Partnership for Public Service Urges Greater Use of Students as Talent Pool

Washington, DC—Over the next two years, the federal government will need to hire more than 250,000 employees, both to replace highly experienced workers across government who will retire or resign, and to carry out new responsibilities for homeland security, says the new report “Tapping America’s Potential: Expanding Student Employment and Internship Opportunities in the Federal Government,” recently released by the Partnership for Public Service. Given the vital importance of the many missions the government carries out on behalf of the nation, and changing demographics in the national labor force, the new hires must be highly skilled, diverse, and motivated to perform public service.

A major source of needed talent should be new college graduates, but many students simply do not have access to information about jobs in government. Further, even when graduating students express an interest in working for the government, they often find the hiring process confusing and discouraging. One potential bright spot in this rather somber picture is the fact that each year the federal government hires literally tens of thousands of students in temporary employment or intern programs. In FY 2001 alone, well over 50,000 high school and college students worked in various federal agencies under several different programs up from 34,578 just five years ago. One of the best methods for assessing a student’s capabilities and aptitude is to observe their actual on-the-job performance. In fact, one of the major federal programs for temporary student employees recognizes the value of the on-the-job experience by allowing graduating students to be offered permanent positions.

Americans, Europeans Agree Terrorism is Top Threat

Washington, DC—One year after the biggest terrorist attack on U.S. soil, nearly all Americans (91 percent) believe terrorism is a critical threat to the United States. Terrorism is mentioned most often as one of the two or three biggest problems facing the country, cited even more frequently than the economy. The most comprehensive survey ever of U.S. and European foreign policy attitudes also finds that Europeans believe terrorism is the number one foreign policy threat facing their continent. Large majorities of Europeans and Americans support the use of military force to combat terrorism.

“The tragedy of September 11 has created a seismic shift in U.S. public attitudes about the world and America’s place in it,” said Marshall M. Bouton, president of CCFR. “Our survey finds that American public interest in world news is at the highest level in the three decades of Chicago Council surveys, with more Americans supporting policies that combine international cooperation with the use of military force.”

“Despite reports of a rift between U.S. and European governments, our survey finds more similarities than differences in how the American and European publics view the larger world,” said Craig Kennedy, president of GMF. “In facing a world transformed, there is fundamental agreement regarding friends, enemies, and the need for both the European Union and the United States to play cooperative roles in world affairs.”
Many highly qualified students lack easily accessible information about student employment or internship opportunities. Under the federal government’s highly decentralized approach to recruiting and hiring, there is often little sharing of information among federal agencies with regard to highly successful student employment and intern programs. In addition, there is little sharing of information among agencies regarding high potential students who might be excellent job candidates upon graduation from their internship.

Recommendations
• Federal agencies should specifically include student employment programs in their strategic workforce planning efforts as a talent pool for future permanent hires, and should allocate resources accordingly.
• The U.S. Office of Personnel Management (OPM) should modify the current regulations governing Student Educational Employment Programs to assist agencies in making better use of this talent pool.
• Federal agencies, OPM, and other organizations providing student employment and internship opportunities in the federal government need to cooperate in improving the visibility and availability of information regarding those opportunities.
• OPM, in partnership with federal agencies and other organizations, should gather and disseminate “best practices” for recruiting and using interns and other temporary student employees.
• The administration should seek broad support and collaboration from all stakeholders in developing options for improving the strategic use of student employment and intern programs. These findings and recommendations are discussed in more detail in the body of the report.

Many federal agencies fail to incorporate student employment or internship programs into their strategic planning about how to meet future workforce needs of the agency. Most student employment arrangements offer little or no structural connection between the temporary employment and future federal job opportunities. The main programs for student employment are:

• The Student Temporary Employment Program (STEP).
• The highly structured Student Career Experience Program (SCEP).
• Internships and student employment opportunities arranged by third-party organizations, such as the non-profit Hispanic Association of Colleges and Universities (HACU) and The Washington Center for Internships and Academic Seminars.

Of the three methods, only the SCEP offers a vehicle (conversion) to expedite consideration of high-performing students for permanent employment. Unfortunately, students hired under the STEP program or through third party organizations constitute the large majority of interns who serve in temporary employment opportunities. Very few of these individuals join the federal government as permanent hires, in part because they lack a mechanism for conversion.

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Special Report on e-Government

TREATING INFORMATION AS A PUBLIC RESOURCE

Donald G. Lenihan

Electronic service delivery is creating a vast new web of connections within government. This new infrastructure does more than deliver services. It creates a dynamic and powerful new capacity to collect, create, integrate, share and store data, information and, ultimately, knowledge. We call it “the new information capacity.”

If it is true that information is to the knowledge economy what oil was to the industrial one, this new capacity will become a major source of power, wealth and influence in the 21st century. It promises to change what governments know about themselves and the world. Who will control it? Who will benefit from it? How will it be used?

This sheds new light on the opportunities and challenges e-government brings. It also begins to politicize the discussion, leading us to propose that, as we move toward the Information Age, governments should begin to treat information as a public resource; that is, they should develop and use the new information capacity in ways that will clearly serve the public interest. Here are three initial steps they could take.

Make Government a Pre-eminent Source of Quality Information

Modern governments contain huge amounts of data and information, which they currently store in a host of separate systems. Increasingly, e-government will penetrate these systems, liberating much of the information from its isolation and obscurity. Many people say that governments should make this information available to the public as soon as possible. They say that it is a public resource and so should be made available to citizens to help create wealth, increase productivity and improve quality of life. But the Information Age also raises the spectre of a society overwhelmed by information. It will be flowing from many sources, ranging from advocacy groups to advertisers. Citizens are unlikely to have the time or skills to navigate these waters alone. Yet they will be expected to use the information to make informed judgements for a variety of purposes, such as public debate, research or investment.

As the flow of information increases, citizens may well turn to government for help. They may expect it to act as a reliable and trusted source of authoritative information of all kinds. Indeed, fulfilling this role may become a critical public service in the 21st century. This presents a dilemma for governments. On one hand, there is pressure to liberate their vast information holdings. On the other hand, doing so may contribute to “information overload” at the same time as it undermines government’s legitimacy to act as a guarantor of authoritative information.

Reliable, authoritative information will be a critical resource in the Information Age. Governments could become a key provider of it. If so, they must begin now to consider how they will balance pressures to liberate their information holdings against the responsibility to provide reliable, authoritative information.

Make Government “Smarter”

Smart government is about good policymaking; in other words, choosing policy options that will best achieve a government’s goals. The new information capacity makes it possible for governments to collect and integrate huge amounts of data and information. If they are able to meet two basic conditions, it could vastly increase their capacity to do effective program evaluation and policy development. First, the right information should be collected to track a society’s overall progress toward its government’s overarching goals, such as a healthier population, a safer environment or a more productive economy. A present, such information is spotty and unreliable at best. Second, the new capacity could be used to track the contribution that individual policies and programs makes to a government’s overarching goals. Access to such information would allow governments to do better policy and program evaluation than could be hoped for only a decade ago. It would also improve public debate.

But if the new information capacity is to make government smarter, two further conditions must be met. First, governments must develop the practices and culture needed to use the information effectively to learn from past experience and errors. Second, they must be allowed to use that knowledge to experiment with and improve existing policies and programs.

Notoriously, however, governments are not good learners. Nor are they given to open discussion and debate of their shortcomings, errors or failures. What could be done to ensure that they become learning organizations, that is, that they are willing and able to discuss and learn from their experiences? What changes are needed to the existing culture and practices?

How do we bring them about?

Make Government More Transparent and Accountable

The new information capacity could also “shine light on the dark corners of government.” The technology makes it possible for the public to learn more about the performance of policies, programs and about the internal operations of government. A much more open approach to government than now exists could have far-reaching consequences for government transparency and accountability.

Moreover, the search-engine technology now exists to allow members of the public to pose their own questions to government. This kind of interactive accountability—allowing the public to pose its own questions—would strengthen the accountability relationship between government and the public. Instead of government telling people what it wants them to know, people could start to find out the answers to their own questions, strengthening the legitimacy of government and the citizen-government relationship.

Since 1997, the Crossing Boundaries research project has explored the impact of information and communications technologies on government, governance and democracy. An overarching conclusion of that research is that the control and use of the new information capacity should be central to the on-going discussions of e-government. So far, the issue has hardly been raised.

Donald G. Lenihan is director of the Centre for Collaborative Government of Ottawa, Canada, and chair of Crossing Boundaries, a collaborative research project involving e-government leaders in Canada and around the world.
Electronic government is being built rapidly and without an adequate foundation in democratic theory, public administration and management, and, in general, political and policy sciences. This is not surprising, given the rapid rate of technological change in the United States and our culture’s faith in progress through technology. But the lack of a knowledge base presents a challenge to social and policy scientists. For scholars, particularly those engaged with public affairs, there is an obligation to understand and influence the fundamental, far-reaching set of changes government brought about by information technology.

As one step toward building understanding and expert influence, in May 2002 more than 30 experts gathered at Harvard’s Kennedy School of Government for a national workshop sponsored by the National Science Foundation, to aid in the development of a broad-based, multidisciplinary research agenda to support digital government. Experts convened for the workshop ranged in background from public administration and management to related fields such as organization studies, network analysis, and information science. Government executives at the forefront of e-government added practical experience and the constraints of real-world decision making to the deliberations.

The focus of the workshop—at the intersection of information technology, organizations, and governance—was meant to shed light on changes in government agency structure and behavior, in particular, on the increasing momentum behind cross-agency partnerships and systems. Inter-jurisdictional relationships, or networks, have been on the rise in the past decade and show no sign of abating even though their failure rate is high and implementation remains difficult. Current deliberations on Capitol Hill in Washington, D.C., on the organization of the Department of Homeland Security present the most dramatic current experiment. The challenge here is how to design an integrated organization to improve intelligence processing and, ultimately, to produce better government. Beyond organizational questions, experts convened at the workshop deliberated on the most important issues researchers concerned with the social and political domain of e-government might shed light on.

A strong, coherent research agenda has the potential to save American taxpayers billions of dollars (yes, billions) through savings on each and every government transaction and reduction of redundant information collection, processing and storage. But more important than uncovering opportunities to promote efficiency, practical research and its results can help policy makers and the public understand the implications for deeper questions of citizenship and inequality.

Four strategic priorities for basic research on digital government were arrived at during the workshop. First, research is needed on the inter-relationship between the organization of government and its use of information technology. Second, we need to know much more about the users of digital government and the ways that technology might enhance or detract from citizenship and democracy. Third, research is urgently required to better understand and influence the processes of change, learning, and transformation that go with all attempts to do something new. The fourth priority is a call for more systematic, rigorous research on digital government to counter hype, superficial accounts in the mass media, and a wave of marketing research conducted by the burgeoning e-government industry.

To note one example of a strategically important research issue: It may be possible to vote using the Internet in some situations. But how would Internet voting affect turnout? And what is the impact on this central ritual of democracy if the locus of voting were to shift from a communal setting—say a local elementary school auditorium or a town hall replete with candidates and campaign volunteers standing at intersections holding colorful signs and shaking hands near the site of elections—to the isolation and unreality of cyberspace? Technical experts might make Internet voting transmissions secure and reliable, but what are the social and political impacts?

Another example: What is it that citizens really want from e-government? Is there more to e-government than e-commerce translated to the public sector? Do the standard engineering metrics—faster, better, cheaper—capture the potential of the Internet and World Wide Web to connect citizens to one another and to their government? What do we know about the ways that citizens search for information on very large, government web sites? How do they pose questions on all those search engines and do they receive the answers they’re seeking? And, finally, what is gained and what is lost in a democracy as we move more and more of our daily interactions from the rich experiences of face-to-face dialogue to the flat-screen, back-lit world of typed text, drop-down boxes and clicks?

Researchers should not be caught a decade hence conducting retrospective studies that examine how decision makers grappled with the challenges of building e-government. They have an obligation and a once-in-a-lifetime opportunity to focus their prodigious abilities in ways that shed light on the pressing challenges facing government as its citizens and decision makers build a virtual state.

Information about the national workshop and the preliminary report are available at http://www.ksg.harvard.edu/digitalcenter.

