Post-Katrina Study: Government Executives are Better Managers

Study Finds that Politically Appointed Bureau Chiefs Get Lower Management Grades than Bureau Chiefs Drawn from the Civil Service

Princeton, NJ—In the aftermath of Hurricane Katrina, major national newspapers and numerous public officials questioned whether the large number of political appointees in the Federal Emergency Management Agency (FEMA) contributed to the poor handling of this natural disaster. This raises the question of how political appointments affect management not only in FEMA but across the U.S. federal government.

A new paper titled “Political Appointments, Bureau Chiefs, and Federal Management Performance” by David Lewis, assistant professor of politics and public affairs at the Woodrow Wilson School of Public and International Affairs at Princeton University, finds that politically appointed bureau chiefs get systematically lower management grades than bureau chiefs drawn from the civil service. The author also finds that career managers have more direct bureau experience and longer tenures and these characteristics are significantly related to management performance. Political appointees have higher education levels, more private or not-for-profit management experience and more varied work experience than careerists but these characteristics are uncorrelated with management performance. Lewis therefore concludes that some combination of structural changes to reduce the number of appointees or increased sensitivity to appointee selection based upon certain background characteristics could improve federal bureau management.

Study Findings

Lewis finds that programs administered by appointees get systematically lower management grades than those administered by careerists even when controlling for differences among programs, substantial variation in management environment and the policy content of programs themselves. The findings indicate that programs administered by appointed managers get grades five-to-six points lower than those administered by careerists. The finding that appointees get systematically lower grades than career managers is important for several reasons. First, these results are some of the first systematic evidence researchers have that career federal managers have advantages over appointees when it comes to program management. The findings confirm the underlying logic for the Study Findings.

Clean-up Continues for Gulf States

Innovative Texas Partnership Aims to Attain Clean Air

Denton, TX, and Partner Manufacture Biodiesel to Use in City Garbage Trucks

Sarmistha R. Majumdar

Denton, Texas is one of the fastest growing cities in the Dallas-Fort Worth metropolex. Located in an Environmental Protection Agency (EPA) designated non attainment area, recent surges in population and economic development have exacerbated its environmental problems. Adding to its environmental problems was noxious methane gas leaking from local landfills. Under federal and state regulations, the city could no longer ignore this problem.

City officials looked into various options to deal with the landfill gas problem. Embarking on a plan to trap the methane gas to power a biodiesel plant would enable the city to efficiently use a renewable energy source to produce a renewable, biodegradable fuel. This plant would help to control greenhouse gas emissions, explosion hazards and reduce ground level ozone responsible for smog. Also, using locally produced biodiesel to fuel garbage trucks would help the city comply with the federal government’s Clean Air Act and the Energy Policy Act of 1998. The latter promotes usage of such alternative fuel in government owned fleets. The project plan received unanimous support from the city council and public.
Study Finds Career Civil Servants Make Better Managers

From BETTER MANAGERS, pg. 1

creation of the merit system which was to provide a competent, stable and expert administration to government through the creation of a career civil service.

Second, these grades are important in the current budgetary process. The Bush Administration has used this performance information to make budget determinations and programs administered by appointees may be at a slight disadvantage.

The study identifies significant differences between appointed bureau chiefs and bureau chiefs drawn from the civil service. In general, appointees have more private or nonprofit management experience and more public affairs experience. They are significantly more likely to have worked in Congress or the White House before they accepted their current post. Appointees have slightly more education than other types of bureau chiefs and are more likely to be generalists, having worked in other departments prior to their current job.

On the other hand, careerists are the most likely to have worked in the bureau they manage; they have the most public management experience and they have the longest tenures in their current position. Longer tenures imply that appointee-run federal programs experience more managerial turnover than programs administered by careerists.

The background characteristics that favor appointees such as higher education levels or business experience do not appear to matter for management performance. Two of the background characteristics that favor careerists do appear to matter for management performance. Promotion to bureau chief or business experience do not appear to matter for management performance.

Previous bureau experience may also indicate specialized policy knowledge that helps facilitate management in the part.

Of course, after a period of time all managers can learn how the bureau and its programs operate, although perhaps not at the level of intimacy of a person who came up through a bureau’s ranks. The longer a bureau chief has been at the head of a bureau, the better their management performance–increasing management tenure means an increase in the PART score of a program by 2 to 2.5 points.

A copy of the complete paper can be found at www.wss.princeton.edu/research/papers/09_03_dp.pdf.

Denton, TX, Uses Public-Private Partnership to Reduce Air Toxins

From CLEAN AIR, pg. 1

utilities board.

Denton entered into a collaborative agreement with a private company, the Biodiesel Industries, a California based environmental engineering firm. This partnership allowed the city to benefit from the latest technology in biodiesel production. Under the contractual agreements, the city provided the land and capital funding for the project. In return, the company has set up a modular plant in the peripheral limits of the landfill site with potential for future expansion. The close proximity of this plant to its source of fuel, the landfill gas, has minimized transportation cost. Also, the plant’s location adjacent to the garbage trucks’ parking lot has made fueling these trucks very convenient.

The biodiesel plant began production in March 2005. It uses waste vegetable oil collected from local restaurants in the Dallas Fort Worth area as a feedstock. Restaurants in the city alone generate approximately 200,000 gallons of waste cooking oil per year. If a fraction of it is collected, the city will see a great reduction in sewer clogs from grease. The experimental plant can also process white and yellow grease along with other virgin

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The Recruiter
Evans M. Berman, Thomas D. Lynch, Cynthia E. Lynch, Maria D. Berman

The most commonly heard plaint of people in the immediate aftermath of the hurricane is that they were abandoned. They were. Among residents, emergency workers and the media, the commonly heard assessment was that “There was no plan.” The present estimate of the quantified cost associated with this event is about $300 billion in damage and 1,000 deaths. This is a high price to pay for poor human decision-making and leadership.

Facts are facts: the American emergency preparedness system failed. This was a public administration failure on a remarkable scale. Government agencies should have been there immediately or soon, but they were not. The National Guard failed to arrive in meaningful numbers for about five days. The Corps of Engineers did not immediately and effectively tend to catastrophic levee breaks.

The tragedy of Hurricane Katrina lies less in the storm itself than in the failed decisions of people and organizations with responsibilities for managing and planning such events. Women were raped and attacked in the storm itself than in the failed decisions of people and organizations with responsibilities for managing and planning such events. Women were raped and attacked in the storm itself than in the failed decisions of people and organizations with responsibilities for managing and planning such events.

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The lack of a Plan for Foreseen Events
The State emergency plan acknowledges that above normal water levels and hurricane surge may cause levee overtopping or breaches. However, the plan is silent as to how the State will deal with such a crisis and, surprisingly, when the levees broke, the State response was absent and confused. Maybe planners assumed that the Army Corps of Engineers would take control and repair the breaks, but that was not spelled out in the plan. Neither the State, the Army Corps or local levee boards reacted quickly or adequately enough.

Another foreseen event was the extent of the flooding. The LSU Hurricane Center forecasted the extent of possible damage, as did the local newspaper, The Times-Picayune a few years earlier. No one can claim that the extent of possible damage was unforeseen—it was. Yet, the State plan is silent about how it might address situations that oustrip state and local capabilities and resources—the plan notes that such situations may occur. Another foreseeable event was that the mayor would have to declare a mandatory evacuation, and that the governor would have to request federal assistance. Yet, both seemed unprepared for making these decisions. How low to look for damage and begin considering these decisions. What is the lesson? Watch out for loose ends. Planners must identify every foreseeable phenomenon and develop appropriate responses. They must be prepared to seek multi-governmental responses as needed. Security must be present both within the shelters and on the streets to stop gangs fighting over food and looting. Medical services must be adequate to save lives. Places are needed to accommodate pets.

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Jeremy F. Plant

If Hurricane Katrina was the Hiroshima of the new era of disaster management, Rita wasn’t quite the Nagasaki she was expected to be due to the cumulative impact of the two back-to-back tropical storms is still enormous. Without assigning blame, there can be general agreement on several points.

First, we have neglected our publicly supported infrastructure. Second, we have failed—seemingly for evacuations, both before and after disasters. Third, we have no current workable formula to mobilize in the most effective manner the capacities of the public and private sectors. Fourth, our failings have exposed deep strains in society and perhaps weakened our position of leadership in world affairs. All but the fourth have deep implications for professionals and scholars working in the field of transportation.

I begin with an assumption: the field of transportation is an “emergent profession” in the sense that Frederick Mosher described professionalism almost four decades past in Democracy and the Public Service. Put another way, transportation has generally been a field of study and practice characterized by fragmentation; most typically by modes, but also by discipline (engineers and economists as the leaders traditionally, with planners, policy analysts and public administrators entering the field more recently) or policy arena.

Since the landmark ISTEA legislation in 1991, which itself built on existing trends to convert state highway departments to multi-modal transportation agencies and to plan for a more balanced transportation system after the build-out of the interstate highway program was finished, transportation has stressed a number of shared values: a balanced system between modes; a performance-based system that sees transportation activities as means to social and economic goals, and not an end in itself; and a field that plans inclusively at the national, state, regional, and local levels by involving governmental, civic, and business groups in a cooperative and collaborative spirit.

Although the old attitudes still exist, many professionals in transportation agencies now take a holistic, multi-modal approach in planning, operating, and assessing transportation system. This mindset is represented in ASPA by the creation of the Section on Transportation Policy and Administration in the early 1990s. Like most professions, the new profession of transportation policy and management—faced with a better term—favors receiving more attention, more resources and more recognition of the importance of transportation issues in public affairs.

Such a trend would seem to augur well for the future—and for our ability to respond well to emergency situations. What went wrong in 2005? A number of factors seem to offer potential explanations that beg for future research to offer greater understanding.

First, the federal government’s decision to transfer emergency and transportation functions from the federal DOT to the Department of Homeland Security. This has had several effects: it has reduced the capability of DOT; it has put the security needed to prevent terrorism ahead of other competing values, especially interconnectivity and public information on how to evacuate; it has attenuated the connection of emergency planning between the federal government and state DOTs, often among the best-run and most effective state departments available to respond to emergency situations.

Second, we have neglected our public infrastructure. Despite the critical role that physical infrastructure plays in our society, it has fallen out of our national debate over priorities: over what makes a good society. Just think of the total lack of attention given to transportation and infrastructure issues in the most recent national elections.

Lacking a debate over coherent national strategies to improve infrastructure and to see its role in society, the predictable result has been a fragmenting and particularizing of transportation decisions, with legislative pork-barreling and interest-group support the key to understanding policy situations. Occurring at the same time as non-rational spending decisions on public infrastructure is a return to deregulated, market-based decision-making in the operating modes (freight, railroad, commercial air travel) and a demand that publicly operated or subsidized modes, notably passenger and commuter rail, pay their way through user fees.

The result is a loss of total system capacity, a loss of modal balance, and an increase in demand compared to capacity in the system as a whole.

In short, in recent decades we have been fine-tuning our system to perform well for several classes of users, generally those perceived to be the social and economic winners in a highly competitive world. Global commerce, top-end shippers, affluent users of air travel for business and recreation: all have seen the development of a highly effective transportation system geared to their needs. Costs have been kept low and performance has been enhanced. Values not clearly related to efficiency, including access to facilities by less well-off individuals and families, have been considered but not allowed to stop the march to the continued fine-tuning of a system increasingly grounded in the concepts of economic efficiency.

The breakdown of a system such as this, geared as it is to the most efficient use of facilities, labor, information systems, and the like, comes when radical change interferes with normal operations, whether by act of nature or the hand of terrorists.

The result is the desperation seen in the stranded, non-vehicle owning residents of New Orleans and the confused residents of coastal cities stuck in huge traffic jams on interstate highways; the lack of adequate mobilization of private resources; and the enormous costs to society resulting from our lack of attention to transportation matters.

Solutions to the problem are already being proposed. Louisiana’s senators and representatives have proposed a massive, $40 billion legislative proposal that amounts to a partial secession from the union, with a state-controlled political body, “the Pelican Commission,” overseeing rebuilding with little or no federal control. If pork was the problem, then let pork be the solution! Others simply see the task as rebuilding the old order of levees, roadways, and ports without much alteration.

More innovative answers, though, may be needed. Here are a few that at least might be considered:

- Create a fund in the highway bill for hurricane-related evacuation efforts, analogous to the money allocated now to states affected by heavy snow and cold conditions. This money would cover such items as overtime pay for transportation workers, special equipment for hurricane-related transportation programs, and the like. There would have to be a firewall erected so that states could not divert such funds to other purposes. Unspent money would accrue in a dedicated fund due to the cyclical nature of hurricanes. States would also have to stockpile critical resources, such as fuel and emergency vehicles, and station them to assist in evacuations.

- The greater efficiency of rail travel needs to be utilized in evacuation planning. A special fund might be created to enable Amtrak (or other rail operating entities, either public or private) to purchase rail equipment to be stationed in such a way that it can provide safe and efficient movement of thousands of individuals before catastrophic events.

While this may strike decision makers as wasteful, the purchase of a four or five well-equipped trains, operating under contract over existing private trackage, transporting upwards of 1,000 individuals (and even luggage and other essentials) per train from designated pick-up locations, making continuous round-trip to safe locations inland, could move a large percentage of a major city without the delays, energy utilization, and safety problems exhibited in the exodus from the coast in the recent hurricanes.

This is what enabled the United States to move troops and mobilize defense efforts during World War II, but the lesson has been lost in recent years. For maximum effectiveness, there has to be...
Learning from Hurricanes Katrina and Rita

Unsustainable Development: Hurricane Katrina and the Flaws in Transportation Infrastructure Policy and Management

Deniz Z. Lewenberger, John R. Bartle

Why did the initial impact of Hurricane Katrina spiral into chaos? In Jared Diamond’s Collapses: How Societies Choose to Fail or Succeed, the author argues that the inability of societies to change their behaviors because of strongly embedded social values and beliefs leads to catastrophic events and eventually to dissolution of ancient societies. The Easter Islanders cut down the last tree on their islands in pursuit of religious values. Settlers in Greenland starved because of a social aversion to eating fish and an attraction to raising and eating game. As a result, there was a lack of diversity in their society, which eventually led to its collapse.

In the wake of Hurricane Katrina, and the enormous loss of life, livelihood and property, we are forced to revisit our beliefs about the systems that can allow such destruction. Is our reaction to the destruction of Katrina an example of the type described by Diamond? Are technological solutions enough or is our dependence on them our Achilles heel? Can emerging concepts, such as sustainability, guide us on a path of behavior and belief that helps lead toward positive outcomes for future generations?

Hurricane Katrina is not the first time that we have been faced with trials regarding failure of our infrastructure systems. To some degree, public administrators have learned from these failures. A flawed O-ring led to the explosion of space shuttle Challenger on January 28, 1986, because engineers and their managers held beliefs about the hierarchy of their communication regarding the reporting of technical problems. Airline security procedures failed to prevent the attacks on September 11, 2001, leading to the destruction of the World Trade Center in New York City and at the Pentagon. Social values about individual rights and profiling of passengers continues to conflict with the implementation of the strongest security systems possible. Both of these cases have resulted in a transformation of transportation in the United States.

Undoubtedly, Hurricane Katrina will provide new lessons for public administrators and for transportation practices.

Two major types of breakdown in transportation networks are already identifiable in New Orleans’ hurricane response: evacuation and distribution. Evacuation became a problem because many of the citizens of New Orleans did not have the resources to remove themselves from areas of high risk. Low income citizens, largely dependent on public transportation, were unable to procure a means to evacuate to safer communities. Depletion of fuel on the trail of evacuation itself left some motorists unable to travel to safe ground. Disorganization and delays in the implementation of the evacuation plan also led to the separation of families and ultimately increased the risk to individuals, especially to children and the elderly.

Distribution became an issue as water and food were slow to arrive on the scene. Even with the use of multiple types of transportation, including boats, ships and helicopters, it was difficult to transport goods and materials to the affected areas. The future is colonized and technologically saturated. The past is a beacon of safety.

