Federal Government Receives Poor Management Grades from Citizens

Study Finds Most Don’t Know How the Government Spends Their Money

Crystal City, Va.—Primavera Systems, Inc., recently announced the results of its “America, Inc.—Annual Shareholder Management Report,” a new study that shows most Americans do not know how their government spends their money and gives the federal government poor management grades. The study highlights a disconnect between the American public and government managers on the need for management changes. The majority of Americans call for new visibility, structure, and standard management practices.

America Grades the Government: Confusion at the Ballot Box

With just over a year until the next Presidential election, the “America, Inc.” study reveals that 89 percent of Americans give the government a grade of C, D, or F in fiscal responsibility and management efficiency. Drilling down on specific demographics, 98 percent of retirees give the government a failing grade—an interesting perspective in light of the aging population dynamic. Just as the public is skeptical of government management performance, two out of three Americans also feel left in the dark regarding federal expenditures.

Grading the federal government’s ability to effectively manage and obtain value from private-sector contractors, some 92 percent of Americans do not believe the government gets best value. Expressing the reform priority, 60 percent of Americans said the government should hold contractors accountable for project failure. Fifty-three

Challenges Found in Global Warming

Failure to Address Energy Anxiety Could Derail Global Warming Policies

New York—A new poll on global warming released by the Nathan Cummings Foundation and the Breakthrough Institute shows hurdles for those advocating increasing the price of carbon to reduce global warming, but opportunity when solutions are centered around achieving energy independence, reducing the cost of clean energy, and creating new jobs. The poll follows a review of public opinion on energy and global warming released earlier this summer.

Lance Lindblom, president and CEO of the Nathan Cummings Foundation noted the importance of understanding the political environment while crafting public policy. “This poll demonstrates that getting the policy right means getting the politics right,” Lindblom noted. “Elegant policy prescriptions that cannot generate the political support necessary won’t do anything to effectively address the challenges of global climate change.”
Most Americans Have No Idea How Government Spends Their Money

From POOR GRADES, pg. 1

percent of Americans called for the federal government to levy penalties on contractors that fail to deliver.

Government Grades Itself: Does the Math Add Up?
While Americans fail the Federal government in management efficiency, Federal managers overall are satisfied with their management systems. Eighty percent of Federal managers believe their management system meets or exceeds basic requirements. Additionally, 60 percent are comfortable with their agency’s program management performance.

However, 69 percent of Federal managers report that only 1 in 5 projects finish on budget and on time. Many Federal managers also report a lack of measurable objectives, with 60 percent stating that they spend 50 percent or less of their time working on projects with measurable objectives.

Managers indicate that the government may be set up to flunk—73 percent say their agency does not use a standardized project management system. In addition, most Federal managers do not receive recognition for a job well done. Seventy-one percent of managers report that their agency does a poor job of recognizing them for meeting program objectives.

Federal managers cite limited access to project information as impacting project management success. Only 25 percent can easily access a complete and current database of agency-wide investments and only 29 percent can easily use project management databases for resource allocation.

New Curriculum: The Management Opportunity
The requirement for increased management structure is the key area of coalescence of public opinion and that of government managers. Asked how to improve government management performance, 62 percent of Americans called for increased visibility into how federal agencies manage programs, and 61 percent reported that agencies need to enhance their management structure—establishing clear program goals and milestones, reporting against these goals, and holding stakeholders accountable. In sync with government managers, some 50 percent of Americans asked the government to implement standardized management practices and reports to allow for efficiency comparisons across agencies.

When asked how to improve visibility into how federal agencies manage government programs, federal managers provided the following recommendations:

• 51 percent said agencies should enact a standardized project management system
• 42 percent said agencies should move away from the homegrown spreadsheet approach
• 40 percent said standardized systems for reporting and tracking project updates should be deployed
• 38 percent said standardized systems for reporting projects in real time should be deployed

“Clearly, ‘Good enough for government work’ is no longer good enough,” said Margo Visitacion, industry and product marketing manager, Primavera.

“Feedback from government managers reveals significant consensus in the need to improve project management practices into a new curriculum if we are to improve report card grades.”

The “America, Inc.—Annual Shareholder Management Report” findings are based on an online sample of 677 members of the general public and 151 Federal managers. The study is available for download at www.primavera.com/amicractic.

Americans Worry More about Rising Energy Prices than Global Warming

From GLOBAL WARMING, pg. 1

Among the survey’s key findings:

• “Global warming” continues to rank low as a priority for Americans,

• Americans continue to be extremely anxious about the cost of energy,

• Messages about the potential catastrophic effects of global warming do not increase support for government action,

• Of the major global warming policy proposals, investment in clean technology is most popular.

Earlier this year, the Nathan Cummings Foundation and the Breakthrough Institute conducted a review of publicly available polling data that demonstrated a substantive problem for initiatives to increase the price of carbon: energy cost anxiety. Voters consistently rated energy costs as a higher concern than global warming, and resisted policies that would increase the cost of electricity and gasoline.

This survey jointly conducted by American Environics and EMC Research confirmed that analysis. Global warming ranked dead last of the 16 issues tested in the survey, trailing the cost of gas and electricity, dependence on foreign oil, and even “quality of the environment.”

Voter concern over the cost of gas and electricity was evident in a number of question responses, from both a strong preference for proposals to lower the cost of clean energy (65 percent) over proposals designed to reduce consumption by making dirty energy more expensive (18 percent), to a majority opposing a carbon tax (58 percent) with 39 percent strongly opposing such an action.

The poll also divided the sample to observe the effects of various psychological primes on global warming public opinion, including using specific consequences of global warming expressed by the environmental community such as the movie “An Inconvenient Truth.” Telling voters about these consequences did not increase their desire to take action on global warming.

“Telling voters that global warming will lead to environmental disaster did not lead to increased support for action on global warming,” noted John Whaley who conducted the survey for American Environics. “In addition, when voters were told that specific proposals would lead to higher energy costs, support for policies to limit carbon dropped dramatically.”

“What I find particularly intriguing is that the vast majority of voters (70 percent) think the evidence is ‘solid’ that the earth is warming, but remain more concerned about deficits and crime, and nearly as concerned about taxes than they are about the climatic shift that will no doubt have a bigger effect on their lives and their children’s lives than any of those issues,” noted Alex Evans, principal at EMC Research. “It is clear to me that scaring people is not the way to get them to act particularly when they display such a strong interest in clean energy and American ingenuity. Again, we find that American respond better when we appeal to their native optimism.”

Finally, the poll tested public support for a variety of global warming policy prescriptions. Voters expressed initial support for a variety of potential government actions, with support for an Apollo-type investment strategy scoring highest. However, when told of the potential costs of those programs, support dropped precipitously, with only the Apollo-type investment proposal retaining support from a majority of voters.

The survey tested a number of proposed policy prescriptions including a “Cap-and-Trade” program, the “Sky Trust” proposal, and an investment-centered “New Apollo” program. Respondents were then presented with likely arguments against each program to track shifts in opinion.

The investment-centered “New Apollo”
Public Administration and Pop Culture

Beth A. Wielde, David Schultz

“The Relevance of Popular Culture

Popular culture impacts large segments of society. Ask the average person who Benjamin Harrison is, and what the Monroe Doctrine was, and you’re liable to get a blank look. Ask who Harrison Ford is and who Marilyn Monroe was, and you’re liable to get a prompt and accurate response.

Movies introduce ideas creating, for many, windows into—or their definition of—reality. Popular culture has historically provided a frame of reference that can affect how individuals view or think about the world. Upton Sinclair’s “The Jungle” prompted new sanitary standards in food production after its shocking narrative about disgusting practices (exaggerated or not) in the meat packing industry. “One Flew Over the Cuckoo’s Nest,” a tale of the patients at Bellevue Hospital, highlighted the need for better treatment of mental illness. The Jungle prompted new sanitary standards of– reality. Popular culture has histori- cally introduced ideas creating, for many, windows into—or their definition of—reality. Popular culture has histori- cally provided a frame of reference that can affect how individuals view or think about the world. Upton Sinclair’s “The Jungle” prompted new sanitary standards in food production after its shocking narrative about disgusting practices (exaggerated or not) in the meat packing industry. “One Flew Over the Cuckoo’s Nest,” a tale of the patients at Bellevue Hospital, highlighted the need for better treatment of mental illness.

More surprisingly, both the sample and larger study yielded a plethora of images of public servants that could fit into seven distinct typologies.

Government and Public Servants in the Movies

Volumes of literature have been written about the way popular culture, including movies, depicts politicians and concluding that they have not faced well. In American filmmaking, several authors have reached similar conclusions about the negative depictions of politicians but few have extended the study to look at career public servants.

Public servants in movies are usually a secondary character, supporting an elected position. They are shown more as devices to further the plot or elevate the main character (usually the politician) into a greater role. This might actually be an accurate depiction of public service—it is designed to carry out the duties and policies set forth by lawmakers and elected officials.

Public administration scholars have expressed concern about the potential impacts of negative portrayals of the bureaucracy in popular culture. Perhaps negative depictions of public servants and “bureaucrat” in the movies has contributed to the negative images of government and declining trust among Americans.

Are pop culture images of public administrators negative, driving Americans against government? How has Hollywood cast public servants in recent movies? Is it positive, negative, or is there a balance? Based on our research of a pilot study sample of 20 recent movies depicting public servants and the top 20 grossing American movies from 1945 to 2004, the general idea is that despite the critique of these depictions by commentators, for the most part, the overall depictions are positive.