Jane E. Fountain is director of the National Center for Digital Government at the John F. Kennedy School of Government, Harvard University.
representing 21st century constituents

alan j. rosenblatt

as early as 1999, american voters preferred using e-mail to snail mail to communicate with their representatives by a margin of two to one. as recently as may 2002, congressional offices report preferring snail mail to e-mail five to one. something is dreadfully wrong with this picture.

To make matters worse, since terrorists mailed anthrax-laced letters, snail mail delivery to Congress has suffered delays upwards of three months. Even if citizen trusted snail mail they received from Congress, it is unlikely that they would see it in a timely fashion.

The key to managing this flood of e-mail is to weed out the “spam” and direct the legitimate constituent e-mail to the appropriate staff member. By doing this, offices can regain control over their constituent relations. Eventually, though, failure to do embrace e-mail will likely expedite legislators’ return to private life.

Despite the belief that e-mail is too overwhelming, powerful tools already exist that can help legislators meet the demand for digital communication. E-mail management technology is already in use by both the senders and the receivers.

For senders, most of the district matching e-mail software used by online advocacy programs will only allow e-mail sent by properly identified constituents. You cannot use these packages to spam every member and unless you enter a real, but fraudulent, postal address, the software simply will not send the e-mail.

On the receiving side, e-mail forms on the legislator’s Web site prevent non-constituent e-mail. These forms require a legitimate constituent address and a subject heading from a pre-determined list that can be used to automatically route the e-mail to the appropriate staff member.

Though too few of the offices using e-mail forms actually use them this way, the ability to do so is almost entirely in place. Even offices using traditional e-mail programs have the ability to filter out much of the spam. For example, they can block any message with multiple recipients. They can also set auto-responses instructing e-mailers that they will only get responses if they identify themselves as constituents and provide clear subject headings.

In the United Kingdom, the leading district matching e-mail vendor also provides Members of Parliament with an online mail receiving and sorting resource free of charge. Members just sign up and the advocacy e-mail sent to them is neatly organized by the web-based mailroom.

Software that sorts e-mail by keyword and sends out substantive, pre-written responses without any human intervention is also available to legislators. I do not recommend this, but all of this available technology suggests that legislators’ reluctance comes not from an inability to solve the problem, but from an unwillingness to take e-mail seriously.

Legislators can even go so far as to make sure the issue information available on their web sites answers the most commonly asked questions. Keeping this content fresh and relevant can reduce the need for constituents to send e-mail in the first place. Some solutions are simpler than expected.

Let’s face it; if voters want to use e-mail to communicate with their elected representatives, just as they use e-mail to communicate with everyone else in the world, then legislators are foolish to ignore them, at best. At worst, legislators who pay short shrift to constituent e-mail are not representing their constituents responsibly. This is the 21st century and citizens want to use e-mail. Legislators have an obligation to keep up with their constituents.

Alan Rosenblatt is vice president of Stateside Associate, where he directs its Online Advocacy Services.

E-mail Index

- Number of e-mails to Congress in 2001: 117 million
- Average number of daily e-mails received by U.S. Senators and Representatives: 880 and 538
- Rise in volume of e-mail received by Rep. Zach Wamp’s (R-TN) office since 1999: 52 percent
- Decline in volume of snail mail received by Rep. Wamp’s office since 1999: 48 percent
- Approximate proportion of e-mail to snail mail in Rep. Wamp’s office in 2002: 50/50
- Percent of Congressional offices responding to e-mail with e-mail in 2002: 25 percent
- Number of Americans who e-mailed comments to public officials in 2001: 23 million
- Number of Americans who conducted online policy research in 2001: 42 million

Sources

Grant Reeher, Larry Elin, Steve Davis

S.B. Woo and John Caile are worlds apart in most respects. Woo is an Easterner—an Asian-American college professor whose politics lean left. Caile is a white Midwesterner and active advocate for gun rights whose beliefs tip to the right. But their means and their strategies overlap, no matter how their ends might diverge: They are pursuing what they want from politics and politicians—and they are getting it—in virtual space.

Woo is one of the founders of 80/20, a political organization of more than a quarter-million Asian Americans that was started and is maintained on the Internet. 80/20 supports candidates who pay close attention to the needs of Asian-Americans. In the same way, through the Internet Caile reaches out to thousands of gun enthusiasts coast to coast to rally support behind candidates who promote gun owners’ rights, regardless of their party affiliation. Many such efforts on the Internet have been missed by the media and the political parties—and certainly missed by others who focus on the mainstream. But Caile, Woo and others, working in the eddies and backchannels of the political current, have quietly had a profound effect, and there is every reason to believe it will grow.

As Election 2002 kicks into high gear, most scholars, pundits, and media critics are locked in on the usual suspects engaged in the usual online pursuits: how large electoral operations in high-profile Washington campaigns use digital technology to generate attention, raise money and manufacture votes. Election 2002 could indeed turn out to be of historic importance if Democrats retake control of Congress; however, the pronouncements regarding the Internet will most likely be more reserved, reinforcing the received wisdom that the Internet is not yet ready to play a decisive role in American politics.

But it all depends on where you look. Shift your attention away from the large political institutions engaged in traditional political pursuits to individual citizens acting alone and in concert with others, and an entirely different picture emerges. While the candidates, political parties, and media outlets continue to use the Internet as yet another one-to-many broadcast medium, more nimble citizens go interactive: one-to-another, and many-to-many. For them, the Internet is a wide-open civic superhighway. Woo and Caile are only two of hundreds, indeed probably thousands, of civic-minded cybervoters.

This is precisely the change in focus that we undertake in our new book, Click on Democracy: The Internet's Power to Change Political Apathy into Civic Action. During Election 2000, we talked to scores of ordinary people doing extraordinary things through the Internet. They used the Internet to deepen their political involvement and build political communities. The Internet made it possible for them to participate in ways that were not possible before.

Our case studies ranged from young Republicans to Democratic expatriates, to gun rights advocates, to Asian-Americans, to a progressive group in New Jersey. They all used the Internet to create meaningful relationships and to connect with others whom they did not know in the flesh—at least initially. They shared beliefs, a sense of identity, a course of action or thought-provoking political discourse. In short, they used the Internet to generate social capital—virtually, perhaps, but no less real. Thus, the Internet's most profound impact on politics has largely been missed or underestimated by the extant experts. The difference the Internet has made, and that it will increasingly continue to make, is more social than electoral, more about building political communities and enhancing social capital than about generating votes and money.

So the Internet is indeed making waves in the mainstream currents of American politics, after all. Large political institutions would do well to take notice of how this is happening and respond appropriately, before another major election passes them by.

Grant Reeher is associate professor of political science at Syracuse University’s Maxwell School of Citizenship and Public Affairs, and also a senior research associate at Maxwell’s Center for Policy Research.

Larry Elin is assistant professor at Syracuse University’s S.I. Newhouse School of Public Communications, and co-chair of its Media and American Democracy Institute.

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Special Report on e-Government

THE INTERNET IN 2002: UNDER-HYPOD PERHAPS, BUT NOT UNDERUSED

Grant Reeher, Larry Elin, Steve Davis

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At the end of May 2002 the powerful PA TIMES OCTOBER 2002 PAGE 7
government is also spending £350 million a year on campaigns, central facili-
ties and regulating central departments. The government is also spending £350 million over the next three years to achieve the same 100 percent target for all the 388 local authorities across England. (Scotland and Wales have their own administrations and hence separate targets).

It all looks very determined and impressive, but MPs wanted to know whether making services e-available means anything very much in terms of e-take up – that is, how many citizens and enterprises are actually using the new services. Suppose you built an e-government, and nobody came? The problem was raised by a National Audit Office (NAO) report “Government on the Web II” which showed that many central departments had difficulty in producing statistics for usage of their web sites. Amongst those which did have data there were both successes (growing at or above the rate of UK Internet traffic generally) and laggards (showing little growth in web usage). The OeE had not followed up previous demands by MPs that they generate good statistics on government sites’ usage, and they had no systematic data on the quality of central agency web sites.

The report also showed grounds for concern in the key tax-collection area, where a separate target – that 50 percent of taxpayers should send in forms online by 2005 – has been set by the Treasury. In a detailed analysis of the Customs and Excise Department the report showed that it had achieved high electronic transactions on its import and export systems (mainly using pre-internet technologies). But Customs had so far failed to launch any effective web-based system for its main task, collecting VAT. MPs were openly skeptical that Customs had much chance of meeting the 50 percent electronic take-up of VAT by 2005, although the department argued that it had set basic business systems in place which would reap big dividends once a final e-form and associated new business architecture went live. An earlier NAO report on the even larger Inland Revenue tax operations showed that it had redesigned and re-launched its e-forms for income tax self-assessment three times, with take-up levels consistently under-performing against the department’s projections.

The “Government on the Web II” study did report progress in other areas. A survey of web facilities on 400 central government agency sites found that considerable strides had been made since the first “Government on the Web” study in December 1999. It showed that only basic information in a list-format was present on most sites. By late 2001 the information was beginning to be presented in somewhat more interactive and tailored ways, with most forms generally downloadable and a few being capable of being filled in and returned electronically. Credit card payments for purchases were just beginning and e-consultations were well developed.

For local government the report found that the average local authority presented online information for 27 percent of a list of 162 key facilities for citizens which are easily feasible at the present time – but with a huge spread. The best local authorities were achieving 40 to 50 percent of the researchers’ list, the worst only a few percent, while 13 (out of 388) localities still lacked even a basic web site. Nonetheless the study concludes that because local authorities are closer to citizens and run services which they use much more readily and frequently, they may provide a key avenue or route in for people to contact government as a whole.

Yet despite strong central subsidies for local e-government, the local sites were still not very popular at all levels, from councils to first half of councils linked up to the government portal at www.ukonline.gov.uk for instance.

This key central web site was launched in spring 2001 and so far has not been the great success achieved by its counterpart www.firstgov.gov in the United States. The U.K. site began in a clunky format and its poor design initially put off visitors who were using it simply as a finder mechanism for government agencies, many of whom went off to Google never to return. Now made over by a new team, UKonline has begun to add additional portal facilities, first for business and later for a range of other groups. Its partner facility, called the Government Gateway and supporting research is available for agencies ensuring the identities and authen-
ticy of people sending them e-forms, continues to struggle with the intractable issues here. U.K. government expectations that digital certificates would take off and become the main vehicle for authentication have not been borne out. So current progress still depends heavily on agencies issuing PIN numbers to people who have at least mailed in a conventional signature.

The “Government on the Web II” report calls for a new era of e-government to begin. Instead of simply dumping existing facilities on-line British government agencies should seek to actively grow their web traffic overall. Instead of perhaps fixating on achieving complete electronic ‘transactions’ they should try to flexibly accommodate all the key aspects which interest citizens and enterprises, including e-research, e-consultation, e-regulation, e-grants, e-democracy and aging as well as full transactions or e-commerce. Above all the report argues, every agency needs to actively woo and attract e-customers and e-clients, studying in detail what they want to achieve, persuading them with real incentives that e-routes are superior. So officials need to make take-up of electronic facilities their new key mantra. Achieving a 100 percent availability of government services but low take-up cannot help government save money or genuinely improve the quality of services for citizens. It will be interesting to see in October how far the Public Accounts Committee backs this call, and what in turn the government response will be. Patrick Dunleavy is professor of political science and Head of the School of Economics and Political Science, and chair of LSE Public Policy Group which carried out the “Government on the Web II” research and wrote the report under contract to NAO. The report and supporting research is available for free download at www.govonimation-the-web.org.
Albany, N.Y.—Research conducted by the University at Albany's Center for Technology in Government (CTG) finds that, despite a range of barriers, local government leaders are tapping into electronic government initiatives to improve operations and outreach in their municipalities.

E-government is using information technology to support government operations, engage citizens and provide government services.

“The two questions that many local governments are trying to answer are how should I think about e-government and what are others doing to make it work?” says Meghan Cook, CTG project leader. “Through five regional e-government workshops we focused on those vital questions and gained a broad perspective on local e-government across the state.”

The report, titled “Making a Case for Local E-Government,” is based on real-life experiences of local government pioneers throughout New York State. CTG held five regional workshops and conducted interviews with local government professionals who shared information on their e-government projects. They detailed strategies, barriers and benefits of their e-government initiatives, and shared insights and advice for colleagues who are just starting out.