What is the lesson? Planners must check their assumptions. They must be realistic and understand natural human behavior. They must communicate the pleas clearly and often to the general public well in advance of the crisis. During and immediately after a major event, they must get the facts from people on the ground as they continually update and adapt their planning document.

Planning Successes

Clearly, Katrina severely tested the Southeastern Louisiana hurricane plan. But there were planning successes, too. Local leaders were very successful at getting many people out of the New Orleans area on the three bridges and one main road that connect the city with the rest of Louisiana. Following last year’s Hurricane Ivan, state officials developed a “contra flow” traffic system that increased traffic lanes by making all lanes outward bound, only. Tropical Storm Cindy, a month before Katrina, caused local political officials to pressure the governor to give them more time to activate this plan. Local officials can congratulate themselves for having saved many lives by developing a better evacuation plan for those with cars. Last year it took eight hours to get from New Orleans to Baton Rouge (about 75 miles) in order to evacuate for Hurricane Ivan, but in Katrina it took only four hours. Normally, the drive takes about one hour and fifteen minutes. Only a couple of the authors benefited from this plan.

We also note the many heroic acts of individual public servants and agencies. The Louisiana Department of Wildlife and Fisheries was heroic in its effort to organize many private, shallow boats to navigate the flooded streets of New Orleans. Police officers worked tirelessly in very extreme conditions to rescue people. The jail evacuated all of its inmates—not a single one died. It might also be noted that the mayor of New Orleans, in the days following the landfill, was extraordinary in castigating state and federal officials and getting them to respond. But all these individual acts cannot make up for the absence of a well-considered and implemented emergency plan.

There is no reason to believe that Louisiana’s state hurricane emergency plan is any better or worse than any other such plan in the country. We hope that communities throughout the country are taking the lessons of Louisiana to heart, rather than hoping that they will be spared from having their plan tested. If Katrina occurred in Houston, damages would also be in the hundreds of billions. If a major hurricane hit Los Angeles, damages would be in the same magnitude or worse.

If a major terrorist attack hit any major city, then again the damages could be in the hundreds of billions. How real are the assumptions in your state plan? Would your state plan be implementable? Are your first responders adequately trained? What intergovernmental relations are necessary to properly coordinate the rescue activity, and are these in place and recently tested? Your community’s plan is likely not as good as you would like to think it is.

We need to anticipate far greater federal involvement in emergency operations in the future. There should not be state emergency plans but rather there should be intergovernmental emergency plans that are very likely clear, present, coordinate and integrate the federal, state and local roles. Katrina taught us that state and local governments cannot cope with the magnitude of a major disaster. It might be wise for the federal government to oversee the quality and implementation of some of the plans.

While the landfill location of any catastrophic hurricane is uncertain, it is highly certain that every year one or more will occur somewhere in the Southeastern United States. The federal government should pre-position supplies and assets that can be deployed within hours of the disaster to ensure law enforcement and rescue until a larger force arrives some days later. The federal government must also provide adequate emergency communications (including mobile transmission towers, satellite telephones and other needed equipment) within three hours to the affected areas. In every large disaster since Hurricane Andrew, a lack of communication has been the most often cited complication to the rescue effort.

Federal forward deployment is essential for

LouisianaPlanNotAllBad,ManyPublicServantsRise to Occasion

From LOUISIANA, pg. 3

following experience with the terrorist acts of September 11, 2001. The breakdown in communications in the Gulf states was foreseeable. Also, while the Superdome was not planned as a refuge of last resort, anyone who has ever visited New Orleans knows it is an imposing structure that people naturally view as a place of refuge. The population of New Orleans and especially those living in its broader vicinity flocked to it as a beacon of safety.

What is the lesson? Planners must check and verify the reality of their planning assumptions. They must be realistic and understand natural human behavior. They must communicate the pleas clearly and often to the general public well in advance of the crisis. During and immediately after a major event, they must get the facts from people on the ground as they continually update and adapt their planning document.

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Federal forward deployment is essential for
Crisis Management or Management Crisis?

Ali Farazmand

Earthquakes, floods, tornadoes, hurricanes, terrorist attacks and violent revolutions: “Crisis and emergency management.” However, while most crises, especially the sudden and rupturing crises, produce emergency situations and demand urgent responses and resolutions, not all emergency situations produce crises unless neglected or mismanaged.

Crises occur at all levels and appear in all guises, some with long-term process development, others produced by sudden and unexpected events such as earthquakes and large scale terrorist attacks causing mass explosions. Hurricanes are expected with plenty of warnings, for which emergency preparedness and mitigating arrangements can be made in advance.

Crises scramble plans, interrupt continuities and brutally paralyze normal governmental operations and human lives. Crises consist of ‘a short chain of events that destroy or drastically weaken’ a condition of equilibrium and effectiveness of the system within a period of days, hours and even minutes. Crises test the competence of governments to respond—from leadership to all preplanned activities in management capacity that requires resources, coordination and organizational performance. Unlike process-oriented crises developing over time, sudden and chaotic crises change dynamics rapidly with unforeseen surprises and are fraught with far reaching consequences and implications.

A central feature of all crises is the sense of “urgency” and in many cases urgency becomes the most compelling crisis characteristic. Surprises characterize the dynamics of crisis situations, hence requiring ‘surprise management,’ a key feature of ‘chaos management.’ Understanding the dynamics of crises and chaotic surprises helps develop a better understanding of crisis evolution and its management. It requires serious crisis analysis, which in turn needs to go beyond a focus on human error as the origin of the crisis. Leadership, organizational and systemic deficiencies must be diagnosed as effective approaches to crisis management.

Many organizations develop over time a culture devoid of the ability to detect environmental threats and internal deficiencies, and many crises develop as a result of managerial and leadership incompetence. Public organizations are not immune from this maladaptation. Thus, crises are destructive and demand rapid emergency response with “capacity to manage” in chaotic and rapidly changing dynamics.

A problem develops when there is a lack of consensus among political governing elites and administrative elites, who may not agree on the nature and scale of the crises in hand. Thus, managing crises and emergencies raises two fundamental issues or questions: One is the policy question composed of two elements of defining a situation as a crisis, and making decisive leadership decisions on what to be done through assumption of a centralized command structure that can effectively coordinate all governmental and non-governmental emergency and crisis operations. The second issue is the “management” one, a most essential “capacity” that comprises structural, organizational, behavioral, logistic and material resources mobilized to respond immediately, swiftly and effectively without delay or prejudice.

In a given crisis or emergency situation, the managerial capacity may be in place and ready to perform, but poor or lack of policy and leadership capacity may not only hamper and paralyze response capacity, but also aggravate the crisis situation elevating it into higher levels of criticality with new and multiple dimensions beyond imaginations. This was exactly what happened in the Hurricane Katrina. A disaster that turned into a massive catastrophe, with an ensuing crisis of national significance and international implications.

The failure at the policy and leadership level paralyzed the managerial and administrative capacity at the local level, with the state scrambling for some sort of coordination and command system. The result was organizational, bureaucratic and capacity mismanagement that led to human sufferings, with new chains of disasters in such locations as the Convention Center that resembled the typically hopeless underdeveloped nations in distress. Crisis management was therefore quickly transformed into a “leadership and management crisis.”

The key to effective crisis management is an accurate and timely diagnosis of the scale, nature, criticality and dynamics of events that ensue. This requires knowledge, skills, commitment, a sense of urgency, courageous leadership full of risk-taking ability and vigilance. Most importantly, it requires “getting out of the box,” out of the preestablished bureaucratic and political mind-sets. Arresting
Who's in Charge: The Paradox of Emergency Management

Beverly A. Cigler

Disasters are tough, ill-structured problems that occur in a rapidly changing environment that includes multiple and diverse decision-makers and stakeholders, unlimited alternatives, high levels of conflict and generally unknown outcomes. This poses leadership challenges. When everyone’s in charge, no one is in charge and when no one is in charge, lost responsibility and lost accountability can result in unimaginable human tragedy.

After September 11, 2001, the threat of terrorists on our homeland led to a new national structure for dealing with disasters and thrust the national government into a more dominating role in disaster management. The intergovernmental paradox of emergency management is that the governments of conflict to perceive the threat of a disaster as a very high priority-local governments least likely to perceive the threat of emergency management is that the government is seen as not dominating, roles in disaster management. The type of disaster is important in shaping response/recovery strategies. The type of disaster is important in shaping response/recovery strategies. The type of disaster is important in shaping response/recovery strategies.

One of the early lessons that can be drawn for practitioners of public administration. The central concepts of sustainability—citizen participation, efficiency and equity—are also embedded in public administration theory. The application of these concepts to practice will reduce the risk of these types of catastrophes. One example is the inclusion of citizens in long run planning. Increased intergenerational equity and citizen participation could lead to transport systems, emergency plans which are viable for those with low incomes and low access to resources. People with the least access to public services had the highest risk during the emergency evacuation. Exchange of information between citizens and their government could improve the administration of services. A better coordination of public services such as public housing, transportation, education and health care reduces waste and increases service levels. In the long run, application of sustainable development practices improves social welfare and intergenerational equity. Individuals have greater input, buy-in and understanding of the systems. They are able to use resources more effectively and efficiently. Better access to information allows citizens to make more informed decisions about their well-being and with greater autonomy. Prior positive relationships with government authorities in non-crisis situations leads to increased trust and quicker response in emergencies. It is also apparent that dependence on technological solutions alone is not enough. The technology that held back the waters from low-lying New Orleans were not infallible and belief in their indisputability may have led to delays in evacuation. Sustainable development requires simultaneous consideration of several systems. For instance, human behavior that leads to air and water pollution has consequences for biological systems and temperature and climate. The climate of environmental injury may be hidden until a critical and irreversible point is reached. Sustainable development practices force us to consider the effects of systems upon one another. The loss and misery inflicted upon the citizens of New Orleans and the Gulf Coast is in part due to our piecemeal consideration of policy and administration. A more holistic approach to the building and managing of infrastructure is needed, as is a more humane and democratic involvement of all citizens in their natural and built environment. The tendency to address policy problems in isolation from each other is a fundamental flaw in our society. Unless we reverse this tendency, catastrophes like this will inevitably happen again. If Diamond is correct in his thesis, we now have a serious implementation has been a serious problem, with mitigation and preparedness for terrorist attacks most emphasized. Mitigation is the heart of emergency management. It lessens lives and property lost. For FEMA, mitigates social stability and about risk awareness; mapping flood prone areas; relocating homes and sometimes communities away from harm; building codes for withstand earthquakes and high winds; etc. These initiatives deal with the disasters for which we are most at risk and that account for the most lives and property lost—events such as floods and hurricanes.

Facilitative leadership, competence and compassion is needed by FEMA officials who work with counterpart state agencies and local entities to build relationships across agencies, levels and the public, private and nonprofit sectors. Warning

Increased Citizen Participation Could Improve Transportation Plans

From INFRASTRUCTURE, pg. 5

limitations prevented the quick implementation of security services to prevent the looting of remaining property. On a larger scale, as a consequence of increased fuel prices, the hurricane will undoubtedly have long-term impacts on the costs of travel and freight transport. Ultimately this will lead to higher costs of goods and services. And transportation infrastructure that was destroyed by the hurricane and resulting flooding will affect freight and passenger transport for a long time. The long run economic consequences are profound. One of the early lessons that can be drawn from this catastrophe is that the concept of sustainability can lead to some answers for practitioners of public administration. Sustainability, which considers the consequences of resource use behavior on future generations and on the environment, suggests that biological, economic, social and generational systems must be integrated in order to create long run viability. Sustainable development policy restricts the consumptions of resources, by government regulation or other means, so that capital and human welfare do not decline over time. The time and place knowledge of individuals embedded in local cultures and structures is integrated with technological knowledge. The central concepts of sustainability—citizen participation, efficiency and equity—are also embedded in public administration theory. The application of these concepts to practice will reduce the risk of these types of catastrophes. One example is the inclusion of citizens in long run planning. Increased intergenerational equity and citizen participation could lead to transport systems, emergency plans which are viable for those with low incomes and low access to resources. People with the least access to public services had the highest risk during the emergency evacuation. Exchange of information between citizens and their government could improve the administration of services. A better coordination of public services such as public housing, transportation, education and health care reduces waste and increases service levels. In the long run, application of sustainable development practices improves social welfare and intergenerational equity. Individuals have greater input, buy-in and understanding of the systems. They are able to use resources more effectively and efficiently. Better access to information allows citizens to make more informed decisions about their well-being and with greater autonomy. Prior positive relationships with government authorities in non-crisis situations leads to increased trust and quicker response in emergencies. It is also apparent that dependence on technological solutions alone is not enough. The technology that held back the waters from low-lying New Orleans were not infallible and belief in their indisputability may have led to delays in evacuation. Sustainable development requires simultaneous consideration of several systems. For instance, human behavior that leads to air and water pollution has consequences for biological systems and temperature and climate. The climate of environmental injury may be hidden until a critical and irreversible point is reached. Sustainable development practices force us to consider the effects of systems upon one another. The loss and misery inflicted upon the citizens of New Orleans and the Gulf Coast is in part due to our piecemeal consideration of policy and administration. A more holistic approach to the building and managing of infrastructure is needed, as is a more humane and democratic involvement of all citizens in their natural and built environment. The tendency to address policy problems in isolation from each other is a fundamental flaw in our society. Unless we reverse this tendency, catastrophes like this will inevitably happen again. If Diamond is correct in his thesis, we now have a serious implementation has been a serious problem, with mitigation and preparedness for terrorist attacks most emphasized. Mitigation is the heart of emergency management. It lessens lives and property lost. For FEMA, mitigates social stability and about risk awareness; mapping flood prone areas; relocating homes and sometimes communities away from harm; building codes for withstand earthquakes and high winds; etc. These initiatives deal with the disasters for which we are most at risk and that account for the most lives and property lost—events such as floods and hurricanes.

Facilitative leadership, competence and compassion is needed by FEMA officials who work with counterpart state agencies and local entities to build relationships across agencies, levels and the public, private and nonprofit sectors. Warning
The Inspector Calls

At the time of this year’s UK Budget, Chancellor of the Exchequer Gordon Brown made great play of a decision to simplify audit and inspection in the public sector as part of his crusade against red-tape and bureaucracy. In parallel with his big efficiency drive to save £15 billion, he promised to reduce the ‘regulatory burden’ in the public sector by reducing the number of inspectors from 11 to just four.

As usual with Gordon Brown announcements, the detail turns out to be slightly less clear than the headlines. And for those who don’t know, Brown is likely to be our next Prime Minister—so he is one to watch. But more about that later— for now let me just say to my American colleagues that audit and inspection of public services has been the biggest public sector growth area of the past decade. Few, if any, areas have escaped some new form of external scrutiny above and beyond routine financial audit and in many cases—especially local government—this has meant not just one but several external forms of performance audit or regulation.

A few weeks ago I attended an excellent, but also slightly worrying, seminar I attended in Cambridge (UK not Mass.). This was the last in a series looking at the role of audit, inspection and scrutiny and especially what constitutes useful evidence for these functions. The seminar was attended by many of the great and the good in the UK audit and inspection world.

The dominant viewpoint amongst the assembled custodians of the public services seemed to be that greater integration of audit and inspection, with more coherence and coordination, was generally a ‘good thing’ and would reduce regulatory overload. Moreover there was a strong case, many argued, for a coherent set of standards about which should be used in audit, inspection and scrutiny so that a more objective and reasonable discussion could take place.

This message seemed to chime with Chancellor Brown’s desire to reduce the number of audit and inspection bodies. As usual when there seems to be an unchallenged and seemingly incontrovertible ‘received wisdom’ I went into contrarian mode and started asking myself whether all this joined up inspection was really such a good thing, and of course whether it was really happening.

The best way of teasing this out is to look at the actual proposals for amalgamations. The biggest is to reduce from five to one the inspectors of the criminal justice system. So the inspectors covering police, probation, prisons, courts and the public prosecution service would be formed into a single super-inspectorate. (In the UK some of these agencies are ‘local’ and others ‘national’ but all are effectively controlled from Whitehall anyway).