Mr. Bureaucrat Goes to Washington

The initial pilot study revealed there was sufficient evidence that public servants may not be depicted as negatively in popular culture movies as many theorists speculated. Latent content analysis reveals public servants were typically portrayed in a neutral manner at the beginning (“start series”) of movies (37 percent), but as the character developed, positive traits became dominant toward the end of movies (64 percent of the sample), leaving a positive final (“end series”) impression with audiences.

Since 1990, depictions of public servants have achieved a mix of positive and negative portrayals. Even the negative images come with messages that punish- ing behaviors are dealt with those acting improperly, such as the comeuppance of Kevin Kline’s presidential staff in “Dave” (1993). The trend in the 1990s and 2000s shows strong, exciting roles for public servants, such as Harrison Ford’s presidential staff in “Air Force One” (1997) or Ed Harris’s portrayal of the unshakable Gene Kranz in “Apollo 13” (1995).

More surprisingly, both the sample and larger study yielded a plethora of images of public servants that could fit into seven distinct typologies. Characters could shift from one typology to another during the course of a movie (“start series” and “end series”), but almost always fit one or more of these characteristics.

More surprisingly, both the sample and larger study yielded a plethora of images of public servants that could fit into seven distinct typologies. Characters could shift from one typology to another during the course of a movie (“start series” and “end series”), but almost always fit one or more of these characteristics.

Monstercrat

These public servants try to dominate other characters by flaunting their position. In Ivan Reitman’s 1984 movie “Ghostbusters,” Monstercrat Walter Peck, an agent of the Environmental Protection Agency (EPA), states the ghost containment unit does not meet code. Peck shuts down the containment unit without attempting to determine the ramifications of his actions. He releases the contained ghosts into New York City, heralding a chain of events that would result in the near the end of the world—and the jolly-faced Stay-Puft Marshmallow Man rampaging throughout the city. With arrogance comes back to bite him; he is rudely dismissed by the Mayor of New York, and later coated in melted marshmallow from the defeated Stay-Puft man.

Monstercrats have great passion— for serving themselves or exerting power for its own sake rather than serving the citizenry. Monstercrats use their position to enforce the rules a little too hard, influence decisions with their “superior knowledge,” or just plain try to crush underlings or colleagues.

BlackHatocrat. Like the Monstercrat, the BlackHatocrat tends to focus on ambition and self-interest, often at the expense of the public good. Unlike the Monstercrat, the BlackHatocrat will use illegal means to achieve their greedy ends. In “Dave,” presidential staff plan and execute a “switch” between the ailing president and a look-alike (Kevin Kline). Slowly they reveal the ethical violations of the president in order to bolster their own potential rise to higher office.

Obsessocrat. The Obsessocrat devotes themselves almost exclusively to their careers. Obsessively devoted to their jobs, the depictions showed levels of loyalty to the profession that often go above and beyond just the call of duty. In “City Hall” (1996), John Cusak’s character, Deputy Mayor Kevin Calhoun, starts out as the consummate Obsessocrat. A recurring joke is for the mayor (played by Al Pacino) to ask Calhoun about his evening plans. The constant response, “I don’t know, I haven’t thought about it.” His career obsession is best illustrated by a later exchange in which Pacino admonishes Cusak to “Get a life!” and Cusak retorts, “I’ve got yours, that’s good enough.”

Herocrat. These public servants seem to have superior qualities, where their service to the elected official or to the public went, physically, far beyond the call of duty. The public servant was shown as a Herocrat, different from the Obsessocrat by their physical prowess and amazing abilities, yet differing from the upcoming Ethicrat by the use of brawn over policy. The Herocrat evolved from 1976’s “All the President’s Men,” where administrative staff swallowed their fear and slowly unraveled the inner workings of the Watergate scandal, despite the terror for life and limb. This sent a message that truth will win out and ethics overrides dirty play every time.

Ethicrat. Ethicrats prefer not being put into the unfolding conflict situations, but since they are, they will choose the path that attains over ill-gotten gains. These Elliott Richardson type characters send the message that there are renegade public servants who will defy the lures of personal gain and choose to serve the public by demonstrating what’s right.

See POP CULTURE, pg. 6
Media and Public Administration

Caroline S. Westerhof

Media and public administration are not separate entities. They are entwined as the spine is to the body. Public administrators, academicians, scholars and practitioners are pragmatic; their responsibilities and activities are served by media, internal and external to government.

It was Dwight Waldo, who said in 1953, that public administration as a discipline has entered into a period of wide interchange…. The most notable consequences have been the development of its fruitful interrelations with other disciplines.

It was not until the latter part of the 20th century that studies had been done on the role of media within government, both officially and unofficially. Further, there was not a study of the role, function and management of the position of press secretary to an elected government official.

Substantive issues that concerned the use of the press have appeared in scattered journals. However, there has been no visible attempt to relate the behavior of the press secretary in the last half of the 20th century to policy making decisions of elected officials and agencies.

In the early 1900s there was no policy to hold scheduled interviews. Few interviews were arranged; there were favorite reporters who were able to secure private interviews. This cronyism is a human nature phenomenon that will always exist. Look at the heat Karl Rove and Robert Novak took over the CIA leak.

The first sense of media officially in the office of the president as a press secretary was Roger Tubby, who served President Harry S. Truman. It was President Theodore Roosevelt and President Franklin Roosevelt who first knew how to use the press media. He would hold a press conference on a Monday he felt the news would be "light," and would get better the rest of the week. It was the fireside radio chats introduced by President Franklin Roosevelt that brought broadcast media into the presidential fold.

The first, major books on visual and verbal content in news about the U.S. presidencies and the presidents began to come on the market in the early 1990s. The first use of television in a presidential campaign, and then the office of the president, was John F. Kennedy. Through the interaction of politics and administration the press secretary assignments have evolved into a modern functioning operation, the partisan and political assignments interacting with routine newsprint and broadcast functions.

The explosive impact of the mass media on the political and governmental processes has encouraged sweeping changes in the conduct of government and media. This makes us more aware of the enormous power and influence the media have in creating, stabilizing and altering a public image. Public administrators recognize this situational leadership power; and often, privately, will question "how to handle a serious leak." Their media contacts will be well used to leak details they want the public to know, as well as trial balloons to get reactions.

The media write about presidential "photo-ops." The proving of facts to the public has always been recognized as an integral part of administration, whether the information is fact, fiction or presented in a controlled environment (top secret, on deep background, etc.).

The media is an arm of the public sector, driven by the private sector, within a framework of public policies.

Government information procedures, handled by government appointed functionaries, have become increasingly professional. Information officers may participate in the formulation of programs and policies.

The press secretary position is molded in an informal structure jury-rigged by the actors. The role demands adaptability and quick thinking. Frustrations may cause the secretary to resign his or her position.

Two months ago Tony Snow, a former "Fox News" newscaster, resigned as press secretary to President George W. Bush.

When the White House press room was being renovated at taxpayers' expense, Tony Snow invited former press secretaries to the opening. The president, who was present, called them "spin meisters."

An online tool for journalists, Wobbing.eu is used to understand how freedom of information requests have emerged as laws allowing access to official documents. "To wob" is originally derived from slang used by a Dutch reporter "to make a freedom of information request." Such wobbing laws are for requesting access to official documents. Originally developed by reporters from the Nordic countries and The Netherlands, they are made possible because transparency is the norm.

The United States has some of the oldest Freedom of Information laws, but like in Europe, it also has a record for delay. The National Security Archive, an institute based in Washington that specializes in retrieving confidential information from government, has been waiting for 19 years for one request.

Public contention between the military and the press during the Gulf War had a short term effect on the public's general concept of censorship. Today, with the war in Iraq, the public is disturbed about misleading statistics, misleading information and contrived stories. Anderson Cooper of CNN talks about "keeping government honest."

There is administrative structure in the government office of the press secretary through its own internal regulations and the sense of order in its relationship to the press; though there may be a deputy press secretary and there is hierarchy within itself, it can very easily manufacture its own rules, totally separate from the media.

The one connecting link is the relationship to the media, and how it is controlled; when the news conference will or will not be held has no structure from one presidential administration to the next. The swiftness and volume of information—whether fact or fiction, whether through use of information technology or print and wire services—is increasing globally and nationally. Foreign correspondents are permitted to attend press conferences, when approved by the office of the press secretary.

Jerry TerHorst, the first press secretary, was appointed by President Gerald Ford. Approved by the U.S. Senate through the "advice and consent" clause of the U.S. Constitution, he misunderstood whether his boss was the president or the citizenry. In trying to "protect" the president, TerHorst gave misinformation regarding the pardon for former President Nixon. The result was that within a week he resigned, for the media no longer would believe his statements.

Media, public administration, government and politics are intertwined in this 21st century. Their relationships must adapt to vastly different circumstances. The devastating aspect of these relationships is linked to the intricacies of public administration, for the media, unknowingly, may build upon the propaganda that it is fed by government. The media is an arm of the public sector, driven by the private sector, within a framework of public policies.

Public administration and the media are enveloped historically through other government entities, such as the Federal Communications Commission (FCC) and its regulatory processes. They review regulations governing the numbers of newspapers, television and radio stations that companies are allowed to control in any particular market.

Media and public administration together challenge intellectual and professional honesty. They are not separate entities in a democratic political system, as they are in a totalitarian regime where they are controlled by a government. The challenge always will be to adhere to the principle of ethics. It is an ongoing and inclusive process.

