright and intelligent, but the only thing that makes an individual stand out from the pack is what you can do for your company or boss, not what they can do for you. For instance a previous boss told me that he was under consideration for a promotion but needed a platform to showcase himself. I provided the platform (through ASPA) and one month after making his presentation he was promoted. Obviously that didn’t hurt me either.

• Always network–one of the skills that make an individual stand out is who they know and how that can help your organization. Contacts both within and outside your organization can prove very useful to getting things done. They may very well make the difference between getting a promotion and staying in place.

• Treat people with respect–many times people rise up in an organization without good people skills. In a public sector organization you really do not have traditional sticks or carrots–it is hard to reward individuals and hard to punish them. The only way one can effectively manage is through “soft” influence. Treat people with respect and make sure they are part of the team. This is the most effective way to get things done in the public sector.

• Beware of sloppiness–I have looking at thousand of resumes in my career and I always throw out resumes that have spelling mistakes or incorrect grammar. You may be surprised how many people do not take the time and effort to make sure their resume or cover letter is perfect. Obviously if an individual does not care enough to make sure their own product is perfect if they are hired they will not care about your job.

• Keep a positive outlook–many times in the public sector you could be marginalized or terminated through no fault of your own. Sometimes when the top level of an organization changes due to political reasons mid level people are occasionally caught up in problems. If that happens to you remember if you have enough contacts and skills you will get a good job–it’s just a matter of time.

• Despite its financial drawbacks public sector can be very fulfilling–private sector employees can make more money than public sector. Nevertheless in public sector you can have influence and do things that can change people’s lives for the better. At the beginning of my career I wasn’t very sure if I made the right decision to go into public service since many of my friends in the private sector were doing better financially. At this point in my career I look back at the relative stability of working in the public sector, combined with the financial stability and see that the people who were in private sector have had a shaky career. In my mind public sector is more fulfilling.

• Keep involved in professional organizations–I’ve been a long time member of ASPA and it has proven useful to my career. People who join and are active in organizations will be in the best place to get jobs as they come up. If you are not active in organizations the chips can be stacked against you.

Good luck in your career!

ASPA member William Ciaccio holds the position of senior director, Infrastructure & Facilities for MTA/NYC Transit. He is on the ASPA National Council, and served as president of the NY Metro ASPA Chapter for six years. Email: William.Ciaccio@nyct.com

The Value of Experience

Anna Scott

My freshman year at an Oklahoma college, my government professor informed me of an opportunity to work on various campaigns in Colorado. A few weeks later, several of us packed our warmest coats and went to Colorado. After a week of volunteering in gubernatorial, senate, and congressional races, I confirmed what I’d always known–public service, in some capacity, was what I wanted to do for the rest of my life. And I had the opportunity to fill my resume with this experience.

From that volunteer opportunity, I’ve been able to work up through subsequent campaigns, until I got an internship with the legislative director for a nonprofit advocacy organization. Each volunteer and internship opportunity gave me more experience and knowledge, which I was able to bring back to the classroom and next internship.

Now I use the information learned from each internship to build the same opportunities for students. Students need this experiential learning. But in all our research, ASPA’s noticed one very small detail… there are very few internship opportunities available for students.

Most internships are at the federal level with such steep competition that students who don’t get the internships are left without the opportunity of experiential learning. Either nonprofit organizations and state and local governments do not have many internships available, or they are so quiet about them that many students are unaware of the opportunities. ASPA is working on compiling a list of these internships–and hoping more will be created. Internships can be posted on publicservicecareers.org free of charge.

For more information about internships and student outreach, contact Anna Scott at ascott@aspanet.org.
The Recruiter
WHERE EMPLOYERS AND JOB SEEKERS MEET.

UNIVERSITY POSITIONS

Daniel Patrick Moynihan Chair in Public Affairs
The Maxwell School
Syracuse University

The Maxwell School of Syracuse University invites nominations and applications for the newly established Daniel Patrick Moynihan Chair in Public Affairs. This highly visible professorship—made possible by a generous gift from the Leon Levy Foundation—is intended to honor the legacy of the late Senator from New York, who both began and ended his extraordinary career on the faculty of the Maxwell School.