“This briefing serves as a communications tool to assist local governments trying to use technology to pursue e-government,” Meghan adds. “By providing case studies of successful initiatives, along with recommendations and advice from e-government veterans, local government officials can approach their own projects better informed and with reasonable expectations of success.”

The briefing features the comments of a number of local government officials representing all corners of the state. Their perspectives and hands-on knowledge provide solid ground for colleagues planning e-government initiatives for their communities. “Local government is given a set of tasks to perform. When we are forced to choose between plowing the roads and buying a computer system, we have to plow the roads,” explains John Woodward, Schenectady County Clerk.

“But I also have a commitment to provide citizens with a wide-open door to government information through the Internet. The challenge is making sure that it’s easy for the user without making them pay for it.”

E-government programs are as much about consistent engagement as office efficiency, notes Robert Feldman, Trustee in the Village of New Paltz. “We are really trying innovative ways to get more people involved in our village government. We have started to audio broadcast our village meetings live over the Internet. Trustees respond to real-time e-mail questions during the meeting. This new way of interacting is generating a lot of interest and excitement in the community,” he adds.

Print versions of the “Making a Case for Local e-Government” briefing are available by contacting CTG at info@ctg.albany.edu or calling (518) 442-3892, and are downloadable from the CTG web site www.ctg.albany.edu/egov/making_a_case.pdf.

Letters to the Editor

ASPA Code of Ethics Gross Overkill

Dear Editor:

I am responding to your [“An Ethics Moment”, August 2002] column in the PA Times regarding ASPA’s Code of Ethics.

Frankly, I think ASPA’s Code of Ethics is a gross overkill. It’s way too long and contains far too many social improvement statements. While all of the 32 individual points may be valid and important, there’s far too many of them for a code of ethics. This is evidenced, as you so aptly imply in your column, by the number of ASPA members who could not list even a fraction of them. I know that I couldn’t. I’d be willing to bet that there are a boat load of members who don’t even know that ASPA has a code of ethics. Not to mention, but that’s another e-mail for another day.

In my opinion, if we want the membership to truly embrace a code of ethics, it needs to be short and easy to remember. An example may be the physician’s first rule of medicine, “First, do no harm.” It’s a simple statement that can be applied to all physicians, whether they’re surgeons or podiatrists. We need something similar. An easy-to-remember statement with no more than three or four bullet points that could easily fit on the back of a business card. Something that all of our members-practitioner, politician, and academican—can buy into from their individual points of view. The details that support and explain the code, however important they may be, would not be made a part of the code. They would be put in a separate document. We could call them Precepts for Public Service.

As a sidebar, I noted with some interest that virtually all of the members of the committee listed in your column appear to be academicians. There’s only one person who appears from her e-mail address to be a practitioner. Without an equal number of practitioners on the committee, I can’t help but question how balanced the work of the committee will be.

Mark Monson
Deputy Director for Administration Virginia Department of Health Professions Virginia Chapter

Reader Responds to Frederickson Perspective

Dear Editor:

The “Frederickson Perspective” column in the September 2002 issue of PA TIMES is right on, but off course. You hit the bulls eye on the wrong target. As a former member of the University of Kansas (KU) faculty (1975-77) and a founding member of the Black Faculty and Staff Council, I find it strangely haunting to read H. George Frederickson’s thoughts.

KU and Lawrence were both sharply racially divided in the mid-seventies. The blacks in North Lawrence were significantly retarded in their economic and social standing. I had to initiate a lawsuit against USD 497 because of its refusal to allow any black students (my son, in particular) to take geometry in the ninth grade. It was part of the superintendent’s design for keeping black students “in their place”. His assistant had the chutzpa to come to my house and tell me to pack up and leave.

Fast forward to today. In 2002 the American people have suffered through a first in our history in that we have a president appointed by the Supreme Court. Public administrators should be in the streets protesting this violation of the checks and balances so critical to the success of our government since its founding.

Couple this with the government’s use of our current circumstance to scare the American people into cheerily giving up their basic rights and we have much more fundamental problems as citizens than income/wealth inequality. We have serious structural issues before us that threaten to redefine what kind of public household we will inhabit.

Public Administrators must take up the task of convincing the American people not to permit our government at all levels to undermine the Constitution. God knows our politicians are not up to the task.

George L. Williams
MPA ’72
AEMBA ’87

Reader Disapproves of PA TIMES’ use of Release

Dear Editor:

I was interested to see the article “National Experts on Corporate Ethics Meet” in the September 2002 issue of PA TIMES. However, when I read the article, it seemed to be more of an advertisement than a journalistic piece. I visited the web site of the Ethics Resource Center www.ethics.org and found that with the exception of reversing the order of the first two paragraphs, the article was copied verbatim from the press release issued by the ERC. Further, I read in the biography of the ERC President, Stuart C. Gilman, that he has had extensive involvement with ASPA, including serving on the editorial board of PAR [Public Administration Review].

At the very least, publishing a press release of an ASPA friend verbatim on page one above the fold without attribution or notice to the reader that this is not a journalistic piece is poor judgment. It appears to be favoritism and free advertising, and dare I say, unethical.

Further, upon closer examination of the publication, I notice that many pieces do not have bylines and read very much like press releases, leading me to wonder if this is a common practice of a busy PA TIMES staff. I’d like to suggest that in the future, PA TIMES either include a by-line indicating the author of the piece, or a note at the end of the piece indicating that it was a press release issued by the organization discussed.

Thank you.

Elizabeth Bowles
ASPA member
National Capital Area
Arthur Andersen, Where Art Thou?

As an undergraduate majoring in political science back in the twentieth century, my advisor pointed out that the study of government seldom led to promising career prospects. He recommended that I minor in accounting because there were jobs and because, he said, accounting suited my personality. In pursuit of this minor I found a powerful almost genetic connection between accounting and public administration. The core purpose of accounting is, after all, to verify, to authenticate, to certify to the public the integrity of the accounts of a business or a public agency. It is through the external and independent auditing process that the public can know whether a company is or is not profitable or whether taxpayer money is properly spent. Standing at the center of the field was the great Arthur Andersen, the Dwight Waldo or Herbert Simon of accounting. The stock answer to the most vexing accounting question was another question—what would Arthur Andersen do? Andersen, and the firm he built, was the embodiment of public accounting independence, courage and integrity. A favorable annual audit by the Arthur Andersen company or one of the other Big Eight (later the Big Six and now the Final Four) accounting firms was the badge of approval, the coin of the realm. How could things have gone so terribly wrong?

To answer this question, let me recount an experience. Some years ago I was responsible for a public university in the state of Washington. At the end of my first year there, the report of the mandatory annual audit by one of the Big Eight accounting firms arrived and I read it with interest and amazement. After a few pages of tabular material and balance sheets, there were at least 25 pages of management letter comments, most of them highly critical of the management of the university. Buried in the criticism of management was the essential operative phrase for which I was looking—the books of the university were in balance and all public monies were properly accounted for.

Knowing that this audit report was going to be seen by several powerful political and administrative officials in the state capital, I was deeply concerned about all of the criticism of the university management. So I set up a lunch with the primary local representative of the auditing firm. He showed up with a very young partner, whom I assumed to be another certified public accountant. After the preliminaries, I asked him how a financial audit of the university became a critique of university management. After some comments about the lack of accounting controls and what he believed to be weak information technology capacity at the university, he deferred to his partner who turned out to be neither an accountant nor a CPA but a management specialist with a brand new Stanford MBA. The MBA described how the firm could help improve the management of the university, and that he had prepared a preliminary consulting contract for my consideration. He then non-too-subtly suggested that a contract with such a prestigious public accounting firm would help make next year’s audit more favorable. Realizing now that I had taken the bait and was about to be hooked, I paid for lunch and beat a hasty retreat.

It is common practice, I learned, for accounting firms to turn an annual auditing contract into two or more contracts, one for auditing, another for management consulting and so forth. Accounting professionals insist that there are firewalls between different contracts with the same client, firewalls that guarantee that a management consulting contract could not influence the independence and reliability of an annual audit with the same client. The code of professional ethics of the American Institute of Certified Public Accountants recognizes the possibility of problems here and states that members often serve multiple interests in many different capacities and must demonstrate their objectivity in varying circumstances. The challenge of simultaneously serving multiple interests would certainly be recognized by any serious student of public administration because we, too, serve many interests. But, as Bob Dylan sings, in the end you gotta serve someone.

Serving multiple interests is a real problem in public accounting because it turns out that they make a lot more money on their management and information technology consulting practices than they make doing annual audits.

Public accounting firms clearly trade on their public status and their independent capacity to authenticate the validity of corporate and government accounts. Public governance and oversight systems are controlled by popularly elected executive and legislators. Corporations governance and oversight systems are controlled by corporate boards and by stockholders. Public accounting firms are another matter. They are partnerships without stockholders and without any formalized systems of external oversight or governance. They insist that their peer operated control mechanisms, the Financial Accounting Standards Board and the Auditing Standards Board, are sufficient to look after the interests of the public as against the interests of the accounting firms or their clients. Over the years, even in the face of earlier scandals, the accounting firms battled successfully to stop the development of a formal governmental regulatory body. But, after the Enron and other corporate scandals and the implication of Arthur Andersen LLP in those scandals, Congress moved quickly to take the oversight of public accounting out of the hands of the peers and put it in the hands of the new Public Company Accounting Oversight Board (PCAOB), part of the Securities and Exchange Commission. Members of PCAOB are presently being appointed. Persons under consideration include several distinguished people associated with public administration, including Paul Volcker and Charles Bowsher. The leading candidate for chair of the PCAOB is John H. Biggs, a steady voice in favor of increased government oversight of public accounting. Biggs will be stepping down next spring from chairing the board and serving as chief executive at TIAA-CREF, the huge retirement investment group.

Finally, there is a remarkably tight coupling between accounting firms and universities. The major accounting firms have funded a stunning number of endowed chairs, including Paul Volcker and Charles Bowsher. Every prestige American university has one or more. In research for this piece I discovered that so many of the senior faculty in accounting hold such chairs or have colleagues who hold such chairs that it is difficult to get candid comments about current accounting affairs. It is evident over the years that accounting firms wished to improve accounting education by funding chairs, dissertations and the like. But it is equally evident that by doing so they both enhanced their own status and formed connections that made it difficult to be critical of big time accounting practice. It worked because there is no serious critique of accounting practice. In public administration we have gone through several critiques—the new public administration, the intellectual crisis in public administration, the public choice alternative, reinventing government, and the postmodern critique. There is no such thing in accounting.

It is clear that most public accounting is honest, independent and effective. But it is also clear that the overall arrangements for accounting oversight were weak and that accounting education has not provided the challenging perspectives that all fields of practice need. For public accounting to reposition itself it might ask itself again, what would Arthur Andersen do?

Aspa member H. George Frederickson is the stone Professor of Public Administration at the University of Kansas and author of The Spirit of Public Administration (Jossey-Bass, 1997).

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International Partnerships and Activities

Visit the ASPA web site at www.aspanet.org
Survey Finds “A World Transformed” One Year After September 11, 2001

From TERRORISM, pg. 1

A large majority (75 percent) of Americans questioned in the survey favor using U.S. troops to overthrow Saddam Hussein’s government in Iraq, but only 20 percent think the U.S. should act alone. Sixty-five percent of the Americans and 60 percent of the Europeans questioned say the U.S. should only invade Iraq with UN approval and the support of its allies.

While the survey finds President Bush enjoys a warm “thermometer rating” of 72 degrees on a scale of 0-100 among Americans, only 53 percent say his administration’s overall handling of foreign policy is “excellent” or “good.” Fifty-five percent of Americans give the Bush administration positive ratings for its handling of international terrorism, while only in three give the administration positive ratings for its handling of the Arab-Israeli peace process and the situation in Iraq.

Europeans rate the administration’s conduct of foreign policy less positively than their American counterparts (58 percent “excellent” or “good”). Forty-seven percent call its handling of terrorism “excellent” or “good,” and only 20 percent approve of its handling of the Arab-Israeli conflict.

