Real ID Will Cost States
More than $11 Billion

NGA, NCSL, AAMVA Release Survey Findings

Washington, DC—A comprehensive analysis of the federal Real ID Act was released today, revealing a cost to states of more than $11 billion over five years. The report—which reflects findings from a survey conducted by the National Governors Association (NGA), National Conference of State Legislatures (NCSL) and the American Association of Motor Vehicle Administrators (AAMVA)—sets forth the consequences and costs of implementing the act and makes recommendations to facilitate a more realistic approach.

State Employee Pay Growth Below Inflation Rate

For Third Straight Year, According to National Survey

Washington, DC—Salaries for state-employed professionals registered a modest increase over the previous year but still lagged behind the inflation rate, according to the 2006 AFT Public Employees Compensation Survey, the only national survey that tracks such trends.

“States are going to attract and retain top professionals for critical state government services, they must pay a competitive wage,” said AFT President Edward J. McElroy. “At a minimum, this means paying salaries that keep pace with inflation and trends in the private sector. Unfortunately, states appear to be falling short on both counts.”

The new report reveals that median salaries across the 45 occupations surveyed increased an average of 2.5 percent from 2005 to 2006, almost a full percentage point from 2004 to 2005, according to the 2006 AFT Public Employees Compensation Survey.
**Performance Management System “Lost in Translation”**

Federal Executive “Pay for Performance” Results Released

Washington, DC—The Senior Executives Association (SEA) in conjunction with Avue Technologies, released the results of the first survey designed to assess the impact of the new pay and performance management program among the career executive ranks of the federal government.

The survey revealed significant issues with this performance-based pay system, which is the first implemented government-wide and which may likely be the precursor to performance-based compensation systems for the rest of Government. The survey’s findings identify major concerns expressed by the Government’s key executives.

SEA and Avue hope that the survey’s results will provide an impetus for addressing major policy and implementation matters, which is necessary if the SES system is to be a fair and effective one and the SES is to continue to attract and retain the qualified senior leadership required by government.

Survey responses were received from approximately 850 career Senior Executives Service (SES) members. The survey asked Federal executives to provide information regarding their experience with and views of the new SES performance management system. The survey was administered by Avue Technologies Corporation, the world leader in workforce management technology solutions for Federal government.

“The intent of the legislation establishing this new SES pay and performance management system was laudable. The provisions of both the statute and the regulations—with a few clear exceptions—made sense. Yet the survey results demonstrate that something has been ‘lost in translation’ as the system has been implemented,” said SEA President Carol A. Bonosaro.

SEA will formally present the survey findings and recommendations on September 26, at a hearing of the Senate Subcommittee on Oversight of Government Management. During the hearing, Bonosaro will discuss the findings in detail and focus on the key issues surfaced by the SES, including the following:

- SES members believe SES performance plans should hold individuals accountable for achieving agency goals and mission-related results.
- SES members believe there was pressure to reduce number of high ratings because of rating quotas or forced distributions.
- SES members see a disconnect between ratings & rewards.
- SES members deemed the new system had no effect on their performance or that of their peers.
- SES members reported a negative effect on morale and motivation twice as often as they reported positive effects.
- SES members reported a lack of communication and system transparency.
- SES members think that abolishing SES ranks eliminated meaningful distinctions in job responsibilities.

Among its recommendations for legislation, SEA cited the following:
- Mandatory minimum market-based adjustment for Senior Executives rated at the fully successful or higher level.
- Extends the compliance deadline.
- Provides the funds necessary for states to comply with Real ID.
- Provides the federal electronic verification systems necessary to comply with the law.
- Requires states to employ electronic verification systems only as they become available.
- Implement a 10 year re-enrollment schedule.
- Adopt uniform naming conventions to facilitate electronic verification between files.
- Allow reciprocity for persons already vetted by the federal government.
- Establish card security criteria based on performance—not technology; and
- Grant the Secretary of Homeland Security the flexibility to recognize innovation at the state level.

“As those primarily responsible for issuing licenses and identification cards, governors, state legislators and motor vehicle administrators are working together to ensure the act is implemented in a cost-effective and operationally feasible manner,” said AAMVA President and CEO Linda Lewis-Pickett. “Our goal is to improve the security and integrity of licensing and identification systems to ensure maximum safety and minimum inconvenience for all Americans.”

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**From REAL ID, pg. 1**

Four identity documents per applicant, with more than $80 million transactions performed annually, applicant processing time will more than double for citizens in most states, with waits in some areas increasing by up to 200 percent. Several provisions under consideration by the Department of Homeland Security were not addressed by the survey and could potentially further impact citizens and DMVs and add significantly to the costs described above.

“States feel it is vitally important for Congress and the administration to understand the substantial fiscal and operational cost of altering state systems,” said NGA Executive Director Raymond C. Schepach. “This report identifies the most significant costs of Real ID compliance and describes the impact to states’ business processes.”

“There no question that state legislators believe driver's licenses should be as secure as is possible,” said NCSL Executive Director William T. Pound. “The $11 billion question is, ‘Who’s going to pay for it?’ State legislators are eager to work with Congress and the administration to ease the impact of Real ID and look forward to doing so.”

Among the recommendations outlined in the report, states asked the federal government to:

- Extend the compliance deadline;
- Provide the funds necessary for states to comply with Real ID;
- Provide the federal electronic verification systems necessary to comply with the law;
- Require states to employ electronic verification systems only as they become available;
- Implement a 10 year re-enrollment schedule;
- Adopt uniform naming conventions to facilitate electronic verification between files;
- Allow reciprocity for persons already vetted by the federal government;
- Establish card security criteria based on performance—not technology; and
- Grant the Secretary of Homeland Security the flexibility to recognize innovation at the state level.

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New Jersey Citizens on Parole and Probation Submit Plea for Right to Vote

Newark—The American Civil Liberties Union and the Rutgers Law School Constitutional Litigation Clinic filed a petition today urging the Inter-American Commission on Human Rights to rule that denying New Jersey citizens on parole and probation the right to vote violates universal human rights principles.

“The premise of a participatory democracy is simple: that citizens are able and encouraged to participate. The cornerstone of participating in our democracy is the right to vote,” said Laleh Ispahani, senior policy counsel at the ACLU. “Ignoring the racial implications of denying blocks of people the right to vote violates basic democracy, fairness and human rights principles.”

Of the approximately 100,000 parolees and probationers subject to the state’s felon disfranchisement law, more than 60 percent are African American or Latino, which the ACLU and Rutgers say is in large measure a consequence of racial profiling in the criminal justice system. As a result, the political power of the African American and Latino communities in New Jersey is diluted because they are disproportionately excluded from voting.

The problem of disfranchisement is widespread across the nation, the ACLU said. According to the petition 19 other states and the District of Columbia have disfranchisement policies that are less sweeping than New Jersey’s; 19 have the exact same policies; and another 12 exclude even more categories of people than New Jersey. Only two out of the 50 states permit voting in prison, a practice embraced by nearly one-half of European nations. Notably, those states, Maine and Vermont, are far more racially homogeneous than most of the country.

The organizations are requesting that the Inter-American Commission investigate the claims made in their petition, declare the federal government and New Jersey and other states with similar post-incarceration voting restrictions in violation of universally accepted human rights standards, and most importantly, to urge all U.S. states to bring their felon disfranchisement laws into line with these standards.

“Although it is true that the IACHR cannot compel action by the state of New Jersey, we believe that the moral suasion of such an eminent hemispheric body would be taken very seriously by New Jersey officials,” said Frank Askin of Rutgers Law School Constitutional Litigation Clinic.

Earlier this year, the ACLU released Out of Step with the World, the first comprehensive international comparative study of felon disfranchisement policies. It examines other western democracies’ policies, practices and legal precedents and the result is clear: the United States lags far behind the rest of the democratic world.

Established by the United States and Latin American countries in 1959 under the auspices of the Organization of American States (OAS), the Inter-American Commission on Human Rights, which sits in Washington, D.C., is expressly authorized to examine allegations of human rights violations by members of the OAS.

The Commission is also authorized to conduct on-site visits to observe the general human rights situations in all 35 member states of the OAS and to investigate specific allegations of violations of inter-American human rights treaties and other instruments. Its overall responsibility is to promote the observance and the defense of human rights in the Americas.

In order to petition the body, all domestic judicial avenues of redress must be exhausted. In this case, a challenge under the New Jersey Constitution to the state’s disfranchisement law was rejected by the Superior Court Appellate Division and review was denied in March of this year by the New Jersey Supreme Court.

The United States takes its international responsibilities seriously, specifically in relation to proceedings before the Commission. Recently, the United States has vigorously defended its position when challenged on such issues as the juvenile death penalty and the detention of detainees at Guantánamo.

The ACLU’s new Human Rights Program is dedicated to holding the U.S. government accountable to universally recognized human rights principles. The Human Rights Program is charged with incorporating international human rights strategies into ACLU advocacy on issues relating to national security, immigrants’ rights, women’s rights and racial justice.

The petition is brought by Ispahani, Steven Watt and Ann Beeson of the ACLU Human Rights Program and Askin and Penny Venetis of the Rutgers Law School Constitutional Litigation Clinic. The lead petitioners are the New Jersey State Conference of the NAACP and the Latino Leadership Alliance of New Jersey.

Out of Step with the World is available online at:
www.aclu.org/votingrights/exoffend-ers/25663pub20060525.html

The petition to the IACHR is available online at: www.aclu.org/intlhuman- rights/gen/26731lg/20060913.html

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SES Survey Cites Problems with Performance Pay System

From PAY FOR PERFORMANCE, pg. 2

be representative of the entire SES corps.
3. 43.7 percent of survey respondents have 30 or more years of service versus 30.6 percent of the permanent ES workforce
5. 53.5 percent of survey respondents are 55 or older versus 44.1 percent of the permanent ES workforce

“We believe our survey represents the views of the most experienced and qualified of the SES corps—and that’s what makes these results so important,” said Linda Brooks Rix, Co-CEO, Avue Technologies. “Leadership should take an in-depth view of these results to assure future attempts address the lessons learned and steer clear of the pitfalls identified in implementation of this system for the SES. This is the most important pilot of a performancebased pay effort we have seen the Government enact to date. Given the effects on actual performance, retention, motivation and morale, we should make every effort possible to align the strategic intent of such performancebased pay initiatives with actual execution of the programs designed to fulfill such intent. In particular, careful attention should be paid to avoid the unintended consequences of such an effort as Government pursues this initiative for the workforce as a whole.”

“SEA shares the Administration’s interest in making the SES pay and performance management system a success and one which might be viewed as a model for other such systems in government. We undertook the survey in that spirit, and we hope that OPM and the Chief Human Capital Officers will review our findings and work with us to correct the problems we have found,” concluded Bonosaro.

The full report may be downloaded at: http://www.sentorexec.org/.

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The NOVEMBER PA TIMES topic will be: Impacts of Privatization and Government Restructuring

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Deadline for both is October 22, 2006
The Executive MPA: An Efficient Pathway to Effective Government

Maja Holmes, Marc Holzer, Byron E. Price

There is a new educational opportunity in town for the many experienced professionals who are interested in building upon their success in leading public sector programs and policies. The same public affairs administration schools that have been educating generations of students for careers in public service are now offering an executive level masters program to prepare today’s public sector leaders for the contemporary leadership and management challenges.

Executive education is gaining momentum within public affairs and administration. At the 2005 NASPAA Conference, more than sixty program representatives attended a panel discussion on the Executive MPA. The 2006 NASPAA conference will feature an Executive Education Conference—Within- A-Conference, featuring panel discussions on the diverse opportunities, unique student characteristics and effectiveness of Executive Education programs.