Caroline S. Westerhof is a media and policy-making management specialist. She is an online professor at Colorado Technical University and California National University for Advanced Studies. E-mail: cvw18@hotmail.com.
The website is updated several times a day, contains news of interest to a broad cross-section of the population, and has contributions from writers with expertise in many different aspects of public affairs. The homepage of the local daily newspaper? No, it’s the new concept of a governmental e-news site, a source of general and relevant information for the residents of that city, county or state.

Meanwhile, the news media’s coverage of public administration is shrinking. There are fewer and fewer working reporters in the United States and a diminishing percentage of the survivors have government-oriented beats. When the roving spotlight of the news media suddenly focuses on government, it tends to be for all the wrong reasons: cheap shot stories about bureaucrats supposedly victimizing innocent citizens, yet another example of purportedly unnecessary red-tape, and all manner of waste-fraud-and-abuse stories. All of these different journalistic themes play into Americans’ natural tendency to distrust government. (Don’t blame the current generation. It started in 1776…)

What’s a public administrator to do? Ever since the birth of the profession of government management about a century ago, the field has advocated the duty of public administrators to engage in public reporting, i.e. to contribute to an informed citizenry. Most public reporting occurred indirectly, through the news media. There were only limited opportunities for direct public reporting, such as annual reports. Now, in the 21st century, it’s time to cut out the middle man, escape the apathy or hostility of the news media and provide important information directly to the public on a much larger scale than just annual reports. I’m suggesting that the time is right and the technology is there to advance the traditional early 20th century concept of public reporting one step further: the governmental e-news center. All the building blocks are there and the technology is getting increasingly simple to use.

When the roving spotlight of the news media suddenly focuses on government, it tends to be for all the wrong reasons...

Such a website would operate like the homepage of a daily newspaper, containing stories of broad interest and up-dated on an hourly basis, more frequently if necessary. What would be the content? All the agencies of that level of government would be invited to contribute stories that would be of interest to the population at large, or at least to relatively large segments of the public.

Imagine, for example, a state government’s website that looks like that of a newspaper. It could contain the latest updates from a wide variety of state agencies about events and developments that affect the public: health advisories about air pollution levels, reports from the state patrol about highway conditions, consumer protection advisories, latest on health insurance scams targeting seniors, and new hunting regulations for the upcoming season. The same would be true of a website of a large urban municipality or of a county government.

I realize that many webmasters for states, counties and cities would argue that their governmental unit already does this. But I’d argue that there’s a need to go one step further by adapting the look and contents to that of a newspaper’s site. Cracking copy, snappy headlines, frequently changing content, lots of photos. They’d all be focused on “what’s important” and “news you can use.” The change of mentality is perhaps the key to transforming existing sites into news centers.

It would take a while for these sites to build a readership. But, heck, 10 years ago nobody was reading newspaper websites, going to the web for traffic congestion updates or for the latest weather forecasts. The key for this concept to work would be to resist two natural tendencies: the desire of the chief elected executive officials (whether governor, mayor or county executive) to turn the site into a “look what a great job I’m doing” site. Conversely, there’s a need to transcend the traditional stovepipes of the public sector. Government agencies don’t particularly play well with others. Each agency likes to inhabit its own little world, maintain its own website and resist “meddling” from horizontal-oriented leaders.

The governmental e-news center would be a place where all the departments and agencies of that level of government (city or county or state) get to demonstrate the value of their work to the citizenry at large. Not boring tomes about the latest elevator regulations. But day-to-day news that affects the lives of large chunks of the public-at-large.

Such news sites can accomplish several goals simultaneously. First, they would be a 21st century evolution of the early 20th century concept of public reporting. Yes, all government agencies had–and still have–a duty to report to the citizenry about their stewardship of public funds. But, instead of boring annual reports, they’d shift now to tidbits that are interesting and relevant to the citizens. Second, such sites would be a way to bypass the news media and get important information to the public, even if reporters and editors don’t deem it newsworthy.

Third, these sites would be useful to the citizens. That, in turn, could gradually build a public support for that level of government, as the public gradually becomes aware and appreciative of the day-to-day work of modern public administrators.

Mordecai Lee

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

**PUBLIC PERFORMANCE MEASUREMENT AND REPORTING NETWORK**

This web-based network, in partnership with the Alfred P. Sloan Foundation, connects groups of citizens, government officials, public and non-profit managers, researchers, faculty and students who are dedicated to measuring, reporting, and improving public sector and not-for-profit performance.

Free Membership includes:
- Extensive, Full Text Database of Thousands of Resources
- Online Discussions Targeted to Specific User Groups
- Priority Registration to National/Regional Conferences
- Links to Online Training, Books, Software, etc.
- Database of Measures

www.ppmrn.net

The National Center for Public Performance is a research and public service center devoted to improving the performance of government and not-for-profit organizations.

www.ncpp.us

Want to submit an article to PA TIMES?

Email cjewett@aspanet.org for submission guidelines.
Public Administration and the Media

Keep an Eye on the Media

Judi T. Haberkorn

In the field of public administration or public policy, the role of the media is often left unexamined. I, personally, know this to be true.

Prior to entering my doctoral program, my life’s work and passion was health care for the underserved. I spent many a day and night at the bedside of patients who, in the wealthiest nation in the world, were simply dying because they contracted the disease of poverty.

Fast forward three years, my passion remains the poor and underserved, but a newfound interest in the media has developed. Why? Because the media is a powerful determinant of public opinion and public perception of reality; the predominant source of information for Americans is the local television news. Like it or not, in study after study, the local television news remains the most utilized vehicle for information for Americans.

Given this reality, what are Americans learning on the local television news? Well, they are bombarded with crime stories (in a recent examination of stories from 1998 and 2002, over 25 percent of the approximate 14,000 stories presented on the local television news were crime stories). Once we Americans learn that our world is a scary, crime ridden one, we then are overwhelmed with stories of Brittany Spears or the duck that laid the largest egg (over 16 percent of the stories presented on the local television news were soft news/human interest stories). After being scared and then bored with stories about the man that bit the dog, the third most often reported story is that of accidents, fires or disasters. So, we are scared, then bored, then scared again.

Where in the statistics of these 14,000 stories that were examined as part of the Local Television News Project at the University of Delaware (www.localtvnews.org), do public policy stories fall? Not surprisingly, near the bottom of the list; approximately 7 percent of stories on the local television news were public issue-based stories.

Like it or not, in study after study, the local television news remains the most utilized vehicle for information for Americans.

The local television news is spending very little time talking about education, the environment, or my personal passion, health care. Unless, of course, you think that Viagra and cosmetic surgery are all one needs to survive.

As concerned citizens and active participants in our nation’s democracy, what are we to do? The first answer that comes to mind, is get our news from alternative sources. That’s a good solution, assuming of course, that there will still be “alternative sources” to go to.

If, Federal Communications Chairman, Kevin Martin, has his way, the media ownership policies will be even further relaxed then they are today. So, what you may ask? If the current trend continues, fewer people will be able to own more media outlets across the United States. Therefore, in certain areas of the United States, one person may be able to own the local newspaper, a TV station, an Internet company, and the majority of the radio stations. Where does that leave small, independent, mom and pop media outlets? Out in the dark.

Regardless of your area of expertise in the fields of public policy or public administration, I guarantee that the media plays a part. It would behoove you and the people that you serve, to keep a watchful eye on the ownership debates that are occurring at the FCC. Because, if we are not careful, there will be even fewer outlets to turn to, when we need the media to bring our issue to the eyes and ears of the public.

Sloppy, Scooter Libby, Elliott Richardson, Lewis “Scooter Libby,” Elliott Richardson, and the anonymous, yet stunning Ethicrat in Deep Throat.

The media is a powerful tool, and the media is a powerful determinant of public opinion and public perception of reality. In my opinion, the media is a tool that we citizens need to control, and we need to use it to our advantage.

The Federal Communications Chairman, Kevin Martin, has his way, the media ownership policies will be even further relaxed then they are today. So, what you may ask? If the current trend continues, fewer people will be able to own more media outlets across the United States. Therefore, in certain areas of the United States, one person may be able to own the local newspaper, a TV station, an Internet company, and the majority of the radio stations. Where does that leave small, independent, mom and pop media outlets? Out in the dark.

Regardless of your area of expertise in the fields of public policy or public administration, I guarantee that the media plays a part. It would behoove you and the people that you serve, to keep a watchful eye on the ownership debates that are occurring at the FCC. Because, if we are not careful, there will be even fewer outlets to turn to, when we need the media to bring our issue to the eyes and ears of the public.

ASPA member Judi T. Haberkorn is a doctoral candidate at the University of Delaware, Newark. She has worked with Danilo Yanch and the members of The Local Television News Project at the University of Delaware, all statistics are a result of that projects examination of over 14,000 news stories from local television news broadcasts across the United States in 1998 and 2002.

E-mail: judith@udel.edu

Movie Depictions Not All Bad

From POP CULTURE, pg. 3

versus what the policy is or what is in their greedy self-interest.

“All the President’s Men” features an anonymous, yet stunning Ethicrat in Deep Throat (also known to be Mark Felt). This character is deeply embedded in the scandal, even though it is unclear whether this individual is on the election committee or presidential staff. Despite the threat to career and possibly even life, this Ethicrat manages to deliver crucial evidence that eventually exposes wrongdoings in the Nixon administration. Ethics overrides personal interest; as it did for the real-life “Deep Throat.”