The survey shows a sharp increase in the number of Americans (61 percent) who see Islamic fundamentalism as a critical threat to vital U.S. interests. A significant majority (76 percent) of those questioned say that, based on the events of September 11, U.S. immigration policies should be tightened to restrict the number of immigrants from Arab or Muslim countries.

The survey of public opinion in six European countries finds that more than half (55 percent) of those questioned believe that U.S. foreign policy is in part to blame for the September 11 attacks. At the same time, a slightly larger majority (59 percent) of Europeans believe U.S. conduct since the attacks aims to protect the U.S. from further terrorist attacks, not to enforce the United States’ will around the world.
CPS Human Resource Services Announces $25,000 Grant Program in Partnership with IPMA

Sacramento, CA—CPS Human Resource Services and the International Personnel Management Association (IPMA) have joined in partnership to establish a nationwide grant program to encourage innovation in public sector human resources. The $25,000 grant will be offered one to two times each year to local or state government agencies in the United States. The purpose of the grant program is to enhance excellence in human resources through recognition of contributions to public service that foster quality, fairness, equity and solutions to organizational needs.

“We are excited to be partnering with IPMA on this important grant program,” said Pam Stewart, executive director at CPS. “As the HR industry continues to face new challenges, we feel it is important to encourage innovation and creativity to meet these challenges.”

Organizations selected for the CPS-IPMA grant will be responsible for using the funds to establish a unique or innovative HR-related program within their agency. Requirements for grant consideration as well as application information can be found at www.cps.ca.gov.

Guide To Help Jurisdictions Create Domestic Violence Courts That Meet The Needs of Communities and Victims

San Francisco—When should a jurisdiction create a domestic violence court? What elements make a domestic violence court successful? What steps need to be taken to create a domestic violence court? The Family Violence Prevention Fund (FVPF) has developed a new resource that answers these and other questions facing many communities today. Written by Emily Sack, Creating a Domestic Violence Court: Guidelines and Best Practices explores the increasingly popular innovation of domestic violence courts—specialized courts that hear designated cases involving domestic violence. Guidelines can help jurisdictions decide whether to open a domestic violence court or start a docket dedicated to family violence cases. It also includes information to help communities choose the best model for them.

Nearly one third of American women (31 percent) report being physically or sexually abused by a husband or a boyfriend at some point in their lives, according to a 1998 Commonwealth Fund survey. Every day, hundreds of victims of domestic violence turn to the criminal system for protection. Over the last 15 years, many courts around the country have seen a dramatic increase in the number of criminal domestic violence cases they see.

In domestic violence courts, dedicated judges and staff handle only cases involving domestic violence; in some models, the court also hears related cases involving the same family. Domestic violence courts can address cases that have been traditionally handled by criminal, family and other courts. Judges and court staff are trained to handle all aspects of cases involving domestic violence. Domestic violence courts partner with prevention organizations and advocates, as well as other agencies, to aid victims of abuse.

“At their best, domestic violence courts can help streamline the justice system to provide victims of abuse with the support and services they need,” said FVPF President Esta Soler. “These courts can help ensure that family violence cases will be heard by judges who are educated about the issue.”

Guidelines is available by calling 415-252-8089 or through the online store on FVPF’s web site, www.endabuse.org, or by sending an e-mail to ordering@endabuse.org.

Arts and Culture Advocates Banding Together to Affect State Policy

Philadelphia—A report released by The Pew Charitable Trusts shows that advocates on the state level are having success developing reliable funding for arts and culture through opportunistic coalition-building that brings together the interests of public and private, cultural and non-cultural groups and agencies.

The study—“Policy Partners: Making the Case for State Investments in Culture”—highlights policy victories in 10 states where line-item appropriations, taxes and other funding mechanisms have been used to support the arts humanities, historic preservation and folk life.

The policies profiled in the report point to the increasing evidence that governors and other state policymakers consider the development of cultural resources integral to comprehensive plans aimed at stimulating regional economic growth.

"State policymakers are beginning to appreciate how the proper support of cultural assets is a necessary component to attracting and retaining a creative and mobile workforce," said Marian Godfrey, director of the Culture program at The Pew Charitable Trusts.

The report also outlines the key conditions and capacities needed for such strategies to be used in other states. “Policy Partners: Making the Case for State Investments in Culture” features policies of the states of Arizona, Florida, Indiana, Maine, Missouri, New Hampshire, New York, Oregon, Pennsylvania and Texas.

A goal of the study was to offer fresh ideas for those who have a stake in state-level cultural policy by identifying mechanisms, ideas and practices at work in the states. The report, prepared by RMC Research Corp., focuses on policies that augment public resources for culture.

More information can be found at www.pewtrusts.org and at www.culturalpolicy.org

Predicted 2003 Merit Increases Lowest in Five Years

Washington, DC—The continued economic slump is the apparent reason for the lowest projected merit pay increases in five years, according to HR and compensation executives at the 607 companies participating in an exclusive survey released today by the Institute of Management and Administration’s (IOMA) Report on Salary Surveys (RSS). The survey was conducted in June of this year and the data covers exempt employees who are not top executives.

At 3.6 percent the overall expected merit pay increase for 2003 is barely ahead of the actual increase of 3.5 percent handed out this year, according to the RSS survey. Additionally, this year’s actual 3.5 percent is far lower than the 4.2 percent that companies predicted last year, before the terrorist attacks and before the full effects of the economic slowdown were understood.

A growing number of companies have begun to make merit pay increases genuinely depend on merit. At these companies, there is a freeze on pay raises except for the top performers. Other companies use merit increases for employees whose pay is blow market levels, while raises are frozen for those at the top of their pay scales.

West Coast companies anticipate the highest average increases in the country, at 4 percent, and the widest range, of 2.5 percent to 6.7 percent, according to the RSS survey. The South Central and southeast follow with 3.8 percent and 3.7 percent respectively, while the Northeast and North Central follow with 3.6 percent.

For more information visit www.ioma.com.
Building Good Governance: Reforms in Seoul

Edited by Marc Holzer and Byong-Joon Kim, Building Good Governance: Reforms in Seoul, published by the National Center for Public Productivity and the Seoul Development Institute, contains as cases the reforms which Seoul planned and administered. It addresses the impacts of those reforms as well as difficulties and problems in the implementation process. As there has rarely been such analytical and comparative information available on reform cases in the Asian region, this book should prove to be an invaluable contribution to the countries which plan to promote similar reforms. The book consists of four major sections: enhancing transparency, improving integrity, upgrading responsiveness and increasing productivity. In the volume, there are discussions as to the background and the application process, the problems discovered in the implementation process, the efforts to overcome those problems, and the program effects of the specific reform projects.

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Ordering information:
Checks payable to National Center for Public Productivity, Rutgers University, Grad. Dept. Public Admin., Rutgers U.-Newark, 360 King Blvd., Newark, NJ 07102. $45 per copy, plus $5 for international shipping. $20 for students. Information: pubadmin@andromeda.rutgers.edu or http://newark.rutgers.edu/~ncpp

As pointed out by Holzer and Kim, Western concepts and models of administrative reform were not always applicable to the case of Seoul. The resulting adaptations and solutions to the difficult questions involved in the effort to reform the city may assist other cities in other parts of the world.

–Arie Halachmi, Professor
Institute of Government
at Tennessee State University

This book is an important contribution to the literature about governmental reform, and should be of interest to public administration practitioners and scholars concerned with the effectiveness and openness of governments.

–Glen Hahn Cope, Dean
College of Public Affairs and Administration
University of Illinois at Springfield
Alice Rivlin to Present Third Annual Elliot Richardson Lecture at ASPA Conference

Alice M. Rivlin is currently a senior fellow at the Brookings Institution.

Jess Price

Alice Rivlin has accepted ASPA’s invitation to deliver the third Elliot Richardson Lecture during the 2003 ASPA National Conference. Delivered each year in honor of Elliot Richardson, the lecture series’ theme is “Ethics and Integrity in the Public Service.”

Rivlin, the Henry J. Cohen Professor at the Robert J. Milano Graduate School of Management and Urban Policy at the New School University, is no stranger to Elliot Richardson’s name. In fact, she was one of three recipients of the Council for Excellence in Government’s Elliot L. Richardson Prize for Excellence in Public Service earlier this year. That Rivlin’s fellow recipients were Secretary of State Colin Powell and former Secretary of State George Schultz is indicative of Rivlin’s contributions over the course of her career.

“Rivlin is an outstanding public servant who has served with great distinction in many capacities in government over the course of her career,” said Glen H. Cope, president of ASPA. “I’m delighted that she has accepted our invitation to give the Elliot Richardson Lecture at the National Conference. Rivlin has much to share with us about government and public service, and is an excellent choice to honor the life and career of Elliot Richardson at ASPA’s 2003 conference.”

Rivlin’s career has included stints in several well-known positions. In the late 1960s, she served at the Department of Health, Education and Welfare as assistant secretary for planning and evaluation. She was the founding director of the Congressional Budget Office in 1975, and remained in that capacity until becoming director of the Economic Studies Program at Brookings Institution. After serving as both deputy director and director of the White House Office of Management and Budget, and as chair of the District of Columbia Financial Management Assistance Authority, Rivlin returned to the Brookings Institution in 2001. She is currently a senior fellow in the Economic Studies program and the co-director of the Greater Washington Research Program at Brookings.

Rivlin has taught at Harvard and George Mason Universities, has served on the boards of directors of several corporations, and has been president of the American Economic Association. She is currently a member of the board of directors of KPMG Consulting. Rivlin has also contributed to the literature of her field. Her books include Systematic Thinking for Social Action (1971), Reviving the American Dream (1992), and Beyond the Dot.coms (with Robert Litan, 2001).

Rivlin was born in 1931 in Philadelphia and grew up in Bloomington, IA. She received a B.A. in economics from Bryn Mawr College in 1952, and a Ph.D. from Radcliffe College (Harvard University) in economics in 1958.

Elliot Richardson held four cabinet positions and five other distinguished political appointments during his career. He is remembered for his high standards of integrity; as attorney general under President Nixon during the Watergate investigation, Richardson chose to resign rather than carry out Nixon’s order to fire Special Prosecutor Cox.

The Elliot Richardson Lecture is given annually at ASPA’s National Conference as a tribute to Richardson’s life’s work. Each year, an important issue is selected relating to the series’ theme of “Ethics and Integrity in the Public Service.” A speaker is chosen based on expertise in the area and ability to impact the work of public administrators.

Jess Price is communications associate at ASPA. E-mail: jprice@aspanet.org

Hamilton Speaks at Fourth Annual Texas ASPA & CPM Conference

Howard R. Balanoff

In September, the Fourth Annual Texas ASPA and Certified Public Manager Conference (CPM) was held at the George Bush School of Government and Public Service on the campus of Texas A&M University. The conference was sponsored by Southwest Texas State University’s William P. Hobby Center for Public Service, the George Bush School for Government and Public Service and University of Texas (UT) LBJ School of Public Affairs, in cooperation with the Centex Chapter of ASPA.

The Texas conference featured two plenary speakers. Delivering the William P. Hobby Distinguished Lecture was Mary Hamilton, executive director of ASPA.

Former Texas Lieutenant Governor William P. Hobby himself introduced Hamilton. The title of Hamilton’s lecture was “Government Matters More Than Ever: Toward Respect for Government in an Increasingly Privatized World.” Hamilton told the audience of about 200 participants that government has a valuable role to play in today’s society. She noted that government’s role has increased rather than decreased because of the events of September 11, 2001.

Jim Olsen, a senior lecturer and the CIA officer in residence at the Bush School, gave the morning plenary session. Olsen’s presentation focused on the ethics of public administrators in the post...
Fall is ASPA Season

The weather is getting crisp and cool. The leaves are beginning to turn vibrant colors. It must be ASPA season! To me, spring and fall have been ASPA season for many years. In the spring, ASPA members look forward to attending the COMPA conference followed by the ASPA National Conference amid warmer weather and spring flowers. In the fall, three important ASPA activities vie for our attention: regional and section conferences, the ASPA Mid-Year Meeting and awards nominations. All of these are important opportunities for ASPA members to contribute to our profession. ASPA conferences scheduled for this fall include the SICOPA conference in Columbia, SC, October 2-5; the ABFM conference in Kansas City, October 10-12; and the District IV Midwest Conference, October 24-26, in Omaha, NE. After Thanksgiving, the ASPA Mid-Year Meeting will be held December 5-8 in Washington, DC. I’m looking forward to attending all of these conferences and seeing many of you at one or more of them.