At least 40 NASPAA programs offer an Executive Masters degree, twenty-nine offer executive certificate programs, and several dozen offer executive seminars. NASPAA has recently named an Executive MPA Committee to provide policy guidance on promoting and supporting quality Executive Education programs. The Committee is actively pursuing additional opportunities to increase the visibility and articulate the value of Executive MPA programs.

Executive MPA Programs are designed for the formal education of current or potential governmental and nonprofit executive leaders. The Executive MPA is a Masters degree designed for individuals who work with or for public sector organizations, possess significant professional achievements and are interested in advancing their careers. The Executive MPA allows individuals to continue their full-time professional careers while developing sophisticated skills in administrative leadership and critical analysis within the public sector context. These programs offer students three distinct advantages:

• Transformative Leadership: Public sector professionals today face the complex task of managing beyond their agencies, measuring performance, and leading a diverse staff. The Executive MPA allows experienced practitioners to develop collaborative leadership skills, sophisticated evaluation and performance management tools, and effective strategies to recruit and retain talented staff. Executive MPA programs emphasize reflection, relevant connections between theory and practice, and practical tools to help public sector professionals become transformative leaders.

• Career Credibility: The Executive MPA, as a degree program, provides a portable, more widely recognized credential. In contrast, continuing education and leader training, which have the advantage of being shorter and more topic-specific, are limited in their marketability and resume-building capacity. Executive MPA alumni leverage the degree to seek greater positions of responsibility in public sector organizations.

• Broader Horizons: Executive MPA programs bring together directors, assistant directors, high-level technical staff, senior managers, and advisors from a variety of public policy domains, providing a fertile ground for peer-to-peer learning. The interaction with their peers exposes Executive MPA students to alternative management practices and professional opportunities.

A typical Executive MPA student is a college graduate (any major) who has 5 to 10 years of cumulative experience with public or nonprofit organizations and at least three years of middle-to-upper level managerial experience. Executive MPA students come from mid- to high-level administrative posts in such organizations as:

• Federal Government
• State Government
• Municipal Government
• County Government
• Law Enforcement Agencies
• County Authorities
• Nonprofit Organizations
• Education Agencies
• Health Care Providers

Because the Executive MPA prepares seasoned managers for executive leader roles, students in the program are provided with a strong knowledge base in the most up-to-date public management systems, allowing them to increase the effectiveness and success of the governmental and nonprofit organizations in which they serve. Executive MPAs are often offered as a separate “track” from a traditional MPA degree program, with their own schedule, curriculum, and cost.

Courses are often scheduled so as to limit disruption to the workweek and to allow for earning of the MPA in the shortest time span possible. Executive MPA classes might meet in the evenings or on the weekends. For example, the School of Public Affairs and Administration at Rutgers-Newark schedules Executive MPA courses on Fridays from 3 p.m. to 6 p.m. and on Saturdays from 9 a.m. to 12 noon.

The schedule is designed to have a minor impact on students’ work commitments. Courses are often offered off-campus in the state capital and the municipal centers of major cities, providing convenient, central locations for most participants in the program. A number of Executive MPA programs do offer on-line courses, but most programs rely on classroom sessions. Students are generally able to complete the course work for the Executive MPA within two-and-one-half years, a period comparable to that of part-time MPA students in traditional programs. Executive MPA classes are primarily taught by a mix of full-time graduate faculty and highly qualified practitioners who help integrate conceptual knowledge and the practical experiences of professionals in executive leadership positions.

The Executive MPA builds upon the extensive knowledge base that experienced public sector and non-profit professionals possess. The Executive MPA curriculum provides a hands-on and in-depth exposure to the leadership, managerial and analytic skills critical to advanced public sector professionals.

Many Executive MPA programs encourage students to actively engage their professional responsibilities with the course content. Traditional MPA programs focus on the education needs of pre-service professionals and individuals early in their public sector careers. The Rutgers Executive MPA emphasizes an analytic curriculum that develops and enhances competencies in performance measurement, citizen-driven government, strategic planning, and building management capacity.

The Executive MPA also serves as a repository of information for students to access best practices, research, and the latest trends in performance measurement and reporting. That is, Rutgers Executive MPA program helps build executive leadership and improve governance abilities with an emphasis on enhancing public sector efficiency and effectiveness. Executive students can also obtain certifications in non-profit management, advanced training in public administration, and public performance measurement.

Graduates of the Rutgers Executive MPA program have gone on to lead agencies at all levels of government. Two have served as Commissioners of Labor and Workforce Development for the State of New Jersey.
The New Environmental Regulation

Daniel J. Fiorino

“Fiorino’s book provides a cogent explanation of how environmental policy got where it is, our successes and our failures. It offers critical insight into the task of crafting a new array of policy tools to tackle the formidable environmental challenges we face today.” — William R. Reilly, Administrator, U.S. Environmental Protection Agency, 1989-93

“This is one of the most important books on U.S. environmental policy to appear in the past twenty years. Fiorino offers a convincing analysis of the strengths and weaknesses of existing approaches and points the way towards a new style of regulation appropriate to the challenges of the twenty-first century.” — James Meadowcroft, Canada Research Chair in Governance for Sustainable Development, Carleton University, Canada

“As The New Environmental Regulation makes clear, it’s high time for a refined and improved approach to environmental protection. Dan Fiorino blazes a path toward the future, showing how we might diversify our policy tools, focus on performance, build in flexibility, and engage the business world.” — Daniel C. Esty, Hillhouse Professor of Environmental Law and Policy, Yale University

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Making Big Plans: Bush Expands Use of National Strategies

John Kamensky

The Government Accountability Office, in its assessment of the implementation of the Government Performance and Accountability Act, said “Congress should consider amending GPRA to require the President to develop a governmentwide strategic plan.” The President’s Office of Management and Budget objected, saying the President’s Budget serves as the government’s strategic plan.

The debate over a governmentwide strategic plan has been underway for more than a decade. In fact, GPRA requires OMB to prepare an annual governmentwide performance plan, which has not been prepared as a separate document for more than five years because OMB says that the budget fulfills that requirement.

So, does the federal government just ignore challenges that are long-term, large-scale, multi-agency, and multi-sector?

Not really. While OMB has resisted a governmentwide planning requirement, necessity has in fact created just such a process in the past five years. After the September 11, 2001, terrorist attacks, President George Bush understood the criticality of developing a national strategy–not just a federal–approach to fighting terrorism. He expanded the use of a relatively new policy vehicle–which the White House calls a “national strategy”–document–as a way of creating an overarching strategic plan around a specific need or outcome.

One of the first, the 90-page National Strategy for Homeland Security, was issued in July 2002. It addresses the threat of terrorism in the United States and focuses on the domestic efforts of the federal, state, local and private sectors. It identified three major goals–prevent terrorist attacks, reduce vulnerability, and minimize damage and recover from attacks. These are underpinned by six objectives, each of which have 5-12 accompanying activities. These are implemented via presidential directives (such as Homeland Security Presidential Directive 5) which in turn drive specific initiatives such as the development of the National Response Plan or the National Incident Management System.

National strategy documents have been issued in the past. Their use seemed to have started under President Clinton in the mid-1990s, such as the International Crime Control Strategy in 1998. In fact, some were required by law, such as the 1997 National Military Strategy of the United States of America, but these were not signed by the President and largely dealt within the bounds of a specific agency. For example, the national military strategy was signed by the chairman of the joint chiefs of staff and focused on the armed forces–force structure, acquisition, doctrine, etc.

Other agencies had developed cross-cutting national strategies. For example, the Office of National Drug Control Policy’s national strategy and the attorney general’s interagency counterterrorism and technology crime plan, pre-existed the Bush Administration’s use of national strategies.

To date, there are about a dozen national strategy documents that address terrorism or related issues (see accompanying box). But just what is a “national strategy” document? Congress asked this question of GAO and it prepared a report that assessed those that related to terrorism. GAO concluded “National strategies are not required by executive or legislative mandate to address a single, consistent set of characteristics...we found there was no commonly accepted set of characteristics used for an effective national strategy.” So GAO developed a set of six “desirable” characteristics! They are:

• Purpose, scope and methodology
• Problem definition and risk assessment
• Goals, subordinate objectives, activities and performance measures
• Resources, investments and risk management
• Organizational roles, responsibilities and coordination
• Integration and implementation

GAO developed these characteristics based on existing strategies, as well as best practices agencies developed in drafting their strategic plans under GPRA.

GAO found that national strategies differ from other federal government planning documents in that the were national–not just federal–in scope, oftentimes had purposes that were not national, not developed a solution to the control and accountability issues that GAO has raised. Other countries that have attempted governmentwide outcome planning–such as the United Kingdom, Canada and Australia–have not solved the problem either.

So, while there may be concerns about the use of national strategies, there does not seem to be a model of an alternative approach that works on a large scale. Or is there? This seems to be a “work in progress,” so if you have any examples, please share!

ASPA member John Kamensky is a senior fellow with the IBM Center for The Business of Government, where he recently co-authored “Six Trends Transforming Government.” He is also an associate partner with IBM Global Business Services and a fellow of the National Academy for Public Administration. He can be reached at john.kamensky@us.ibm.com. Center reports can be downloaded for free at: www.businessofgovernment.org.
2007 Award Nomination Period Opens
September 1, 2006

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.

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 manager 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, Teaching and Community Service.

NASPAA/ASPA Distinguished Research Award

This award recognizes the research of an individual whose published work has had a substantial impact on the thought and understanding of public administration. It is not intended to honor lifetime contributions to the field. It allows the public administration community to recognize an identifiable body of work by an individual that has had specific consequences for the way we think about the field.

Professional Recognition

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. To be nominated, the awardee should emphasize on their achievement and effort in the public sector.

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 personal 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.

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 that, 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.

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.

Elmer B. Staats Lifetime Achievement Award for Distinguished Public Service

This 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 and ASPA over a lifetime.

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: holds citizenship in a nation other than the United States of America, lives and works (primarily) in a nation other than the United States of America, has made significantly to the field of public administration as a scholar, practitioner, or both, and demonstrates by publications, other awards and honors, and the testimony of their colleagues, and has been an ASPA member for three consecutive years.

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, 2005 and November 30, 2006. 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 2006 are eligible. Nominations should explain how the programs meet the following criteria:

• Is the program offered to ASPA members and transferable to other organizations?
• Is the program a vehicle for ensuring ethical practices in government?
• 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?

Donal C. Stone Service to ASPA

This 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.

Academic Recognition

Conference Scholarship for Graduate Students

Each year, ASPA presents four student conference grants in the amount of $250 each. ASPA scholars are invited to nominate a student for this award. This year’s recipients were selected based on their outstanding academic records and their commitment to a public service career in practice or research.

Walter W. Mode Scholarship

Managed by the ASPA Endowment, Inc., the Mode Scholarship is awarded out of a special fund named in honor of Walter W. Mode (the 30th National President of ASPA), with a distinguished record of public service at the federal and international levels. One $2500 scholarship is given each year for graduate study in public administration to a student who is an ASPA member and who demonstrates a commitment to a career in the public service.

Wallace O. Keene ASPA Conference Scholarships

Established in 2003, the Wallace O. Keene ASPA Conference Scholarships are awarded to students in the field of public administration and public policy. The scholarships are intended to provide financial assistance to students enrolled in graduate programs in public administration or public policy, or employees enrolled in graduate programs in public administration. Each scholarship will be awarded to a student who is enrolled in a graduate program in public administration and who demonstrates a commitment to a career in the public service.

Visit ASPA’s website for more detailed information and criteria on all of the awards listed above.

www.aspanet.org

I hereby nominate: __________________________ for a 2007 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.

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Each year, ASPA presents four student conference grants in the amount of $250 each. ASPA scholars are invited to nominate a student for this award. This year’s recipients were selected based on their outstanding academic records and their commitment to a public service career in practice or research.