Romanticrat. Romanticrats are often introduced as Obsessocrats, such as librarian Marian Paroo in “The Music Man,” or fellow librarian Emily Sears in the 1945 movie “Adventure.” As the plot rolls along, they are swept up by (usually) a dashing but questionable character and love wins out, turning the too-focused Obsessocrat into a romantic figure, revealing a romantic human side hidden by their Obsessocrat leanings.

Reality presents to the American public Lewis “Scooter Libby,” Elliott Richardson and the local, nameless government bureaucrat who processes their license tabs or audits their tax returns. These real life government employees are the occasional faces of the government that the public confronts. Yet more likely than not, depictions of public administrators in pop culture may be the more frequent face of the government that citizens encounter.

Latent content analysis of a sample of 20 top-grossing government-themed movies since 1945 that depict public servants yielded two conclusions. First, contrary to expectations or fears of some, not all movies depict government servants negatively. Second, the movies revealed seven species of public servants, producing a more complex picture of public administrators than one might have thought.

These depictions yield a historical mixed set of pop culture messages toward public administrators that contradict the generally negative impressions of elected officials. Moreover, recent cinematic depictions reveal a definite shift away from the negative and toward positive, or at least moralistic, portrayals of the public servant.

Beth A. Wieland is an assistant professor in the department of urban and regional studies at Minnesota State University, Mankato, MN.

E-mail: beth.wieland@mnsu.edu

ASPA member David Schultz is a professor in the graduate school of management at Hamline University, St. Paul, MN.

E-mail: dschultz@hamline.edu

Call for Abstracts

Race and Disparities: A Research Forum

Cape Town, South Africa

July 14-16, 2008

Deadline for the call for abstracts:

December 1, 2007

For more information, please visit:

www.learningcirclenetwork.com

Co-sponsored by The Polis Holding Group, LLC
Latinos, the Media and Public Administration

Tony Carrizales

With the growing Latino population in America today, there is a simultaneously growing dilemma that often gets overlooked. This dilemma is the lack of understanding and recognition of U.S. Latinos and their diversity.

One perpetuator is the U.S. media, which de-emphasizes the specific characteristics of individuals from Latino populations and groups them into singular terms such as Latino or Hispanic. This presents potential problems for the field of public administration. Both in theory and practice, public administrators often refer to Latino populations by the characteristics that contemporary media highlight for viewers.

This is not to say that some of the prominent characteristics are inappropriately utilized by the field of public administration, but the fact that limited characteristics are often involved when using the term Latino, is inherently flawed.

The media of today has taken to identifying individuals of Latin America or Latin American descent as Latino or Hispanic, overlooking the specific country of origin or generational aspects of the individuals. In newspaper, news television or internet media, grouping diverse individuals into the singular term of Latino can be expected. Delving any further into the aspects of an individual’s background isn’t necessary, other than to identify race/ethnic background; beyond this, the true story the media outlet seeks to share is lost or diverted.

Most prominent in today’s media stories regarding Latino populations, is immigration. Immigration policy and undocumented residents are both critical aspects for the field of public administration at the national and local levels.

At the national level, elected officials are continually debating federal immigration policy. Latin Americans represent a significant portion of recent immigrants, both documented and undocumented. It is to no surprise that term Latino surfaces in national immigration media stories.

Likewise, at the local level undocumented day laborers have become a key issue amid municipal public administrators. Although Latino is used by the media in reference to these recent immigrants, public administration must understand the issue even further.

In addition to immigration, public administration should recognize that recent immigrants come from more than 20 Latin American countries. This is critical in any attempt to address concerns or to formulate national and local policy. An understanding of the relationship between the country of origin and the United States as well as possible reasons of immigration can dictate effective policy.

One perpetuator is the U.S. media, which de-emphasizes the specific characteristics of individuals from Latino populations and groups them into singular terms such as Latino or Hispanic.

In the late 1980s significant migration from Latin America to the United States did not originate in Mexico. Central Americans came in the thousands to the United States, and not always in search of economic opportunities, but for refugee. Puerto Ricans, on the other had, have been citizens of the United States for decades.

In addition to recognizing the differences in country of origin, there are also significant differences among individuals from the same country. Regardless of where one stands on an issue, knowing the difference between Mexican immigrants to the Southwest and Mexican immigrants to the Northeast can help prevent implementing an ineffective national policy on immigration.

Likewise, there are significant differences among immigrant populations from the same country when examined through generations. Cuban immigrants from the 1960s, 1980s and today all have distinct characteristics, which exhibit each generation of immigrants being grouped under one common label such as political refugees. Mexican immigrants from the past two decades are quite different from Mexican-Americans whose families have been in the United States for many generations.

In addition to immigration policy, political power/influence of Latinos is also a prominent media story. Latinos are characterized as being predominantly democratic in voting. However, there is also emphasis on Latinos as a conservative, family-value driven, population. This only underlines that fact that Latinos, as a group, are quite diverse among their political ideologies, and any attempt to collectively characterize those of Latin American descent by one term is futile.

With variance among country of origin, reason for migration and generation, Latinos have many unique differences that do not warrant a singular term for public administration purposes. This is not to say that the field shouldn’t collectively think of issues that are facing Latino populations, however, it should not stop with the term Latino. A further understanding of the issue should be explored and this typically entails recognizing and understanding Latino diversity.

One example where the Latino dilemma can present a challenge for the field of public administration is amid the concept of a representative bureaucracy. To have a representative bureaucracy at any level of government based on ethnic/racial demographics (or passive representation) would presume similarities in among Latinos for there to be effective active representation. However, the political, economic and even cultural differences of Latinos embody an inherent obstacle for representative bureaucracy in research, theory and practice.

The key aspects of the Latino dilemma outlined above, represent only a portion of the variation among individuals who so often are grouped under the term Latino. Although this can be overlooked amid a media story, it can not and should not be done by the field of public administration.

What are some specific questions the field of public administration can ask when Latino populations are involved? The following three questions are a good starting point.

• What is the country of origin or region from which an individual comes from? This question is for those emigrating from a Latin American country. As suggested above, there is internal migration in which Latinos are simply relocating within the United States.

• What is the historic relationship between the local or federal government and the specific region from which Latinos are relocating from? Understanding the historic reasoning for migration must be taken into consideration during policy formulation or execution.

• Finally, which generation of Latinos is represented within the issue? Recent immigrants and second generation Latinos have distinct ideologies, as would be expected with any immigrant population group, but it is often overlooked among Latino populations.

We are familiar with the growth of the Latino population in the United States. What the field of public administration must become familiar with is the vast diversity of Latinos. Over 20 Latin American countries, over 200 years of Latinos in what is today the United States, and one term—Latino.

Looking past media characterizations and oversimplification of the individuals allows for a better understanding of Latino diversity which is critical for public administrators who formulate and implement policy.

ASPA member Tony Carrizales is an assistant professor of public administration at Marist College. E-mail: Tony.Carrizales@Marist.edu
Too Many Numbers?

Robert Lavigna

Last month, I spoke at the annual conference of the International Public Management Association for HR (IPMA-HR). My topic, “Building a Best Place to Work,” focused on the Partnership for Public Service’s Best Places to Work in the Federal Government rankings of 283 federal departments, agencies and subcomponents. Although we ranked federal agencies only, the Partnership’s results are useful for state and local government too. That’s because we don’t just rank the agencies; we also identify the workplace factors that promote employee engagement, no matter where the workplace is located.

Since my IPMA-HR presentation was about rankings and ratings, it included a lot of data. I also showed statistics on the composition of the public sector workforce compared to the private sector, the prospects for a U.S. labor shortage, and the enormous demographic changes government faces, including (but not limited to) the aging workforce and the looming retirement of Baby Boomers. So, I presented a lot of numbers. And I’m not apologizing, because the people I spoke to seem to find the data useful.

Well most of them do, anyway. As I was reviewing the IPMA-HR session evaluations, which were good (surely due to the content, not the presenter), one comment really struck me. This person wrote, “Too many numbers.”

Too many numbers? That got my attention. I’ve been arguing for a long time that the problem in HR is not too many numbers, but too few. Our colleagues in other disciplines use numbers to evaluate progress and results, and figure out where to allocate resources. But in HR, too often we don’t have empirical data to evaluate our effectiveness or support our arguments for resources.

For example, it’s become almost a part of personnel folklore that when budgets are cut, the first casualty is training. In part, maybe that’s because we have trouble making a data-driven business case to show how training makes a real bottom-line difference.

Too often, we seem to shy away from using data. After all, ours is a “people business,” some will argue, and numbers or statistics can’t tell the real story.

I disagree. In Best Places, for example, we do have a lot of numbers. Around 10,000 of them if you count every way we rank the 283 agencies and subcomponents. Using employee satisfaction survey results from more than 221,000 federal employees (generated and graciously provided to us by the U.S. Office of Personnel Management–OPM), we score and rank agencies overall and in ten key workplace dimensions that include leadership, the match between employee skills and agency mission, training and development, work life balance, and six others. We also compute and report scores for each agency—overall and in each dimension—by gender, race/national origin and age. And, we run regression analyses to identify, for each of the 283 organizations ranked, the workplace dimensions that are most closely linked to “drive”—employee satisfaction and engagement.

Lots of numbers, for sure. But these numbers are just the start. We need more data in public sector HR, to figure out if we’re doing our job. That is, enabling our agencies to attract, develop and retain talent. How else can we know if the federal government, states, counties, cities and towns have healthy workforces?

That’s one reason why the Partnership has embarked on another project, State of the Public. Our goal: to assess the figurative health of the federal government workforce. In this long-term project, we aim to develop, compile and regularly report on metrics that will measure whether the federal government, the nation’s largest employer with nearly 2.1 million workers, has the skills it needs and is delivering the services our nation requires and the (and our taxpayers) demand. We believe this project will also be relevant to other levels of government.