The other important fall opportunity for ASPA members doesn’t require travel and it only costs the price of a stamp. It doesn’t require us to think about the contributions made by our fellow members of ASPA and other public administrators over the past year, and to take the time to nominate them for the recognition they richly deserve. The nominating period for ASPA awards opened September 1, as announced in the September PA TIMES and on our web site. It remains open through October 18, 2002. When you receive this, you’ll have only a week or two to complete the nominations for these awards. If you haven’t already, please take the time right now to think of appropriate individuals who should be recognized by ASPA, and to nominate them by October 18.

ASPA has a lot of awards for very good reasons. Notwithstanding the bureaucracy bashing that sometimes emanates from public officials and members of the public, public administration is a noble profession that offers few opportunities for individuals to be recognized for their important and sometimes heroic efforts. Over the past year many well-deserved accolades have been given to the heroes of September 11, 2001. Similar public recognition has been and will continue to be forthcoming when extraordinary domestic or international events focus the spotlight on individuals or organizations that seem to go far beyond expectations. But my experience of more than 30 years in public administration has proven to me, at least, that extraordinary achievements occur every day, week, month and year because public administrators make those extra efforts all the time in response to public needs and ordinary events. ASPA awards recognize those achievements, and bring deserved recognition to the individuals and organizations that make them happen.

The National Public Service Awards (NPSEA) are among the most prestigious of ASPA’s awards. Selected jointly by ASPA and the National Academy of Public Administration (NAPA), these awards are presented at the ASPA National Conference to recognize outstanding public service practitioners. Other awards that recognize individuals who have made outstanding contributions both to ASPA and to the profession include the Elmer B. Staats Lifetime Achievement Award for Distinguished Public Service, which recognizes career accomplishments and to the public service and to ASPA over a lifetime. The Paul P. Van Riper Award for Excellence in Service honors an ASPA member who has made significant contributions both as a practitioner and as an academic. The Donald C. Stone Award for Service to ASPA honors ASPA members who have made outstanding contributions both to ASPA, other than ASPA presidents and former presidents, who are ineligible for this award. The Charles H. Levine Memorial Award for Excellence in Public Administration is a joint award given by ASPA and the National Association Schools of Public Affairs and Administration (NASPAA) to a public administration faculty member who has demonstrated excellence in teaching, research and service. The James E. Webb Award is given for the best paper presented at the ASPA National Conference. The Dwight Waldo Award is presented to an individual who has made outstanding contributions to the professional literature of public administration over an extended career.

ASPA also presents awards to honor the integrity of public organizations. The Public Integrity Award recognizes an organization that has made outstanding contributions to responsible conduct in public service. The Equal Opportunity/Affirmative Action Exemplary Practices Award honors individuals and organizations that have made contributions to a more equal society. CAP Awards are given by the Center for Accountability and Performance, to honor individuals and organizations for excellence in performance measurement and accountability.

Other awards include the Oveta Culp Hobby Training Awards for excellent chapter and section professional development activities, and Chapter/Section Newsletter Awards. In addition to national awards, ASPA chapters and sections give a number of awards with varying requirements and deadlines. Section and chapter newsletters and e-mail listers will provide information on these awards.

Do you know of an organization or individual who qualifies for an ASPA award nomination? Qualifications for national awards were published in the September PA TIMES and are on ASPA’s web site. Please consider nominating qualified and deserving recipients for many ASPA awards as possible. Let’s join together to recognize our colleagues for their outstanding achievements.

Glen H. Cope
gcope@aspanet.org
In Memoriam

Harold Seidman gives his acceptance speech for the Keeper of the Flame award at the NAPA Awards Luncheon at ASPA’s National Conference in 2001.

The ASPA community is saddened by the recent loss of charter member Harold Seidman. At the time of his death, Seidman was also a senior fellow of the National Academy of Public Administration (NAPA).

Seidman’s career began with five years as director of research for New York City’s Department of Investigation. He followed this with 25 years in the U.S. Government Corporation Control Act, Hawaii Statehood Acts and the implementation of the Alaska and City’s Department of Investigation. He followed this with 25 years in the U.S. Government Corporation Control Act, Hawaii Statehood Acts and the implementation of the Alaska and Hawaii Statehood Acts and the Government Corporation Control Act, and also in establishing a Panama Canal Company.

In 1968, Seidman officially retired, but his contributions to public administration did not stop there. In 1970, Seidman’s book Politics, Position and Power was published. From 1971 through 1984, he was a professor at the University of Connecticut; during this time, he also spent three years as a visiting professor at the University of Leeds in Leeds, UK. From 1984 to 1987, Seidman was a guest scholar at the Brookings Institution, after which he joined Johns Hopkins University’s Center for the Study of American Government.

While maintaining this active schedule, Seidman still managed to write reports and testify in front of Congress on executive management and organizational issues. He also served as the United States’ representative to the Committee on Administrative Practices of the International Institute of Administrative Sciences.

In 2001, Seidman’s post-retirement contributions were recognized when he received the Keeper of the Flame Award from NAPA and ASPA. Also in 2001, Seidman celebrated his 90th birthday; to celebrate, the August 2001 issue of PM TIMES included a collection of notes from his friends and admirers within the public administration community.

In August, the opportunity to participate in the national conference of the Institute of Public Administration of Canada (IPAC) in Halifax, Nova Scotia. The theme of the conference was “Public Administration on the Ground.”

Among the nearly 500 attendees were civil servants from all levels of government in Canada, and from several Canadian universities. International participants included delegations from South Africa, Malawi and Uganda, all nations with whom IPAC has collaborative relationships. IPAC acts as a broker to bring together Canadian agencies or governments with the governments of these countries to do some very basic “on the ground” nation building—building stable governmental institutions and basic rule of law.

I was impressed with several things at the conference. First, with how similar the issues are that they and we are struggling with in the U.S. public sector, e.g., an aging workforce, distrust of government, bias toward the private sector that includes denigration of the public sector, doing more with less, accountability and much more.

I was also impressed by the sense that Canada’s long tradition of respect for public service prevails, even in the face of what we all hope is a brief fad of government bashing and the “triump of markets” at the expense of the public sector.

The conference showcased many examples of innovation at all levels of the public service in Canada. The three recipients of the annual Innovative Management Awards serve as good illustrations. Faced with doing more with much less, three provincial governments won awards from IPAC because they found ways to solve significant problems (e.g., cross-border crimes, youth crime, poverty) by creatively leveraging existing resources. The initiative and ingenuity displayed by these groups was most impressive.

The creativity and commitment of Canadian public servants and citizens was also evident from presentations on their handling of major crises. The crash of Swiss Air Flight 111 in 1998 off Peggy’s Cove in Nova Scotia was an enormous undertaking for the small province. Together with many other parts of Canadian government and several other nations, officials managed to locate and identify every person on that flight as well as salvage most of the aircraft. But most important, they put the families of the victims first in all that they did. They communicated with the families daily, before they talked to the media or the politicians. They took whatever time was necessary to explain the operation in detail and why it was taking so long. They did everything they could to help the families deal with their loss and grief.

I was also impressed and touched by how deeply Canadians felt the attacks on the United States of September 11, 2001. I appreciated hearing about how effectively and energetically they helped when hundreds of diverted aircraft descended on the tiny airports of northeastern Canada that day. A photo of the 45 huge airplanes—lined up two abreast—that landed in the small Halifax airport on September 11 told part of the story. The rest involved public servants and citizens working frantically to process people from the planes so they could disembark and then finding them places to sleep and eat for the three to four days when no planes were flying. It was a huge and heroic effort and these Canadians were grateful to be able to help during that terrible time.

Overall, I found the IPAC conference stimulating, uplifting and reassuring. It is an experience that I recommend to every ASPA member. I welcome your comments and questions. Please contact me at 202-585-4307 or mhhamilton@aspanet.org.

Impressions of the IPAC Conference

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Conference Features Speakers from Texas Universities

For additional information about the Centex ASPA Chapter contact Centex ASPA President Roberta Byram at roberta.byram@ci.austin.tx.us The Centex ASPA web page can be found at http://www.main.apsa.org/aspal

Howard Balanoff is the William P. Hobby Professor for Public Service at Southwest Texas State University. He is also the director of the University’s William P. Hobby Center for Public Service and Director of the Texas Certified Public Manager (CPM) Program. Balanoff is a former member of ASPA’s National Council. E-mail: bbl2@swt.edu
Academy of Public Service Essay Contest Explores Students’ Definitions of Public Service

Ann Hess
ASPA’s Massachusetts Chapter recognized three Academy of Public Service (APS) High School students for their essays defining “public service” at its annual meeting. Gabrielle Jean-Pierre was awarded first place, while Balynda Harrison and Denroy Thomas were also recognized by the more than 60 area public administrators in attendance. The essay question was “How would you define ‘Public Service?’ Select a public servant who is a role model and explain why you chose that person.” Highlighting the breadth of public service were the choices in role models by the participants, from the traditional—family members, doctors, rescue workers, and teachers— to APS mentors, day care providers, youth leaders, elected officials, transportation workers and even Johnny Cochran.

The APS Awards Committee, charged with reading and judging 20 student essays in less than a week, included Ryan Ferrara from the Massachusetts Water Resources Authority; Wendy Haynes, formerly of the Massachusetts Inspector General’s Office; Ann Hess, of the Boston City Council; and Dorothy Sullivan with the Massachusetts Division of Employment and Training.

First-place essayist Gabrielle Jean-Pierre described public service as the essence of life. While an initial reaction might be that this is too strong a definition, Jean-Pierre backed up her words by describing public service as a lifetime that everyone loves. Everyone needs support, and public service provides that assistance. Jean-Pierre learned through Teen Empowerment that although she is perceived as a strong individual, even she needed help to deal with the ugly contents of her experiences, not just put them in a box so that no one can see. With the help of public servants, she deals with her issues. To Jean-Pierre, public servants serve more than the community. They serve with their hearts, and for her to conquer her anger, they gave her their hearts, going the extra mile.

Finalist Balynda Harrison relayed a story to begin her essay. “Did anyone ever tell you that you are the best eleventh grade student? You have a gift for making new friends, and you demonstrate true concern.” For Harrison, teachers do that. She remembers Simpson from the first day she met her, because she shares a piece of her own life—her family—with her students, and demonstrates true concern.

Finalist Denroy Thomas sees public service not as a job, but as the people behind the job. He wrote that anyone can serve the public, but not everyone can have an impact on the public. Public servants don’t do their jobs for themselves, but for the benefit of others and for a sense of joy that is priceless. For Thomas, teachers are role model public servants because they have helped him realize that whether or not he reaches his life goals depends entirely on how he prepares for them and how badly he wants them.

Harrison and Denroy Thomas were also awarded a prize to a single APS junior. ASPA member Ann M. Hess, MassASPA President Elect, is an attorney currently serving as the staff director for the Boston City Council.

E-mail: ann.hess@cityofboston.gov

ETHICS IN PRACTICE AWARD
NOMINATIONS ARE NOW BEING ACCEPTED BY THE ASPA SECTION ON ETHICS

This prestigious award is being offered by the ASPA Section on Ethics to recognize exemplary ethical behavior in the workplace. The award will be presented at the ASPA National Conference in 2003. Application deadline: December 31, 2002.

Nominations may come from any of the public service, governmental, non-profit or academic sectors. The nomination statement and format may be flexible provided that the criteria for nomination both reflect and relate to the core values embodied in the ASPA Code of Ethics. Nominations may cover a wide range of topics and areas, but the focus should be on notable achievements related to the workplace where broad recognition is worthy and appropriate. Additional information may be needed by the Awards Committee, but confidentiality will be respected where requested or necessary.

Please submit nominations to Russ Carlen, Chair of the Ethics in Practice Awards Committee, at EthicsInPractice@aol.com. He can also be reached at 206-427-8580.