Walter W. Mode Scholarship

Managed by the ASPA Endowment, Inc., the Mode Scholarship is awarded out of a special fund named in honor of Walter W. Mode (the 30th National President of ASPA), with a distinguished record of public service at the federal and international levels. One $2500 scholarship is given each year for graduate study in public administration to a student who is an ASPA member and who demonstrates a commitment to a career in the public service.

Wallace O. Keene ASPA Conference Scholarships

Established in 2003, the Wallace O. Keene ASPA Conference Scholarships are awarded to students in the field of public administration and public policy. The scholarships are intended to provide financial assistance to students enrolled in graduate programs in public administration or public policy, or employees enrolled in graduate programs in public administration. Each scholarship will be awarded to a student who is enrolled in a graduate program in public administration and who demonstrates a commitment to a career in the public service.

Visit ASPA’s website for more detailed information and criteria on all of the awards listed above.

www.aspanet.org

I hereby nominate: __________________________ for a 2007 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.
Commentary

Public Service Academy Would Promote Strong Civilian Leadership

Chris Myers Asch

For many young people in my generation—I am 33, on the cusp between Gen X and Gen Y—public service seems quaint, a bit old-fashioned. Growing up in the wake of Watergate, Vietnam, and politicians proclaiming that “government is the problem,” many of us naturally assumed that the real “action” lay elsewhere, in the private sector where our talents would be appreciated from and our efforts remunerated. While our parents devoted their lives to the public institutions that kept our country functioning, many of us chose instead to pursue our private ambitions.

Little wonder, then, that our public institutions face such a crisis in long-term leadership. Readers of the PA Times know the dimensions of the problem far better than I do. You know, for example, that the Congressional Budget Office has warned of “the graying of the federal workforce.” You know too that, according to the Partnership for Public Service, 44 percent of all federal workers will become eligible to retire over the next five years. This is indeed a crisis, and it requires serious, long-term solutions.

One bold idea is coming from the very sector where the nation can build a corps of civilian leaders with the moral character, academic training, and leadership to serve America honorably.

As America’s first national civilian university, the Academy would recruit top students from and offer them a rigorous undergraduate education focused on leadership development and public service. In return, Academy graduates would spend five years serving their nation by working as teachers, law enforcement officers, emergency responders, and other critical public service jobs at the local, state, and national levels.

During their five-year commitment, Academy graduates would be on the fast track to leadership, propelling them into a lifetime of public service. Spots for incoming freshmen would be allocated by state, following a congres-

ional nomination process that would insure geographic diversity and generate an annual class of roughly 1300 students. These students would follow a structured, academically rigorous program that combines a traditional liberal arts curricu-
lum with stringent requirements for service learning, study abroad, and summer leadership development.

The Academy would be unlike any civilian college in the country. No undergraduate institution offers a program as intense, practical, or service-oriented as what the Academy would provide. Like the military academies, the Academy’s rigorous program would foster a campus culture of service that would unify graduates with a shared sense of mission. Four years at the Academy, combined with the five-year post-graduation service requirement, not only would give Academy graduates an unmatched educational experience, it also would help our nation meet critical needs.

In less than a year, the grassroots movement to build the Academy has assembled an impressive team of three dozen advisors, including academics such as Charles Moskos, policy leaders such as Dennis Ross, non-profit heads such as Wendy Kopp, and military leaders such as Lt. Gen. Dave Palmer, former superintendent of West Point. We also are proud to include the American Society for Public Administration’s own Executive Director, Antoinette Samuel, on our board. The Academy movement has attracted congressional attention as well. This fall, the Public Service Academy Act of 2006 will be introduced by members of both parties in Congress.

Many Americans grasp intuitively that the U.S. Public Service Academy is an idea whose time has come. The Academy has the potential to become the defining institution of our generation, a college that captures the patriotic spirit of our young people and channels it into public service. It would be an inspiring symbol of the federal government’s commitment to developing public leadership as a long-
term investment in homeland security.

Simple enough to grasp in a sentence, yet complex enough to address the long-term crisis in civilian leadership, the Academy is a winning idea.

Chris Myers Asch is the co-founder of the U.S. Public Service Academy (www.uspublicserviceacademy.org). E-mail: asch@uspublicserviceacademy.org

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Some State Positions Show Salary Improvements, Many Others Stagnant

From STATE PAY GROWTH, pg. 1

point below the inflation rate of 3.4 percent for that period. This is the third straight year that the salary increases of state employees failed to keep pace with inflation, indicating a troubling decline in real wages (wages adjusted for inflation).

The average salary increase was also significantly below the increase in total state general fund spending, which was estimated at 7.6 percent in fiscal year 2006, according to the National Association of State Budget Officers.

There are some positive results for state employees in the survey. A handful of positions facing shortages or challenging working conditions registered solid salary increases, such as correctional officers (11.2 percent) librarians (6.7 percent), chemists (6.3 percent) and nurses (5.6 percent).

Yet, as has been the case every year since the survey’s inception, this year’s edition generally shows a significant private-public sector pay gap. For example, biologists earn an average of $71,718 in the private sector compared to $43,583 in the public sector—a 65 percent differential. Computer systems analysts earn $77,563 in the private sector compared to $55,900 in the public sector—a 39 percent differential. And, despite the fact that public sector librarians registered salary increases this year, they still lag their private sector peers by nearly $18,000 ($59,320 vs. $41,481)—a 43 percent differential.

One undisputed factor that helps alleviate the private-public sector salary gap is collective bargaining. In the states with collective bargaining rights for public employees, public sector salaries are generally closer to private sector salaries, the report finds for the seventh consecutive year.

“Collective bargaining can help increase salaries, but it also has other important advantages that help attract and retain talented professionals,” said Steve Porter, director of AFT Public Employees. “Collective bargaining gives public employees a voice to create better and safer working conditions and to improve the public services they provide. For public employees, the ability to have a say on the job is often as important as salary and benefits.”

The AFT Public Employees Compensation Survey has been published annually since 2000. The survey examines 45 representative job titles with data from 50 states and the District of Columbia, asking states to match the job description provided by AFT Public Employees. This methodology allows for salary comparisons across states for a particular job title, although cost-of-living and other factors should be considered.

“Providing high-quality public services is among the best and most cost-effective investments that taxpayers and governments can make,” said McElroy. “These services are the foundation of our communities, making possible the safe streets, clean air and water, economic development and quality healthcare we all rely on. Public employees are the people behind these services, and they deserve our full support.”

The complete results of the 2006 salary survey can be found on the AFT website: http://www.aft.org/salary/2006/download/PECompSurvey06.pdf.

One undisputed factor that helps alleviate the private-public sector salary gap is collective bargaining. In the states with collective bargaining rights for...
The Challenges of Federal Preemption

H. George Frederickson

In the-numbing complexity of contemporary American government, it is the fragments, bits, and details of particular issues that draw attention to themselves and capture our interest. In the density of governmental detail we rarely see a subject in full or get a clear look at the big picture. I am pleased to report that one of those rare moments is here.

I have at hand a recent report on the most easily and quickly adopted by borders, and these standards often can be consumers across multiple political coming from the proposed need to facil- itate business operations and protect consumers across multiple political borders, and these standards often can be most easily and quickly adopted by Congress and through the international Preemption simplifies a very complicated subject, making it understandable to laypersons, which is to say, nonlawyers. More important, along with its general findings and its description of the rapidly changing terrain of American federalism, Beyond Preemption includes practical and timely suggestions for returning to a more balanced allocation of powers between the states and the national government.

The primary findings in Beyond Preemption are these: Two-thirds of all federal preemption laws have been enacted in the last 40 years. “Most of the current pressure for these uniform laws, rules, and standards is coming from the proposed need to facilitate business operations and protect consumers across multiple political borders, and these standards often can be most easily and quickly adopted by Congress and through the international treaties negotiated by the federal government. When this happens, any inconsis- tent state and local provisions are preempted—often forever. National lobbyists for business, labor, environmental, civil, and other rights often have greater influence in supporting uniform national standards than have the countervailing lobbyists for federalism principles. At the same time Congress has been preempting state and local responsibilities, it has been deregulating the private sector and offering businesses more incentives for flexibility in their operations. New technologies and globalization appear very likely to continue to strengthen pressures in this same direction.”

“This trend toward centralization is a cause for concern because it under-values the benefits that can be added to many regulato- ryr programs and policies by intergov- ernmental partnerships between the federal government and the state and local govern- ments, and it restricts their discretion to use existing or improved methods to meet implementation requirements for which they often become responsible—financially as well as programatically. In this situation, the preempted governments are particularly concerned about federal limits placed on their revenue-raising abilities. Caught in this tightening squeeze, the state and local governments are increasingly feeling a loss of control over their own destinies.”

“The federal government is contributing to the growing structural imbalance in state and local budgets and the worsening prospects of these governments for achiev- ing financial stability. These governments have much less ability than the federal government to overcome such imbalances except by making unpopular—and arguably damaging—cuts in public services.

“Federal preemption of state and local powers is only one of several tools for implementing nationwide policies and procedures. Until recently the most common way to engage state and local governments was by imposing conditions on federal spending of intergovernmental grants, loans, loan guarantees, and cooperative agreements [think No Child Left Behind, for example]…This approach relies on the federal government’s Constitutional spending powers rather than on preempting state and local powers without compensa- tion. But, as federal budgets for domestic programs have been stretched thinner, Congress has increasingly relied on unfunded mandates and preemptions to achieve national goals while disavowing federal financial responsibility.”

There are readily available alternatives including partial preemptions, federal-state performance partnerships, uniform state laws, interstate compacts, and federal incentives to encourage consistent state action. “The common theme among these alternatives is the idea of intergovernmental partnerships, which can be sustained through multilevel consultations and agreements, but which are endangered by unilateral actions by the federal government.

There is very little evidence “that Congress or federal agencies are either preparing or using the assessments of intergovernmental impacts required by the Unfunded Mandates Reform Act of 1995” or that this act is ineffective. Unfunded federal mandates are alive and well, and the load shifting bills are being paid by your cities, school districts and states.

Although these are fairly hard hitting findings, the report’s recommendations are reasoned and civil, including a proposed new Intergovernmental Partnership Act; a Federalism Action Plan “powered by the national associations representing the state and local agencies,” a national dialogue on American federalism put together by the National Governors Association, the National Conference of State Legislators, and other public sector interest groups; and a federalism research agenda put together by the National Academy of Public Administration to fill the vacuum left by the late and lamented Advisory Commission on Intergovernmental Relations (ACIR).

These are all excellent recommendations, and their implementation should make civic and business leaders more aware of the problem of federal preemption. They might even slow the processes of central- ization. One can only stand in admiration of the patience and civility of the excellent scholars who oversaw the development of this report—the always thoughtful DeWitt John of Bowdoin College, the sagacious Carl Steenburg of the University of North Carolina, and Charles Wise of Indiana University, whose name is also his descrip- tion. Those of the National Academy of Public Administration staff who worked on and wrote the report, including Bruce McDowell, Suellen Keiner, Eric Landau, Daniel Driscoll, Alejandro Mares, and Ashley Dугger, are also deserving of our admiration. And the National Governors Association should be thanked for their financial support of the project that resulted in this splendid report.

The editorialist has a license, when it seems called for, to be less than civil and reasonable, and to ask provocative questions. Here is one. Based on the hard hitting findings in this report it is possible that real progress on the serious matter of federal preemption, real progress on rebalancing the powers of the states and the national government, will only be made when states and localities either refuse to implement unreasonable mandates or implement them passively?