If Best Places is too many numbers, wait until you see all the exciting numbers in State of the Public Service. During our planning, we’ve been working to identify potential metrics, focusing on the kinds of measures that will enable government to evaluate (and improve) HR and workforce effectiveness. After all, you can’t manage what you can’t measure. And you can’t evaluate whether you’re using resources effectively unless you can measure progress and results—ever in HR.

So, how are we approaching this measurement project? First, we have been looking at what’s already being done in the private sector, in government. For example, we’ve reviewed OPM’s (www.opm.gov) good work to collect and analyze federal workforce data. We’re also looking at important projects in state and local government, including the state-focused Government Performance Project (www.gpproject.org) and the International City/County Management Association Center for Performance Measurement (www.icma.org/performance).

We’re now developing our own set of potential metrics (linked to key HR goals) such as:

**Goal:** Government hires, develops and retains the right talent. Potential metrics:
- Percent of job offers accepted, vacancy rates, time to fill vacancies, applicant yield, cost per hire
- Percent of candidates who are assessed as qualified (and well-qualified)
- Sources of the best-qualified candidates (e.g., current employees, websites, college campuses, co-op externs, employee referrals, advertising)

**Goal:** Employees are satisfied, engaged, and treated fairly. Potential metrics:
- Turnover in mission-critical positions, among high performers, and employees with critical skills/competencies
- Attrition rates, by retirement eligibility (in other words, are experienced people volunteering with their feet as soon as they can?)
- Performance improvements/gains as a result of training
- Annual grievances/100 employees, percent of grievances upheld; number and percent of discrimination complaints, number and percent upheld

**Goal:** Leadership is strong and so is the leadership pipeline. Potential metrics:
- Percent of supervisors/managers who are promoted from within compared to percent hired from outside
- Career progress/advancement of participants in supervisory/leadership development programs
- Turnover among supervisors, managers and senior leaders

**Goal:** The public is satisfied with government service and performance, and understands the role of government. Measured through citizen surveys, town hall meetings, etc.

Now, a few qualifiers. First, these are just a few of our preliminary ideas. State of the Public Service is in its early stages and is therefore very much a work in progress. As we move forward, we will refine our approach, our thinking, and our metrics.

Second, it’s important to emphasize that these metrics (or any metrics) are not one-size-fits-all solutions. They are examples of what we should be measuring in HR.

For many large governments and agencies, measures must be in harmony with factors such as mission, strategy and goals; political situation; extent of unionization; legal and regulatory environment; information systems; organizational culture; etc.

It’s also important to focus measurement on results, not activities. In HR, we often measure things like the number of people who attend training, the percentage of employees who receive their performance evaluations on time, or the number of reclassifications we cull out. These may be useful numbers, but they don’t measure results. Outputs are no substitute for outcomes.

Instead, we need to find ways to measure whether training is cost-effectively improving the competencies important to the organization. And note that I didn’t just say “competencies,” since the goal is to develop the competencies that really matter to organizational success. And identifying these competencies is a big part of what workforce planning is about, that’s another column.

The same goes for performance evaluations. It’s not just about checking the “evaluation completeness box.” It’s about whether the performance management system is making a difference by improving individual (and therefore organizational) performance, and enabling the organization to reward good performers and identify the poor performers so they can be dealt with. As for reclassifications, I’m still not sure why we go through all that trouble when there are better ways to increase pay and advance employees to the next level. So I’m not sure how to measure the outcomes of the reclassification process.

I’ll even take this output versus outcome approach.

---

Cultural Aspects of Public Management Reform

Edited by: Kuno Scheller, University of St. Gallen, Switzerland; Isabella Proeller, University of Potsdam, Germany


A must-have for scholars and practitioners in public management!

To order please go to www.elsevier.com

---

See NUMBERS, pg. 12
Managing Through Strategic Agendas

Christine Gibbs Springer

While we as public administrators like to think that government solves social and economic ills left unaddressed by others, we also are aware that government solutions sometimes follow predictable formulas: elected officials formulate long-term plans which too often are agendas laid out during a campaign, legislators then authorize the budgets and public administrators are tasked with implementing the programs which are often under funded.

Even when progress seems to be occurring, an election can potentially undo the agenda and direct resources and attention to other priorities.

The good news is that new mechanisms have been developed which result in result-oriented practices from business to public administration through the development of initially tools like the Balanced Scorecard and now through strategic agendas. These agendas identify a societal vision and a corresponding set of long-term objectives, targets and actions in a plan that can either be created within government or outside of it by a coalition of stakeholders.

When developed within a governmental entity, a strategic agenda involves a broad cross-section of leaders who address economic and social issues from the top down as comprehensively as possible including an alignment to important goals. When initiated outside of government, the strategic agenda usually involves diverse stakeholders including business leaders, community activists, politicians, educators, multiple jurisdictions and levels of government. It’s not easy but it has been deemed to be worth the effort.

Some recent strategic agendas have been developed in emerging nations in Latin America, Africa and Asia, perhaps, due to the crises that they face in terms of failing economies, rampant inflation, lack of the rule of law, medical epidemics and corruption. As an example, in 2004 the Brazilian Industry Confederation clarified its views as well as specific goals for Brazil’s sustainable development by establishing targets for the federal government to achieve which have since been adopted by several state governments and administrative departments in Brazil, including the State of Rio Grande do sul as well as extra-governmental entities such as Todas Educaco which is a broad public-education initiative led by a nonprofit and includes academics, business people and other citizen groups.

In 2006, Rio Grande do Sul had gone from one of Brazil’s richest states to near-bankruptcy. A number of attempted government reforms had also consistently failed. Some 950 civic leaders convened that year to formulate a vision for the state as well as objectives, targets and initiatives. The stated vision became the best state in which to live and work in 2020. Participants also developed a governance model and plan for communicating the agenda to the public and a strategic management process. By October, 2006, the strategic agenda was presented to the two state government candidates both of whom committed to it in front of more than 1,000 people and the media.

There are usually four reasons why organizations or countries choose to establish strategic agendas and all of them have to do with seeking greater governmental accountability and a recognition that effective outcomes can only be achieved in an interdependent world.

First, agendas help develop a vision along with objectives, targets and initiatives so that the organization is able to stay focused on strategic priorities that have been established by key stakeholders. These agendas have the capacity to bring a long term perspective to economic and social programs while at the same time reducing the likelihood of discontinuity in one administration to the next. When developed in an open process, these agendas can provide a platform for politicians as well as a community consensus about what challenges and goals need to be addressed through recommended actions.

Secondly, agendas serve as a framework for monitoring government and nonprofit performance as well as a vehicle for aligning public and private initiatives so a common purpose and common objectives so that divergent types of initiatives can be tracked with eye toward overall success. New agencies or organizations need not necessarily be created, just a common focus and purpose. Metrics at the national level often include things like the UNV Human Development Index, the Gini Indicator (a measure of income inequality) and Gross Domestic Product (GDP) Growth.

Thirdly, agendas help create a democratic means of defining a common political platform that can be incorporated into campaign platforms and proposed government programs and/or reform by elected officials through public administrative process. Since the process is transparent and if done correctly, represents the interests of all stakeholders, it creates a ready-made platform for politicians.

As an example, in 2004 the Republic of Botswana created its National Strategic Agenda for achieving Vision 2016. That vision was literally converted into a map designating how to enhance a greater quality of life, maintain national stability and achieve a vibrant, competitive Nation of opportunity. Through rigorous, phased implementation, officials identified objectives, identified measures and prioritized national programs associated with outcomes. They developed 26 ministry-level maps and identified their vertical linkages to the national strategy. They even created a strategy governance process that is now developing a National Office of Strategy Management.

In order to stay aligned and to maintain its commitment to transparency and accountability, each ministry publishes its strategy map annually as well as its commitment to national programs in the major media. Senior ministry officials are also regularly interviewed on television and radio shows. In addition, this past Spring, the Ministry of Education developed a series of pamphlets to communicate the national vision to all school children.

And finally, agendas provide a mechanism for aligning different stakeholders, building political consensus and coordinating lobbying activities through the addressing of constituents’ disparate interests over time. It certainly can take time to reach consensus on complex issues and to formulate solutions through law, public policy and program implementation.

Increasingly, this requires leadership forums, strategic committees and advisory councils whose mission is to drive economic and social change. Agencies help political groups to organize through a common foundation of objectives, targets and initiatives. They also empower and enable the monitoring and measuring of political group performance and effectiveness so that a governmental assessment does not occur in isolation and so that they stakeholders remain equally accountable for results. Agendas also demonstrate to elected leaders that the community of stakeholders share their priorities and are willing to step up to assist in meeting strategic targets.

Declining trust in government here and abroad accentuates the challenges embedded in public administration. Citizens seem to increasingly question the ability of public officials in America and in countries around the world to implement and manage complex social and economic solutions. These difficulties are often due to a lack of transparency, accountability for results and political discontinuity. Even when progress seems to be occurring, an election can potentially undo the agenda and direct resources and attention to other priorities.

That is why the establishment of an agenda that is long-term in nature and that has been developed by diverse stakeholders through a community engagement process is critical to success not just in developing countries that need to deal with complex economic structures, health, education and regulatory issues but also in a country like the United States where those issues are all the more complex due to the inter-agency government within which we operate.