Seems sensible enough you might think—why have all these separate inspectors? But hang on a minute—these aren’t separate inspectors inspecting the same thing, they are separate inspectors inspecting different things. Whilst prisons and probation maybe be (sort of) merged through the National Offender Management Service (NOMS), the other three are all distinct functions with different roles and responsibilities. There may be economies of scale to be had from putting all five inspectorates under one roof, where they could share back-office services, but it is hard to see where the advantage in their core task of inspection comes from.

Checking up on prisons, police, probation, courts and prosecutors requires some in-depth understanding of what each of these functions does, and how they might be able to hide anything inconvenient. As we know from some of the spectacular failures of private sector audit, hiding bad stuff can be ridiculously easy. Whilst there are some generic detection and evidential skills that would apply to inspecting anything—whether it was hospitals, schools or prisons—there is also an important element of specialized knowledge which usually only comes from years of experience of a particular sector. That is why we had specialist inspectorates—often drawing heavily on experienced practitioners in the field for their inspectors—in the first place. Whilst this has dangers, it clearly has the advantage of having ‘poachers turned gamekeepers’ doing the inspecting.

Whilst some of the other amalgamations reflect the closer integration of the services they are inspecting—e.g. health and adult social services or education, children’s services and skills—there is still in these an element of specialized knowledge that is needed to inspect specific services and there is clearly a danger this will get lost in the new ‘super’ inspectorates.

There is another issue here though that the Cambridge seminar raised for me—is coherence, jointed-up, scrutiny of a single public service axiomatic of a ‘good thing’? This is at least debatable, although there seems at present very little appetite from politicians, service leaders or inspectors to discuss it. The counter arguments are however quite powerful.

Most public services—especially those delivering what the Americans call ‘human’ services, such as health, education, social services, etc—are very complex. The ‘production process’ is rarely simple and the products and outcomes are difficult to pin down. In these circumstances having unequivocal, objective evidence about what is ‘good’ and ‘bad’ performance is problematic. We can gather plenty of evidence but it rarely ‘proves’ anything incontestably. It can be very useful fuel for discussion, but it often raises more questions than it answers.

This is why having multiple forms of inspection, not necessarily coherently coordinated and amassing comparable evidence, might actually be a ‘good thing’. In that hackneyed phrase, it might just produce some checks and balances into the system.

This is what Professor Christopher Hood calls ‘contrived randomness’ in inspection. The best analogy is with educational examinations. Candidates have acquired (we hope) large and complex bodies of knowledge and we can’t possibly hope to test for all of it. So instead we ask them a few, seemingly random, questions about bits of it in the hope that this will tell us how much they have learned. Maybe a bit of chaos in inspection might indeed be the very best thing for trying to pin down the complex and elusive performance of some public services. There are likely to be less places to hide bad practices than in a well ordered and hence predictable inspection regime.

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This is an expanded and revised version of an article which first appeared in Public Finance, a UK weekly magazine.

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INSIGHTS ON INTERNATIONAL ISSUES

by Colin Talbot

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Must Learn Lessons from Louisiana

From LOUISIANA, pg. 5

areas in which disaster is likely to occur.

In New Orleans, the levee system must be rebuilt, but in a manner that fits today’s state of the art. Some politicians argue that New Orleans should not be rebuilt because it is below sea level. The Dutch have proven that living below sea level can be achieved. Their result is a very viable society and healthy economy. New Orleans is a national and historic treasure. In addition, the nation needs a major city near the mouth of its greatest river. This has been the historic role of the city. Can the United States not achieve what the Dutch can? Louisiana senators and representatives have requested upgrades to the levees for decades and cries of pork barrel politics have killed the U.S. Army Corps of Engineers requests. Because Congress refused to act and pay the needed $6-10 billion to upgrade the levees, it will now pay this, and perhaps $300 billion more. Hurricane Katrina brought devastation to many people in Southeastern Louisiana, but the shortfalls in planning made the cost, death toll and human and animal suffering that much higher in the immediate aftermath. Let us hope that we act on the lessons from this monumental failure in public administration. Let us help our elected leadership learn these important lessons. Clearly, the United States needs to develop better approaches to disaster relief based on the lessons of Katrina.

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Institutionalizing a Performance Culture: Leadership vs. Legislation

What does it take to ingrain a performance management culture in your organization? That’s the question that both the Government Accountability Office (GAO) and the IBM Center for The Business of Government address in recent reports. The short answer: leadership.

A high performance culture isn’t necessarily permanent. The recent failures of government in the Katrina Hurricane disaster sharply point out the criticality of good leadership at all levels of government, and how an agency, such as the Federal Emergency Management Agency, can go from a model of strong performance five years ago to how it is perceived today. Some say this is the fault of both weak leadership and poor legislation in the intervening period.

The GAO report, “Enhancing Agency Use of Performance Information for Management Decision Making,” examines five federal agencies where managers previously reported that they use performance information in their jobs. The report identifies how they use performance information, for example, to identify problems and take corrective action. It also identifies five practices they commonly apply that “facilitate the use of performance information,” such as aligning agency goals, objectives, and measures to create a line of sight between the work of employees and agency goals. The report is full of examples from the five agencies on how they do this. But each of the uses and practices identified by GAO, however, cannot be legislated. They require leaders and managers who care about performance.

Similarly, a forthcoming IBM Center report by Burt Perrin, examines government-wide reform efforts undertaken in the past decade by 12 different countries. The report provides practical ideas about how to move towards an outcome orientation in a wide range of developing and developed countries such as Canada, Chile, Tanzania, and Uganda. The report observes that, while a “clear push from senior political levels” is key, their interest and involvement does not occur in a vacuum. Astute managers can trigger a commitment by senior political leaders by showing how an outcome-focused government can be to their political advantage “as a means of demonstrating how they are addressing the needs and concerns of their citizens.” Examples in that report include poverty reduction in Uganda and presidential reform in Mexico.

But what about the importance of legislation? Congress is currently considering several pieces of legislation intended to mandate a stronger performance and results orientation in agencies. Several of these proposed bills are advocated by the Bush Administration, as well. Would this help or hinder the desired culture change to being more performance oriented? The answer is not clear.

At this point, it seems three bills are at the forefront:

The Federal Agency Performance Review and Sunset Act, by Congressman Kevin Brady (R-TX). This bill was developed by the Administration. It would create a 7-member commission to review agencies and programs at least once every 10 years, based on a schedule developed by the President. The inventory of agencies and programs would be compiled by GAO and the Congressional Research Service. The commission would assess agencies and programs against a set of criteria listed in the bill, such as “cost-effective and achieves its stated purpose or goals,” and whether it “duplicates or conflicts with other Federal agencies,” state, localities, or the private sector.

Once the Commission’s report on an agency or program is sent to Congress, if there is no action within two years, the agency or program would be terminated.

The Government Reorganization and Performance Improvement Act, by Congress Tom Davis (R-VA). This bill was developed by the Administration as a substitute for the old Presidential Reorganization Act which allowed the Congress a “one house veto” of Presidential actions. This “veto” was invalidated 20 years ago by the Supreme Court as unconstitutional. Since then, there has not been an easy way for the President to reorganize agencies or programs and this bill is intended to remedy that problem. Under this bill, the President can create one or more “Results Commissions” to examine specific “areas where multiple Federal programs have similar, related or overlapping responsibilities that are under the jurisdiction of multiple executive branch agencies and committees of Congress.” The Commission would conduct a study, recommend changes, and the President can submit these changes to Congress for expedited consideration.

The Program Assessment and Results Act, by Congressman Todd Platt (R-PA). This bill was not developed by the Administration, but has been endorsed by the Office of Management and Budget (OMB). It would amend the Government Performance and Results Act by requiring OMB to “conduct a review of each program every 5 fiscal years.” This would be similar to, but not necessarily the same as, the existing Program Assessment Review Tool (PART) already underway by OMB. The review reports, like the current PART reports, would be submitted to Congress at the same time as the President submits his budget. The intent is to provide information on program performance to decision makers as they make budgeting decisions, not necessarily force action like the Sunset Commission bill would envision.

While none of these bills have reached the House floor for action, there have been hearings and in the case of the Platt bill, legislation has been voted on by the Government Reform Committee and sent to the full House for consideration.

Can legislation make a difference in an organization’s culture? From the experience of the past two plus years after the passage of the Results Act, it seems the answer is “sort of.” Some agencies treat the Results Act as a paperwork compliance exercise while others have used it to make a difference. The potential value of a legislative framework, however, is that it creates a forum for high level discussions within an agency, it engages the Congress, and it provides career civil servants a platform upon which they can engage new political appointees about the potential importance of focusing on performance and results. In a way, it serves as a tool for leadership from the middle of an organization, not just the top.

ASPA member John Kamensky is a senior fellow with the IBM Center for The Business of Government, where he recently co-edited “Managing for Results: 2005.” He is also an associate partner with the IBM Business Consulting Services.

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For additional information, visit ASPA’s website for hotlinks to references cited in this PA TIMES article.

MetroBlogOrlando Pulls Plug

Legal Issues, Inappropriate Comments Force Shutdown

The September issue of PA TIMES highlighted a new blog by Metroplan Orlando, the metropolitan planning organization for the Orlando (FL) Urban Area. The blog, MetroBlogOrlando, had received praise from media, community leaders and citizens, along with a significant degree of citizen participation. Unfortunately, the blog was suspended due to concerns about inappropriate comments and other legal issues.

According to Bob O’Malley, director of public affairs for Metroplan Orlando, the blog was overwhelmed by misinformation from a small anti-tax group. “The blog was an innovative tool to involve the public in transportation planning,” stated O’Malley. “Unfortunately, a few troublemakers ruined it for the entire community.”

METROPOLAN ORLANDO was the first metropolitan planning organization (MPO) in the country to implement a blog. However, with innovation and initiative come risks and uncertainty.

Still, O’Malley is optimistic. “I really think blogs could be a useful component of public governance. We were just a little too ahead of our time.”
Has Focus on Terrorism Caused Disaster Training to Suffer?

From WHO’S IN CHARGE, pg. 7

systems, communication systems, sheltering, evacuations and other activities have commonalities across hazards. Before DHS, the Departments of Defense and Justice handled the mitigation of terrorists. Today, many former DoD and DOJ officials are in key leadership positions at DHS and Northcom. Mitigating threat requires facilitative skills at DHS-in working with the FBI, CIA, DOJ and law enforcement during intelligence-gathering and sharing. Terrorist threat mitigation is about identifying terrorists, cutting off their funding, thwarting their plans and killing them. This requires secrecy, hierarchy and “command and control” leadership. It’s not about touching base with the National Earthquake Information Center or the National Weather Service or other “soft” relationships. FEMA’s mitigation funding has been reduced and first responders complain that preparedness training is geared toward terrorist emergencies. DHS plans for FEMA to be a “response” wing of the department through elimination of the directorate for emergency preparedness and response, which currently oversees FEMA. A DHS undersecretary for preparedness is planned to focus on all disaster types. Adequate attention to mitigating natural disasters is unlikely since this is now viewed as a state/local role, despite the capacity problem. Who will pay to prevent disasters with national economic implications and significant loss of life? Who will prepare citizens for their roles as victims and helpers? Does the “command and control” style of operation necessary for secrecy, intelligence gathering and law enforcement dominate at DHS? What is the Pentagon influence? Has FEMA’s and the nation’s ability to cope with its most common disasters been impeded? When “everyone’s in charge” failed intergovernmental and interagency relationships result. That’s made worse if the orientation is overwhelmingly to “get the bad guys.”

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The Journal of Public Management and Social Policy has found a new home. Dr. Byron E. Price, of the National Center for Public Productivity, Graduate Department of Public Administration at Rutgers University-Newark was recently named the new Editor-in-Chief of the Journal. The Journal is sponsored by the Conference of Minority Public Administrators, a Section of the American Society for Public Administration. We are now receiving manuscript submissions for the next issue scheduled for 2006. http://newark.rutgers.edu/~appjpmss/

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The Reuniting States of America

Each example of cooperation between states is interesting. The tobacco settlement involved big bucks and featured battling state attorneys general working together in the fight against big tobacco which had, it turns out, been working together to conceal the health hazards of smoking.

In the face of stiff automobile industry lobbying, three west coast states–California, Oregon and Washington–and six east coast states–Connecticut, New Jersey, New York, Maine, Massachusetts, and Vermont–are mutually adopting higher vehicle emissions standards than required by the federal government. Of the 45 states and the District of Columbia that have state sales and use taxes, 42 of them, along with the District of Columbia, have been engaged in a monumental five year effort to implement what they call the “Streamlined Sales Tax Project.” In order to overcome congressional lethargy, the legislature of each cooperating state legislatures–where to put radioactive waste, for example. In the third place, interest groups long ago learned that when they cannot secure their preferences at the state level they can attempt to secure those preferences at the federal level. Some patterns of voluntary state cooperation appear to be defensive, to preempt or mitigate federal action.

We are fortunate that voluntary state cooperation has been the subject of scholarly research for some time. Based on that research we can make some generalizations regarding how the states are reuniting.

First, based on the work of Paul Quirk, followed by Andrew Skalaban, we have a general model of interstate cooperation. States have a history of past cooperation, states with geographic proximity, and states with similar economic, political and social characteristics are most likely to make cooperative agreements.

Carol Weissert and Jeffrey Hill found that states will join interstate compacts only if the benefits outweigh the costs or if the problems state's face spill across borders and can only be addressed by cooperation.

David Nice found that several state political and economic characteristics influence their inclination to cooperate. States that are such that they have to less capable legislatures, conservative political parties, make low revenue efforts and give low social benefits will be less likely to cooperate. An anonymous author publishing in the Harvard Law Review determined that a key factor in state cooperation is the issue of the characteristics of state agents and particularly the level of their trust and reciprocity. In cases in which the agents of state cooperation, state attorneys general for example, know one another, share a common professional and political background, the prospects for trust and reciprocity are high, which explains in part the trust and reciprocity in these situations. Most voluntary state cooperation, state attorneys general for example, are in their interest to cooperate. In the case of the Harvard Law Review determined that a key factor in state cooperation is the issue of the characteristics of state agents and particularly the level of their trust and reciprocity. In cases in which the agents of state cooperation, state attorneys general for example, know one another, share a common professional and political background, the prospects for trust and reciprocity are high, which explains in part the trust and reciprocity in these situations.

States are sometimes referred to as the “laboratories of democracy,” environments for learning and experimentation. It is clearly the case that the states have learned that it is in their interest to cooperate. It is also clearly the case that in certain policy arenas–tobacco, for example–the states have learned that voluntary cooperation is preferable to top-down “one size fits all” federal coordination, particularly when the problem of unfunded mandates is added in.

The states originally united to fight foreign control and to provide for a common defense. today the states are quietly and voluntarily reuniing to further their mutual interests.

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Building a City of Ethics

The Georgia Municipal Association (GMA) initiated an innovative, voluntary program in 1999 to encourage Georgia’s 485 cities and towns to seek certification as a “City of Ethics.” There are 138 cities (as of January 2005) that have received this designation. What does a city have to do to qualify as a “Certified City of Ethics”? They must adopt a resolution subscribing to specific ethics principles and dopt an ethics ordinance. The resolution must embrace the following ethics principles:

- Serve others, not ourselves
- Use resources with efficiency and economy
- Treat all people fairly
- Use the power of our position for the well being of our constituents
- Create an environment of honesty, openness and integrity

The GMA Board requires that the ethics ordinance “contain definitions, an enumeration of permissible and impermissible activities by elected officials, due process procedures for elected officials charged with a violation of the ordinance and punishment provisions for those elected officials found in violation of the ordinance” (www.gmanet.com/data/html/cities_of_ethics.html). Some Georgia cities have given their ethics boards the power to fine offenders but there is uncertainty about whether or not such sanctions are beyond the legal authority of the board.