ASPA member H. George Frederickson is Stene Professor of Public Administration at the University of Kansas and co-author of both The Public Administration Theory Primer and The Adapted City: Institutional Dynamics and Structural Change. E-mail: gfred@ku.edu
The Unethical Fast Lane
Isn’t Cheap!
Getting ahead by engaging in shady practices and downright unethical behavior has its price. Consider Governor Sonny Perdue who became the first sitting Georgia governor to be fined by the State Ethics Commission for violating campaign laws. In 2005, the commission fined him $1,900 and ordered him to repay $18,000 in campaign contributions—mostly to his wife. For the record, it should be noted that Governor Perdue has aggressively pursued ethics reform in Georgia.

Fast forward to 2006 and the Boeing Company. Caught recruiting a top Air Force weapons buyer who was overseeing Boeing contracts (remember Darleen Druyun) and facing criminal charges over Boeing contracts (remember Darleen Druyun), Boeing agreed to pay the government $615 million to settle the inquiry.


ASPAnet.org

Executive MPA a New Option

Executive MPA is the society’s professional journal. Each volume includes a national listing of Executive programs and resources for prospective Executive MPA students.

third is now the chief administrative officer of the Tax Court for the State of New Jersey. A fourth is a Senior Budget Policy Analyst for the Association for Children of New Jersey. A fifth is Director of the Newark Office of the U.S. Equal Employment Opportunity Commission. Several have served as Township Managers.

To find out more about Executive MPA and similar programs, check out NASPAA’s Executive MPA website www.naspaa.org/execmpa, which includes a national listing of Executive programs.

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

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.

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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.

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Federal Judge Protects the Right to Vote in Ohio
Court Blocks Law Creating New Obstacles to Voter Registration
Cleveland, OH—A federal court in Cleveland recently blocked enforcement of an Ohio state law enacted earlier this year that would have imposed crippling requirements on voter registration groups. The plaintiffs, civic and religious organizations and voting rights groups that have been working in Ohio through many election cycles without government interference, say that the law had dramatically curtailed their efforts to help eligible voters get on the rolls. “This is a win for democracy and, coming on the heels of the similar decision in Florida—the beginning of a national trend of courts rejecting unreasonable barriers to voter registration,” stated Wendy Weiser, deputy director of the Democracy Program at the Brennan Center for Justice at NYU School of Law and co-counsel to the plaintiffs in both the Ohio and Florida cases.

“This decision and the Florida decision will send a message to states and could help head off comparable voter-suppression statutes in Georgia, New Mexico and Colorado,” continued Mincberg.

At issue in the case, Project Vote v. Blackwell, were restrictions on voter registration in the state of Ohio enacted by House Bill 3 and the rules and procedures for voter registration set out by the Secretary of State that have drastically limited the ability of civic groups to register new voters and threatened individual registration workers with felony charges for minor mistakes in complying with the new rules. The plaintiffs successfully argued that the rules will limit voter registration unnecessarrily exclude eligible voters from the election process and suppress the vote in Ohio.

The plaintiffs contested a procedure required by the Ohio Secretary of State that would have changed the process for voter registration form collection made by non-partisan civic groups conducting voter registration drives. In the past, citizens working to register voters were able to turn in the completed forms to a civic group or church that would review the forms for accuracy, turn them into the registrar, and follow up in some instances to make sure they were actually registered. The rule enjoined today would have made it a crime to designate one person to turn in and the forms collected in a drive; each volunteer or worker would have had to go personally to the election offices to deliver every form collected.

Plaintiffs also successfully argued that rules that require online training excluded low-income citizens and civic groups who don’t have computers as well as individuals with disabilities.

“This is a win for Ohio voters that reaffirms the critical role civic groups play in helping hundreds of thousands of unregistered citizens come into the political process and become voters each year,” stated Mary Keith, State Board Chair of Ohio ACORN.

“More than 30 million Americans are not registered to vote,” said Elliot Mincberg, Legal Director of People for the American Way Foundation. “This ruling sends a message to officials in Ohio and other states that they should work with civic groups—not penalize them—for tirelessly working to strengthen our democracy,” continued Mincberg.

Announcing...a new publication from ASPA
Public Administration with an Attitude
by H. George Frederickson
Available for adoption in Fall 2006 classes. To order your review copy, call 202-585-4313. Order now. Review copies are limited.

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

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

This book is a lot more interesting than a spreadsheet...and more accurate!

Public Administration with an Attitude
approx. 220 pages — $14.95 softcover
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If you have a report for this column, contact Christine McCreesh at cjewett@aspanet.org.
### New ASPA Members

ASPA welcomes the following new members in the month of August 2006. 

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

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Coastal breezes washed bluish-gray waves ashore under a cloudless blue, sun-drenched sky that is characteristic of the Mississippi Gulf Coast. Although the winds cooled me, they forced me to stand as I biked along Beach Road.

I stopped at an old pier that extends from Courthouse Road into the Gulf of Mexico. The only thing there now was wrapped timbers and wooden pylons. I thought of a girl I dated my freshman year and the two of us taking a romantic stroll one evening. Later I rode past a leaning Waffle House sign. It was there I remember having cinnamon toast bread for the first time.

The floating casinos and hotels were gone. Jefferson Davis’s home, Beauvoir, lost much of its roof and all of its porch. The buildings that housed his library and correspondence were washed away along with the antebellum homes that once lined the beach. Fisherman’s Wharf is my favorite Gulf Coast seafood restaurant. It was the place I ate an entire flounder for the first time. Nothing there now, not even pylons for a foundation.

I wanted to go swimming in the surf as I had during my adolescence. But the words the taxi driver spoke upon our arrival at the Gulfport-Biloxi International Airport came back to me, “They found tires and ‘frigerators and cars and glass and nails and everything there. I’ll take you a clean that up. You just can’t go in the water no more.” I was saddened by the absence of these landmark sites and businesses. I wondered what it is like to face these things, and many more, everyday?

This article chronicles the experiences of four University of South Dakota faculty and students-Melissa Butenschoen, Matt Ernst, Emily Preheim and I-who volunteered with HandsOn, a nonprofit organization supported by the Corporation for National and Community Service and for-profit companies. We spent 10 days in June, 2006, assisting in recovery efforts.

HandsOn consistently recruits, houses, and feeds over 100 volunteers daily. They partner with the Corporation for National and Community Service and KABOOM. Other supporters include: Accenture, CISCO Systems, Credit Suisse, Home Depot, Louisiana State University, the local Methodist diocese, Outback Steakhouse, and Price Waterhouse.

These volunteers live in a campground-like community at night while putting homes, removing mold, roofing, rebuilding children’s playgrounds, and volunteering with children’s organizations like Boys and Girls Club. It was among these volunteers, home owners, volunteers, and local citizens we heard and saw stories of resilience and recovery. Regardless of who we are and what we do, we were called all had one name “Do-gooder.”

As we flew into Gulfport-Biloxi International Airport, we gazed out our airplane windows. All of us were surprised by the large number of homes, barns and businesses with blue-tarp roofs and remaining debris. It looked like a war zone.

Our taxi driver, from the airport, which is still under reconstruction, gave us the scenic tour through the neighborhoods and along the beach. The tour exposed us to the harsher realities the remaining trees and grasses covered from the airplane views–mangled tin, cracked and emptied mausoleums, alligator-infested golf course that served as Tent City for many citizens and FEMA trailers made livable with an attached screened porch.

On our first day, the four of us joined 40 other “do-gooders” scraping mold in a low-income and public housing community known as Hope 6. Later in the week, Matt and I worked with faculty and students from Middlesex School in Concord, MA, and HandsOn staff to gut two homes. Flood waters totaled 12 feet, covering both houses. Unlike many, they were able to save some things that did not float away or were placed in the attic. They were neatly stacked in a corner–a walker, cribs, a vinyl tablecloth in its original wrapping, Mardi Gras beads, a large crucifix, a model plane and a clothes basket.

Over the course of the next week, the four of us volunteered at either the local children’s museum or the Boys and Girls Club. It was here we saw the lingering social problems caused or were magnified by Katrina. I saw a three-year-old run outside of his mother’s reach. She snatched the boy toward her murmuring, “After all we’ve been through how can you run away from me?”

Barbie White, a second-grade teacher at Biloxi’s Gorenflo Elementary School, worked this summer as a Boys and Girls Club counselor. She smiled brightly. But her eyes were tired and her shoulders rolled forward. It was as if she had seen too much. She talked about teachers losing their homes, family heirlooms, wedding pictures, their children’s bronze shoes. Some lost their minds and simply cannot work now. When the teachers met to discuss how they would manage the schools, they combined it with a group therapy session.

“One of the teachers came home and found everything was gone. All she had left was a foundation and one water pipe sticking out of it. She said the only thing she could do was stick an American flag in it (the pipe). When we heard that, we all just broke down and bawled for an hour.” Weeks later, White’s eyes watered. Like their counselor, the children have also seen too much.

Smith pointed to children, relaying their stories of survival. Some rode a parent’s shoulders as they walked through chest-high waters and 100 MPH winds. In some cases, parents were saving their children as they pulled their elderly parents behind them. Others remained in attics as parts of their roofs peeled away and water swirled underneath them.

In some cases, the aftermath was worse than the storm. One boy told me about a neighbor shooting anything that moved outside of his home three days after Katrina left. When the neighbor started shooting toward his home, his father fired back with a shotgun. When that didn’t stop the neighbor, his father started using a rifle to protect his family. The police came and took the neighbor away. His father was not charged. Some kids said nothing. They just wanted to play puppy-cake or catch, tackle football, or sit beside someone with whom they bonded and watch a movie.

My last day there I met an elderly African-American woman. A typical Southern lady, she wore the best she owned now–a loose-fitting purple pantsuit trimmed in gold, earrings, a wedding band, flat shoes. She walked with an old-fashioned wood cane. She introduced herself to me by saying “My husband needs help but he won’t ask for help. But I can swallow my pride.” She told me her story. They hired a contractor to rebuild their home. After he hung sheetrock, he left. They had running water, electricity, and gas. But their windows, doors and molding were not installed. Her husband refused to pay the contractor their last $2,000 until the job was completed. The contractor left town with over $40,000 of their savings and FEMA payment.

“He trying to do the work by himself. I told him the volunteers are still here. Maybe we can get them to help but he won’t listen. He’s trying to frame and hang doors and windows and he’s too old to be doing work like that. It’s a pride thing with him, but I can swallow mine. Can you help us?” Two HandsOn case workers explained to Barbie and I how the contractor got away with it. She spoke with her in detail for the next two hours. No one leaves HandsOn without an answer. She was no exception. If she could wait a few more days, volunteers would be at her home assist her husband. HandsOn is their primary link between the working poor and FEMA.

In Mississippi, FEMA is not an acronym but a four-letter word. According to Jaime, the problems were caused by FEMA’s attempt to allocate trailers to the poor. Many cannot afford new homes and affordable housing is not available. FEMA can reclaim the trailers 18 months after the storm ended. Many did not receive a trailer until nine months after the storm. This allows them nine months to find affordable housing, which currently does not exist, or face homelessness again.

FEMA attempts to work with recipients. If they do not reach the client after three attempts, FEMA drops the client from their roles. According to Jaime, the citizens “are not getting the help they need. They have their FEMA cards and wait for their checks, checks that aren’t coming because they no longer exist within FEMA’s database. To assist the clients, HandsOn case workers allow them to use their headquarters as a secondary contact point. Case workers will attempt to find them so the displaced citizens will gain the assistance they need.

According to Biloxi city council member Bill Stallworth, this is a continuing problem. FEMA is not responding as quickly as they should. Scam artists abound, but the local government is taking action, forcing contractors to uphold their agreements.