In addition to generous supporting resources, the Chair will provide the occupant with unique opportunities for furthering public dialogue across a broad array of policy concerns. Candidates may be qualified on the basis of traditional academic criteria and/or distinction in public life; but they should have an exceptional record of intellectual engagement with domestic issues of particular interest to Pat Moynihan, such as: poverty and welfare policy; urban redevelopment; Social Security and health care; the integrity of governmental processes; the future of the family; immigration, ethnicity and assimilation. Applicants should also be enthusiastic about interaction with students, particularly with those preparing for careers in academia and public service.

The Maxwell School is home to renowned professional programs in public and international affairs and the social science disciplinary departments of Syracuse University. For more information, see our web site at: www.maxwell.syr.edu.

Inquiries, nominations, and applications should be directed to: John L. Palmer, University Professor and Chair, Moynihan Chair Search Committee, Maxwell School of Syracuse University, 200 Eggers Hall, Syracuse, NY 13244.

Applicants should send a letter, curriculum vita, and the names of three references.

Syracuse University is an AAEEOE. Members of traditionally underrepresented groups are encouraged to apply.

Director of Hugo Wall School of Urban and Public Affairs
Wichita State University
State of Kansas

The Hugo Wall School of Urban and Public Affairs invites nominations and applications for the position of director of the School. The Hugo Wall School, housed in Fairmount College of Liberal Arts and Sciences, serves as the academic home for faculty and staff associated with the NASPAA-accredited Master of Public Administration degree and two research and service centers, the Center for Urban Studies and the Kansas Public Finance Center. The School contributes substantially to Wichita State University’s long standing commitment of service to its metropolitan community, the region, and the state and in academic year 2007-08 is celebrating its 50th anniversary. The diverse offerings and engagements of the Hugo Wall School are highlighted in its annual reports that may be found on the School’s website at: hws.wichita.edu/

Wichita State University, one of three research universities governed by the Kansas Board of Regents, provides comprehensive educational offerings in an urban setting, including over 60 undergraduate degree programs and over 60 graduate degree programs. Student enrollment is approximately 15,000, including over 3,000 graduate students.

The director of the Hugo Wall School is expected to serve as academic leader of the institutional, research, and service offerings of the School, as budget officer for the School and its component parts, and as director of the Center for Urban Studies. The director is also expected to teach at least one course each semester in the Master of Public Administration degree program.

Required qualifications for the position of director include: academic standing that would justify appointment at the level of full professor; demonstrated leadership experience; evidence of a professional commitment to proactive community engagement; and demonstrated commitment to diversity.

Interested candidates should send a letter addressing qualifications for the position, curriculum vita, and names and contact information of three academic or professional references to Chair, Hugo Wall School of Urban and Public Affairs, Wichita State University, 1845 Fairmount, Wichita, KS 67260-0155. Review of applications will begin on February 1, 2008; applications will be accepted until the position is filled. The successful candidate is expected to begin appointment as director, effective July 1, 2008.

Assistant Professor of Public Administration
West Virginia University

West Virginia University is seeking to hire an Assistant Professor of Public Administration to teach courses primarily in the area of public management, organizational behavior, and human resources and to contribute to the Master of Public Administration program’s overall research, teaching, and service missions.

The position is a tenure track appointment with teaching, research, and public service requirements in the Division of Public Administration’s NASPAA accredited MPA program. The position begins on August 16, 2008. The doctorate is required, although individuals close to finishing the dissertation will also be considered.

The faculty member should be capable of teaching a mix of core courses in the MPA curriculum, especially in such areas as the scope and practice of public administration, public management, and human resources. The faculty member will also be expected to teach electives that focus on themes and subject matter central to public administration. General academic preparation or experience in providing instruction in financial management, budgeting, or research methods is desired as well.

The faculty member is also expected to maintain an active research agenda. Candidates should be able to demonstrate either achievement or potential for excellence in scholarship. Research, especially as it combines with external funding and public service outreach, is highly desirable in the performance of faculty members in the Division of Public Administration.

Morgantown is located in scenic northern West Virginia and is within driving distance of Pittsburgh Pennsylvania and Washington D.C.

Applications should be submitted by February 1, 2008, although the position will remain open until filled.