Once a municipality passes an ethics resolution and ordinance, it submits these documents to the GMA for review and approval by the Executive Committee of the GMA City Attorneys Section. When certified as a City of Ethics, a municipality receives “a plaque and a logo which can be incorporated into city stationery, road signs and other materials at the city’s discretion” (www.gmanet.com/data/html/cities_of_ethics.html).

The Georgia Municipal Association’s Certified City of Ethics program is a creative and proactive effort to advance ethics and integrity in local government. Wouldn’t you agree?

ASP A member Donald C. Menzel is ASPA’s president and professor emeritus of Northern Illinois University. E-mail: dmenzel1@iitampabay.cc

Reducing Prudent, Not Wasteful

From TRANSPORTATION, pg. 4

a guarantee that crews as well as equipment be available, perhaps requiring such trained personnel to be under National Guard auspices.

- In concert with the use of passenger rail for evacuations, urban centers have to have an excess of capacity in urban mass transit systems to move large numbers of people from neighborhoods to designated locations for evacuation from the city.

- States must be encouraged and supported in moving in a path they are already heading, toward greater operational management of public highways and other facilities, and more effective emergency planning that puts transportation concerns high on the agenda. Finding ways of queuing vehicles more effectively to prevent congestion by simulating evacuations and perhaps requiring timed movements of motorists (a simple expedient might be a window between those with even and odd license number endings) or investing in intelligent management systems is urgently needed.

- Repeat the just-passed surface transportation bill and force Congress to deal with post-Katrina-Rita realities as it had to rethink public policy in the wake of September 11, 2001.

The above is a very partial list of measures we need to take to avoid the consequences of future disasters, from nature or the hands of our enemies. The lesson of the late summer of 2005 is unmistakable: we are not prepared to deal effectively with large-scale evacuations, in large part due to the way we have programmed transportation decisions.

A system of evacuation that relies upon uninformed individuals and families to get in their car and drive to safety fails on two counts: it overtaxes the capacity of our roads and it leaves the poor, the sick, the young and the old all those without cars — the mercy of forces beyond their control. States must take more measures to show they can manage, not just build and maintain public highways.

Redundancy must be seen not as wasteful but as prudent if related to plans to meet unusual peak demands or special needs. Rethinking such matters is not a luxury. It relates to future terrorist attacks as well as future natural disasters. We know now it is a matter of life and death — perhaps for the future of our nation, as well as our own lives.

ASP A member Jeremy Plant is a professor of public policy and administration at Penn State Harrisburg. He is also a member of ASPA’s Section on Transportation Policy and Administration (STPA). E-mail: jfp2@psu.edu

Center for Accountability and Performance

New Issues to Address: Reflections on CAP’s Symposium on Developing Performance Measurement Systems (Part II)

Jay Fountain, John Kamensky

This column concludes our reflections on the successful pre-ASPA conference CAP International Symposium on Practice-Based Performance Management in April, in Milwaukee. Part I, in last month’s column, reflected on the trend toward expanded citizen involvement and increased perfor- mance management. This month, we describe some of the questions raised during the symposium that beg for future research. From the various symposium presentations we saw that the measurement of performance of governmental programs and the use of that information to: manage programs, allocate resources, and communicate with elected officials and the public are at a very healthy level of development. That is confirmed by the fact that no onewnd to end to the issues and concerns being set forth.

Some of the identified issues include there are many different approaches to measuring results and using that information but they are all similar in many ways; these include Total Quality Management (TQM), managing for results (MFR) or performance-based management, and the Balanced Scorecard. Different terms are being used for the same or similar things, it causes confusion (for example, goals and objectives at times are used interchangeably). All that is being focused on is generally directed toward the same thing — how to improve results and communicate those results, yet we are still far from understanding the many factors that influence results and what strategies are most successful in achieving effective and efficient results. It is not clear that we understand exactly what we are accountable for and how to meet the obligation to be accountable.

After listening to these outstanding sessions, a number of specific issues were identified that are of concern if we are to continue to see the development of effective performance measurement systems in government. They include:

- Do we understand the gap between effectiveness and citizen well-being or quality of life? If so, what do we do about it?
- Do we really understand the factors that underlie the conditions (results) we are striving to achieve?
- Are we clearly communicating results to elected officials, customers, and citizens? Are we engaging in a meaningful dialogue with them?
- Are we often striving for results without complete (or even adequate) knowledge of the essential things (drivers) that will affect results?
- Do we really know how to use performance information and to go beyond what is reported to understand what is happening and why? What about program evaluations?

Do we understand those things we call “explanatory factors” that are largely beyond the control of the program and often have a major effect on results?

Do we fully use comparisons of various types to help us understand performance?

How do we ensure that our performance measures are relevant measures of what we are trying to achieve and that they produce given results?

How do we know we are getting a comprehensive picture of performance?

How can we overcome the seeming lack of links between performance measures and policy decisions (including budget decisions)?

How do we know what resources are needed to provide a certain level of services and what level of service is necessary?

With all the complexity in the government environment, is it possible to have elected officials and citizens who understand what we can use performance information?

As this list of questions shows, there are many issues still to be addressed as the use of performance measures continues to grow. But use is growing, the issues are being identified, and we see evidence that something is being done to work on them. We believe this indicates that the use of performance measurement in governments is in a very healthy period of growth and that the next few years will see greatly expanded use of result-based performance information.

When we reflected back on the symposium in the context of Comptroller General David Walker’s keynote address, where he talked about the significant challenges facing our nation setting priorities for the future, we saw some hope and inspira- tion from this international symposium. This fall the United States will see the public reports on how well different federal programs perform and the first iteration of the Key National Indicators. Both can serve as a fact-based springboard for broader citizen engagement on how well we as a nation are performing. And we can say we could have seen it coming, based on what we learned at the symposium.

Special thanks for the symposium go to the key organizers, Patria de Lancer Jules (Utah State University) and Fran Berry (Florida State University). Without their effort, this project would not have happened. Their next challenge is reprise the symposium in an edited volume. We wish them luck!

ASP A member John Kamensky is a senior fellow with the IBM Center for The Business of Government. E-mail: john.kamensky@us.ibm.com.

For information or items of interest related to CAP or performance management/measurement activi- ties or if you have a related item for the CAP Corner, please contact ASPA, 1101 Pennsylvania Avenue, Suite 840, Washington, DC 20004, or be sure to check out the “CAP Corner” on ASPA’s web site: www.aspa.net.
Chaos Management Skills Essential

From MANAGEMENT CRISIS, pg. 6

In short, what do we learn from the Katrina crisis? At least three points are worth noting: First is the advance prevention and preparation. Both are essential but not enough, as many plans don’t always work in chaotic events of dynamic crisis situations. Also, many plans are often made on short-term basis, without long-term strategic visions, eclipsed by the needs or pressures of budget cuts, lack of long-term public investment and diversion of priorities for politically rewarding immediate benefits. The breach of levees could have been prevented by such a public investment with only a few billion dollars, hence prevention of a mass-scale national disaster that now will cost the nation over $300 billion, not to mention the loss of human lives.

Second, in meeting a disaster, preparation can and should be proactive in advance, not reactive, considering “every” possible strength and weakness in the capacity to respond. Much of this was done in the case of Hurricane Rita, which was not a category four and still had many reported problems.

Third, is turning a crisis or disaster into an opportunity. Learning from Katrina and Rita should alert all policy and administrative elites to think strategically, play possible scenarios in all major crises and important political and economic complexes. Knowledge, skills and competence in capacity building are essential in turning crises into opportunities.

Attention all interested PA TIMES readers. I invite everyone to attend, and participate in, a special panel at ASPA’s 2006 national Conference in Denver, on Katrina Crisis Management composed of key ASPA leaders. Also, original manuscripts covering all issues of crisis and emergency management are sought for prompt review and publication in The 2nd edition of the Handbook of Crisis and Emergency Management (Taylor & Francis, 2006).

For more information, contact me at afarazma@fau.edu

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67th National ASPA Conference Offers Something New

Heidi Salati

It’s getting to be that time of the year…beginning of CONFERENCE SEASON. It is this time of the year when hundreds of thousands of people from all over the world converge upon a city for a few days of listening, learning, and networking.

A conference is not all work and no play, of course. When the association plans its conferences, this all consuming process that begins years before the conference even takes place, it attempts to choose a city wisely. The hopes are that the city has an immediate reaction to the potential attendee—preferably “Oh, I have to be there”! What a city offers in terms of hotels, restaurants, entertainment, cost effectiveness, and airport access will immediately start flooding the minds of attendees as they ponder their decision whether to attend. As anyone who plans conferences knows, the first thing an attendee notices is where the conference is being held.

As many of you know already, ASPA will be in Denver in 2006. We are very excited about this conference. First, we are rolling out a new conference structure that promises to have something for everybody. We are really excited about the new Professional Development segments of the conference covering topics such as Homeless Initiatives, New Urbanism, Transportation, Healthcare, Homeland Security and others led by practitioners that are local and national leaders in their fields. The idea is to have a “threaded” conference allowing attendees to follow a particular track of interest. The Professional Development sessions will tie into mobile workshops. They will also tie into panel discussions led by leaders of academia. As a bonus we will be holding SuperSessions that will give an in depth look at the hot issues in Public Administration such as the results of hurricane Katrina.

There are a couple of noteworthy two day courses—first, we will feature Current Issues in Labor and Management Law and Human Resources/Employment Law Nuts and Bolts: Hiring and Firing, which is a must attend for anyone (practitioner or academic) in human resources or those are involved with the labor end of the profession. Second, we have a joint CAP (Center for Accountability and Performance) ICMA program that is being developed to jointly feature Performance Measurement for skill and knowledge building. ICMA will be offering credit for the professional development segments of the conference.

For those looking for the fun side of Denver, we are hosting a Denver Dine-Around in cooperation with Johnson and Wales University—an international leader in culinary arts. Several local restaurants will be chosen along with a prix fixe menu. Attendees will register for one of the restaurants based on menu and cost. Buses will take you downtown and drop you off at your restaurant of choice where students from Johnson and Wales will give a presentation on the featured cuisine. At the end of the evening the buses will pick you back up and bring you to the hotel. This is a great opportunity to get to sample some of the fantastic local cuisine and it’s family friendly!

I hope everyone will join us in Denver for what promises to be an educational and fun conference for all!

Register and get additional program information now online at www.aspanet.org.

Heidi Salati is ASPA’s senior director of professional development.
E-mail: hsalati@aspanet.org

Jerzy Hauptman Celebrates 52-Year Career in Public Service, Academia

Jerzy Hauptmann, professor emeritus at Park University, addressed the topic “60 Years after World War II: Personal Reflections on Europe and the United States” at a September 8, 2005, event for Washington, DC, area alumni. Hauptmann, who taught political science and public affairs at Park during an illustrious 52-year career, served as founding president of ASPA’s Greater Kansas City Chapter and a member of the Society’s National Council in the early 1960s.

COMPA Selects Journal Editor

Byron E. Price New Editor-in-Chief of Journal of Public Management and Social Policy

Management and Social Policy is to provide a forum for scholarly research addressing diverse issues. For more information about the journal, call for manuscripts and symposia, please visit: http://newark.rutgers.edu/~ncpp/jpmsp/ http://www.andromeda.rutgers.edu/~ncpp/jpmsp/Call%20For%20Manuscripts.pdf.


Byron E. Price

The Journal of Public Management and Social Policy (JPMS) has found a new home.

The National Conference of Minority Public Administrators (COMPA) recently announced the selection of Byron E. Price of the National Center for Public Productivity, graduate department of public administration at Rutgers University, Newark as the new editor-in-chief of the journal. Price follows Mitchell F. Rice and Harvey L. White, immediate past editors.

The journal is now receiving manuscripts for the next issue scheduled for 2006. The purpose of the Journal of Public

Have you visited ASPA’s web site lately?
www.aspanet.org
When Politicians Fail Catastrophically: Katrina’s Ill-gotten Legacy

I’ve always liked politicians, especially the really good ones who genuinely care about people. Now I know there can be a cynical side to this. Remember New York City’s Tammany Hall notable George Washington Plunkitt who offered this famous advice—“you must study human nature and act accordin’.” I’ve seen some presidents up close on the campaign trail—Richard Nixon in 1960 and Bill Clinton in 1992—and when they looked me in the eye, I knew they were genuine. I voted for both. And while I don’t remember words that Richard Nixon uttered publicly that convinced me he cared about people, I will never forget the words uttered by Bill Clinton—“I feel your pain!”

Even good politicians, however, don’t always do what’s in the public interest. American politicians are well known for “bringing home the bacon” and losing sight of priorities. The result can be a catastrophic failure, which brings me to the subject of this column: the dreadful recovery following Hurricane Katrina’s deadly swipe of the Gulf Coast.

The news media and political commentators of every persuasion are describing and evaluating the enormous fault lines in the planning, recovery and relief efforts. Plenty of criticism has been leveled at President Bush for failing to marshal federal resources in a timely manner and displaying an insensitivity to the plight of hurricane victims, especially the most downtrodden and poor residents of New Orleans. FEMA, its Director Michael Brown and the Department of Homeland Security have also taken a firestorm of criticism for failures in communication, coordination, and responsiveness. The U.S. Army Corps of Engineers has not escaped the firestorm either.

Some commentators have gone so far as to declare our federal government “A Can’t-Do Government.” Others have added that when you combine limited government with incompetent government, lethal stuff happens. Still others assert that nobody was in control in New Orleans. “In case after case commentaries proclaim a lack of leadership,” New York Times article, “there has been a failure of administration, of sheer competence.”

The levy and canal system that protected New Orleans for decades has long been known to be deficient in case of a strike by hurricane with force level of four or five. Computer modeling and on the ground assessments showed that strengthening the levees was necessary but costly. Alas, neither the Congress nor recent administrations were prepared to spend the money needed to get the job done. And, more recently, the Bush Administration took an even dimmer view of allocating funds for hurricane and flood programs in New Orleans. Last year, the Army Corps of Engineers asked for $105 million. The Administration cut the request to $40 million. At the same time, Congress and the president Henry Whitehorn is quoted as saying, “they lost control of the city to looters. Some city and Orleans police admitted that they had lost control to the city to looters. Some city police officers, who were also victims of Katrina, resigned or walked off the job. State Police Commander Henry Whitehorn is quoted as saying, “they lost everything and don’t feel it’s worth going back and taking fire from looters.”

National Guard troops, America’s first line of defense against lawless conditions that typically follow a natural disaster which overwhelms local and state law enforcement, slowly trickled into the region. Less than 5,000 National Guard soldiers were on active duty in Louisiana by Wednesday, two days after Katrina’s landfall. New Orleans descended into anarchy on Thursday with flooding conditions still severe. Looting, raping and violence plagued the city as New Orleans police  admitted that they had lost control of the city to looters. Some city police officers, who were also victims of Katrina, resigned or walked off the job. State Police Commander Henry Whitehorn is quoted as saying, “they lost everything and don’t feel it’s worth going back and taking fire from looters.”

Louisiana officials pleaded for more national guardsmen. More than 5,900 Guard soldiers from Louisiana and Mississippi combined were not available as they are in Iraq, 7,000 miles away. Guardsmen from other states filled the void. A week after Katrina struck, the headline of the New Orleans Times-Picayune read: “7th Day of Hell.” These three examples, and there are surely more, are failures of political competency, not managerial competency. There is afoot a dangerous drift toward a Katrina legacy that can be described as an “anti-9/11” future. This is a potentially grim future. It is one in which our political leaders will be buffeted by a public that believes, under dire survival circumstances, no one will be out of harm’s way.

Survival will depend on one’s own resources, chance and ingenuity. It will be the uncommon politician who can resist this anti-government, anti-public service mentality. Our political leaders are likely to try to fix the situation in much the same way as they have tried to fix political failures of the past by blaming civil servants. The public service ethos so gallantly embraced following September 11, 2001, will be at risk.

I have always believed, now more than ever, that professional competency in managing the public’s business was more than a matter of efficiency, economy and effectiveness. It is the competency of public servants in our local, state and federal agencies that enables our democracy to flourish. The American bureaucracy is the rudder that our political leaders must use to steer the right course. Government is a tool for achieving the public good. Isn’t it about time we realized this? Dedicated public servants deserve our deepest admiration and respect.