In a telephone interview, Stallworth said that most citizens own their property. Casinos were coming in and purchasing land at 2.5 times above their value. The casino purchases made everyone realize their property is valuable to someone. If they rebuild, their property values will increase. So, citizens refused to sell part to condominium developers who were only...
Skills of the Transformed Public Administrator

Before introducing our guest columnist, I want to urge each and every one of you to VOTE IN THE NOVEMBER GENERAL ELECTIONS. Please also go the extra mile to encourage your co-workers, colleagues, family members, and students to exercise this most precious right and obligation. Distribute information on how to register, share your views on the issues, offer transportation to the polls, allow schedule flexibility—do whatever it takes to increase voter turnout in your community. I challenge you to make this year’s turnout the best yet!

This month, I have invited one of our ASPA luminaries to share his thoughts on the skills demanded of today’s graduates of Master of Public Policy and Administration (MPA, MPP, MMP, etc.) programs. His verbal presence seemed a fitting addition to the theme of the October PA TIMES Educational Supplement. Students, employers, workers, and faculty all stand to benefit from the insightful comments he has kindly provided as our guest columnist.

Ed Jennings has devoted much of his career to exploring the complex educational challenges and opportunities inherent in the changing field of public policy and administration. He asks: How do we prepare our public service leaders of the future?

In his journey, he has served as ASPA president, editor of the Journal of Public Affairs Education (J-PAE, journal of NASPAA, the accrediting body for masters-level programs in public affairs, policy, and administration), director of and professor in the Martin School of Public Policy and Administration at the University of Kentucky, NAPA fellow, and in other capacities too numerous to list here. Suffice to say that he is eminently qualified to comment. Enjoy this thought-provoking read. (E-mail Jennings at: pub714@uky.edu) – Wendy Haynes, ASPA president and an associate professor and MPA coordinator at Bridgewater State College. E-mail: whaynes@aspanet.org

Edward T. Jennings, Jr.

So much has been made of the transformed nature of public service that it is hard to begin an essay on the skills demanded of today’s MPA graduates without attending to that transformation. In typical accounts, the transformation revolves around new patterns of policy and service delivery that have shifted much of what we traditionally thought of as public administration from public agencies to the non-profit and private sectors. As policy makers have sought to improve performance, reduce costs, and stimulate flexibility, they have turned to a wide array of policy tools and structural arrangements for accomplishing public purposes.

This has increased the extent to which networks, rather than hierarchies, deliver public services. If we combine this change in patterns of policy and management with technological innovation, it is clear that graduates of MPA and MPP programs require a more diverse set of knowledge, skills, and values than was the case 10, 20, or 30 years ago.

Key transformations and their implications include:
- Diversification in the delivery of public services. This means public administrators have to be prepared to manage programs in diverse organizational settings, responding to the imperatives of public, private, and non-profit management. They need the skill to balance the bottom line with public good. They also need to be flexible, adaptable, and capable of working in diverse organizational environments.

- Use of networks in the implementation of policy. Working horizontally across organizations, rather than vertically in a hierarchy, requires skills at identifying where the interests of organizations coincide and where they diverge, sensitivity to the demands of coordination and capability at mediation, negotiation, conflict resolution, and the building of common purpose.

- Technological innovation. Managing in today’s world requires not only knowledge of the latest communication and information processing technologies, but also demands skill in the application of those tools in formulating, implementing, and evaluating public policies and programs. In the “flat world” of Thomas Friedman, technology combines with creative thinking to stimulate new patterns of value creation and open new opportunities for collaboration. Much of this development has occurred in the private sector, but we can expect big impacts on public services. It will require public administrators to recognize the challenges and opportunities created by technological developments and develop applications that enhance agency performance and foster democratic governance.

- Use of a wide range of policy tools. Knowledge of regulation and direct service delivery was all the public administrator of the past needed to know to effectively manage public policy. Today that manager has to understand the nuances of deregulation, cooperative regulatory enforcement, indirect financing, vouchers, insurance, contracting out, contract management, risk management, and a host of other policy mechanisms.

- Globalization and economic competition. The effects of globalization and economic competition are felt at the national, state and local levels. Public administrators and policy analysts need knowledge, skills, and values to assess implications in their settings and devise plans to facilitate community, state, and national responses to these challenges.

- Demands for high performance. Elected officials and citizens alike have been pressuring public administrators to improve the performance of public programs. This requires skills in performance measurement and performance management. Public administrators have to be able to distinguish inputs from outputs from outcomes and devote appropriate attention to each. Having good processes no longer suffices by itself. Even in a world of rapid change, there are enduring concerns. These include

- Democratic responsiveness. Managing in a democracy makes its own unique demands. It’s not enough for public administrators to know how to create high performance in a cost effective
In this thought-provoking book, public administration scholar Beryl Radin takes many of the assumptions of the performance movement, arguing that evaluation relies too often on simplistic, one-size-fits-all solutions that are ineffective for dynamic organizations. Drawing on a wide range of ideas, Radin sheds light on the hidden complexities of evaluating performance.


Revisiting Waldo's Administrative State critically explores whether contemporary efforts to “reinvent government,” promote privatization, and develop new public management approaches constitute a coherent political theory capable of meeting today’s governing challenges. Taking Dwight Waldo’s 1948 book as a starting point, the authors update his key concepts and apply them today.

From Other Sources


The guidebook, developed by researchers at the Georgia Institute of Technology for the Georgia Department of Transportation, helps planners assess their pedestrian environment and prioritize projects to improve it.

Detailed in the guidebook are four primary goals: enhance safety; create seamless integration of pedestrian facilities into the transportation system; integrate planning and design of pedestrian facilities into transportation planning; encourage a pedestrian-friendly environment for everyone.

There is a limited supply of the Guidebook available in print, however it can be downloaded in .pdf format at http://www.dot.state.ga.us/dep/pedestr ian_plan/
New Benefit for Members

ASPA has reached an agreement with publisher M.E. Sharpe to provide all members with a special discount of 20% off the normal retail price on M.E. Sharpe books authored or edited by an ASPA member.

The agreement allows us to put you in touch with the latest, cutting-edge publications in the field at discounted prices. The books cover key issues and research in the areas of administration, leadership, financial management, budgeting, policy, ethics and local government.

To review the list of books and to order, visit ASPA’s website at www.aspanet.org and click on the link New Benefit for ASPA Members.

Ethics Section Participates in Transatlantic Workshop on Ethics and Integrity
Washington, DC, March 21-23, 2007

The Transatlantic Workshop on Ethics and Integrity 2007 being held March 21-23, 2007 in Washington, DC, seeks paper proposals. The workshop, cosponsored by the European Group of Public Administration (EGPA) and ASPA’s Section on Ethics, aims to strengthen cooperation between European and U.S. scholars. All relevant aspects of administrative ethics will be discussed and particular attention will be given to the similarities and differences, both in theory and practice, between Europe, the United States and other parts of the world.

Paper proposals should be sent to Raymond Cox at cox@uakron.edu.org before October 15, 2006. Visit the workshop website (www.uakron.edu/colleges/artsci/depts/paus/ead.php) for more conference information and submission guidelines.

ASPA Selects Partner for MOU with Spain

ASPA’s National Council recently approved Park University’s application to serve as the Secretariat for ASPA’s Memorandum of Understanding (MOU) with the Institute of Public Management in Spain.

The principal purpose of the MOU is to develop lines of communication that will allow for a range of activities, professional programs and professional interactions between ASPA and ESADM. Park University’s International Center for Civic Engagement (ICCE) Director Erik Bergrud will serve as principal representative of the ASPA-ESADE Secretariat.

Rutgers to Serve as Secretariat for EGPA Mou

ASPA’s Executive Committee recently voted to approve an update of ASPA’s Memorandum of Understanding (MOU) with the European Group of Public Administration (EGPA). EGPA and ASPA will work together to elevate the practice and study of public administration, provide perspective to scholars and practitioners across the Atlantic, and improve performance by sharing best practices regarding public awareness and communication, dissemination of research and fund raising.

The new MOU, when signed, will replace an agreement from 1993. In addition, the Executive Committee selected Rutgers University-Newark to serve as the Secretariat for the ASPA-EGPA MOU.

RFP for International MOU Coordination Issued

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

- Commonwealth Association for Public Administration and Management
- Free State Society for Public Administration and Governance (FRESPAG) of South Africa
- Hong Kong Public Administration Association
- Institute of Public Administration of Canada
- Slovenian Society of Public Administration

URL: http://www.aspanet.org/script-content/word/mourfp.doc

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*Please note that the author has requested anonymity in order that he may write freely about his experience serving on his local city council.

My experience as a local politician has really highlighted public administration issues for me. One of the important issues for democratic governance is transparency of process. It strengthens the legitimacy of government when citizens understand what is going on, how decisions are made, and believe those decisions are fair and legal.

Two areas that keep coming up in my experience with municipal government are open meetings and public information. A continuing issue for our municipality concerns the use of jet skis and motorboats on Big Lake. Some months back a group of lakeside residents compiled a slick booklet outlining the problems and dangers of motorized watercraft on Big Lake claiming such use not only pollutes the lake, but is also not compatible with other uses such as fishing, canoeing, kayaking, birding and hiking. The group contacted me and then raised the issue at our City Council meeting. It all sounded pretty reasonable, and I asked if we could send it to the Council for further discussion and development of a possible ordinance.

One of our former City Council members attends many of our meetings, happens to live on Big Lake, and very strong pro-jet ski feelings. He is also retired. So he immediately mobilized a group of like-minded citizens to call and e-mail current Council members, vigorously advocating the continued use of jet skis and motorboats on the Lake. He also passed on the information about the issue—span to his perspective—to the newspaper which wrote an article about the issue.

The former Council member knows how the Council operates and mobilized his group to attend the Lands committee meetings in force. They created a network to share information and kept up the pressure on Council members. The former member, knew that citizen emails to Council members sent through the city website are available as public information at the City Clerk’s office. He went there, collected every email from opponents of jet skis, called them up on the phone and berated them for their position.

It bothered me, that citizen messages to their representative are public records that anyone can view. This could have a chilling effect on the democratic process if I can’t keep my letters to my representa- tive from being made public. If I feel opponents of my perspective can get my name and harass me, I may be less willing to contact my legislator. Sure, something is subject to legal subpoenas, but are they also available to everybody else? Should citizens be able to pressure their contacts with public officials are private? But on the other hand, shouldn’t the public be able to know who is influencing their legislator? Darn it’s annoying that every issue has at least two sides!

Our Open Meetings law was also drawn into this. State law says local government bodies, including citizen advisory boards, must be open to the public, with meetings announced in advance, with a posted agenda. After hearing about the Big Lake jet ski issue, our Parks and Recreation Citizen Advisory Board decided to take a field trip to the Lake and see for themselves. At the next Parks and Recreation Advisory meeting, the Advisory Board unanimously decided to write a letter to the City Council Lands Committee opposing jet ski use on Big Lake as incompatible with other uses. That got back to the pro jet ski folks and all “heck” broke loose as they stormed city hall saying the Big Lake field trip was an illegal meeting where public issues were discussed, and that the Parks and Recreation Citizen Advisory Chair was attempting to illegally jam through her own ideological agenda. Not only did the Committee hold an unannounced meeting, they also took an “action item” (their letter) at the next meeting without it being noticed in the Agenda. The bottom line was that the Advisory Committee did not send any letter to the Lands Committee. This was an interesting and effective tactic by the pro jet ski folks.

The chair of the Lands committee is a lawyer who likes to “settle” issues and appeared to be swayed by the numbers of pro jet ski folks who stacked the meetings. The result is that the current proposed ordinance doesn’t limit much of anything. Since I am no great fan of jet skis, this process started to bother me.

At the last City Council meeting the Lands Chair said we wouldn’t get a report from the committee for another five months or so. I expressed my dissatisfaction with that and asked for the issue to be brought to the Committee of the Whole. I couldn’t really read how this emotionally impacted the Lands Chair. How annoyed was he with me?