ASPA Section on Ethics
Best Student Paper Award

The ASPA section on Ethics invites nominations for the Best Student Paper on public administration ethics. The Section encourages graduate and undergraduate students enrolled in an academic course of study in calendar year 2002 to submit entries. (NOTE: Papers that students have co-authored with a faculty member are ineligible.) The student whose paper is selected will receive a framed certificate, a cash award of $150 and publication of an executive summary in the Section’s newsletter, Ethics Today; the full paper will be available through the Section’s web site.

The deadline for faculty to nominate student papers is January 4, 2003. The paper should be no longer than 25 pages (doubled spaced, with 12-point type). Please send four copies of the paper along with the faculty letter supporting the nomination to Mylon Winn—Chair, Best Student Paper Award Nomination Committee at mwinn@ualr.edu.

The ASPA Section on Ethics will present this award during the ASPA national conference in Washington, D.C., March 15-18, 2003. For additional information, please contact Dr. Mylon Winn at mwinn@ualr.edu.
Chapter/Section News

Low Country Chapter Recognizes Administrator and Public Organization of the Year

Tamnie Hoy

The Low Country (SC) Chapter of ASPA would like to congratulate this year’s Public Administrator of the Year and Public Organization of the Year for their diligent work in the area of government service and public administration.

Outstanding Public Administrator of the Year for 2002 was awarded to McBry “Mack” Canterbury, chief deputy county administrator for Charleston County, South Carolina. Canterbury has worked in local government for over 34 years. His experience runs the gamut of regional planning, county planning and county administration. For the past 16 years, Canterbury has worked side by side with the county administrator, overseeing the general administration and operation of the county through the supervision of seven departments. His expertise and high standard of administration make Canterbury the professional and the award-winning administrator he is recognized to be.

Canterbury is a certified planner with a hands-on public administration background. He is committed to his profession, his colleagues and his community through his affiliation with various associations and committees, including the American Planning Association of South Carolina, the American Institute of Certified Planners, the State Emergency Response Commission, and the Isle of Palms Planning Commission.

The Low Country Chapter of ASPA would like to recognize Canterbury’s commitment and dedication to the field of public administration and his professional contribution to the County of Charleston.

Outstanding Public Organization of the Year for 2002 was awarded to the mayor and city council of Goose Creek for their vision to develop a master plan for a downtown corridor. The master plan redefines downtown Goose Creek with a “Main Street,” a central business district, residential areas and green space. The plan was a way to re-orientate the city to focus on leading the main arteries of Goose Creek’s Highway 52 and 176 to enter into a Main Street, pulling development inward to form a downtown center.

The greatest feat of this master plan was pulling together a team of leaders to guide and develop the plan. Thirty people from the community came together to identify the major factors that were positively and negatively affecting the growth of Goose Creek. These representatives formed a steering committee including business owners, developers, concerned citizens, public officials and city employees known as the Economic Development Advisory Committee (EDAC). For nine months the committee came together to discuss and define a downtown redevelopment plan that would incorporate streetscape, entryways and overlay zoning.

The master plan incorporated an enormous amount of strategic planning by various committees, representatives, the EDAC and design professionals. The team worked with the South Carolina Development Association to help Goose Creek create a three-day design charrette that included feedback and ideas from over 150 participants from both the business and residential community offering their vision for downtown Goose Creek.

What resulted from years of planning, collaboration and partnership building was an award-winning master plan that highlights the Point (the small triangle at the crossroads of several major local roads) as the site of downtown Goose Creek. This “Main Street” design will incorporate shops, restaurants, small businesses and green space facing inward with wooded pathways lining the streets pulling activity inward as a central meeting place where residents can live, work and be entertained in a downtown atmosphere. Design has already begun for street-scaping two of the involved roads, along with the beginning phases of the Point entry-ways. Completion is scheduled for 2003.

The Low Country Chapter of ASPA commends the City of Goose Creek for its fore-thought in design principles and its commitment to the citizens of Goose Creek and the surrounding area to provide a downtown setting that is safe, functional, attractive and inviting.

ASP A member Tamnie Hoy is community development coordinator for the city of Charleston, SC, and secretary of the Low Country Chapter/PAC.

E-mail: hoy@ci.charleston.sc.us

Members on the Move

Michael Armacost—will join Stanford University’s Asia/Pacific Research Center as Walter Shorestein Distinguished Fellow.

Al Bavon—spent ten days in Ghana as a visiting professor in the Executive MPA Program at the Ghana Institute of Management and Public Administration. His experiences there were included in a paper, entitled “Local Government Administrative Reforms in Sub-Saharan Africa: Western Approaches Versus the African Reality,” presented at the annual conference of the African Studies Association in Houston, TX.

David Bernstein—has accepted a position as an evaluation specialist in the Applied Research Group for the Montgomery County Public Schools in Montgomery County, MD.

Michael McGuire—has been granted a developmental leave from the University of North Texas for the spring 2003 semester in order to continue his policy research in the area of child and adolescent mental illness, as well as his management research on public networks.

Charledean Newell—received the University of North Texas President’s Council Service Award, the School of Community Service Friedman Award, and the SCS Dean’s Special Award.

Antonio Puente—accepted a revenue analyst position for the city of Denton, TX.

David Schultz—has completed a three-year term as director of the Hamline University DPA program and will return to teaching and writing.

Joel Valdez—was recently recognized by the Tucson-Pima (AZ) Public Library System Board, which will name its main library after him.

Arthur R. Williams—has been appointed chair, Division of Health Care Policy and Research, Mayo Clinic, Rochester, MN.

Les Washington—has accepted the position of department director of neighborhood and community services for Kansas City, MO.

Nora Wittstruck—accepted a position as a senior associate with Moody’s Investors Service in Dallas, TX.

Dakisha Boone and Jessica Warcho1 recently graduated from the University of North Texas MPA program. Both Boone and Warcho1 graduated in May 2002, and were inducted into Pi Alpha Alpha, the national honor society for public administration.

Charles Cox and Lois M. Reynolds recently became executive board members for the Government Finance Officers Association (GFOA). Both Cox and Reynolds have been GFOA members for 16 years.

Derick and Jennifer Brinkenhoff were honored with the Independent Sector’s 2002 Virginia A. Hodgkinson Research Prize for their work on the special issue of Public Administration and Development, entitled “Government-Nonprofit Relations in Comparative Perspective.” The issue contains contributions from ASPA members Lori Brainard, Terry Cooper, Arthur Goldsmith, Alicia Kitsuse, and Juliet Musso.
HAVE YOU TAKEN CARE OF YOUR CHILD’S FUTURE?

**HIGH COVERAGE AMOUNTS AVAILABLE.**
Now you and your spouse can each apply for any amount—in $25,000.00 levels up to $200,000.00—of term life insurance. Plus, you can even insure your children for up to $2,500.00 each.

**ENJOY GROUP RATES.**
As an ASPA member, you can take advantage of group rates. Savings in paperwork, administration costs and handling are passed directly on to you.

**THE LIVING BENEFIT LETS YOU COLLECT UP TO 50% OF YOUR BENEFIT EARLY.**
The Living Benefit lets you collect up to 50% of your benefit amount early if you are faced with a terminal illness and have six months or less to live. So you’ll have extra cash when you and your family members need it most.

**YOUR COVERAGE WON'T BE CANCELED BECAUSE OF AGE.**
As long as you are an ASPA member, pay your premiums and the group plan remains in force, your coverage won't be canceled.

**ENDORSED BY YOUR ASSOCIATION.**
This Life Plan is the only one endorsed by ASPA because it meets our standards for value, stability and affordability. You can count on the ASPA Group Term Life Plan for the peace of mind you need and the financial protection your family deserves.

**COLLECT UP TO $20,000.00 MORE WITH THE OPTIONAL ACCIDENT BENEFIT.**
If your family loses you suddenly in an accident, they’ll probably have unforeseen expenses to deal with. The optional Accident Benefit provides up to $20,000.00 on top of your Life Benefit amount to cover those expenses and give your family an extra cushion of support.

For a free, no-obligation information kit, call TOLL FREE

1-800-882-5630

and ask for Priority Code : 012832-1-1-1

(Our hearing-impaired or voice-impaired members may call the Relay Line at 1-800-855-2881.)

With the ASPA Life Plan, you can help guarantee a bright future for your child—even if you can’t be there.
The following are new ASPA members, or have rejoined ASPA in the month of August 2002.

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UNIVERSITY POSITIONS

Dean, College of Social Sciences
Florida State University

Dean, College of Social Sciences. Serves as chief academic and administrative officer. Candidates sought with: ability to represent interests of social sciences to University administration, state and federal agencies, community leaders, private donor prospects, and other universities; leadership and creative vision indicative of commitment to enhancing College’s scholarship and teaching, and promoting accomplishments of faculty; significant administrative and budgeting experience; skills necessary to play major role in College’s fund-raising activities; and record of scholarly achievement allowing appointment as tenured professor in one of College’s academic units. 12-month position with competitive salary and benefits, beginning Fall 2003. Screening of applicants will begin November 15 and continue until position is filled. Submit letter of application, CV, and names, addresses, phone numbers, and email addresses of three references to: Mary Ellen Guy, Professor and Eminent Scholar in Public Administration, Chair, Social Sciences Dean Search Committee, Florida State University, Tallahassee, FL 32306-2160, FAX (850) 645-9423. Also submit vita electronically to dvana@mail.fsu.edu. Nominations deadline November 1. FSU is an equal opportunity/affirmative action employer. Women, minorities and persons with disabilities are strongly encouraged to apply.

Associate or Assistant Professor of Public Administration
Penn State Harrisburg

The successful candidate for this position will have teaching and research interests in such areas as Public Administration as Human Resource Management, Public Management, and Research Methods. Qualifications include an earned doctorate in Public Administration or a closely related discipline by time of initial appointment date, and a record of (or potential for) sustained scholarly productivity. Candidates for appointment at the Associate level should have a record of sustained teaching excellence and publications. Individuals with a record of relevant experience in Management or Policy are preferred. The School of Public Affairs offers a NASPAA-accredited MPA degree and a Ph.D. in Public Administration. For more information on the School, visit our web site at http://www.hbg.psu.edu/spa. Send letter of application, curriculum vitae, and names and addresses of five professional references to: Public Administration Search Committee, c/o Mrs. Dorothy Gay, Director of Human Resources, Penn State Harrisburg, Box ASPA, 777 West Harrisburg Pike, Middletown, PA 17057. Application review will begin on October 15, 2002 and continue until the position is filled. Penn State is committed to affirmative action, equal opportunity, and the diversity of its work force.

Three Faculty Searches
Cleveland State University

The Maxine Goodman Levin College of Urban Affairs at Cleveland State University seeks applications and nominations for three faculty positions. The Levin College is ranked among the top 10 schools of urban affairs in the nation and our MPA program specialization in city management and urban policy is considered among the best in the nation. We offer graduate and undergraduate degrees in our new, state-of-the-art facility. Located in downtown Cleveland, Cleveland State University enrolls 17,000 students, and the College through its 11 different research centers is actively involved in projects that impact the region. The College’s emphasis on research and teaching offers urban scholars many exciting research, public service and professional opportunities.

The Albert A. and Maxine Goodman Levin Chair

The Chair was endowed by the family of the late Albert A. Levin and Maxine Goodman Levin in honor of their commitment to downtown Cleveland. The Levin Chair was the first endowed professorship in America combining research and classroom teaching with direct public service. A nationally recognized urban scholar is sought who is able to bridge research and public service while working with community leaders on issues that advance Greater Cleveland’s future. The holder of the Levin Chair will assume an active and integral role in the Greater Cleveland community. The selected individual will receive substantial support to foster their research agenda and secure external support for research and public service.

Appointment to the Chair is for a five-year renewable term. Minimum qualifications include (a) an earned doctorate or appropriate professional degree and career experience in an appropriate field; (b) a record of excellence in scholarship; and (c) public service achievement. Preferred candidates will have experience teaching at the university level.

Associate/Assistant Professor – Public Budgeting and Finance

The Levin College seeks an individual with specializations in public finance and budgeting and with a commitment to working with state and local officials and the analysis of complex fiscal issues. Interest in, or evidence of, an established publication record, a record of public service, and involvement with funded research is desired (and required for appointment as an associate professor). An earned doctorate or appropriate terminal professional degree is required for appointment at either rank.