ASP A member Donald C. Menzel is ASP A’s president and professor emeritus of Northern Illinois University. E-mail: dmenzel1@tampabay.rr.com

Please Note: The President’s August column on "ASP A International" had several inadvertent omissions.

1. In reference to the statement that SICA’s membership had declined between 2000 and 2005, the following was omitted: “All sections experienced a decrease in membership but the 37 percent decline experienced by SICA was greater than the average drop off of 23 percent.”

2. In reference to the statement that the internationalization of ASP A has picked up considerable speed over the past decade, the following was omitted: “ASP A’s transition from a strictly U.S. public administration organization to one integrating and featuring global management issues and operations was the task accelerated by several ASP A Presidents when they established the Campaign for International Relations (ASP A/CIR).

The five-year CIR strategic plan and implementation to internationalize ASP A brought forth:

a) The Annual International Insert of Public Administration Times (PAT) containing global resources, articles and international conferences/events;

b) Encouragement though PAR and PAT as well as through ASP A’s Sections and Chapters of collaborative research, exchange of speakers and conferences and receptions by the United States academics and practitioners with other country’s academics and practitioners;

c) Addition to the ASP A conference of panels, speakers and a reception featuring international studies, foreign dignitaries, and the newly-instituted Memoranda of Understanding (MOUs) between ASP A and other countries professional associations, institutes, and research centers.

3. In reference to the individuals who shared their insights and suggestions in drafting the essay, the name of Fran Burke was omitted. Apologies to all for these omissions.
I have read, with much respect and admiration, the dialogue our members have begun in this issue of the PA Times related to Katrina and the consequences of its aftermath. The written treatment of the issues presented by Katrina has been thoughtful, deliberative and earnest. It is no doubt that ASPA, along with our nation, will engage in the review and assessment of Katrina’s wrath, our response to the tragedy, and the lives affected for many years to come. However, I agree with our leadership that we, as one of the premiere organizations promoting the study and practice of professional and accountable public service, are compelled to lead and facilitate this discourse.

As I contemplate ASPA’s leadership role, our Strategic Plan comes to mind. Our current Strategic Plan calls for ASPA to focus and promote four key issues in public administration: Professionalism, Ethics, Social Equity and Performance and Accountability. Indeed, we state in our Plan that these are issue for which ASPA wants to be known in the field. Therefore, ASPA’s actions and resulting outcomes, related to the intellectual and practice-based treatment of Katrina, should be addressed within the context of these key issues. It is certain that Katrina, and the conflicts and controversies it surfaced, speaks to the professionalism, ethics, social equity, and the performance and accountability within our profession. I propose we assess Katrina within the context of the following questions:

• **Professionalism**—what are the issues and lessons learned related to professional management and the implications for political leadership?

• **Social Equity**—what are the issues and lessons learned related to social equity and the implications for the social conditions of our communities?

• **Performance and Accountability**—what are the issues and lessons learned related to performance and accountability and the implications for responsibility for outcomes?

• **Ethics**—what are the issues and lessons learned related to ethics and the implications for ethical behavior in the distribution of shared wealth and resources?

As we formulate our continuing response to this overwhelming tragedy, the wealth of knowledge and experience held by ASPA’s members will certainly contribute to the national dialogue. Moreover, it will be the depth and breadth of our combined academic and practitioner knowledge-base that will both inform and provide solutions for the future.

In closing, the suffering of those affected by both Katrina and Rita is constantly on our minds. Our prayers go out to the families and communities struggling through this disaster. We have shared our personal, spiritual and community resources to aid in the recovery. Now, ASPA stands well positioned to contribute to the national recovery. Through the expertise of our members, and the strength of ASPA’s leadership, we will do our part to respond to the current challenges and prepare our profession to respond to the challenges of the future.

Antoinette Samuel is ASPA’s executive director. E-mail: asamuel@aspanet.org

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**SPAR Best Book Award**

**NOMINATIONS SOUGHT**

The Section on Public Administration Research (SPAR) is seeking nominations for its third book award for public administration scholarship.

Books with copyright dates in either 2004 or 2005 are eligible. The book’s orientation may be quantitative, empirical, interpretive, ethnographic, historical, archival, normative or theoretical.

Textbooks and edited volumes are not eligible. A maximum of two book nominees will be considered from any single publisher.

Evaluative criteria include outstanding accomplishment of the research objectives, high-quality writing, and potential to constitute a lasting contribution to the public administration literature.

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Nominations, including a short justification relative to the above criteria, should be made via e-mail to Larry S. Luton <luton@mail.ewu.edu> with four copies then sent to: Larry S. Luton, Professor and Director, Graduate Program in Public Administration, Eastern Washington University, 668 Riverpoint Blvd., Suite A, Spokane, WA 99202. Deadline for receipt of copies of nominated books is January 15, 2006, but earlier submissions are encouraged.
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ASPA Members

ASPA welcomes the following new members in the month of August 2005.

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

[Full list of new members]
Announcing a new book in the ASPA classics series from M.E. Sharpe

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

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

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

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

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

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

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

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

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

Also available
Local Government Management
Current Issues and Best Practices
Douglas J. Watson and Wendy L. Hassett, Eds.

This volume includes thirty of the most outstanding journal articles that have been published over the past sixty years. It is an ideal supplement for any course in local management and administration, as well as for practicing professionals.

440 pages 0-7656-1127-9 $89.95 Cloth
0-7656-1128-7 $34.95 Paper

ASPA News
ASPA Co-Sponsors
Public Management Conference in Senegal
ASPA Vice President Harvey White and Several ASPA Members Lead U.S. Delegation

A small portion of the U.S. delegation to the Senegal Conference pose outside a seminar on electronic balloting.

The 5th International Conference on Public Management, Policy and Development convened in Senegal, West Africa, last June. The conference theme was “Global Challenges and Opportunities: Best Practices in Public Policy and Development for the 21st Century.”

The Conference Mission is to strengthen and promote public-civil society partnerships in the advancement of sustainable development. To this end the conference provides a forum for dialogue among professionals in government, academia, businesses and non-governmental organizations. The focus is on policy development and analysis and administrative execution.

The focused tracts for the Senegal Conference were:
• Health, Poverty and Public Policy
• Public Safety and Disaster/Emergency Management
• Fair Trade, Financial Development and Sustain ability
• Natural Resources, Food Security and Self Sufficiency
• Infrastructure and Public/Private Partnerships
• Technology and sustainable Development
• Decentralization, Governance and Civil Service Reform
• Education, culture, Youth, Gender and Development
• Citizenship Democracy, Peace and Human Rights

A highlight of the Senegal Conference was a special session on “Developing the Electronic Voting Electorate—Capacity and Transparency” with a presentation by Maria Helena Alves, former United Nations elections manager and currently a consultant with the Carter Center in Atlanta, Georgia.

Delegates to the Senegal Conference also participated in the African Executive Officers Network electronic voting seminars in Saint Louis, Senegal. Others then participated in educational and cultural excursions to Mali and The Gambia.

These conferences began in 1997 and are held each odd year, sponsored by an African host and a consortium of U.S. institutions and organizations, including ASPA. Plans and reports are submitted to the ASPA International Consortium Committee.

The Senegal Conference was well attended with 92 persons from the United States and 150 other persons attending from African countries and Europe. The U.S. delegation was led by ASPA Vice President Harvey White and former ASPA President Sylvester Murray, both former Conference of Minority Public Administrators (COMPA) chairs. It included current COMPA Chair Landsi Faulcon, immediate Past COMPA Chair Dana Michael Bruce and many other ASPA/COMPA members from across the country.
2006 Award
Nomination Period Opens
September 1, 2005

Joint Awards

National Public Service Awards (NPSA)
ASPA and the National Academy of Public Administration have established the National Public Service Awards program to pay tribute to public service practitioners, to provide recognition for outstanding individuals, and to underscore the need to have creative and highly skilled individuals as career managers of complex and demanding government functions. There is a separate nomination procedure for these awards. A brochure with complete nomination information is available by contacting ASPA. Nominations for this award must be received by October 15, 2004. The awards will be presented in April 2005 during ASPA’s 66th National Conference in Milwaukee, WI.

Charles H. Levine Memorial Award for Excellence in Public Administration
This award, presented by ASPA and the National Association of Schools of Public Affairs and Administration (NASPAA), recognizes a public administration faculty member who has demonstrated excellence in three major areas of the field—teaching, research, and service to the wider community. Nominations must include a current curriculum vita of the nominee and a one-page statement on each of the following three criteria. Research: The nominee should have publications in the public administration field which have made an impact on the field. These publications may include books, refereed journal articles, research notes, monographs, or book chapters. Teaching: The nominee should have a demonstrated record of outstanding teaching. Teaching evaluations, awards, and accomplishments of students may be submitted as evidence of teaching ability. Community and Public Service: Service and contribution to the public sector or non-profit sector is an important factor in the award. Such activity may include service on boards and commissions, government service and service to professional organizations.

Gloria Hobson Nordin Social Equity Award
This annual award recognizes lifetime achievement and effort in the cause of social equity and is open to all nominees. Candidates may be employees of state, local or federal government, employees in the non-profit sector, or employees of colleges and universities. Elected public officials are eligible for the award. Employees from the private sector are also eligible for the award, but the emphasis should be on their achievement and effort in the public sector. Candidates do not have to be ASPA members.

John W. Gaston, Jr. Award for Excellence in Public Service Management
This award is presented to a public manager for excellence in public service management, particularly in the areas of natural resource management or environmental protection. Selection criteria include demonstrated attention to strategy, structure, systems, shared values, and skills, but the bottom line criteria is the achievement of results that contribute to public safety, health, welfare, and the quality of the environment. The award consists of $500 honorarium and a commemorative plaque.

Public Integrity Award
This award pays tribute to an organization, which has made outstanding contributions to responsible conduct in public service. The award will be presented to an organization that:
- Presents evidence of accomplishing, or causing to accomplish, significant programs or projects benefiting the general public; and
- Represents any domain of public service, local, state, national, international, or non-profit.

Dwight Waldo Award
Presented to persons who have made outstanding contributions to the professional literature of public administration over an extended career. To be eligible the nominee must have had at least one article published in Public Administration Review and a minimum of 25 years of active scholarship that has furthered the discipline of public administration. The name and career summary of the Waldo Award winner will be published in Public Administration Review.

James E. Webb Award
This award is presented to the person(s) who gave the most outstanding paper at ASPA's National Conference.

Equal Opportunity/ Affirmative Action Exemplary Practices Award
Presented to individuals and organizations which have made outstanding contributions to a more equal society. Up to four awards may be presented to individuals and organizations representing the following categories: federal, state, or local government units, educational institutions, non-profit institutions, private sector organizations. A narrative (not to exceed five pages in length) should provide the basis for nomination. Emphasis will be on achievement and results, not just effort. The following also apply: complexity and severity of the problems addressed; organizations directed; use of original/innovative/ effective approaches; impact of contributions; attainment of the goals of ASVP's EOAA national policy positions.

Elmer B. Staats Lifetime Achievement Award for Distinguished Public Service
The Elmer B. Staats Lifetime Achievement Award for Distinguished Public Service has been established to honor a public administrator's career accomplishments and contributions to the public service and ASPA over a lifetime.

Paul P. Van Riper Award for Excellence and Service
The Paul P. Van Riper Award for Excellence and Service will be awarded to an ASPA member who has made significant contributions to both the academic and practitioner communities of public administration. Award recipients will have distinguished themselves through their current active engagement in and contributions to developing the public service of the future.

International Public Administration Award
This award honors a distinguished foreign scholar or practitioner for significant contributions to public administration in other nations. To be eligible to be nominated for the award, the individual must meet the following criteria:
- Has contributed significantly to the field of public administration as a scholar, practitioner, or both, as demonstrated by publications, other awards and honors, and the testimony of the nominee's colleagues and beneficiaries of the nominee's work.

Society Awards

Chapter/Section Newsletters
These awards are given annually to recognize newsletters as a vital means of communication and a valuable service offered to chapter and section members. All chapters and sections are eligible. Chapters and sections wishing to be considered must submit three issues of their newsletters which were published between December 1, 2002 and November 30, 2003. The chapters and sections will be placed into categories by membership size and judged accordingly.

Oveta Culp Hobby Training Awards
These awards recognize chapters and sections which provide professional development to members through planned activities. Chapter and section programs presented during calendar year 2005 are eligible. Nominations should explain how the programs meet the following criteria:
- Does the program identify new topics and target audiences?
- Does the program promote knowledge and skills to be a creative, ethical, and responsible public manager?
- Does the program identity beliefs and practices to excel in the public service?

Donald C. Stone Service to ASPA
The Stone Award pays tribute to ASPA members who have contributed outstanding services to the Society. Any individual currently an ASPA member and who has been an ASPA member for three consecutive years is eligible for consideration. Current or former ASPA presidents, the current president-elect and the vice president are not eligible.

I hereby nominate: ____________________________ for a 2006 ASPA Award. This nomination is for the following award: ____________________________

Included with this nomination form is a one page summary of why the individual or organization nominated deserves this award, including an accurate address and telephone and fax numbers, and any additional materials which may be required for this award. Please refer to award criteria located on these pages.

Signature of Nominator ________________________

Return this form with nomination information to: ASPA 2006 Awards, 1301 Pennsylvania Avenue, Suite 840, Washington, DC 20004

I hereby nominate: ____________________________ for a 2006 ASPA Award. This nomination is for the following award: ____________________________

Included with this nomination form is a one page summary of why the individual or organization nominated deserves this award, including an accurate address and telephone and fax numbers, and any additional materials which may be required for this award. Please refer to award criteria located on these pages.

Signature of Nominator ________________________

Return this form with nomination information to: ASPA 2006 Awards, 1301 Pennsylvania Avenue, Suite 840, Washington, DC 20004
The University of Georgia's Department of Public Administration and Policy in the School of Public and International Affairs invites nominations and applications for a tenure-track position at the assistant or associate professor level. This position begins in August 2006 and requires a teaching and research focus in public finance and budgeting, with teaching in the department’s MPA and doctoral programs. Qualifications include a doctorate in public administration, political science, economics, or a related area, with a strong commitment to high quality research and teaching. Applications and nominations should be sent to Chair, Finance and Budgeting Recruitment Committee, Department of Public Administration and Policy, 204 Baldwin Hall, The University of Georgia, 30602-1615. Applications must include a curriculum vitae, three letters of reference, transcript of graduate work for applicants not yet in faculty positions, sample of the candidate’s best written work, and a statement of teaching evaluations. All applications received by November 1, 2005 are assured full consideration. The University of Georgia is an Equal Opportunity/Affirmative Action Employer.

The Department of Public Administration and Policy offers graduate degrees in public administration and our MPA program is ranked third in the nation according to the 2005 rankings of graduate programs by U.S. News. The University of Georgia is located in Athens approximately 70 miles east of Atlanta. For more information, visit www.uga.edu/padp.

Assistant/Associate Professor of Public Administration

Roger Williams University

Roger Williams University is seeking a dedicated individual to teach within the Master of Public Administration Program in its Feinstein College of Arts and Sciences. The ideal candidate will also contribute to the University’s undergraduate Program in Public Administration and Political Science. A Doctorate in Political Science, Public Administration, Political Affairs, or a closely related field is required. Applicants must show a strong commitment to teaching, applied research, and interest in working with the professional community in New England. The College of Arts and Sciences is the largest and central academic unit of Roger Williams University. We challenge and broad en the experience of all graduate students through an innovative Core Curriculum. We encompass more than 1700 undergraduate majors and more than 80 full-time faculty members in the humanities, performing arts, and the social and natural sciences. Our majors range from an ACS-accredited Chemistry major to a BFA in Creative Writing. The design of our majors allows students to explore other areas within the College and the professional schools and construct programs that fit their needs and interests. The College offers an MPA and plans to initiate a master’s degree in Forensic Psychology in 2005. We encourage all students to be creative, to conduct research independently and with their faculty, and to critically examine their own ideas and the ideas of others. Interested applicants should send cover letter and resume to: Roger Williams University, One Old Ferry Rd., Bristol, RI 02809 or human_resources@rwu.edu indicating Ref. #PAT06-005. Roger Williams University is an Equal Opportunity/Americans with Disabilities Act Employer.