ASPA member Christine Gibbs Springer is principal with Red Tape Limited in Las Vegas, NV, and a former ASPA president. E-mail: cgs@aol.com
# 2008 Editorial Calendar

**January**  
Challenges in Immigration Policy  
(Enforcement, Economic/administrative issues, Impact on education administration)  
*Advertising/Article Deadline: December 21, 2007*

**February**  
Activating Civic Engagement  
(Case studies/Encouraging participation/Making participation useful)  
*Advertising/Article Deadline: January 22, 2008*

**March**  
Why A Public Service Academy?  
**Intl. Supplement: International PA: Emerging Governments**  
(Trends/ASPA programs, What U.S. administrators learn from other countries)  
*Advertising/Article Deadline: February 20, 2008*

**April**  
Case Studies in State PA: The Defining Issue in Your State  
(Ideas that are working/Burden sharing/Current challenges)  
*Advertising/Article Deadline: March 20, 2008*

**May**  
Changing of the Guard: How Administrators Handle Relationships with Newly Appointed/Elected Bosses  
(Educating nonspecialists, Balancing pol. leadership and prof. standards, Short-timers)  
*Advertising/Article Deadline: April 21, 2008*

**June**  
Balancing Personal Ethics and Public Duties  
(whistleblowing, religion, roles of citizen/public servant, personal vs. professional)  
*Advertising/Article Deadline: May 22, 2008*

**July**  
Managing Contracts/Contractors  
(Getting best value, Nonprofit perspective, Procurement, Contract administration)  
*Advertising/Article Deadline: June 20, 2008*

**August**  
State of Emergency Management  
(Collaboration, What’s better/worse, Success stories, How Katrina helped CA)  
*Advertising/Article Deadline: July 23, 2008*

**September**  
Gender Issues in PA  
(What has changed, what remains the same?)  
*Advertising/Article Deadline: August 22, 2008*

**October**  
Leadership Development and Succession Planning  
(Case studies/examples, Resources)  
**Ed. Supp.: Evolving PA Education: Preparing Public Servants**  
(Homeland Security, Em. Mgmt., Tech., Are curriculums evolving fast enough,  
*Advertising/Article Deadline: September 22, 2008*

**November**  
Strategic Resource Management: Doing More with Less  
(Cap. projects/infrastructure, Svc. del., Tax revolts/spending limits, downsizing)  
*Advertising/Article Deadline: October 22, 2008*

**December**  
PA Success Stories  
(Current innovations, Telecommuting, Victories large and small)  
*Advertising/Article Deadline: November 21, 2008*

---

**New!**  
Save this page for reference!

---

Note: Items in parentheses are intended as subject ideas for monthly topics. Authors are not limited to these subjects and are encouraged to write in their specific areas of expertise/interest.

The *PA TIMES* requests that articles be between 1000-1300 words. Contact cjewett@aspanet.org for author guidelines. Deadlines for each of the 12 issues are listed below. Recruitment advertising questions may be directed to recruiter@aspanet.org. Press releases, announcements, article inquiries, and display advertising questions may be directed to:

Christine Jewett McCrehin • Editor  
*cjewett@aspanet.org*
50 Years of Education Reform: When Quality Calls, Equality Answers

H. George Frederickson

Fifty years ago, in the space of 10 days, nine black children integrated Central High School in Little Rock, AR, and the Soviet Union launched Sputnik, the world’s first Earth-orbiting satellite. Triggered by the Supreme Court’s Brown versus Board of Education case three years earlier, the integration of the Little Rock schools set off waves of educational equality reforms that gathered strength through the 20th Century, culminating in the No Child Left Behind (NCLB) tsunami in 2002.

The contemporary school accountability and performance reform movement represented by NCLB is best understood in the context of the two primary public school policy objectives—quality and equality. American public education has always been about educational achievement on one hand, and educational opportunity on the other.

Educational achievement has to do with student and teacher merit, quality, tests, grades and other kinds of student evaluation, advancement, capability and work. Educational opportunity has to do with justice, fairness, and an equal chance for students and for their families.

The values of educational quality and achievement often compete with the values of fairness and equality both at the policy making level and the level of policy implementation—the day-to-day operation of schools. The public and their democratic representative’s want, indeed demand both quality and equality, as if they are non-competitive objectives and as if seeking more of one will not be at the expense of getting less of the other.

In the last 50 years and especially in the last 10 years, the forces associated with educational quality seem to have been stronger and more effective than the forces associated with educational equality. Still, in case after case, as schools implement educational quality reforms and particularly No Child Left Behind, they are met with the question about fairness—in other words, educational quality for whom?

In each American metropolitan area the interplay between school quality and equality reforms is played out in the context of our unique jurisdictional arrangements for public education—poor racial minorities concentrated in inner city school districts, surrounded by better off and whiter suburban school districts. The results of the application of the universal testing regimes required by NCLB have yielded one nearly universal conclusion—inner city schools are not as good as suburban schools. We knew that all along, of course, but now we know exactly how much worse inner city schools are. Now, with the authority of performance measures, we can label them “failing schools,” and can point out to the third graders in those schools that, when they and their teachers were held accountable, they didn’t measure up.

The point is this: No Child Left Behind tells us more about school equality, and particularly inequality, than it tells us about school quality.

A brief look back helps us understand how we got to this unfortunate state. In many states courts decided, following Brown versus Board of Education and School Desegregation, that equal spending and busing did not make inner city schools equal to suburban schools and school equality reforms lost their momentum. In California and Texas, as well as several other states, politics moved sharply away from equality reforms and state courts were less inclined to support equality reforms. Busing was discontinued and other forms of educational special treatment based on poverty, race or ethnicity faced stiff opposition, on the grounds that such treatment was unequal. By the 1990s the emphasis was on individual and school “merit” rather than equality.

Merit, of course, means essentially the same thing as quality. The modern education quality movement traces to Sputnik and the role of schools in the modern education quality movement traces to the same thing as quality. The modern politics of education quality movement traces to education quality movement traces to the Soviet Union. Over time threats of competition have morphed into our first “education politics” an era and to our second “education politics” an era.

By the end of his second term he has moved from our first “education politics” an era to our second “education politics” an era because the Department of Education was a Jimmy Carter initiative. Since Reagan we have been swamped by dozens of education governors and even education mayors. The lesson is that criticism of the schools is easy and that education reform is always good politics.

Good politics, as every serious student of public administration knows, is not necessarily good policy, and the politics of modern education reform is a painful example. Central to the logic of the modern politics of education quality reform is the setting of targets and goals, as if to say that schools will be made better because a law has been passed or an executive order signed.

For example, under NCLB, all schools are to have “highly qualified” teachers in every classroom by 2005-6, and to get all children to “proficiency” in math and reading by 2013-14. Which schools will come closest to hitting these targets? You guessed it, suburban schools.

Larry Cuban and David Tyack in their book “Tinkering Toward Utopia,” have it right. “The concepts of progress and decline that have dominated discourse about educational reform distort the actual development of the educational enterprise over time.

The ahistorical nature of most current reform arguments results in both magnification of present defects in relation to the past and an understatement of the difficulty of changing the system. Policy talk about the schools has moved in cycles of gloomy assessments…and overconfident solutions, producing incoherent guidance in actual reform practice."

There is no question that the public schools, and particularly the inner-city schools, have serious problems and challenges. But top-down politically driven federal and state education reforms based on high stakes testing and imposed on local schools districts, is not working for the students who are most in need of good schools. Perhaps because modern education reform places too much emphasis on test measured quality and not enough emphasis on education equality.

ASPA member H. George Frederickson is Steen 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
A Slippery Slope?

It is standard practice for developers to seek neighborhood support for rezoning property. Developers often agree to make improvements in the neighborhood or provide for mitigation when a project is potentially threatening to a neighborhood’s esthetics, traffic flow, or natural environment. Typically this is done through a public hearing process and mitigation is financially handled by an appropriate local government agency.

But what happens when Neighborhood Associations (NA) decide to “encourage” developers to provide them with cash considerations? Can developers become the “victims”? Possibly, maybe even absolutely.

Here’s what one developer who is building nearly 100 homes in West Tampa has to say about cash deals: “It’s kind of a standard practice. Where do you cross the line here? I don’t know. It puts everyone in a very difficult position and it’s hard to tell where legitimacy ends and propriety begins.”

Another adds: “This happened because small groups of people are basically trying to use their influence to shake down builders. It’s wrong.”

Is there a slippery slope here? Perhaps, but in my neighborhood? You gotta be kidding!

Questions:
1. Is there anything wrong with getting developers to improve one’s neighborhood? Does the improvement have to be related to the potential harm caused by the development?
2. What happens when a developer doesn’t go along to get along? Will the neighborhood association work hard to ensure that the developer doesn’t get his way?
3. Do city ethics codes deal with this situation? Do any ethics codes deal with this situation?


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

Global Warming Not a Priority

From GLOBAL WARMING, pg. 2

program received more support than either Cap-and-Trade or Sky Trust proposals. Additionally, when voters were told of the negative consequences of each program (cost of energy, and care more about the cost of energy, and care more about the cost of energy cheaper,” noted Navin. “Unless advocates can address the real anxiety Americans feel about the cost of energy, passing substantive limits on carbon emissions will prove extremely difficult.”

Too Many Numbers in HR?