So the issue is supposed to come up in the Committee of the Whole. The trouble with that is that the chair of THAT committee (the Deputy Mayor) doesn’t really want to deal with the issue, plus he is distracted by his upcoming reelection campaign. So here I am dealing with all this political committee swapping which could result in the issue disappearing, but I tell myself I won’t let it.

Then I step back and try to see the big picture. How much time and energy will I devote to this fairly minor issue in the life of the City? I am getting myself worked up with the political infighting of this not-so-crucial issue. Am I getting distracted from more important things? And yet—unless somebody carries the ball, this issue will end up ignored. Without a policy entrepre- neur, Kingdom (1995, Agendas, Alternatives, and Public Policies) tells us, many issues just fade away.

More Politics

In just a couple more months we have our city elections. Every year three of the nine Council members are up for reelection. A year ago I was rushing around trying to figure out if I was going to do this. Now others are doing the same. One of the Council incumbents is stepping down, another is running for reelection and the third is the Mayor, also running for reelection.

To complicate things, our current state representative announced she would not run for reelection, and the Council member who is Deputy Mayor (and Chair of the Committee of the Whole) decided to run for her seat. If he wins the election to the Legislature he must resign from the Council. Then someone else will be the Deputy Mayor (an internal Council election). We would also elect someone to fill the seat of the incumbent Deputy Mayor. There will be all sorts of lobbying for that. So Council members will start talking to each other and figuring out who will support what.

Let’s get more convoluted. The Mayor previously held high State office in a former administration as did one of the other Council members. If that party wins the governorship, it is possible that one or the other will be asked to serve in the state administration.

While they say they would not do that—it is hard to resist an impassioned plea from the governor that you are needed. If the Mayor wins his own reelection he will participate in picking the Deputy Mayor’s replacement, if the Deputy Mayor wins election to the state house–but then might leave himself. If he steps down, whoever was the new Deputy Mayor would succeed as Mayor. You can imagine all the people playing the “what if” game. Can you say “Machiavellian?”

Once again I castigate myself about this obsession with internal politics. Geet, can’t I resist this stuff? Or if one takes up the mantle of elected representative, is this just what you sign up for?
Public Administrators Need to Skillfully Weave Path

From TRANSFORMED, pg. 14

In the current era, public administrators must develop their capacity to hear what the public says and incorporate it appropriately in program development. Public administrators must develop their capacity to engage citizens in the public interest. Surveys of administrators suggest that these are critical skills.

- **Public engagement.** In the current era, simply listening to the public is not enough. The best managers will develop their capacity to engage citizens in the development and implementation of policies and programs in ways that are facilitative, responsive and legitimizing.

- **Accountability and ethics.** In recent years, public policy administration programs have come to recognize that ethics and accountability are central to the public manager’s life. Courses in ethics and public service values have entered the core curriculum to prepare students to recognize ethical dilemmas, assess alternative solutions, and ground their actions in the public interest. Surveys of administrators suggest that these are critical skills.

- **Relationships with elected officials.** The relationship between elected and appointed officials is often discussed. Public administrators must build effective relationships with elected officials, sorting out an effective and appropriate set of roles and responsibilities that enables them to serve the public and promote public values.

There are, of course, the continuing concerns of management involving budget and finance, human resources, information, facilities and infrastructure. These will also demand the attention and skill of public administrators, but the flat earth, globalized, information rich, alternative service delivery, high performance environment requires public administrators to skillfully weave a path among rich alternatives to effectively, responsively and accountably serve the public.

Members on the Move

**John R. Bartle**—professor of public administration, was named as the director of the School of Public Administration, University of Nebraska Omaha.

**Teodoro J. “Ted” Benavides**—former Dallas city manager, has joined the top public sector consulting firm The Waters Consulting Group.

**Judith Douglas**—was recently appointed as a client industry executive within Executive Data Systems’ U.S. government business.

**Matthew Dull**—joined the faculty of the Center for Public Administration and Policy, School of Public and International Affairs, Virginia Tech, in the National Capital Region as an assistant professor.

**Laura S. Jensen**—joined the faculty of the Center for Public Administration and Policy, School of Public and International Affairs, Virginia Tech, as an associate professor.

**Patrick S. Roberts**—joined the faculty of the Center for Public Administration and Policy, School of Public and International Affairs, Virginia Tech, as an assistant professor.

**Kurt Thurmaier**—recently accepted the positions of professor of public administration, Division of Public Administration and director of graduate studies in political science, Northern Illinois University.

**Arwiphawee Srithongrung**—joined the faculty of the School of Public Administration, University of Nebraska Omaha.

**Carl Stenberg**—was recently appointed director of the MPA Program at the University of North Carolina, Chapel Hill.

**David Warm**—recently accepted the Walter Scheiber Leadership Award from the National Association of Regional Councils (NARC).

**Jay White**—was re-appointed to a five year renewal of the Elizabeth H. Reynolds and Beverly B. Reynolds Endowed Professorship in Public Affairs and Community Service at the School of Public Administration, University of Nebraska Omaha.
Senior Scholar Position - International Public Policy
Institute of Public and International Affairs (IPIA)
University of Utah
http://www.ipia.utah.edu/

The Department of Urban Studies and Public Administration, in the College of Business and Public Administration at Old Dominion University, invites applications for a tenure-track position at the associate or full professor level for Fall 2007. The Department offers a NASPAA accredited MPA program and a PhD in Public Administration and Urban Policy. Field is open: the successful candidate is expected to teach courses in the core curriculum of the PhD and the MPA Programs. Qualifications include: Ph.D. in Public Administration/Urban Affairs and Public Policy or related field, interest in administering graduate programs, an established research record and proven teaching skills.

Old Dominion University is a state-supported, Carnegie Doctoral/Research-Extensive University with over 28,000 students. It draws 90 percent of its students. UTEP is increasingly recognized as a model in demonstrating that a university can accommodate major Army and Air Force commands.

Job Listing Duration: This eJobs ad will run until: November 1, 2006

Assistant/Associate Professor – Public Administration
Eastern Kentucky University

The Recruiter
American Society for Public Administration
PA TIMES • OCTOBER 2006 PAGE 19
WHERE EMPLOYERS AND JOB SEEKERS MEET.

UNIVERSITY POSITIONS

American University's School of Public Affairs invites applications for a full-time, tenure-line faculty position at the rank of assistant professor in its Department of Public Administration and Policy. Pending budgetary approval, the position would begin in August 2007. The person hired will teach courses primarily in the school’s Master of Public Policy and Master of Public Administration degree programs. Candidates must have a productive research agenda, preferably in areas of overlapping interest to the fields of public policy and public administration. Candidates must demonstrate strong teaching skills in quantitative methods, policy analysis, and the economics of public policy. Preference will be given to candidates who have significant teaching experience and have already established a strong record of research. Familiarity with public administration, organizational, political, and normative dimensions and contexts of public policy analysis is desired. Candidates should have earned a Ph.D. at the time of appointment, preferably in public policy, economics, public administration, political science, or a related field.

Review of applications will begin September 18, and continue until the position is filled. Interested candidates should send a cover letter, current curriculum vitae, writing sample, teaching evaluations (if available), and three letters of recommendation to: Office of the Dean – DRAP Jr. Search, School of Public Affairs, American University, 4400 Massachusetts Avenue NW, Washington, DC 20016-8022

American University is an AA/EEO university committed to a diverse faculty, staff, and student body. Women and minority candidates are strongly encouraged to apply.

Assistant/Associate/Full Professor
Institute For Policy And Economic Development
Department of Political Science
University of Texas at El Paso

Applications are invited for a position in the Institute of Public and International Affairs (IPIA) that will house numerous research, teaching, and outreach activities related to politics, public policy, governance, security, and international affairs. The University of Utah is seeking an accomplished senior scholar with expertise in international public policy who would be tenured as an associate or full professor in one of the seven departments in CSBS and hold a senior appointment in IPIA. Department in CSBS include anthropology, economics, family and consumer studies, geography, political science, psychology, and sociology. The successful candidate will be expected to contribute to core public policy teaching, undertake research projects that will advance the IPIA’s international public policy emphasis, and assist leadership in building the IPIA’s regional, national and international reputation during its early, formative years.

Qualifications:
We seek applications from individuals who conduct research related to international policy analysis and/or policy decisions, and whose work would build on existing international and public policy strengths within the university. Preferred areas of research include but are not limited to and are not listed in priority order: (1) development, (2) the environment (3) health, (4) inequality, and (5) security. Researchers must demonstrate an international perspective in their work. We encourage applications from individuals who are excited about working in a multidisciplinary environment. The successful candidate must have a Ph.D. be familiar with current international public policy issues, have effective interpersonal skills, and be established, nationally visible, extramurally funded research program.

Application Deadline and Start Date:
Applications should be received by November 13, 2006. The search committee will consider applications received after this time until the position is filled. This is a new position with an expected starting date of approximately July 1, 2007.

Contact Person:
Inquiries should be made to the IPIA International Public Policy Search Committee, c/o Jenny Robinson, 801-585-3088 or robinson@cppa.utah.edu. Applications should include a letter of interest, CV, a sample of published work, and contact information for three references. Applications should be mailed to: Chair, IPIA International Public Policy Search Committee, c/o Jenny Robinson, University of Utah, 260 S. Central Campus Dr Bn Blvd 214, Salt Lake City, UT 84143-0169.

The University of Utah is an Equal Opportunity, Affirmative Action Employer, encourages nominations and applications from women and minorities, and provides reasonable accommodation to the known disabilities of applicants and employees.

Associate/Full Professor – USPA
Old Dominion University

The Department of Urban Studies and Public Administration, in the College of Business and Public Administration at Old Dominion University, invites applications for a tenure-track position at the associate or full professor level for Fall 2007. The Department offers a NASPAA accredited MPA program and a PhD in Public Administration and Urban Policy. Field is open: the successful candidate is expected to teach courses in the core curriculum of the PhD and the MPA Programs. Qualifications include: Ph.D. in Public Administration/Urban Affairs and Public Policy or related field, interest in administering graduate programs, an established research record and proven teaching skills.

Old Dominion University is a state-supported, Carnegie Doctoral/Research-Extensive University with over 20,000 students. The University is located in Norfolk, Virginia, the hub of the Hampton Roads metropolitan area with a population of over 2 million people. Hampton Roads is a major commercial, industrial, cultural, and tourist center located on the east coast of the United States. The Hampton Roads region includes the seven independent cities of Norfolk, Virginia Beach, Hampton, Chesapeake, Newport News, Portsmouth, and Suffolk. In 1992, the United States Navy established the Naval Station Norfolk, the largest U.S. Navy installation in the world, which has drawn businesses and people to this area. The Hampton Roads region is also the focus of the Virginia Military Institute and Old Dominion University.

Job Listing Duration: This eJobs ad will run until: November 1, 2006

Assistant/Associate Professor – Public Administration
Institute for Policy and Economic Development
University of Texas at El Paso

The Institute for Policy and Economic Development at the University of Texas at El Paso is seeking to fill a tenure-track position in the area of leadership studies to start January 2007 or fall 2007. This position may also include a percentage appointment in the Institute for Policy and Economic Development as a research scientist. The successful candidate will lead the development and implementation of the undergraduate degree program and also contribute to the Masters of Public Administration program. The Masters of Arts in Leadership Studies is a two year-old program primarily geared towards non-traditional markets and has close ties with the U.S. Army.