Preliminary interviews will be conducted at the APSA Annual Meeting.

Assistant Professor or Associate Professor of Political Science

Department of Political Science, P.O. Box 248047, University of Miami, Coral Gables, FL 33124-6534. Queries about the position should be directed to the Department Chair, Fred Frohock, at (305) 284-2401 (Political Science Department) or (305) 284-8362 (Chair’s office). The University of Miami is an equal employment opportunity/affirmative action employer.

Public Administration and American Government – Augusta State University

The Department of Political Science at Augusta State University invites applications for a tenure-track teaching position at the Assistant Professor level, beginning August, 2006. Specialization is open. The successful candidate will be teaching at both the graduate (MPA) and undergraduate level. A doctorate in Public Administration, Public Policy or the Ph.D. in Political Science with a strong concentration in public administration is required. ABDs will be considered. Augusta State University is an affirmative action/equal opportunity employer. Send a letter of application, curriculum vitae, graduate school transcripts and three letters of recommendation to Dr. Sandra Remke, Chair, Public Administration Search Committee, Augusta State University, Augusta, Georgia 30904-2200. Review of applications will begin November 14, 2005.

Assistant/Associate Professor of Public Administration

Roger Williams University

Roger Williams University is seeking a dedicated individual to teach within the Master of Public Administration Program in its Feinstein College of Arts and Sciences. The ideal candidate will also contribute to the University’s undergraduate Program in Public Administration and Political Science. A Doctorate in Political Science, Public Administration, Political Affairs, or a closely related field is required. Applicants must show a strong commitment to teaching, applied research, and interest in working with the professional community in New England. The College of Arts and Sciences is the largest and central academic unit of Roger Williams University. We challenge and broaden the experience of all graduate students through an innovative Core Curriculum. We encompass more than 1700 undergraduate majors and more than 80 full-time faculty members in the humanities, performing arts, and the social and natural sciences. Our majors range from an ACS-accredited Chemistry major to a BFA in Creative Writing. The design of our majors allows students to explore other areas within the College and the professional schools and construct programs that fit their needs and interests. The College offers an MPA and plans to initiate a master’s degree in Forensic Psychology in 2005. We encourage all students to be creative, to conduct research independently and with their faculty, and to critically examine their own ideas and the ideas of others. Interested applicants should send cover letter and resume to: Roger Williams University, One Old Ferry Rd., Bristol, RI 02809 or human_resources@rwu.edu indicating Ref. #PAT06-005. Roger Williams University is an Equal Opportunity/Americans with Disabilities Act Employer.

Preliminary interviews will be conducted at the APSA Annual Meeting.
Two Positions: Director SPA and Assistant Professor  School of Public Affairs  University of Baltimore

School of Public Affairs, University of Baltimore. Pending budgetary approval, the School of Public Affairs (SPA) is seeking to fill two positions in its well-recognized and expanding program effective August 2006. The school offers a full range of programs at the undergraduate, MPA (conventional and web-based), and DPA levels, as well as BSMS programs in Health Systems Management (HSMG). In addition, an integral component of the school includes the Schaefer Center for Public Policy, a comprehensive research center that, for FY 2005, generated approximately $5 million in grants and contracts under the guidance of a full-time director and staff.

The two positions are:

1). Director of the SPA. Senior associate or full professor. Must demonstrate a leadership capacity capable of guiding and integrating the SPA’s range of programs as listed above. Areas of concentration are flexible, although candidates whose interests are congruent with the SPA’s management/public affairs mission are especially encouraged to apply.

2). Assistant professor. PhD in-hand by starting date is required. Areas of concentration are flexible but demonstrated competency in any combination of the following areas would be highly desirable: public management, advanced analytical techniques, information resource management.

For all candidates, experience in web-based instruction is required. Send vita and list of references to:
Ms. Nancy L. Haynsworth
Search Committee Coordinator
School of Public Affairs
University of Baltimore
1304 St. Paul Street
Baltimore, MD, 21202

nhaynsworth@ubalt.edu

Screening for all positions will begin 15 September 2005 and will continue until positions are filled.

The University of Baltimore is an Equal Opportunity/Affirmative Action employer.

Assistant Professor

Seattle University

Assistant Professor

Public Administration Department of Political Science

Georgia Southern University

P. O. Box 8101
Statesboro GA 30460-8101

Email: ricelle@georgiasouthern.edu

Telephone: 912-681-5689

More information about GSU is available through http://www.georgiasouthern.edu,
p://class.georgiasouthern.edu/polisci/ or http://Chronicle.com/jobs/profiles/911.htm. Georgia Southern University seeks individuals who are committed to excellence in teaching, scholarship, and professional service within the University and beyond. Georgia is an Open Records state. GSU is an AA/Eo institution. Individuals who need reasonable accommodations under the ADA to participate in the search process should contact the search chair.

Assistant Professor

Institute of Public Service

Seattle University

The Institute of Public Service (IPS) invites applications for a tenure track position in its master of public administration [MPA] program. Program begins September 2006.

The position calls for teaching two courses per quarter within the MPA program or in the related undergraduate areas. Over the academic year this position will be responsible for teaching Foundations of Public Administration and one of the three policy-related courses also in the MPA core, Policy and Program Research, Policy Formation and Implementation, or Policy Analysis. We especially encourage applications from candidates who can provide strong and sophisticated exposure to mid-career and pre-professional graduate students. Teaching experience is required, and professional experience in the public or nonprofit sector is highly desired. Applicants must hold the doctorate in public administration, public affairs, public policy, or closely related field and should demonstrate solid research potential and a commitment to public service.

The successful candidate will have scholarly interest and capacity in public administration and public policy and an interest in teaching elective coursework in his or her areas of focus. Some areas of particular interest to our students are international or comparative public administration; environmental policy or administration; local government administration; and nonprofit administration.

Funded in 1975, IPS educates in-career professionals for positions of responsibility in the public service. Currently just over two-fifths of the employed graduate students are in nonprofits, a lesser share in government, primarily local government, and just under a fifth in the private sector. IPS recently began to offer instruction to undergraduate majors in public affairs [BPA]. The MPA degree program is NASPAA accredited.

Institute of Public Service is located in the College of Arts and Sciences of Seattle University. A description of IPS (http://www.seattleu.edu/artsci/ips/) and of SU (http://www.seattleu.edu/about/) can be found on the University’s websites.

Seattle University, founded in 1891, continues a four hundred and fifty year tradition of Jesuit Catholic higher education. The University’s Jesuit Catholic ideals underscore its commitment to the centrality of teaching, learning and scholarship, of values-based education grounded in the Jesuit and Catholic traditions, of service and social justice, of lifelong learning, and of educating the whole person. Located in the heart of dynamic Seattle, the University enrolls approximately 6,000 undergraduate and graduate students in eight colleges and schools. Students enjoy a university ethos characterized by small classes, individualized faculty attention, a strong sense of community, a commitment to diversity, and an outstanding faculty.

Seattle University is an equal opportunity, affirmative action employer. Send letter of application, curriculum vita, teaching evaluation summaries, one or more examples of published or pending work and names, addresses and telephone numbers of three current references to:

Sue White, Administrative Assistant
Institute of Public Service
Seattle University
Opportunity/Affirmative Action Employer.

The Evans School is an Equal Opportunity employer and committed to diversity in its faculty.

the public and/or nonprofit sector. The Department of Political Science invites applications for a tenure track position at the assistant professor level, beginning August 16, 2006. The department seeks a scholar with primary research and teaching interests in organizational behavior and theory; secondary public administration field is open. Teaching responsibilities will be largely in the graduate Public Administration Program, which offers MPA and PhD degrees. Applicants must be at or near completion of their doctorate at the time of appointment, should show evidence research productivity with a clear research agenda, and demonstrate potential as a teacher. Submit applications, including a letter of interest, transcript, curriculum vitae, three letters of reference, examples of scholarly writing, and syllabi and teaching evaluations (if available), to Chair, Organizational Behavior/Theory Search Committee, Department of Political Science & Public Administration, NCSU, Raleigh, NC 27695-8102; phone 919-515-2481. The review of applications will begin on November 18, 2005 and continue until position is filled.

The University of Oklahoma is an Equal Opportunity/Affirmative Action employer. Applications from women and minorities are strongly encouraged and welcome.

Screening of applications will begin after October 15, 2005, but applications will be accepted until the position is filled. The University of Oklahoma is an Equal Opportunity/Affirmative Action employer. Applications from women and minorities are strongly encouraged and welcome.

Committee; Department of Political Science; The University of Oklahoma; Norman, OK 73019-2001. Screening of applications will begin after October 15, 2005, but applications will be accepted until the position is filled. The University of Oklahoma is an Equal Opportunity/Affirmative Action employer. Applications from women and minorities are strongly encouraged and welcome.

Applications should be submitted to: Chair, Public Administration/Policy Search Committee; Department of Political Science; The University of Oklahoma; Norman, OK 73019-2001. Screening of applications will begin after October 15, 2005, but applications will be accepted until the position is filled. The University of Oklahoma is an Equal Opportunity/Affirmative Action employer. Applications from women and minorities are strongly encouraged and welcome.

Tenure-track Position
Public Administration/Public Policy
University of Oklahoma

The Department of Political Science invites applications for a tenure-track position in the field of public administration or public policy at the Assistant Professor rank. Applicants should be prepared to offer graduate and undergraduate courses in public administration or public policy. We also prefer candidates who can teach research methods at the graduate level. Promise of excellence in research and teaching with a high prospect of a sustained publication record is required. Applicants should be willing and able to participate in the department's off-campus MPA program (http://www.ou.edu/col/psc/pa/). The position commences August 16, 2006. A completed doctorate in the appropriate field or strong evidence of likely completion by August 15, 2006 is required. Salary is competitive. Please send curriculum vitae, graduate transcripts, three letters of reference, and a sample of writing to: Dr. Ronald Haines, Chair, Public Administration/Public Policy Search Committee; Department of Political Science; The University of Oklahoma; Norman, OK 73019-2001.

Faculty Position in Public and/or Nonprofit Management
Daniel J. Evans School of Public Affairs
University of Washington

The Daniel J. Evans School of Public Affairs seeks applicants with teaching and research interests in public and/or nonprofit management for a tenure or tenure-track faculty position at open rank. We are especially interested in a senior scholar at the associate or full professor level. However, we will seriously consider candidates for associate professor, or full professor. Applicants should hold the Ph.D. or equivalent in public or nonprofit management, public policy, political science, sociology, management, or another relevant field. All candidates should send a letter of application and a curriculum vita via email to: search-evans@uw.edu.

Candidates for associate or full professor should submit the names of three references to be contacted by the search committee. Candidates for untenured positions should send three letters of reference to:

Faculty Search Committee
Daniel J. Evans School of Public Affairs
University of Washington
Box 353055
Seattle, WA 98195

The position remains open until filled. The Evans School is an Equal Opportunity employer and committed to diversity in its faculty.

Assistant Professor
The School of Urban and Public Affairs
University of Texas at Arlington

The School of Urban and Public Affairs (SUPA) at the University of Texas at Arlington invites applications for a tenure-track faculty position in Public Administration at the Assistant Professor level beginning Fall 2006. The successful candidate will be teaching at the graduate level (MPA and Ph.D.). In addition to contributing to core curriculum teaching in public administration, areas of teaching and research expertise must include two of the following: Metropolitan governance with a focus on performance assessment and information systems; Public administration ethics; and Public engagement

Applicants should have a doctorate in Public Administration, Public Affairs, or Political Science. ABDs will be considered. Preference will be given to candidates who have an established research record with interest in working in a multidisciplinary environment as well as a commitment to community service. The School offers excellent teaching and research support and its location in the heart of the Dallas-Fort Worth metropolitan area provides an ideal urban laboratory for research and community service. The School, with an interdisciplinary faculty, offers five graduate degrees including: Ph.D. in Urban and Public Administration, Ph.D. in Urban Planning and Public Policy, Masters in Urban Affairs, Masters in Public Administration, and Masters in City and Regional Planning.

A letter of application indicating research and teaching interests, vitae, and three letters of recommendation should be sent to Dr. Sherman Wyman, Chair, Search Committee, School of Urban and Public Affairs, Box 19588, The University of Texas at Arlington, Arlington, TX 76019-0588. Review of applications will begin immediately and continue to December 1st 2005. The University of Texas at Arlington is an Equal Opportunity/Affirmative Action Employer.

Assistant Professor
Organizational Behavior and Theory
North Carolina State University

Assistant Professor, Organizational Behavior & Theory, NC State University: The Department of Political Science and Public Administration at North Carolina State University invites applications for a tenure track position at the assistant professor level, beginning August 16, 2006. The department seeks a scholar with primary research and teaching interests in organizational behavior and theory; secondary public administration field is open. Teaching responsibilities will be largely in the graduate Public Administration Program, which offers MPA and PhD degrees. Applicants must be at or near completion of their doctorate at the time of appointment, should show evidence research productivity with a clear research agenda, and demonstrate potential as a teacher. Submit applications, including a letter of interest, transcript, curriculum vitae, three letters of reference, examples of scholarly writing, and syllabi and teaching evaluations (if available), to Chair, Organizational Behavior/Theory Search Committee, Department of Political Science & Public Administration, NCSU, Raleigh, NC 27695-8102; phone 919-515-2481. The review of applications will begin on November 18, 2005 and continue until position is filled.

NC State welcomes all persons regardless of sexual orientation.

Assistant Professor
Tenure-track Position
Public Administration
University of North Carolina Wilmington

The Department of Political Science at the University of North Carolina Wilmington invites applications for a position as a tenure-track assistant professor to teach primarily in the Master of Public Administration Program and secondarily in the undergraduate program in Political Science. Position starts August 2006. Requirements include an earned doctorate in Public Administration, Public Affairs, or a closely related field. An M.P.A. and/or prior public or nonprofit policy or management work experience is desirable as are good quantitative and computer skills. The successful candidate will need to show promise as an excellent teacher, researcher, and commitment to working with the professional community in the region. The successful candidate must have the ability to contribute to teaching in the core curriculum (e.g., public management, budgeting/finance, quantitative methods), and contribute to the concentrations in coastal/environmental management, nonprofit management, public policy analysis, or a related specialty area such as urban planning.

To apply, please submit the complete online application process available at the Web at http://consensus.uncw.edu. A letter of application, complete resume, and contact information for three professional references should be addressed to Thomas J. Barth, Chair, MPA Faculty Recruitment Committee and attached to the online application – not emailed or mailed. Microsoft Word or Adobe PDF attachments are specifically preferred. For questions regarding the online application process, contact Katie Price at (919) 962-5220 or pricet@uncw.edu. Under North Carolina law, applications and related materials are confidential personnel documents and not subject to public release. Faculty will be available for interviews at the Fall 2006 SECPA and APPAM conferences.

The Committee will begin reviewing applications on November 1, 2006 and continue to accept applications until the position is filled.

UNCW is an Affirmative Action/Equal Opportunity Employer. Women and minorities are encouraged to apply.

Assistant Professor
The Martin School of Public Policy and Administration
University of Kentucky

The Martin School of Public Policy and Administration at the University of Kentucky seeks to fill a faculty position beginning Fall, 2006. We are particularly interested in candidates who have research and teaching interests in some combination of health policy, management, and public policy processes. We have a preference for an appointment at the associate level, but other ranks will be considered. In recent years, the state has allocated additional funding to the University of Kentucky and challenged the University to further develop its research mission with the goal of becoming a top 20 public institution. The Martin School is a University Center of Excellence. We offer four multidisciplinary degrees: a Ph.D. in public administration, a master of public administration, a master of public policy, and a master of health administration. Our areas of specialization in the Ph.D. program are public finance, public policy and political economy, and health policy and finance.