Assistant/Associate Professor – Economic Development

An important portion of the College’s reputation and research has focused on economic development. In addition, the College’s involvement with economic development in Greater Cleveland provides researchers with a vibrant environment in which to both seek new solutions and test theories with governments and civic leaders willing to consider new approaches to old problems. Interest in, or evidence of, an established publication record, a record of public service, and involvement with funded research is desired (and required for appointment as an associate professor). Applications for this positionwill be accepted from candidates who are near completion of their dissertations. A letter from the candidate’s advisor that discusses the stage of the dissertation and the candidate’s progress must accompany the application.

Public Administration Faculty Position, Health Care Administration
Pace University

The Department of Political Science in the Dyson College of Arts and Sciences at Pace University invites applications for a tenure-track faculty position in Health Care Administration, an option in the Master of Public Administration program, to begin Fall 2003. Candidates should have a Ph.D. in public administration, political science, public health, public policy, or other directly relevant discipline; demonstrable expertise in health care management issues; and evident success or potential for significant scholarly publication and excellent teaching. The successful candidate will be able to teach graduate and undergraduate courses relevant to health care administration, health care policy, and general public administration. This position will be housed primarily at the White Plains campus, but the candidate will be expected to offer occasional courses at the Pleasantville and Manhattan campuses.

For full consideration, send a letter of application, a current curriculum vitae, a statement of teaching philosophy, and the names, addresses, telephone numbers, and e-mail addresses of three or more references by October 15, 2002 to: Dr. Mary A. Timoney, Chair, Department of Political Science, Lubin Graduate Center, 3 Martine Avenue, White Plains, NY 10606.

Pace University is an Equal Employment and Affirmative Action Employer, M/F/D/V, committed to ensuring a diverse learning and working environment. Women and minorities are encouraged to apply.

Senior and Junior Level Full-Time Tenure Line Faculty Searches
American University

American University’s School of Public Affairs invites applications for two full-time, tenure line faculty positions in the Department of Public Administration, one at the rank of associate or full professor, and one at the rank of assistant professor, both for FY 2003-2004.

Senior position: Applicants must possess a record of scholarship that has led to national or international visibility within an area central to the study of public administration and have played (or be prepared to play) a leadership role in related professional associations. The individual chosen will be expected to teach both pre-service students and mid-career executives. The individuals must relate well to students and have a demonstrated record of excellence in teaching.

Junior position: The person hired will teach graduate courses in the analytic core of the department’s Master of Public Policy degree. In addition to a broad knowledge of policy analysis, this will require substantial expertise in the areas of applied public economics, political economy, and quantitative methods. Ability to teach program evaluation is especially desirable. Candidates must have an established and productive research agenda in public policy and be able to demonstrate strong teaching skills.

Candidates for both positions should have an earned PhD—for the senior position, in public administration or social science; for the junior position, preferably political science, public policy, public administration, or economics. Applicants, especially those for the junior position, should be prepared to teach related courses in the departments of Government and/or Justice, Law and Society.

Review of applications will begin November 1, and continue until the positions are filled. Interested candidates should send a letter of interest, a current curriculum vitae, teaching evaluations, and three letters of reference to: Bridget Hartman, School of Public Affairs, American University, 4400 Massachusetts Avenue, NW, Washington, DC 20016-8022.

American University is an AA/EEO university committed to a diverse faculty, staff and student body. Minority and women candidates are strongly encouraged to apply.
Faculty Candidate, MPA Program
Brigham Young University

The George W. Romney Institute of Public Management, Brigham Young University, is seeking faculty for its MPA program. Field is open.

Senior academic rank candidates must demonstrate a record of academic achievement in addition to PhD. Junior level candidates should have PhD or be near final stages of dissertation. The Institute is interested in excellent teachers and active researchers, with a commitment to the public and nonprofit sector.

Housed in Brigham Young University’s Marriott School of Management, the Institute offers an accredited MPA degree focused on theoretical foundations and technical skills. Over 100 full-time and 80 part-time students are enrolled in the program.

Review of applications and nominations will begin in August 2002, and will continue until the position is filled. Letters of application or inquiry should include research and teaching interests. Please include curriculum vitae and names and addresses of three references. Starting date is August 2003. Address inquiries to Robert J. Parsons, Director, Romney Institute, Brigham Young University, 760 TNR, PO Box 231358, Provo UT 84602-3158; robert_parsons@byu.edu.

Brigham Young University, an equal opportunity employer, is sponsored by the Church of Jesus Christ of Latter-day Saints and requires observance of Church standards. Preference is given to members of the sponsoring Church. Women and minorities are encouraged to apply.

Assistant Professor Political Science
The University of Wyoming

The University of Wyoming, Department of Political Science, invites applications for a full-time, tenure-track assistant professor position at the rank of Assistant Professor with specialization in Public Administration, beginning in August 2003. Ph.D. in political science or public administration, or DPA required for faculty rank. Primary teaching responsibilities involve graduate (MPA) courses in ethics and non-profit management. The ability to teach organization theory and personnel also preferred. Aptitude or experience in government and/or dealing with mid-career students is highly desirable. We seek a dynamic scholar who combines an active research agenda with excellent teaching and student advising. The successful applicant must be an active participant in all aspects of the MPA program, which includes both off-campus and on-campus courses and teaching using compressed video and/or intensive weekend formats. Interdisciplinary research is encouraged. Salary is competitive. The University of Wyoming is an equal opportunity/affirmative action employer. Screening of applications will begin on November 1, 2002. Arrange for three letters of recommendation to be sent, and send letter of application, vita, transcripts, and teaching evaluations (if available) to: Dr. Robert Schullmann, Public Administration Recruitment Committee, Department of Political Science, University of Wyoming, PO Box 830688, Laramie, WY 82071. Position #0772.

Assistant Professor of Public Administration
University of Kansas

The Edgar O. Steine Graduate Program in Public Administration at the University of Kansas seeks applicants and nominations for a full-time tenure-track Assistant Professor to begin August 18, 2003. The field of specialization is public budgeting, with secondary fields open. However, we are especially interested in candidates with a metropolitan/regional/urban focus. The Steine Program offers a nationally ranked MPA program and a small, collegial faculty with a strong research and teaching record. An earned Ph.D. or DPA is preferred, but outstanding candidates nearing the completion of their doctorate will be considered. Women and minority candidates are especially encouraged to apply.

Primary responsibilities include research and teaching MPA and undergraduate students on and off campus as well as doctoral students in the Division of Government. Candidates must provide demonstrable research and teaching qualifications and evidence of excellence, or potential for excellence, in research and teaching. Salary is competitive and commensurate with experience. This position is contingent on budgetary approval.

Initial review of applications will begin November 1, 2002 and will continue until the position is filled. Interested individuals should submit a curriculum vitae, teaching evaluations, three letters of recommendation, and one or two article-length manuscripts or other writing samples to: Jocelyn M. Johnston, Faculty Search Committee Chair, Department of Public Administration, University of Kansas, 1541 Lilac Lane #318, Lawrence, KS 66045-3177. The University of Kansas is an Equal Opportunity/Affirmative Action/Equal Access/Equal Opportunity Employer with Disabilities Act Employer.
The University of Georgia’s Department of Public Administration and Policy in the new School of Public and International Affairs invites nominations and applications for a position with teaching and research responsibilities in the department’s MPA and doctoral programs. This tenure-track entry level position requires teaching and research focus in public policy and applied economics. The position specifically requires teaching microeconomics and other analytical skills to students with a specialization in public policy. Candidates should also demonstrate a substantive policy specialization. While the areas of specialization are open, we have particular interests in health, environmental, and water policy. Qualifications include a doctorate in public policy, economics, public administration, or a related area. The successful candidate will have a strong commitment to high-quality research and teaching. The starting date for the position is August 2003. Applications and nominations should be sent to: Chair, Public Administration Recruitment Committee, Department of Public Administration and Policy, University of Georgia, Athens, Georgia 30602-1615. Applications should include a curriculum vitae, three letters of reference, transcript of graduate work, sample of the candidate’s best written work, and, if available, teaching evaluations. All applications received by October 15, 2002, are assured of full consideration. The University of Georgia is an Equal Opportunity/Affirmative Action Employer.

Public Policy/Applied Microeconomics
University of Georgia

The University of Georgia’s Department of Public Administration and Policy in the new School of Public and International Affairs invites nominations and applications for a position with teaching and research responsibilities in the department’s MPA and doctoral programs. This tenure-track entry level position requires teaching and research focus in public policy and applied economics. The position specifically requires teaching microeconomics and other analytical skills to students with a specialization in public policy. Candidates should also demonstrate a substantive policy specialization. While the areas of specialization are open, we have particular interests in health, environmental, and water policy. Qualifications include a doctorate in public policy, economics, public administration, or a related area. The successful candidate will have a strong commitment to high-quality research and teaching. The starting date for the position is August 2003. Applications and nominations should be sent to: Chair, Public Administration Recruitment Committee, Department of Public Administration and Policy, University of Georgia, Athens, Georgia 30602-1615. Applications should include a curriculum vitae, three letters of reference, transcript of graduate work, sample of the candidate’s best written work, and, if available, teaching evaluations. All applications received by October 15, 2002, are assured of full consideration. The University of Georgia is an Equal Opportunity/Affirmative Action Employer.

Human Resources/Organization Theory-Development
University of Georgia

The University of Georgia’s Department of Public Administration and Policy in the new School of Public and International Affairs invites nominations and applications for a position with teaching and research responsibilities in the department’s MPA and doctoral programs. This tenure-track entry level position requires teaching and research focus in public policy and applied economics. The position specifically requires teaching microeconomics and other analytical skills to students with a specialization in public policy. Candidates should also demonstrate a substantive policy specialization. While the areas of specialization are open, we have particular interests in health, environmental, and water policy. Qualifications include a doctorate in public policy, economics, public administration, or a related area. The successful candidate will have a strong commitment to high-quality research and teaching. The starting date for the position is August 2003. Applications and nominations should be sent to: Chair, Public Administration Recruitment Committee, Department of Public Administration and Policy, University of Georgia, Athens, Georgia 30602-1615. Applications should include a curriculum vitae, three letters of reference, transcript of graduate work, sample of the candidate’s best written work, and, if available, teaching evaluations. All applications received by October 15, 2002, are assured of full consideration. The University of Georgia is an Equal Opportunity/Affirmative Action Employer.

Assistant Professor
The Askew School, Florida State University

The Askew School of Public Administration and Policy of the Florida State University, offering a NASPAA accredited MPA program and Ph.D. Program, has a tenure track opening at the assistant professor level. Teaching in our public financial management specialization is required. Teaching and research interests in other areas of public administration and policy are welcome. While training in nonprofit management is not required, a willingness to work with our Center for Civic and Nonprofit Leadership would be a plus.

Located in Florida’s capital city, the Askew School offers extensive opportunities for research and networking. Faculty members are actively publishing scholars who enjoy working with junior colleagues. Several have won teaching awards and practitioner experience is valued. The school (http://askew.fsu.edu) is committed to sound scholarship and the foundational values of citizenship and public service. Standard teaching load is 4/4 and salary is competitive. Applications especially are invited from minority candidates. The Florida State University is an Affirmative Action/Equal Opportunity Employer.

Submit C.V. and three letters of reference to: Dr. Mary Ellen Guy, Search Committee, Askew School of Public Administration and Policy, Florida State University, Tallahassee, FL 32306-2250. Applications should be submitted by October 31st when the first review of applicants will begin, continuing thereafter until the position is filled.

Assistant Professor
University of North Carolina at Greensboro

The Department of Political Science anticipates filling a tenure-track Assistant Professor position in urban political science and public administration, beginning August 1, 2003, pending budgetary approval. The faculty member will be expected to teach advanced undergraduate courses (urban politics, public administration) and graduate courses (e.g., urban politics, local government administration) in the NASPAA-accredited MPA program, as well as other courses in the applicant’s area of interest. The department offers undergraduate majors in political science, criminal justice, and sociology. GCASU is the public liberal arts university of the state of Georgia and a member of the Council of Public Liberal Arts Colleges (COPLAC). The university is located in an historic community of 45,000, approximately 90 miles southeast of Atlanta.