Candidate should send a curriculum vita, as well as names and addresses (with telephone numbers) of three references, to Dr. L. Christopher Plein, Chair, Division of Public Administration, P. O. Box 6522, West Virginia University, Morgantown, WV 26506-6322. Additional information may be obtained by letter, e-mail at Chris.Plein@mail.wvu.edu telephone at 304-293-2614 x 3157, or by fax at 304-293-8814.

Tenure Track Assistant Professor or an Associate Professor
The Maxwell School of Citizenship and Public Affairs
Syracuse University

The Department of Public Administration at the Maxwell School of Syracuse University is reopening its recruiting for a tenure track assistant professor or an associate professor with a specialty in public budgeting. Candidates should also have a specialty in urban policy and should be able to teach and conduct research in budgeting in the public and non-profit sectors. An international focus and the ability to teach courses in one of the following areas are also desirable: financial management, statistics, information technology, and public management. The position will remain open until filled.

Founded in 1924, the Maxwell School of Syracuse University is the U.S. News & World Report’s top-rated graduate program in public affairs, and home to the nation’s longest-running professional degree program in Public Administration. This program operates alongside a similarly rigorous and esteemed International Relations program, as well as doctoral degrees in an array of social sciences (e.g., political science, geography, sociology, economics, history, and anthropology). As a result of this diversity, Maxwell hosts eight interdisciplin- ary study and research centers, where faculty members conduct research on a broad range of topics in public policy, global affairs, democratic governance, conflict resolution, and collaborative management, among other categories.

The Maxwell School is an Equal Opportunity Employer and encourages applications from women and minori- ties. Please send a cover letter, vita, 2 letters of recommendations, and writing samples to: Public Budgeting Search Committee, Department of Public Administration, The Maxwell School of Syracuse University, 215 Eggers Hall, Syracuse University, Syracuse, NY 13244

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Contact: cjewett@aspanet.org
ASPAs Social Networking Sites

From SOCIAL NETWORKING, pg. 15

A screenshot of ASPAs LinkedIn online social networking group page.

If you have questions regarding ASPAs social networking groups, please contact me at 202-393-7787 Ext. 200 or cmcneil@aspanet.org. Camela McNeil is ASPAs public relations administrator. Email: cmcneil@aspanet.org

Little Progress Made Since 2001 in U.S.-Mexico Relations and Migration Policy

From HONEYMOON, pg. 3

First, regional integration in North America differs greatly from regional integration in Europe. NAFTA was a free-trade agreement without a political component. The 2005 Security and Prosperity Partnership (SPP) jointly declared by the leaders of the three NAFTA partners does not fundamentally change that state of affairs. There is no inevitable or mechanistic spillover from deepening interdependence resulting from the expanded trade facilitated by NAFTA. The freedom of labor mobility of the Treaty of Rome was part of a broader vision that sought to alter the permissive condition for war, the Westphalian system of sovereign nation-states. There is no counterpart to this in North America, although SPP takes NAFTA in that direction. SPP involves a joint declaration of the three NAFTA heads of states. Unlike NAFTA, it was not approved by the U.S. Senate. What SPP portends in North American international migration remains unclear and disputed.

A second observation concerns other differences between European regional integration and NAFTA. Freedom of labor movement in the history of European regional migration was a long time in the making. Post-World War II Italian governments favored regional integration because they thought it would facilitate emigration. Italys partners feared excessive Italian emigration and established cohesion and structural funds targeted to assist the development of the most disfavored zones in the European space.

Article 48 became legally enforceable in the past decade after the signing of the Treaty of Rome. Over that intervening decade, the poorest areas of Italy received European funding specifically for infrastructure improvements which contributed to Italys remarkable economic progress in that decade. By 1968, while Italians became major beneficiaries of Article 48, Italy was on the road to becoming a land of immigration in its own right. While the NAFTA agreement contains language similar to the cohesion and structural funds so important in the history of European regional integration, there has been no North American counterpart. This is the European referent that Americans and Mexican should be discussing more than freedom of labor mobility in North America.