Minority and female applicants are especially encouraged to apply. Applications will be accepted until the position is filled. Review of applications will begin October 15, 2005. All interested applicants should send a curriculum vita, three letters of reference, and a recent working paper or publication to:

Faculty Search Committee
Martin School of Public Policy and Administration
457 Patterson Office Tower
University of Kentucky
Lexington, KY 40506-0027
http://www.uky.edu/RGS/MartinSchool/welcome.html

An Equal Opportunity University
Two Assistant Professors
School of Public Policy and Public Administration
The George Washington University

The School of Public Policy (SPPPA) at The George Washington University invites applications for up to two tenure-track positions at the assistant professor level in the field of public budgeting beginning August 21, 2006. PhD, DPA or advanced ARB required. While specific areas of teaching and research are open, the individual chosen for this position must be able to teach graduate (MPA) and undergraduate courses in public budgeting and finance, as well as additional courses in public administration at both the graduate and undergraduate levels. The successful candidate will become a member of the MPA nucleus faculty with substantial determining influence over the design and implementation of the MPA Program. Preference will be given to those who have teaching experience in public administration courses at the graduate level. Scholarly productivity and service to the University, community, and profession are expected. For complete information on the position please see the following website: http://www.mpa.gwu.edu. Send letter of interest, curriculum vita, graduate transcripts (official transcripts are required upon employment), and three current letters of reference to: Dr. Carmen P. Savao, Chair, Public Budgeting and Finance/University Administration Search Committee, Department of Political Science, The George Washington University, Washington, D.C. 20052. Inquires may be sent to spppa@gwu.edu. Also see our website at www.gwu.edu/~spppa. Application review will commence November 1, 2005 and continue until the position is filled. We will be available for interviews at the Fall 2005 APPAM meetings. GW is an Equal Opportunity/Affirmative Action employer.

Assistant Professor
Department of Political Science
East Carolina University

The Department of Political Science at East Carolina University invites applications for a tenure-track position at the assistant professor level in the field of public budgeting. Applicants must have a Ph.D. or DPA or advanced ARB required. While specific areas of teaching and research are open, the individual chosen for this position must be able to teach graduate (MPA) and undergraduate courses in public budgeting and finance, as well as additional courses in public administration at both the graduate and undergraduate levels. The successful candidate will become a member of the MPA nucleus faculty with substantial determining influence over the design and implementation of the MPA Program. Preference will be given to those who have teaching experience in public administration courses at the graduate level. Scholarly productivity and service to the University, community, and profession are expected. For complete information on the position please see the following website: http://www.eastcarolina.edu/polisci. Send letter of interest, curriculum vita, graduate transcripts (official transcripts are required upon employment), and three current letters of reference to: Dr. Carmine P. Savao, Chair, Public Budgeting and Finance/University Administration Search Committee, Department of Political Science, East Carolina University, Greenville, NC 27858-4335. Screening begins November 1, 2006; position will remain open until filled.

Director
The School of Public Administration
Florida International University
Miami, FL

The School of Public Administration at Florida International University (FIU) is seeking a Director to provide innovative administrative leadership and academic vision for a 13-member faculty with distinctive competencies in Urban Policy and Management, economic development, budgeting and financial management, and comparative and international administration. The candidate should have a Ph.D. in Public Administration or a cognate social science, although other related backgrounds may be considered. The applicant must have academic administrative experience, including enrollment management, and have demonstrated the ability to promote programs and secure external resources. Applicants must have a sufficiently strong academic track record to be appointed at the rank of senior associate or professor. Salary will be commensurate with rank and experience.

The School of Public Administration fosters interdisciplinary research and instruction that advances theory and practice in urban management and policy. The School offers a bachelor’s, master’s, and Ph.D. in public administration. The Ph.D. in Public Administration has an excellent placement record in academia and senior management. The MPA is a NASPAA accredited program that has trained many of the Southeast Florida’s municipal and non-profit leaders. The BPA provides an educational foundation to a largely non-traditional student body. In addition to its program, offerings in three locations within Miami-Dade County, discussions are underway with the Miami-Dade Community College and other local entities about establishing a major program in China.

Florida International University, a Doctoral Research-Exte nsive institution, is Miami’s public research university. The University has a nationally renowned faculty known for their outstanding teaching and cutting-edge research. Students come from throughout the U.S. and more than 156 foreign countries. Since opening in 1972, FIU has grown to 55,000 students, 1,000 full-time faculty, and 110,000 alumni, making it the largest university in South America’s foremost urban laboratories in such areas as economic development, urban management, immigration, and transportation planning.

Please, submit your statement of interest, curriculum vita, and three letters of reference to: Dr. Ray Thomson, Dean, Schools of Social Work, Policy and Management, College of Health and Urban Affairs, 11200 S.W. 8th Street, HLSII 376, Miami, FL 33199.
Public Administration Faculty Positions

Department of Government
New Mexico State University

The Department of Government at New Mexico State University invites applications for two tenure-track positions at the Assistant Professor level effective August 2006 (Requisition # 2005111917, 2005111739). The department seeks candidates who have training in public administration and political science, with an interest in working across disciplinary boundaries and seeking creative solutions to complex social problems. New Mexico State University offers the only NASPAA-accredited MPA Program at a university classified by the Carnegie Foundation as a Doctoral/Research University-Extensive near the U.S. – Mexico border. In addition to the MPA degree, the department offers a Master of Arts in Government, and undergraduate degrees in Government and Law & Society and is expecting to add a degree in Planning in the near future. For more information about the department visit our homepage at http://www.nmsu.edu--govdept/.

Responsibilities include teaching a combination of graduate public administration and undergraduate political science and/or planning courses, scholarly research and service to public agencies. Areas in public administration are open, although the department particularly seeks applications from individuals with public management and/or planning emphasis. At least one of the successful candidates will be expected to teach in the area of public management. Ph.D. in political science or public administration or D.P.A. required. A Ph.D. in Planning will be considered if the applicant also has an MPA degree or substantial training in public administration. Degree must be completed before August 2007 but preference will be given to those with degree in hand by August 2006.

Applicants from other disciplines will not be considered. The successful candidate must possess strong teaching and research skills, ability to work effectively with students, faculty, and community leaders, and a demonstrated commitment to public service. Preference will be given to those who have interdisciplinary training, Spanish language competency, experience working in state/local government and/or experience with distance education. NMSU is currently in the process of identifying at least five cross-disciplinary research clusters including 1) Southwest border region education, health and culture, 2) Natural resource sustainability, 3) 21st century space/aerospace, 4) Information sciences, and 5) Bioresource/food sciences (for more information see: http://www.nmsu.edu/~comm/PageOne/Comm/2005/Indy.html ) Candidates whose research interest fit into one or more of these clusters are desired but not required. Salary competitive. Submit letter of application, vita, graduate transcripts, brief writing sample, evidence of teaching ability (if available), and three letters of reference. Review of completed applications will begin November 1, 2005 and will remain open until filled. Please apply to: Dr. Russ Winn, MPA Director, Department of Government, New Mexico State University, Box 3001, MSC 3BN, Las Cruces, NM 88003. NMSU is an EEO/AA employer; members of minority groups and women are especially encouraged to apply. For more information or to request an accommodation in the application process, call 505-646-4935.

Assistant Professor Position
Askew School of Public Administration and Policy
Florida State University

The Askew School of Public Administration and Policy at Florida State University is currently seeking applicants for a tenure-track faculty position with a specialization in health care administration to enhance the school’s NASPAA accredited MPA curriculum and contribute to the newly formed Master of Public Health program in the College of Social Sciences. Teaching health systems management (of health care industries such as county health departments, hospitals or nursing homes) is required and ability to teach information management of health systems is preferred. Teaching and research interests in other areas related to the MPH, MPA and Public Administration PhD degrees are welcome. Practitioner experience is valued but not required. Additional program details can be found at http://askew.fsu.edu.

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. The standard teaching assignment is 2 + 2 and salary is competitive. Applications are invited especially from minority candidates. The Florida State University is an Affirmative Action/Equal Opportunity Employer. Submit C.V. and three letters of reference to: Dr. Fran Berry, Search Committee, Askew School of Public Administration and Policy, Florida State University, Tallahassee, Florida 32306-2250 by November 15th. Review of applications will commence on this date and continue until the position is filled.

Two Tenure-track Faculty Appointments
The Robert F. Wagner Graduate School of Public Service
New York University

The Robert F. Wagner Graduate School of Public Service at New York University seeks to make two tenure-track faculty appointments for the 2006-2007 academic year in the area of financial management with a focus on government, not-for-profit organizations, healthcare institutions, or public finance. We welcome applications at all levels as well as nominations for senior candidates. Applicants must have a doctoral degree in a relevant discipline.

The Wagner school offers both master’s and doctoral degrees, and currently has 30 full-time faculty members. Although they are trained in a wide variety of disciplines, they share a commitment to addressing issues of public importance, both in the classroom and in their research. Applicants are encouraged to visit http://wagner.nyu.edu for more detailed information about NYU Wagner.

Applicants should send a cover letter, CV, and a research paper to the address below. Please arrange to have three reference letters sent as well. All application materials must be received by December 1, 2005.

Faculty Search Committee
The Robert F. Wagner Graduate School of Public Service
New York University
255 Lafayette Street
New York, NY 10012
Email:wagner.search@nyu.edu

NYU is an Equal Opportunity/Affirmative Action employer and is strongly committed to diversity within its community.

Assistant Professor
The Political Science/Planning Department
University of West Georgia

The Political Science/Planning Department invites applications for a tenure-track position at the assistant professor level for teaching in a NASPAA-accredited Master of Public Administration program. Qualifications include a Ph.D. in political science or public administration; potential for scholarly research and publication; evidence of teaching excellence; and a commitment to public service. Duties include teaching courses in public administration and American Government. Preference will be given to those qualified to teach research methods, program evaluation, budgeting and/or administrative law. Review of applications will begin November 15, 2005. Position is dependent on funding. The University of West Georgia is a master’s-degree-granting institution with approximately 2,000 graduate students and 8,000 undergraduates. The University is located in Carrollton, a city of around 20,000 people located fifty miles from downtown Atlanta. The city offers many advantages of being close to a dynamic and growing metropolitan area. West Georgia is an equal opportunity, affirmative action employer. Minorities and women are especially encouraged to apply. Candidates should send a letter of application, vitae, and names of three references to: Chair, Search Committee, Department of Political Science/Planning, University of West Georgia, 1601 Maple St., Carrollton, GA 30118-2100.

File name: CUDepDr/2006Search/Asst prof ado.doc

FOR-PROFIT POSITIONS

Director, Government Relations

A Fortune 100 Industry Leader is seeking a Director of Government Relations, to work as a strategic partner with the Leadership Team in Massachusetts and New Hampshire. The Director secures and maintains contractual operating authority and develops strategies for government affairs and public policy issues. Organizes and directs franchise renewal efforts in the assigned area, including developing and implementing franchise renewal strategy consistent with market and corporate guidelines, securing timely franchise renewals on acceptable terms, managing local franchise administration, and ensuring timely renewal notifications. Oversees and directs team of managers responsible for contract compliance and renewal within business guidelines. Has direct involvement in negotiating and resolving complex and/or difficult contract issues, as required. Works closely with the Department as required on issues having legal impact. Coordinates with internal subject matter experts to accomplish market goals in contract negotiation. Secures transfer approvals in the assigned area, as needed, for corporate transactions. Builds and maintains positive relationships with all community officials Has direct involvement in resolving complex and/or difficult franchise renewals, franchise transfers and franchise non-compliance issues, as required. Analyzes, strategies and implements local regulatory initiatives and supports state and federal initiatives. Attends municipal meetings and meets with local community officials and is company’s advocate on business-related community issues.

Within assigned area, manages relationships with outside counsel, consultants or lobbyists to implement market strategies or initiatives. Monitors and reports on the involvement of municipal consultants and interacts to preserve the local orientation of negotiations. Drafts letters to municipal officials, prepares scripts, speeches, talking points, etc., for regulatory competitive activities or other political issues and assists in the preparation of press releases. Coordinates with internal SMEs to accomplish market goals.

Works with Law Department as required on issues having legal impact. Attends municipal meetings and meets with local community officials and is company’s advocate on all issues. Identifies and attends community events to support local relationship building and community relations. Accountable for law, government, and community relations expense budget for the assigned geographic area. Manages a team of franchising and government affairs professionals and provides overall leadership and personnel management of the team of government and community relations professionals reporting to them, including staffing, performance management, compensation administration, office management, etc.

Required qualifications include bachelor’s degree in job-related field or at least 7-10 years of directly related experience, such as municipal law or political background. Extensive franchise renewal and transfer/contract negotiation experience.

S and strong negotiation skills critical, as well as functional management and people leadership abilities. Job requires some travel within New England and some evening work. Strong relationships with the assigned external local franchise authorities and/or government officials, understanding of financial analysis and budgeting. Background in contract management or legal skills and/or law degree desirable.

To apply, mail your resume to: Code P3665, P.O. Box 222, Needham, MA 02494. You may also email to legislative/Recruiter@bryantdocs.com or fax to (617) 969-6755, referencing Code P3-3225.

An Equal Opportunity Employer. We support a drug free and safe work environment.
Assistant/Associate Professor of Public Administration
Public Management Department
Suffolk University
Suffolk University’s NASPA accredited Public Management Department seeks candidates with a doctorate at or near completion in Public Administration, Organizational Behavior, or related field. This is a tenure track position with rank based on qualifications and experience.

Suffolk University is located on Beacon Hill in Boston, Massachusetts, the government, health, finance, education, and cultural hub of New England. (The university is within walking distance of the State House, federal offices, and Boston City Hall.) The Public Management Department has over 200 students, eleven full-time faculty, and awards MPA and MHA degrees.

Fields of research and teaching for this position are open with applications from candidates with strengths in organizational behavior, community development, civic engagement, conflict resolution, nonprofit management preferred. We are seeking candidates with the ability to teach in two or more of the following areas of our core curriculum: organizational effectiveness, human resources management, leadership. Previous practitioner experience is valued.

Applications must be received by December 1, 2005. Start date is September 1, 2006. Position availability is subject to funding.

Suffolk University is an equal opportunity employer.

Send application letter, current vita, and the names of three references to:
Jared C. Teness
Sawyer School of Management
Suffolk University
8 Ashburton Place
Boston, MA 02108

The Levin College of Urban Affairs
Cleveland State University
The Maxine Goodman Levin College of Urban Affairs at Cleveland State University seeks applications and nominations for a prominent urban specialist to serve in an endowed chair. This position is competitive, plus a generous travel budget and research support. Minimum qualifications include:

- A Ph.D. with notable publications in fields such as organizational effectiveness, human resources management, and leadership.
- Previous practitioner experience in urban policy is preferred.

The Levin College has been ranked second in the nation for the study of city management/urban policy in the last three surveys by U.S. News and World Report. The Levin College offers nine academic degrees, four dual degrees, several certificate programs and is home to twelve research centers. The Levin College has an outstanding reputation for research and teaching, and has a strong track record in funded research. The incumbent will direct the Center on Domestic Violence and this faculty member will play a pivotal role in its creation, fostering collaboration across the College.

Applications should be sent to:
Dr. Jennifer Alexander, Chair, PA Search Committee, c/o Office of the Dean, Cleveland State University, Cleveland, OH 44115.

Assistant Professor of Public Administration
The Maxine Goodman Levin College of Urban Affairs
Cleveland State University
The Maxine Goodman Levin College of Urban Affairs, Cleveland State University, seeks applicants with teaching and research interests in public administration for a tenure track faculty position at the rank of Assistant Professor. We are especially interested in scholars with expertise in one or more of the following areas of study and practice:

- Homeland security
- Nonprofit management
- Budgeting

Applications should send a letter of interest (addressing both teaching and research), curriculum vita, a maximum of three relevant reprints, and contact information for three references to: Dr. Wendy A. Kellogg, Chair, Search Committee, c/o Office of the Dean, College of Urban Affairs, Cleveland State University, Cleveland, OH 44115. The College Web page is http://urban.csuohio.edu. The Levin College has been ranked second in the nation for the study of city management/urban policy in the last three surveys by U.S. News and World Report. The Levin College offers nine academic degrees, four dual degrees, several certificate programs and is home to twelve research centers. The Levin College has an outstanding reputation for research and teaching, and has a strong track record in funded research. The incumbent will direct the Center on Domestic Violence and this faculty member will play a pivotal role in its creation, fostering collaboration across the College.