UTEP is the only research-intensive doctoral university in the United States with a Mexican-American majority student population, ranking second, in funding per student. UTEP serves a large, bicultural population located on the U.S. – Mexico border. The university’s student population of more than 19,000 students, the; majority Hispanic, closely mirror the demographics of the region from which UTEP draws 90 percent of its students. UTEP is increasingly recognized as a model in demonstrating that a university with a fundamental commitment to access can also achieve high levels of excellence in academic programs and research. UTEP’s six academic colleges (Business Administration, Education, Engineering, Health Science, Liberal Arts, and Science) offer 81 Bachelor’s degrees, more than 80 Master’s degrees, and 12 Doctorates in a broad range of academic fields. In addition, the university offers doctoral programs in Nursing and Pharmacy through cooperative programs with the U. T. Health Science Center at Houston and U. T. Austin.

QUALIFICATIONS REQUIRED: The successful candidate must hold a Ph.D. or equivalent terminal degree in any field of administrative or social science and have at least three (3) references and a letter of interest by November 10, 2006: Dennis L. Soden, PhD., Executive Director, Institute for Policy and Economic Development, 500 W. University – Kelly Hall; Room 414, El Paso, TX 79968-0703, Phone: (915) 747-7974, Fax: (915) 747-7948, Email: desodder@utep.edu. For further information, see www.utep.edu and iped.utep.edu.

Assistant Professor of Specialization: Leadership

Job Listing Duration: This cloths ad will run until: November 1, 2006

Experience in non-traditional course delivery and course development. Knowledge of military procedures useful.

Assistant Professor of Public Administration
Department of Political Science
University of Central Florida

The Department of Public Administration invites applications for an Assistant Professor position in Public Administration. This is a tenure track position beginning August 2007. The Department offers a B/AB in Public Administration, a NASPAA accredited Master of Public Administration, a completely web-based Master of Organization's; or Strategic, Planning and Grant-Writing. For additional information see the MPA program information at http://www.government.eku.edu/mpa.htm

Review of applications will begin September 30, 2006 and continues until the position is filled. Send: 1) a letter of application stating teaching and research areas, a statement of teaching philosophy; 2) a current vitae; 3) graduate transcripts; and 4) the names, e-mail address and phone numbers of three references to:

Dr. Sara Ziegler, Chair, Department of Government, 113 McCrory Hall, Eastern Kentucky University, 521 Lancaster Ave., Richmond, KY, 40475

All offers of employment are contingent on completion of a satisfactory criminal background and educational credential check.

Eastern Kentucky University is an EEO/AA institution that values diversity in its faculty, staff, and student body.

In keeping with this commitment, the University welcomes applications from diverse candidates and candidates who support diversity.
Nonprofit Management as well as web and face-to-face courses for our undergraduate minor and graduate certificate program in urban and regional planning. Faculty also participate in the PhD Program in Public Affairs, an interdisciplinary program within the College of Health and Public Affairs.

The University of Central Florida is the seventh largest university in the United States, with a student population of over 47,000. It emphasizes a strong community partnership mission. Faculty in the Public Administration Department have significant opportunities to work with dedicated community professionals in a wide range of policy and management areas. Required: Candidates must have a completed Ph.D. or D.P.A from an accredited institution. Doctorate is required by time of appointment. Preference will be given to candidates with teaching experience in public administration, geography or related fields. The position will begin on July 1, 2006 and the position will remain open until the appointment is made. To apply, submit a letter of interest, vita, evidence of high-quality teaching, sample syllabi (for courses taught in such areas as public finance, budgeting, criminal justice, and statistics), three letters of recommendation; and contact information for at least three professional references. For more information, visit www.raymond.ucf.edu. Please send your application to: Search Committee Chair, Department of Urban Affairs and Geography, 3640 Colonel Glenn Hwy, Dayton, Ohio 45435-0001: a cover letter addressing how they meet the qualifications listed above, a current curriculum vitae, evidence of high-quality teaching, sample syllabi (for courses taught in such areas as public finance, budgeting, criminal justice, and statistics), three letters of recommendation; and contact information for at least three professional references. The search will remain open until the position is filled. The first review of applications will begin Monday, November 3, 2006.

The Department offers a highly supportive environment for a person dedicated to teaching, scholarship, and community service.

Interested applicants should send the following material to Prof. Myron A. Levine, Chair, Search Committee, Department of Urban Affairs and Geography, 3640 Colonel Glenn Hwy, Dayton, Ohio 45435-0001: a cover letter addressing how they meet the qualifications listed above, a current curriculum vitae, evidence of high-quality teaching, sample syllabi (for courses taught in such areas as public finance, budgeting, criminal justice, and statistics), three letters of recommendation; and contact information for at least three professional references. For more information, visit www.raymond.ucf.edu. Please send your application to: Search Committee Chair, Department of Urban Affairs and Geography, 3640 Colonel Glenn Hwy, Dayton, Ohio 45435-0001: a cover letter addressing how they meet the qualifications listed above, a current curriculum vitae, evidence of high-quality teaching, sample syllabi (for courses taught in such areas as public finance, budgeting, criminal justice, and statistics), three letters of recommendation; and contact information for at least three professional references. The search will remain open until the position is filled. The first review of applications will begin Monday, November 3, 2006.

The Department offers a highly supportive environment for a person dedicated to teaching, scholarship, and community service.

Tenure Track Assistant Professor
School of Public Administration
Florida Atlantic University

The School of Public Administration invites applications for a tenure track assistant professor position to begin August 2007. The position requires a doctorate in public administration or related field prior to the beginning of the appointment. Up to two years toward tenure may be granted to those who have a good publication record and teaching experience.

Florida Atlantic University is a Carnegie rated doctor research activity. FAU is a multi-campus university with more than 26,000 students. The School of Public Administration offers a Bachelor of Public Management, a Master of Nonprofit Management, a NASPA accredited MPA program and a Ph.D. Applicants for this position are expected to demonstrate high potential for scholarly research and publication as well as teaching excellence. Teaching area is open to all subfields of public administration and policy, including our unique areas of public procurement and/or nonprofit management. The successful candidate will be expected to participate in doctoral dissertation supervision. The candidate will be expected to teach at several FAU campuses, however, the position will be based on our Jupiter campus. Applicants should submit a letter (preferably electronically) indicating research and teaching interests, a curriculum vitae, and e-mail addresses and telephone numbers of at least three professional references. Screening will begin December 31, 2006, but applications will be accepted until the position is filled. Please send your application to: Dr. Ron Nyhan, Search Committee Chair, Florida Atlantic University, School of Public Administration, 777 Glades Road, SO 288, Boca Raton, FL 33431-0991, Fax: 954.762.5693; e-mail: rnyhan@fau.edu, http://www.fau.edu/FAU. Florida Atlantic University is an Equal Opportunity/Access Institution.
ment with graduate students, diverse in nationality and experience, who are committed to careers in public service.

Assistant Professor/ Public Administration and Democracy

The Department of Public Administration at the Maxwell School of Syracuse University is seeking an outstanding candidate to fill a tenure-track position at the rank of assistant professor. Teaching responsibilities will include our masters-level courses in “Public Administration and Democracy” and “Public Organizations and Management.” Candidates should have research and teaching interests related to democratic governance, and institutional design and management in both the American and international contexts.

Assistant Professor/ Public Budgeting and Finance

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

Professor of Practice in Public and International Affairs

The Department of Public Administration and the International Relations Program of the Maxwell School of Syracuse University are seeking for a full-time Professor of Practice to offer courses to graduate students seeking careers in public and international affairs. An ideal candidate for this position will come to the Maxwell School after a successful career as a very high-level official in the diplomatic service or a multilateral organization. The Professor of Practice should have interests in offering course work in one or more of the following areas of global and local governmental organizations: governmental and non-governmental; global issues (e.g., terrorism, migration, health, sustainable development, human rights); foreign / global policy making.

Assistant Professor

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 2007. The successful candidate will be expected to teach at the graduate level (M.P.A. and Ph.D.). In addition to teaching, candidates are expected to make significant contributions to the School’s efforts to improve research in public administration. Applications should include a letter of interest, curriculum vitae, evidence of academic administrative experience, graduate transcripts, copies of teaching evaluations and sample syllabi (if available), and at least three letters of recommendation. Applications and all supporting documents 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 until the position is filled. The University of Texas at Arlington is an Equal Opportunity Employer.

Assistant Professor

The Askew School of Public Administration and Policy

Florida State University

The Askew School of Public Administration and Policy at the Florida State University, offering a NASPAA accredited MPA program and Ph.D. program, has two tenure and one non-tenure track positions at the assistant professor level.

Position One: teaching in our public financial management specialization is required. Search Chair: Earle Klay.

Position Two: teaching health systems management is required and other classes to support the MPA and Ph.D. degrees as well as the Master of Public Health degree. Search Chair: James Bowman.

Position Three: Executive in Residence (EIR) is a two-year, full-time, non-tenure track position with renewal possibilities contingent on the availability of funds. The EIR would be responsible for teaching graduate courses in public administration. Within two years the EIR is expected to generate, as well as direct, sponsored projects that help the Askew School serve the national, state or local communities in the person’s areas of management or policy expertise. Preference may be given to a person with local government experience, as the Askew School develops a Center in Local Government Management. Search Chair: Lance deHaven-Smith.

For all three positions, teaching and research interests in other areas of public administration in addition to specific listed for each position are welcomed. Interests in nonprofit or information management would be a plus.

Located in Florida’s capital city, the Askew School offers extensive opportunities for research and networking. Faculty members are active scholars who enjoy working with junior colleagues, and who value good teaching and practitioner experience. The School (http://askew.fsu.edu) is committed to sound scholarship and the foundational values of citizenship and public service. The standard teaching assignment is 2+2 and salary is competitive. The doctorate must be completed by the date of appointment for positions one and two, but is not required for position three. Applications are invited especially from minority candidates. The Florida State University is an Affirmative Action/Equal Opportunity Employer.

Submit C/V, three letters of reference, teaching evaluations (if available) and a sample piece of writing to: (Specific Chair), Search Committee, Askew School of Public Administration and Policy, Florida State University, Tallahassee, FL 32306-2250. Applications should be submitted by October 27th when the first review of applicants will begin, continuing thereafter until the positions are filled.

Assistant/Associate Professor: MPA Director

Public Administration

Oakland University

The Department of Political Science invites applications for an MPA Director at the Assistant or Associate Professor level, to begin August 15, 2007. Teaching specialization is open; however, preference will be given to candidates who can teach at least one course in the MPA program’s core curriculum, which includes Public Administration Theory, Public Sector Human Resources Management, Government Information Systems, Budgeting & Finance, Program Evaluation, and Quantitative Methods. Preference also will be given to candidates who can teach in one of the department’s other degree programs (B.A. in Political Science; B.S. in Public Administration and Public Policy; a prospective B.A. in International Relations) and those with demonstrated scholarly productivity.

Applications should include a letter of interest, curriculum vitae, evidence of academic administrative experience, graduate transcripts, copies of teaching evaluations and sample syllabi (if available), and no more than two samples of written work. Three letters of recommendation should be submitted.

The MPA program, housed in the Department of Political Science and in the College of Arts and Sciences, offers a nationally accredited graduate degree in Public Administration (M.P.A.) with concentrations in Health Care, Local Government, Criminal Justice, and Nonprofit Management. The program has strong ties to area local governments and nonprofit organizations.

Oakland University is a state-assisted, Carnegie I research institution offering baccalaureate, masters, and doctoral degree programs to over 17,000 students. The 1400-acre campus is located in Rochester, Michigan, a suburban community 26 miles north of Detroit. The University hosts a resident theatrical company, maintains an art gallery and historic mansion, and provides an outdoor venue for summer musical events. It is convenient to many social, cultural, and recreational activities in the metropolitan Detroit area. For more information about the department, College of Arts and Sciences, and Oakland University, visit our website at www.oakland.edu.

Review of applications will begin October 23, 2006 and will continue until the position is filled. Send applications and letters of reference to: Prof. Emmett Lombard, Chair, MPA Director Search Committee, Department of Political Science, Oakland University, 418 Varner Hall, Rochester, MI 48309-4888. Oakland University is an affirmative action/equal opportunity employer and encourages applications from women and minorities.