From NUMBERS, pg. 8

issue further and make the perhaps heretical argument that time-to-hire as a metric must be used carefully. Time-to-hire is an output, not an outcome. The most important question is whether we’re hiring the right talent—people who fit, who excel and who stay with the organization. I once heard an executive say that he “hires slow and fires fast,” but I won’t go that far. I understand the need for timely hiring because it greatly enhances the probability of a good outcome—hiring the best talent—but it’s not an end in itself. So, too many numbers in HR? I disagree. If there is a problem with numbers in HR, it’s that there aren’t enough of the right numbers and we don’t make good enough use of the numbers we have.

Sometimes I finish my presentations by showing the Scott Adams Dilbert cartoon that has Carbert, the evil HR director, saying, “If I could do math I wouldn’t be working in human resources.” As you can imagine, this gets a mixed reaction when I’m speaking to HR groups. So I quickly point out that this is the old HR model. These days, there will be math on the test, and it can actually help us.

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

Announcing a new book in the ASPA Classics series

Public Personnel Administration and Labor Relations
Norma M. Riccucci, Ed.

These classic articles trace the historical and evolutionary development of the fields of public personnel administration and labor relations from the point at which the first civil service law was passed—the Pendleton Act in 1883—through the present. The collection covers everything from the seminal concerns of civil service (e.g. keeping the spoils out) to topics that early reformers would never have imagined (e.g. affirmative action and drug testing) to facilitate an instructor’s ability to assign readings that illuminate lectures and course material, a correlation matrix on the M.E. Sharpe website shows how this book can be used alongside eight leading textbooks.

368 pages 0-7656-1679-3 Cloth $89.95 / 1680-7 Paper $34.95

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

“This exceptionally valuable book because it makes the legal dimensions of public administration eminently teachable and accessible to both graduate and upper-level undergraduate students. . . . A fine book that should be required reading in every MPA program.”
– David H. Rosenbloom, American University
304 pages 0-7656-1542-8 Cloth $79.95 / 1543-4 Paper $27.95

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

This volume includes thirty of the most outstanding journal articles that have been published over the past sixty years. It is an ideal supplement for any course in local management and administration, as well as for practicing professionals.
440 pages 0-7656-1127-0 Cloth $89.95 / 1128-7 Paper $34.95

About the series–

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

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

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

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

M.E. Sharpe
TO ORDER: Call 800-541-6563 or 914-273-1800
Fax 914-273-2106
Visit our website: www.mesharpe.com
Survey Finds Support for Government Regulation of Companies’ Environmental Impact

Majority Believe Environmental Responsibility Reporting Will be Mandatory in Next Five Years

Chicago—A national survey of senior executives by accounting firm Grant Thornton LLP finds strong support for environmental regulation of companies, and moderate support for regulation on social issues.

Nearly three-quarters of executives (72 percent) believe that the government should regulate companies for their impact on the environment, and more than half (56 percent) believe that the government should regulate companies for their effect on human rights and labor practices. Only one-third (35 percent) believe that the government should regulate companies for their impact on the communities in which they operate.

Most business leaders think that additional government regulation is in the offing, particularly in the environmental arena. Seven out of ten executives (70 percent) said they expect increased regulation of companies for environmental responsibility within the next five years, versus about a quarter who expect more regulation for economic (26 percent) and social (28 percent) issues.

Respondents also expect reporting requirements to be more stringent in the near future. Two-thirds (68 percent) believe that environmental responsibility reporting will become mandatory in the next five years, while 35 percent believe the same will be true for social responsibility reporting. Only 12 percent (18 percent) expect to see some kind of corporate responsibility report, and more than half (55 percent) say they have no plans to produce one, despite their expectation that such reports will ultimately be required.

To see the complete results from the survey, go to GrantThornton.com/blsurvey.

AGA Forms Partnership for Intergovernmental Management and Accountability

Partnership to Encourage Cooperation Between State, Local and Federal Government to Solve Accountability and Management Issues

Alexandria, VA—The Partnership for Intergovernmental Management and Accountability (Partnership) has been established to open the lines of communication between governments. Comprised of high-ranking officials from the federal, state, and local levels of government and higher education, the Partnership is dedicated to solving some of the most vexing management and accountability issues facing governments today.

The Partnership has been established by the Association of Government Accountants (AGA) to foster cooperation and communication between governments with the goal of improving performance and accountability. AGA will provide staff support to the Partnership and will serve as a neutral third party in bringing different levels of government together.

During its first meeting on October 12, 2007, the Partnership agreed to three initial projects:

• Developing joint strategies for reducing erroneous payments in state-administered programs;
• Working to ensure that federal cost allocation policies are consistent across regions; and
• Issuing the first “Annual Intergovernmental Alert” identifying federal legislation, regulations or policy that will have an impact on state and local governments.

While work on strategies for reducing erroneous payments is expected to be a long-term project, the other two projects are expected to be more short term in nature. The group also identified a number of other projects that it will undertake as the initial projects near completion.

The Partnership will be governed by a 16-member board, which will be chaired by a federal official and a state or local official. The current federal co-chair is Thomas N. Cooley, Chief Financial Officer, National Science Foundation. The state co-chair is Massachusetts Comptroller Martin Benison, CGFM.

Miami-Dade County to Launch Redesigned “People’s Portal”

Better online access to government information and services, as well as a fresh new look among the highlights of the new miamidadegov

Miami-Dade County, FL—Miami-Dade County is launching a completely updated web portal that provides information served up with the user-friendly functionality savvy web users demand. The redesign of miamidadegov employs the latest technology to address the public’s need for seamless access to information and services.

Some of the improvements include:

• A Home Page offering a well-organized “control panel” for navigating the rest of the portal, with a convenient list of top searches and links to pages aimed at specific groups—such as parents, senior citizens and community activists.
• The Service Center page lists popular topics along with links to all corresponding online information—if a user is looking to adopt a new pet, renew their auto or apply for a passport, this page has that and much more.
• A new County Hall page facilitates civic participation through access to all the latest developments in policy and legislation. Easy-to-find links to contact information for all of Miami-Dade County’s elected officials promotes a direct connection between government and the citizens it serves.

The best way to learn about the portal is to visit www.miamidadegov.

Seven States to Increase Economic Capacity and Entrepreneurship through Clusters

NGA Center for Best Practices Launches Yearlong Policy Academy

Washington, DC–To help states develop better economic policies to improve their competitiveness in the global economy, the National Governors Association Center for Best Practices (NGA Center) today selected seven states–Georgia, Illinois, Kentucky, Maryland, Oregon and West Virginia—to participate in a new policy academy entitled State Strategies for Promoting Innovative Clusters and Regional Economies.

The yearlong policy academy will offer state leaders a chance to work with nationally recognized experts and peers from other states to apply contemporary cluster analysis and innovation-based economic development strategies in their states. Clusters are groups of businesses and related institutions located near one another that draw economic advantages from their mutual proximity and connections. Clusters can boost regional economic capacity and entrepreneurship as well as improve employment and wages. For this reason, states can benefit from designing policies that promote cluster success.

Throughout the next year, the policy academy will:

• Provide states a deeper understanding of their competitive clusters and fast-growing business sectors through a unique empirical analysis;
• Conduct a scan of the major policy challenges and opportunities in the regions;
• Develop a plan for strengthening major industry clusters and improving the general environment for innovation; and
• Align state research and development investments, workforce development and education systems with the current and future needs of the state’s most promising clusters.

Participating states also will learn about important research, promising practices and state policy options for promoting cluster-based and innovation-led economic development. Working with NGA Center staff and other experts, state teams will develop action plans for improving local economies.

For more information download a copy of the NGA Center’s report “Clusters-Based Strategies for Growing State Economies” at www.nga.org/center/sewp.

If you have a press release for “Where Things Stand,” contact Christine McCrehan at cjewett@aspanet.org.
Whether you are looking for a public service job, need career advancement advice or are simply considering a career in public service, PublicServiceCareers.org is your first stop to a brighter future in government, nonprofits, education or consulting.

Of course, we have jobs, but we are much more than a job board!

PublicServiceCareers.org has the tools and resources for you to take your professional public service career to the next level.

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

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

Find Your Next Opportunity Today!

PublicServiceCareers.org

Your Source for Professional Jobs in the New Public Sector
Ray de Arrigunaga

In keeping with ASPA’s policy for the establishment of new sections, this article constitutes a formal advisory notice to the entire ASPA membership that a new section dealing with the broad topic of “National Security” is proposed for establishment.

It is felt that worldwide issues are having a major impact on the foreign and domestic policies of the United States, and these—in turn—are causing a degradation to our overall national security. Among these are the current situations in Iraq, Afghanistan, Iran, Venezuela, Bolivia, Russia, Nicaragua, Ecuador, Pakistan, Turkey and some of the other Muslim nations of the world.

It is further contemplated that the following topics would be pertinent for inclusion within the broad umbrella of “National Security”: National Defense Policy, U.S. Military Organization and Employment Policy, National Intelligence Policy, Foreign Military Threats, Terrorism, Crude Oil Procurement Policy, Homeland Security Policy (excluding emergency management policy and operations), and Foreign Policy and Diplomacy. This list is NOT meant to be all inclusive and there may be other topics of interest as well.

It is further postulated that there are literally hundreds of thousands of federal professional public administrators (and many state officials) who earn their livelihood in many of these areas and might be inclined to actively participate in such a section, in addition to joining ASPA itself.

The first step in the process is to determine if there is an interest among the entire ASPA membership in establishing such a section. Interest must be verified by a minimum of 1 percent of the membership (approximately 90 members) agreeing in writing to join such a section. Once that commitment is made, the other administrative details will have to be complied with.