Applications should be sent to:
Dr. Jennifer Alexander, Chair, PA Search Committee, c/o Office of the Dean, College of Urban Affairs, Cleveland State University, Cleveland, OH 44115.

Assistant Professor of Public Administration
The Maxine Goodman Levin College of Urban Affairs
Cleveland State University
The Maxine Goodman Levin College of Urban Affairs, Cleveland State University, seeks applicants for a faculty position in domestic violence to begin August of 2006 at the tenured associate or full professor level. Salary will be competitive. A federal earmark awarded to the school will fund the development of a Center on Domestic Violence and this faculty member will play a pivotal role in its creation. The college is seeking candidates with the ability to teach in the school’s MPA, MCF and/or Ph.D program core curricula. Applications must include a letter summarizing qualifications and interests in the position, a current vita, and a list of three professional references with addresses, telephone numbers, and e-mail addresses and should be sent to: Barbara Paradiso, Faculty Search Committee, UCDHSC Graduate School of Public Affairs, Campus Box 134, P.O. Box 17384, Denver, CO 80217-3364. Inquiries may also be sent to: (303) 315-2736 or Barbara.paradiso@codenver.edu. A review of applications begins on November 7, 2005, and will continue until the search is completed.

The Center for Housing Research and Policy has a strong record of research and policy development in the study of critical housing supply and demand issues, inventory and analysis of the region’s housing stock and its conditions, and housing trends and directions and useful for local government and other allied field relevant to housing or housing policy; an exemplary and sustained record of published research and external funding in a university setting; and experience in outreach to the relevant local, state and national professional and applied communities.

PREFERRED QUALIFICATIONS: Ability to manage the existing research scope of the center; interest and experience in one or more of the following areas: sustainable settlements/development, real estate/development, housing technology, housing policy, or metropolitan housing market dynamics; a record of collaborative interdisciplinary research with faculty; ability to teach in the Master of Urban Planning, Design and Development program.

Review of applications will begin November 15, 2005 and continue until the position is filled. Please send a statement of interest (addressing both research and teaching), curriculum vita, a maximum of three relevant reprints, and contact information for three references to: Dr. Jennifer Alexander, Chair, PA Search Committee, c/o Office of the Dean, College of Urban Affairs, Cleveland State University, Cleveland, OH 44115. The Levin College has been ranked second in the nation for the study of city management/urban policy in the last three surveys by U.S. News and World Report. The Levin College offers nine academic degrees, four dual degrees, several certificate programs and is home to twelve research centers. The Levin College has an outstanding reputation for research and teaching, and has a strong track record in funded research. The incumbent will direct the Center on Domestic Violence and this faculty member will play a pivotal role in its creation, fostering collaboration across the College.

Applications should be sent to:
Dr. Jennifer Alexander, Chair, PA Search Committee, c/o Office of the Dean, College of Urban Affairs, Cleveland State University, Cleveland, OH 44115.

Assistant Professor of Public Administration
The Maxine Goodman Levin College of Urban Affairs
Cleveland State University
The Maxine Goodman Levin College of Urban Affairs, Cleveland State University, seeks applicants with teaching and research interests in public administration for a tenure track faculty position at the rank of Assistant Professor. We are especially interested in scholars with expertise in one or more of the following areas of study and practice:

- Homeland security
- Nonprofit management
- Budgeting

Applications should send a letter of interest (addressing both teaching and research), curriculum vita, a maximum of three relevant reprints, and contact information for three references to: Dr. Jennifer Alexander, Chair, PA Search Committee, c/o Office of the Dean, College of Urban Affairs, Cleveland State University, Cleveland, OH 44115. The Levin College has been ranked second in the nation for the study of city management/urban policy in the last three surveys by U.S. News and World Report. The Levin College offers nine academic degrees, four dual degrees, several certificate programs and is home to twelve research centers. The Levin College has an outstanding reputation for research and teaching, and has a strong track record in funded research. The incumbent will direct the Center on Domestic Violence and this faculty member will play a pivotal role in its creation, fostering collaboration across the College.

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Assistant Professor of Public Administration
The Maxine Goodman Levin College of Urban Affairs
Cleveland State University
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- Homeland security
- Nonprofit management
- Budgeting

Applications should send a letter of interest (addressing both teaching and research), curriculum vita, a maximum of three relevant reprints, and contact information for three references to: Dr. Jennifer Alexander, Chair, PA Search Committee, c/o Office of the Dean, College of Urban Affairs, Cleveland State University, Cleveland, OH 44115. The Levin College has been ranked second in the nation for the study of city management/urban policy in the last three surveys by U.S. News and World Report. The Levin College offers nine academic degrees, four dual degrees, several certificate programs and is home to twelve research centers. The Levin College has an outstanding reputation for research and teaching, and has a strong track record in funded research. The incumbent will direct the Center on Domestic Violence and this faculty member will play a pivotal role in its creation, fostering collaboration across the College.

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- Homeland security
- Nonprofit management
- Budgeting

Applications should send a letter of interest (addressing both teaching and research), curriculum vita, a maximum of three relevant reprints, and contact information for three references to: Dr. Jennifer Alexander, Chair, PA Search Committee, c/o Office of the Dean, College of Urban Affairs, Cleveland State University, Cleveland, OH 44115. The Levin College has been ranked second in the nation for the study of city management/urban policy in the last three surveys by U.S. News and World Report. The Levin College offers nine academic degrees, four dual degrees, several certificate programs and is home to twelve research centers. The Levin College has an outstanding reputation for research and teaching, and has a strong track record in funded research. The incumbent will direct the Center on Domestic Violence and this faculty member will play a pivotal role in its creation, fostering collaboration across the College.

Applications should be sent to:
Dr. Jennifer Alexander, Chair, PA Search Committee, c/o Office of the Dean, College of Urban Affairs, Cleveland State University, Cleveland, OH 44115.
The University of Regina’s Graduate School of Public Policy has recently come into existence and is now in the position of looking for several new colleagues with extraordinary accomplishments and/or promise in 3 broad areas: governance and public management, policy evaluation and public finance, and health policy and management. We also seek applicants with outstanding academic qualifications in areas that are aligned with, but don’t necessarily fit neatly into, the above three themes. Candidates should have the ability to teach professional and pre-professional graduate students. Primary responsibilities of the position include: (1) carrying out a program of research leading to scholarly publication; (2) teaching graduate courses; and (3) participating in outreach and public service activities as well as internal service. We are especially interested in candidates with completed Ph.D.s in political science, economics, public policy, or other policy related disciplines. The School offers competitive remuneration proportionate to qualifications and experience, financial support for research and travel to international conferences, and other benefits.

To apply, please send cover letter, CV, a writing sample, and contact information for three referees to:

Ken Rasmussen
Director, Graduate School of Public Policy
University of Regina
Regina, Saskatchewan
S4S 0A2
Email: gspp@uregina.ca

Review of applications will begin Dec 1, 2005 and will continue until all the positions are filled. In accordance with Canadian immigration requirements, priority will be given to Canadian citizens and permanent residents of Canada.

## Tenure Track Faculty Position in Health Administration School of Public and Environmental Affairs (SPEA) Indiana University-Bloomington Campus

The School of Public and Environmental Affairs (SPEA) at Indiana University seeks to appoint a tenure-track faculty member at the assistant or associate level in the area of Health Administration on the Bloomington campus. The search is open to those with a background in one or more health administration policy areas (economics, finance, management, policy analysis, or a related area). Applicants must present evidence of high quality research and an ambitious research program, an interest in professional service activities, and a strong commitment to high-quality teaching. The Ph.D. or equivalent terminal degree is required before appointment. The individual selected for this position will teach health administration courses for both undergraduate and graduate students in SPEA. At the undergraduate level, SPEA offers a Bachelor of Science in Public Health degree with a Health Administration Major that gives students the opportunity to develop organizational skills and leadership capabilities specifically designed for the health field. The individual will also be expected to serve as principal advisor for students in public affairs in SPEA’s Bachelor of Science in Public Health program as well as other undergraduate and graduate students with interests in health policy and management.

SPEA is a multidisciplinary, university-wide division of Indiana University and is organized as a professional school committed to excellence in teaching, research, and service and to addressing critical issues of public policy and management. All faculty members teach required and elective courses at the undergraduate, professional masters, and doctoral levels. SPEA is the largest U.S. public affairs school in the nation with over 100 tenure-track faculty members on six campuses. The graduate program consistently ranks among the best in the country.

Review of applications will begin November 15, 2005 and continue until the position is filled. Please submit a letter of application, current vita, complete contact information, and three letters of recommendation to:

Dr. Clinton V. Ooster Jr.
Professor and Associate Dean of Bloomington Programs
SPEA, Room 300
1315 E. Tenth Street
Indiana University
Bloomington, IN, 47405-1701

For more information see http://www.iu.edu/~spea/web/faculty/open.html

Indiana University is an Equal Opportunity/Affirmative Action Employer, Educator and Contractor, M/F/D and strongly committed to achieving excellence through cultural diversity. The university actively encourages application and nominations of women, persons of color, applicants with disabilities and members of other underrepresented groups.

### Public Administration Tenured or Tenure Track Faculty Position University of Texas at San Antonio

The Department of Public Administration at the University of Texas at San Antonio (UTSA) invites applications for a tenured or tenure track Rank Open position beginning Fall 2006 (pending budget approval). Required qualifications include an earned Ph.D. in Public Administration, Political Science, Public Affairs, or related discipline by August 15, 2006. ABD candidates must present evidence of high quality research and an ambitious research program, an interest in professional service activities, and a strong commitment to high-quality teaching. The Ph.D. or equivalent terminal degree is required before appointment. The individual selected for this position will teach health administration courses for both undergraduate and graduate students in SPEA. At the undergraduate level, SPEA offers a Bachelor of Science in Public Health program as well as other undergraduate and graduate students with interests in health policy and management.

Applications must include a letter of application, vita, names, addresses, and telephone numbers of three referees, and at least one recent working papers or publications to:

Collette Brooks, School of Public Affairs, Wilson Hall, Arizona State University, PO Box 870603, Tempe, AZ 85287-0603

Application deadline is November 1, 2005; if not filled every two weeks thereafter until the search is closed.

The ASU School of Public Affairs has made a new commitment to advancing urban governance in a global context and seeks two faculty members: one assistant professor and one full professor, to aid in this important initiative. While the School already has an MPA program that is consistently ranked among the top programs in the country and a well-established Ph.D. program, we are in the process of building and expanding our efforts in a way consistent with a new statement of vision (available at http://spa.asu.edu/). In this connection, the School is developing a new undergraduate program in urban and metropolitan studies, a new graduate program in urban public policy, and new offerings in leadership and ethics. The unveiling of these programs will coincide with the School’s move to ASU’s new Downtown Phoenix campus in the fall of 2006.

**Full Professor** – The School of Public Affairs is seeking a senior and well-established scholar with special interests in teaching and research in urban governance, including urban management and urban policy. We seek this position as enhancing our ability to move successfully to the global and international stage in terms of urban governance and will expect the occupant of this position to enhance our capacity to attract external funding.

Minimum qualifications are: Earned doctorate in public policy, urban affairs, or a related field and experience in teaching, research, and community engagement to qualify for the rank of Professor with tenure. Desired: national and international recognition in urban institutional design, urban community development, comparative urban studies, public policy and/or public finance.

All interested applicants must send a cover letter, curriculum vita, the names, addresses, and telephone numbers of three referees, and at least one recent working paper or publications to: Collette Brooks, School of Public Affairs, Wilson Hall, Arizona State University, PO Box 870603, Tempe, AZ 85287-0603.

Application deadline is November 1, 2005; if not filled every two weeks thereafter until the search is closed.

Assistant Professor – The ASU School of Public Affairs is also seeking an assistant professor to aid in developing our expertise in global urban governance. Required: Earned doctorate in public administration, public policy or related field by August 16, 2006 and demonstrated potential for teaching and research excellence. Desired: Teaching and research potential in core areas in public administration, but also evidence of interest in urban policy and/or urban management. We will give strong preference to individuals who have experience in teaching urban and metropolitan studies, including courses such as urban history and development, urban governance, urban leadership, and urban research.

All interested applicants must send a cover letter, curriculum vita, the names, addresses, and telephone numbers of three references, and at least one recent working papers or publications to:

Collette Brooks, School of Public Affairs, Wilson Hall, Arizona State University, PO Box 870603, Tempe, AZ 85287-0603

Application deadline is November 1, 2005; if not filled every two weeks thereafter until the search is closed.

Arizona State University is an Equal Opportunity/Affirmative Action Employer.

Applicants must include a letter of application, vita, names, addresses, and telephone numbers of three referees, and at least one recent working paper or publications to:

Collette Brooks, School of Public Affairs, Wilson Hall, Arizona State University, PO Box 870603, Tempe, AZ 85287-0603

Application deadline is November 1, 2005; if not filled every two weeks thereafter until the search is closed.

Arizona State University is an Equal Opportunity/Affirmative Action Employer.

A background check is required for employment.
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<tr>
<th>Date</th>
<th>Event</th>
<th>Location</th>
<th>Contact Information</th>
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<tbody>
<tr>
<td>5-8</td>
<td>SECOPA 2005 Annual Conference</td>
<td>Little Rock, Arkansas</td>
<td>David Sink at <a href="mailto:dwsink@ualr.edu">dwsink@ualr.edu</a></td>
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<tr>
<td>6-9</td>
<td>60th International Atlantic Economic Conference</td>
<td>New York, NY</td>
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<tr>
<td>12-13</td>
<td>Management Concepts: How to Write the Application Narrative</td>
<td>Vienna, VA</td>
<td><a href="mailto:KStewart@ManagementConcepts.com">KStewart@ManagementConcepts.com</a></td>
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<tr>
<td>18-21</td>
<td>X International Congress of CLAD on State and Public Administration Reform</td>
<td>Santiago, Chile</td>
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<tr>
<td>21-22</td>
<td>International Conference on Public Administration (co-sponsored by ASPA)</td>
<td>Chengdu, China</td>
<td>Don Menzel at <a href="mailto:donmenzel@tampabay.rr.com">donmenzel@tampabay.rr.com</a></td>
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<tr>
<td>10-12</td>
<td>2005 Association for Budgeting and Financial Management (ABFM) Conference</td>
<td>Washington, DC</td>
<td>Kurt Thurmaier at <a href="mailto:thurmaier@iastate.edu">thurmaier@iastate.edu</a></td>
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<tr>
<td>11-13</td>
<td>2005 ASPA Midyear Leadership Meetings</td>
<td>Washington, DC</td>
<td>ASPA at <a href="mailto:info@aspanet.org">info@aspanet.org</a></td>
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<tr>
<td>February 2006</td>
<td>22-26 Conference of Minority Public Administrators (COMPA) Annual National Conference</td>
<td>Winston-Salem, NC</td>
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<tr>
<td>March 2006</td>
<td>15-19 61st International Atlantic Economic Conference in Berlin, Germany</td>
<td>Berlin, Germany</td>
<td>Prof. dr. M. Peter van der Hoek is organizing sessions on public administration and public finance. If you want to present a paper, please submit your abstract (250-500 words, no full papers) by e-mail to <a href="mailto:vanderhoek@frg.eur.nl">vanderhoek@frg.eur.nl</a>. Submission deadline: November 15, 2005</td>
</tr>
<tr>
<td>April 2006</td>
<td>67th Annual ASPA National Conference</td>
<td>Denver, CO</td>
<td><a href="http://www.aspanet.org">www.aspanet.org</a></td>
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