A final observation concerns the migratory effects of the January 2004, enlargement of the European Union. The eight European states that acceded to the EU that day (excluding Cyprus and Malta) were roughly at the same socio-economic level vis-à-vis the EU core states, the 15 member-states before May 2004, as Mexico is to the United States. The similarity of the disparities are striking, therefore making the migratory outcomes of the enlargement highly significant to North American migration discussions.

Preliminary analysis suggests that the enlargement had a major legalization effect across the core states. In those core states, which did not impose transitional restrictions upon labor migration from the eight accession states, the UK, Ireland and Sweden, there were large influxes of migrants to the UK and Ireland but not to Sweden. Subsequently, the Iberian member states ended transitional restrictions. The large influxes to the UK and Ireland may force rethinking of the wisdom received about the migratory consequences of enlargements of the EU, namely that little additional labor mobility will occur. However, it is too early to draw definitive conclusions. An authoritative annual OECD report and the European Commission concluded otherwise.

The enlargement clearly benefited the EU economically as a whole. Migrants and their families were the major beneficiaries. The enlargement also lessened the socio-economic gap between the EU core states and the acceding states.

Why, then, should North Americans not follow the EU example? Clearly, creation of a North American common labor market would have an enormous legalization effect. And it would reduce, but not eliminate, the human toll along the U.S.-Mexico border. However, even though a commission of dignitaries from the three NAFTA partners is on record as advocating such a common market by 2010, the notion appears a non-starter in U.S. politics.

Since 2001, little in the way of progress has been made in U.S.-Mexico relations. Moves in the U.S. Congress to reform U.S. immigration laws failed in 2006 and 2007. Although immigration has been viewed as a salient issue in the debates surrounding the presidential primaries, issues like support or opposition to creation of a North American common labor market rarely are breached. Nor is there debate over the future course of regional integration in North America.

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February 2008
1  7th Annual Nonprofit Management Conference, The Changing Face of Nonprofit Management
   Location: Orlando, FL
   Hosted by Central Florida ASPA Chapter and the Nonprofit Advisory Board of the University of Central Florida
   More Info.: Mary Ann Feldheim mfeldhei@mail.ucf.edu
7-9  The 2008 Social Equity in Leadership Conference, “Advancing Urban Governance in a Global Context,”
    Location: School of Public Affairs, Arizona State University in Phoenix
    More Info.: http://www.napawash.org
13-17 The Conference of Minority Public Administrators (COMPA) 2008 National Conference
   Location: Hamilton, Bermuda
   More Info.: Doris Micheaux, Doris.Micheaux@fortworthgov.org; 817-392-7841
21-22 Sixth Annual National Leadership Conference Dynamic Leadership for Changing Times
   Location: Ronald Reagan Building and International Trade Center, Washington, DC
   Contact: Ada Phillips aphillips@agacgfm.org
   More info: www.agacgfm.org/nlc

March 2008
7-11 ASPA’s 69th Annual Conference
   Transformational Public Administration: A Call for Public Service
   Location: Dallas, TX
   More Info.: www.aspanet.org
8-12 NLC Congressional City Conference
   Location: Hilton Washington & Towers, Washington, DC
   More Info.: www.nlcl.org
28  The Changing Face of Public Administration: Innovation in Government
    2nd Annual Public Administration Conference
    Location: University of Central Florida, Orlando, FL
    Contact: Naim Kapucu, nkapucu@mail.ucf.edu
    (407)823-2604

April 2008
3-6 66th MPSA Political Science Conference
    Location: Chicago Palmer House Hilton
    More Info.: www.mwpsa.org

May 2008
5-11 Public Service Recognition Week
   More Info.: www.excelgov.org

July 2008
27-30 AGA’s 57th Annual Professional Development Conference & Exposition
   Building on the Dream: Shaping a Culture of Accountability
   Location: Atlanta Marriott Marquis, Contact: Ada Phillips
   aphillips@agacgfm.org
   More info: www.agacgfm.org/pdc
28-29 Transforming Bureaucratic Cultures: Challenges and Solutions for Public Management Practitioners
   Hosted by: ASPA and The Public Manager
   Location: Renaissance Baltimore Harborage Hotel

September 2008
21-24 ICMA’s 94th Annual Conference
   Location: Richmond, VA
   More Info.: www.icma.org