Applications will be considered on or prior to December 1, 2002, and will continue until the position is filled. Send application letter, curriculum vita, copies of transcripts showing degrees, and contact information for three references. Letters sent directly by references will be accepted. Send materials to: Dr. Hank Edmondson, Chair, Political Science Search Committee, Department of Government and Sociology, Georgia College & State University, CBX 018, Milledgeville, GA 31061. Official transcripts from all colleges and universities will be required before appointment. GCASU is an Equal Opportunity/Affirmative Action Institution.

Assistant Professor
University of Kentucky

The Martin School of Public Policy and Administration is seeking applications and nominations for a Director effective fall 2003. The successful candidate will have a national reputation as a scholar as well as strong leadership qualities that will help further the Martin School’s mission to augment its top-ranked degree and research programs in the public policy, public administration, and health policy and administration areas. The successful candidate also will demonstrate a broad appreciation of social and behavioral sciences and should have a desire to play a leadership role in external academic organizations such as NASPAA, APPAM, and AUPHA. An ability and interest in working with faculty and administrators across the University community as well as external constituents from the public, private, and health care sectors is essential. The director is the chief academic, administrative and fiscal officer of the Martin School of Public Policy and Administration, and, as such, must provide strong intellectual and administrative leadership, foster a rich research agenda consisting of both traditional scholarly and funded research, and develop and oversee budget priorities and allocations in conjunction with the Dean of the Graduate School and the University Provost. The director works with a diverse group of external constituents to promote and further the academic, research, training, development, and service activities of the Martin School.

The Search Committee will begin screening candidates immediately; applications are encouraged by October 15, and will continue to be received until an appropriate candidate is found. Additional information is available at http://www.uky.edu/mtin. Applicants should submit a curriculum vitae, a list of at least three references, and copies of several recent working papers or publications to: Professor David E. Wildasin, Chair, Director Search Committee, Martin School of Public Policy & Administration, 415 Patterson Office Tower, University of Kentucky, Lexington, KY 40506-0027.

The Martin School strongly encourages application and nomination of women and minority candidates. The University of Kentucky is an Affirmative Action, Equal Opportunity Employer.

Public Finance and Budgeting
University of Georgia

The University of Georgia’s Department of Public Administration and Policy in the new School of Public and International Affairs invites nominations and applications for a position with teaching and research responsibilities in the department’s MPA and doctoral programs. This tenure-track at rank position requires teaching and research focus in public finance and budgeting. Qualifications include a doctorate in public administration, or a related area, with a strong commitment to high quality research and teaching. The starting date for this position is August 2003. Applications and nominations should be sent to: Chair, Public Administration Recruitment Committee, Department of Public Administration and Policy, University of Georgia, Athens, Georgia 30602-1615. All applications should include a curriculum vitae, a transcript of graduate work, a sample of the candidate’s best written work, and, if available, teaching evaluations. All applications received by October 15, 2002, are assured of full consideration. The University of Georgia is an Equal Opportunity/Affirmative Action Employer.

Public Policy/Applied Microeconomics
University of Georgia

The University of Georgia’s Department of Public Administration and Policy in the new School of Public and International Affairs invites nominations and applications for a position with teaching and research responsibilities in the department’s MPA and doctoral programs. This tenure-track entry level position requires teaching and research focus in public policy and applied economics. The position specifically requires teaching microeconomics and other analytical skills to students with a specialization in public policy. Candidates should also demonstrate a substantive policy specialization. While the areas of specialization are open, we have particular interests in health, environmental, and water policy. Qualifications include a doctorate in public policy, economics, public administration, or a related area. The starting date for this position is August 2003. Applications and nominations should be sent to: Chair, Public Administration Recruitment Committee, Department of Public Administration and Policy, University of Georgia, Athens, Georgia 30602-1615. Applications should include a curriculum vitae, three letters of reference, transcript of graduate work, sample of the candidate’s best written work, and, if available, teaching evaluations. All applications received by November 15, 2002, are assured of full consideration. The University of Georgia is an Equal Opportunity/Affirmative Action Employer.

American Politics
Georgia College & State University

The Department of Government and Sociology invites applications for a tenure-track assistant professor position in American Politics beginning August, 2003. A Ph.D.in political science or a related field is required at the time of appointment. Exact areas of specialization are open. However, an ability to teach courses in American institutions and in public administration at the graduate level is required. Teaching credentials in analytical techniques and methodology, public law, and/or political theory constitute an additional advantage, as will teaching fields that complement current department faculty. The successful candidate must have an interest in teaching in a liberal arts setting. Responsibilities include effective teaching, scholarly activity, advising, and service, all required for tenure. The normal teaching load is 12 hours per semester.

The Department offers a NASPAA accredited MPA that this position supports and also offers a master’s in public affairs. In addition, the Department offers undergraduate majors in political science, criminal justice, and sociology. GCASU is the public liberal arts university of the state of Georgia and a member of the Council of Public Liberal Arts Colleges (COPLAC). The university is located in an historic community of 45,000, approximately 90 miles southeast of Atlanta.

Review of applications will begin December 1, 2002 and will continue until the position is filled. Send application letter, curriculum vita, copies of transcripts showing degrees, and contact information for three references. Letters sent directly by references will be accepted. Send materials to: Dr. Hank Edmondson, Chair, Political Science Search Committee, Department of Government and Sociology, Georgia College & State University, CBX 018, Milledgeville, GA 31061. Official transcripts from all colleges and universities will be required before appointment. GCASU is an Equal Opportunity/Affirmative Action Institution.
Assistant Professor, Department of Public Administration
Rutgers, The State University of New Jersey Campus at Newark
The Graduate Department of Public Administration seeks to fill a tenure track position at the Assistant Professor level, to begin September of 2003. Teaching responsibilities will be in the Masters and Doctoral programs. Experience with or interest in teaching students with diverse cultural backgrounds is essential. Appointees will be core faculty members in a highly rated NASPAA-accredited public administration program.

Criminal Justice Policy and Administration
University of Wisconsin Oshkosk
The Criminal Justice program at the University of Wisconsin Oshkosh is accepting applications for a tenure track Assistant Professor. Successful candidates will be expected to teach courses in criminal justice policy and administration (as well as introductory courses), with preference being given to those interested in law enforcement policy and administration. There will also be opportunities to develop courses in area of specialization. Additional requirements include conducting research and engaging in community and university service. Ph.D in Criminal Justice, Public Administration, or closely related field is required. Agency experience and/or research in law enforcement highly desired. Salary is competitive. Application deadline is November 20, 2002. Send letter of interest, vita, three letters of recommendation, evidence of scholarly potential, and official transcripts to: David Jones, Chair, Department of Public Affairs, University of Wisconsin Oshkosh, 800 Algoma Boulevard, Oshkosh WI 54901. UW Oshkosh values diversity. AA/EOE

Assistant Professor, Public Policy and Administration
Rutgers, The State University of New Jersey Campus at Camden
The Department of Public Policy and Administration seeks an assistant professor for a tenure track position to begin September, 2003. The successful candidate will have demonstrated ability to teach graduate courses in Introduction to Public Budgeting, and Financial Management of Public Programs. The candidate should have a Ph.D. and show promise of continuing publications. Practical public financial or managerial experience is a plus. Ability to teach one or more of the following courses is also highly desirable: public information systems, law and public policy, research methods.

Assistant Professor, Management
University of Washington
University of South Alabama Department of Political Science and Criminal Justice invites applications for a tenure-track, Assistant Professor in public administration with interests in organizational theory, personnel, budgeting and public policy and analysis for fall 2003. The Department offers undergraduate degrees in political science and criminal justice and the MPA. Commitment to new instructional technologies, sponsored and published research, and engagement with the community. Ph.D. in political science, public administration, or public policy. USA is the only major public university on the upper Gulf Coast and committed to partnership with the communities it serves. Mobile, which has a population of more than one million within a 100-mile radius, is the oldest city in Alabama and diverse in culture. Screening of applicants will begin immediately and continue until the position is filled. Send letter of application, curriculum vitae, and the names, addresses, phone numbers and email addresses of three references to Search Committee, Department of Political Science and Criminal Justice, University of South Alabama, Humanities Building 226, Mobile, Alabama, 36688. Visit us on the web at http://www.usouthal.edu/AA/EO/AA/EOE

If you would like to advertise in the Recruiter please contact Jess Price at:
E-mail: jprice@aspanet.org
Phone: 202-585-4314 Fax: 202-638-4952

NON-PROFIT POSITIONS

Director of Administration
Richmond Ambulance Authority
The Richmond Ambulance Authority is a High Performance Emergency Medical Service serving the citizens and patients of Richmond, Virginia. The Richmond Ambulance Authority is a leader in the delivery of prehospital care, with over 45,000 patient contacts annually. The ideal candidate will support the CEO by overseeing the agency's planning and administrative functions including:
- Developing the strategic plan
- Medicare compliance and HIPAA program officer
- Benchmarking performance
- Contractual and quality oversight
- Identify and write grants in support of disaster management activities
- I initiate community relations effort

Preferred requirements include a master's degree in business administration, public administration, public health, or emergency medical services administration, with a minimum of five years progressive experience in an administrative role plus:
- Leadership, coalition building, and strategic planning skills
- Analytical and writing skills
- Knowledge of third-party payer reimbursement system
- Solid experience in a team and providing support to management
- Self-starter and creative thinking

Competitive salary, relocation assistance and generous benefits including vacation and sick leave, retirement, and tuition reimbursement.

For consideration, send resume and salary requirements to: Jerry Overton, Executive Director, Richmond Ambulance Authority, P. O. Box 26286, Richmond, VA 23260; Fax: (804) 254-1184. Deadline for submission is October 25, 2002.

Richmond Ambulance Authority is an Equal Opportunity/Affirmative Action Employer.
# ASPA Calendar of Events

## October 2002

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<tr>
<th>Date</th>
<th>Event</th>
<th>Location</th>
<th>Contact Details</th>
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<tbody>
<tr>
<td>17-20</td>
<td>First International Mary Parker Follett Conversation on Creative Democracy</td>
<td>Boise State University</td>
<td>Web site: <a href="http://www.follettfoundation.org">www.follettfoundation.org</a></td>
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<tr>
<td>28-30</td>
<td>Florida Society of Certified Public Managers Leadership &amp; Management Conference</td>
<td>Tallahassee, FL</td>
<td>Contact: Kay Cunningham, (850) 413-9587, <a href="mailto:jackcunningham01@comcast.net">jackcunningham01@comcast.net</a></td>
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## November 2002

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<th>Location</th>
<th>Contact Details</th>
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<tr>
<td>6-9</td>
<td>American Evaluation Association Annual Conference</td>
<td>Washington, DC</td>
<td>Contact: Susan Kistler at (888) 232-2275 or <a href="mailto:aea@kistcon.com">aea@kistcon.com</a></td>
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<tr>
<td>13-16</td>
<td>International Society for Quality-of-Life Studies (ISQOLS) Conference on Community Quality of Life</td>
<td>Williamsburg, VA</td>
<td>Web site: business.wm.edu/isqols/community/</td>
</tr>
<tr>
<td>14-17</td>
<td>NACo Workforce Development and Human Services Conference 2002</td>
<td>San Francisco, CA</td>
<td>Contact: (202) 942-2493</td>
</tr>
<tr>
<td>14-16</td>
<td>2002 Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA) Conference</td>
<td>Montreal, Quebec, Canada</td>
<td>Contact: <a href="mailto:conference@arnova.org">conference@arnova.org</a></td>
</tr>
<tr>
<td>21-23</td>
<td>Seventh Annual Multi-Ethnic Perspectives Conference</td>
<td>Virginia Beach, VA</td>
<td>Contact: Landis D. Faulcon at (757) 463-0212</td>
</tr>
<tr>
<td>21-23</td>
<td>New Partnership for Africa's Development Governance Conference</td>
<td>Pretoria, South Africa</td>
<td>Contact: FM Lucky Mathebula at <a href="mailto:lucky@safpum.org.za">lucky@safpum.org.za</a></td>
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For more up-to-date information check out the calendar of events on the ASPA web site at: [www.aspanet.org](http://www.aspanet.org)