Tenure-Track Faculty Position

Department of Public Administration

California State University, San Bernardino

California State University, San Bernardino, is seeking to hire a tenure-track faculty member in public administration. The rank is open. The successful candidate may teach in areas of administrative law, government business relations, and/or research methods, depending on expertise, and will contribute to the Master of Public Administration program’s overall research, teaching, and service missions. There is a preference for candidates with online teaching experience. An earned doctorate in Public Administration or closely related field is required at the time of appointment for a track position beginning in September, 2007.

The Department of Public Administration is located within California State, San Bernardino’s College of Business and Public Administration. It offers the BA in Administration with a concentration in Public Administration and the Master of Public Administration programs with specializations in Tribal Management and Water Resource Management at California State’s main campus in San Bernardino and Palm Desert. The MPA program is also offered off-site as a convenience to students.

The Master of Public Administration has about 135 students and BA in Public Administration program has about 100 students. The graduate program is accredited by NASPAA. California State, San Bernardino is one of 23 CSU state-wide campuses.

Preferred candidates will be expected to meet the traditional requirements of excellence in teaching, active scholarly and professional work, and service to the University and community. California State University, San Bernardino is an Equal Opportunity Employer, and has a strong institutional commitment to the principle of diversity in all areas.

DEADLINE AND APPLICATION PROCESS: November 1, 2006 or until filled. Submit vitae with letter of application that includes statement on teaching philosophy and strategies, research/professional accomplishments and goals, as well as a description of any interest or experience in one of the three strategic plan areas. Also submit the names, telephone and fax numbers, and e-mail addresses of three references, along with an official copy of most recent transcripts.

SEND TO: Dr. Michael Clarke, Search Committee Chair, Department of Public Administration, College of Business and Public Administration, 5500 University Parkway, San Bernardino, CA 92407-2397. Telephone: (909) 537-5788.

Assistant/Associate Professor

Harry S Truman School of Public Affairs

University of Missouri-Columbia

The Harry S Truman School of Public Affairs seeks applications and nominations for tenure-track faculty positions with teaching and research interests in public policy, public management or both. Rank can range from beginning assistant to junior associate professor. Primary responsibilities of the positions include:

1) carrying out a program of research leading to scholarly publication;

2) teaching graduate courses in public policy, public management, and related fields;

3) participating in outreach and public service activities as well as internal service.

Applicants for these positions are expected to demonstrate high potential for scholarly research and publication as well as teaching excellence at the assistant level, and at the associate level, a strong record of publication and teaching excellence. An earned doctorate (or in the case of non-tenure track positions) is required at the time of appointment.

The University of Missouri-Columbia is one of only a few public universities that has membership in the Association of American Universities and is classified by the Carnegie Foundation as a Doctoral/Research Extensive Institution. The Harry S Truman School of Public Affairs is one of sixteen schools and colleges at the University of Missouri-Columbia. The Truman School currently employs more than twenty faculty and houses
The University of Georgia’s Department of Public Administration and Policy in the School of Public and International Affairs invites applications for a tenure-track position in nonprofit policy and management at the assistant professor level. This position requires a teaching and research focus on nonprofit organizations that would contribute to current strengths in our MPA and PhD programs. Candidates with strong theoretical and methodological interests in topics related to the nonprofit sector (e.g., nonprofit governance, management and personnel, the legal and policy environment, civil society and participation, inter-sector relationships and/or institutions, social innovation and/or entrepreneurship, and accountability) will receive serious consideration. Qualifications include a doctorate in public policy, economics, public administration, political science, or other appropriate discipline. The starting date is August 2007. Applications should be submitted to J. Edward Kellogg, Chair, Recruitment Committee, Department of Public Administration and Policy, 204 Baldwin Hall, The University of Georgia, Athens, GA, 30602-1615.

Nonprofit Studies
The University of Georgia

The University of Georgia’s Department of Public Administration and Policy in the School of Public and International Affairs invites applications for a tenure-track position in nonprofit policy and management at the assistant professor level. This position requires a teaching and research focus on nonprofit organizations that would contribute to current strengths in our MPA and PhD programs. Candidates with strong theoretical and methodological interests in topics related to the nonprofit sector (e.g., nonprofit governance, management and personnel, the legal and policy environment, civil society and participation, inter-sector relationships and/or institutions, social innovation and/or entrepreneurship, and accountability) will receive serious consideration. Qualifications include a doctorate in public administration, political science, sociology, business, organization studies, or a related area, with a strong commitment to research and teaching. The starting date is August 2007. Applications should be submitted to J. Edward Kellogg, Chair, Recruitment Committee, Department of Public Administration and Policy, School of Public and International Affairs, 204 Baldwin Hall, The University of Georgia, Athens, GA 30602-1615. Applications should include a curriculum vitae, three letters of reference, graduate transcripts, a sample of the candidate’s recent written work, and if available, teaching evaluations. All applications received by November 1, 2006 are assured full consideration. For more information on the department, visit www.uga.edu/papd. Submit applications to: J. Edward Kellogg, Chair, Recruitment Committee, Department of Public Administration and Policy, 204 Baldwin Hall, The University of Georgia, Athens, GA, 30602-1615.

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Strive for Professional Excellence

Jack D. Kem

The Definition of a ‘Professional’
Throughout the literature, there are many definitions of ‘profession’ and ‘professional.’ Most of the definitions describe characteristics of the professions that include a special body of knowledge, self-governing and self-policing of members within the profession, the commitment to a public service based on special trust, licensure or special examinations, lifelong membership in the profession, continuing education, autonomy in the practice of the profession, and adherence to a code of ethics.

Traditionally, there have been only three “professions”—law, medicine, and the clergy. All of the members of these three traditional professions have been given special trust by the public to practice their profession in such a way that serves the public and influences human well-being. Of course, the list of professions has grown recently to include professions such as the military, engineering, accountancy, education, nursing, and public administration.

In 2004, the Australian Council of Professions defined “a profession” as follows:

“A profession is a disciplined group of individuals who adhere to ethical standards and who hold themselves out as, and are accepted by the public, as possessing special knowledge and skills in a widely recognized body of learning derived from research, education and training at a high level, and who are prepared to apply this knowledge and exercise these skills in the interest of others. It is inherent in the definition of a profession that a code of ethics governs the activities of each profession. Such codes require behavior and practice beyond the personal moral obligations of an individual. They define and demand high standards of behavior in respect to the services provided to the public and in dealing with professional colleagues. Further, these codes are enforced by the profession and are acknowledged and accepted by the community.”

In my classroom, we discuss the implications of being a member of a profession—the military profession. At first, many students, as military officers, don’t see the relevance of the discussion. This is particularly interesting in my classroom, since many of the students are members of more than one profession—including military physicians and military lawyers. I consider myself a member of three professions—military officer, educator, and public administrator.

After some discussion, the issue does gain relevance. The status as a “professional” does matter because of the public trust and subordination of the individual to the needs of society. For those of us with more than one professional affiliation, there is the important issue of deciding the higher calling when the values of the professions conflict. These are not easy issues, and they require each “professional” to examine closely their calling in life and what they have “professed” to be their role in society.

What the ASPA Code Says
The ASPA Code of Ethics implicitly defines professional administration as a profession. The fifth and final major section of the ASPA Code of Ethics is to “Strive for Professional Excellence.” The code states that ASPA members should:

- Strengthen individual capabilities and encourage the professional development of others.
- Accept as a personal duty the responsibility to keep up to date on emerging issues and potential problems.
- Encourage others, throughout their careers, to participate in professional activities and associations.
- Allocate time to meet with students and provide a bridge between classroom studies and the realities of public service.

How to Use What the ASPA Code Says
The first two major sections of the ASPA Code of Ethics illustrate to whom public administrators serve (“Serve the Public Interest”) and the context for public service (“Respect the Constitution and the Law”). The third major section (“Demonstrate Personal Integrity”) provides a touchstone on how to serve the public with character and integrity. The fourth major section (“Promote Ethical Organizations”) focuses on where public administrators serve—the “corporate structure” of organizations. The fifth and final section of the ASPA Code of Ethics (“Strive for Professional Excellence”) alludes to the why we have a Code of Ethics—because public administration is a “profession” that requires us to invest our time in developing professional excellence.

The fifth section of the ASPA Code of Ethics begins by stating that ASPA members should “strengthen individual capabilities and encourage the professional development of others.” This statement indicates a focus on both individual development as well as the development of others within the profession. ASPA members have a personal responsibility to invest their time in their own professional development as well as the development of others within the profession—a shared accountability within the profession as public administrators.

The first and third statements within the fifth major section of the ASPA Code of Ethics reflect the outward focus—to “provide support and encouragement to upgrade competence” and to “encourage others, throughout their careers, to participate in professional activities and associations.” Admittedly, these are not real strong statements to encourage professionalism by themselves, but taken together with the remainder of the Code of Ethics (such as the statements such as “serve the public, beyond serving oneself” and “demonstrate the highest standards in all activities to inspire public confidence and trust in public service”) these statements lead to a stronger professional orientation for all public administrators.

The second and fourth statements within the fifth major section of the ASPA Code of Ethics reflect the inward focus for professionals—to “accept as a personal duty the responsibility to keep up to date on emerging issues and potential problems” and to “allocate time to meet with students to provide a bridge between classroom studies and the realities of public service.” Again, these statements are not particularly strong—but taken with the other statements within the Code of Ethics (such as “respect, support, and study government constitutions and laws that define responsibilities of public agencies, employees, and all citizens”) these statements lead to a greater investment of others within the profession.

The fourth statement to “allocate time to meet with students and provide a bridge between classroom studies and the realities of public service” has an academic flavor and addresses only the bridge between the classroom and the practice of public service.

As professionals, we should expand this focus to include the professional development of those within the practice of the profession. This includes mentoring, continuing education, and active interaction of “academics” and “practitioners.” Both can learn from each other and help to promote professional excellence within public administration.

In all, the current ASPA Code of Ethics is a useful document. At first blush, studying the Code of Ethics may not seem relevant, but a closer examination of the Code may reveal our “professional” calling in life and what we have “professed” to be our role in society in public administrators.

ASPA Member Jack D. Kem is an associate professor at the U.S. Army Command and General Staff College and a member of the ASPA Ethics Section. E-mail: jdkd6@aol.com.

The opinions stated in this article do not reflect the official position of ASPA or the ASPA Ethics Section. If you wish to respond to this article or submit questions about specific situations for possible consideration in future columns, please email KnowYourCode@aspanet.org.
November

2-4 The Twenty-Eighth Annual APPAM Research Conference
Theme: "Tax and Spend: Designing, Implementing, Managing and Evaluating Effective Redistributional Policies"
Location: Madison, Wisconsin

7-10 XI International Congress of CLAD on State and Public Administration Reform
Guatemala City, Guatemala
More Info.: www.clad.org.ve

10 Annual Texas ASPA/CPM Conference: "Building Bridges"
Location: The University of Texas at San Antonio, Downtown Campus
San Antonio, TX

19-21 The 2006 Minneapolis NASPAA Annual Conference
Theme: "The Future of the Public Sector"
Location: Minneapolis, MN
More Info.: www.naspaa.org

March 2007

21-23 Transatlantic Workshop on Ethics and Integrity - 2007
Theme: New Concepts, Theories and Methods in the Study of Ethics and Integrity of Governance
Location: The University of Maryland System Conference Center; Silver Spring, Maryland

23-27 ASPA’s 68th National Conference
Theme: "Monumental Possibilities: Capitalizing on Collaboration"
Washington, DC
Omni Shoreham Hotel
www.aspanet.org

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

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