Accordingly, I am requesting each ASPA member who is interested in creating and joining such a section to please send me an e-mail expressing his/her support and desire to participate (or not) in the governance thereof. My e-mail address is: rdearrig@bellsouth.net

In addition, please indicate whether you are a practitioner or academicians and which governmental entity or academic institution you are affiliated with.

Assuming that the requisite number of ASPA members respond in a positive manner, I will then set up an e-mail list and provide all members with a proposed course of action, a proposed timeline and a list of tasks to be accomplished.

Thanks to all of you for reading this. I hope to hear from many of you, assuming you feel that a section such as this is necessary and would be of benefit to the public administration academic and practitioner career fields.

ASPA member Ray de Arrigunaga teaches public administration and political science at the University of Miami. He has twice served as president of the South Florida Chapter (Miami) and is a retired U.S. Air Force Lieutenant Colonel. He is a former Command Pilot having over 3400 hours military flying time, of which over 700 were in combat.

E-mail: rdearrig@bellsouth.net

New ASPA Chapter Founded for Coastal Bend Texas Area

There is a new professional public service chapter available to public servants in the Coastal Bend Area, specifically serving Nueces, Kleberg, San Patricio, Aransas and Jim Wells counties of Texas.

The Coastal Bend Chapter of ASPA was chartered on July 23, 2007. The chapter is one of over 100 chapters in ASPA, the nation’s most respected society representing all forums in the public service arena since 1939.

Through its programs and services, ASPA seeks to improve public service by helping members acquire the knowledge, technical skills and resources necessary to be excellent public servants.

There is no formal nomination form as such; however, nominators should submit a cover letter addressing how and why the candidate should be considered for the award and a vita of the nominee with current contact information. The national awards chair will then direct the nominations to the appropriate award subcommittee, who will make recommendations to the SWPA Board of Directors. The criteria for each Award are listed below:

Joan Fiss Bishop Award

This award is to a woman who, by example and action, has promoted increased participation of women in the public service profession, exhibits a defined contribution to increased involvement in the public sector, innovative leadership and accomplished professionalism in the individual’s own public service career, and commitment to the public administration profession through membership in ASPA.

Marcia P. Crowley Award

This Award recognizes outstanding service to the SWPA. The Nominee must have served the Section for several years, have made a demonstrated impact on the work of the Section, and is a current member in good standing.

Rita Mae Kelly Award

This Award recognizes outstanding research contributions to gender-related issues. It is not a requisite that the nominee be a member of the Section or the Association, but shall have performed research on an issue significant to the role of women in public administration and made an impact through that research on women’s lives.

Julia B. Henderson Award

This Award honors a woman who has demonstrated her commitment to international public administration in particular or to international public service in general by a lifetime of public service, to careers in international public administration and public service.

We encourage all ASPA members and other professional colleagues to nominate outstanding individuals for these Awards. The Deadline for Submissions is December 15, 2007.
ASPA’s Global Role: Collaborating with Professional Associations to Build Governance Capacity

President White has asked incoming ASPA President Donald Klinger to write this month’s column and address his thoughts and goals for his coming tenure as ASPA president. Klinger will assume the ASPA presidency at the conclusion of ASPA’s annual conference in March 2008.

Don Klinger

Professional associations like ASPA are essential to building global governance capacity for three reasons: global connectedness increases the need for building public management capacity; professional associations provide essential member services that build this capacity; and increasing individual and organizational competence; and societies that include both academics and practitioners can connect theory, research, practice and teaching.

Hierarchies were once the standard method of organizing human activity. Classical management theory developed around bureaucratic hierarchies; available information and communications technologies reinforced the relationship between hierarchical design and centralized policy-making; and classical public administration equated centralized control with legal and political authority.

Today, major shifts in each of these areas — how we measure organizational effectiveness, how we use information and communications technologies and how we define governance — are working together to reinforce a transition to networks as a more effective way for people to work together.

If ASPA is to collaborate more effectively with other professional associations to build global governance capacity, its leaders should contemplate some critical shifts in vision and mission, programs and governance...

• Enlarge ASPA’s Vision from Government to Governance. When ASPA was founded in 1939, supporting public administration meant professionalizing government agencies and civil servants. This is still true today. But contemporary public administration is increasingly state and local rather than federal.

• Widen ASPA’s Vision from United States to Global Public Administration. The great need to support professional public administration and public service internationally offers ASPA an opportunity to attract international members and strengthen relationships with counterpart global organizations. This will help us get ideas from international colleagues about how best to support public administration and public service globally from a US perspective.

• Work with other professional associations to build global governance capacity. ASPA must also target those non-profit and private sector employees engaged in public service delivery as potential new members. It must also focus on issues like interagency effectiveness, multilateral accountability, organizational culture and personal ethics generated by the conflict and collaboration across sectors and levels of government as the locus of its member-driven programs and activities.

If ASPA is to collaborate more effectively with other professional associations to build global governance capacity, its leaders should contemplate some critical shifts in vision and mission, programs and governance...

• Enlarge ASPA’s Vision from Government to Governance. When ASPA was founded in 1939, supporting public administration meant professionalizing government agencies and civil servants. This is still true today. But contemporary public administration is increasingly state and local rather than federal.

• Widen ASPA’s Vision from United States to Global Public Administration. The great need to support professional public administration and public service internationally offers ASPA an opportunity to attract international members and strengthen relationships with counterpart global organizations. This will help us get ideas from international colleagues about how best to support public administration and public service globally from a US perspective.

• Work with other professional associations to build global governance capacity. ASPA must also target those non-profit and private sector employees engaged in public service delivery as potential new members. It must also focus on issues like interagency effectiveness, multilateral accountability, organizational culture and personal ethics generated by the conflict and collaboration across sectors and levels of government as the locus of its member-driven programs and activities.

Call for Papers and Panel Proposals

7th Annual Nonprofit Management Conference 
“The Changing Face of Nonprofit Management”

The conference will be held on February 1, 2008 in Orlando, Florida, and hosted by the Central Florida Florida Chapter and the Nonprofit Advisory Board of the University of Central Florida’s Department of Public Administration. We encourage proposals that emphasize innovative approaches to nonprofit management.

To submit a manuscript or panel proposal, please provide a 150-200 word abstract of your paper electronically by November 19, 2007 to Dr. Mary Ann Feldheim mfeldhei@mail.ucf.edu.
President-Elect Klingner Implores Members and Leaders to Think Globally

whether two changes in governance might make it easier to continue or initiate the programs needed to keep pace with an expanded vision in a changing world:

• Clarifying International Activities’ Purpose and Coordination. Some ASPA-related international activities lack clear accountability to the National Council or consistent alignment with the strategic plan. The dilemma is that ASPA encourages international initiatives by individual members, but usually does not review them in advance because the resources required to initiate them come from other organizations. Thus, ASPA often is asked to sponsor activities long after they have started, without appropriate advance review of the purposes and risks from ASPA’s perspective.

• Revise National Council Representation. The International Coordinator position was created in 2004 without a Bylaws change by assigning this responsibility to an existing National Council member. However, as ASPA evolves to include more members that are international and to support more activities that are global, it may be advisable to elect or appoint an additional at-large international representative as a voting National Council member.

ASPA member Don Klingner is president-elect of the Society. He is also a professor at University of Colorado at Colorado Springs. E-mail: dklingner@aspanet.org

ASPA member Harvey White is ASPA president and an associate professor at the University of Pittsburgh. E-mail: hwhite@usouthal.edu (please copy rmicholas@usouthal.edu on all correspondence).
Vice Presidential Candidates

Meredith A. Newman  
Florida International University

“If, as King and Stivers suggest, “government is us,” then each of us has an opportunity, indeed an obligation, to be a forceful advocate for our profession and organization. My public service career has evolved over the past 30 years – from the private to the public sector, from international to domestic. Prior to my career in academia, I served with the Australian Foreign Service in France and Vietnam, the U.S. Department of State in Senegal, Malaysia and Singapore, and the World Bank in Washington DC. I currently serve as Professor and Director of the School of Public Administration at Florida International University.

I have been an ASPA member for almost 20 years, proudly serving as: SWPA Chair; SPAR Chair; Section on Ethics Executive Committee; SPAE Executive Committee; Chapter Board Member; National Council Representative; Publications Committee Chair; National Campaign for Public Service Chair; 2006 Conference Program Co-chair; and PAR editorial board member.

I look forward to the opportunity to serve as an advocate for ASPA as Vice President. I will work with you to:

• advance a more visible and proactive advocacy role for ASPA;
• strengthen linkages between our practitioner and academic members, including greater support and outreach to our chapters, sections, student members, and potential new members;
• build new relationships with international associations;
• advance the initiatives, collaborative programs and activities of ASPA’s working groups;
• enhance and diversify ASPA’s revenue stream; and
• ensure leadership continuity.

In 2009, ASPA will mark its 70th anniversary as the nation’s premier public service organization. I have been at the forefront of public service in both the academic and practitioner areas of our profession. I would greatly appreciate your vote and support. Please see www.aspanline.org/southfla/newman for the rest of “my story!”

Mitchell F. Rice  
Texas A&M University

My vision for ASPA is: globalization, internationalization, collaboration, governance, and diversity. These areas must be a decisive and continuing focus. WHY? ASPA is a unique, professional development organization and must continue to:

• Strategically position itself as leader in the forefront of public administration, public service, and governance–nationally and internationally.
• Enhance itself as professional development leader by engaging in three R’s: reinvigorate, revitalize, and restore.
• Increase capacity to provide services to its members.
• Increase diversity of its membership.
• Increase diversity of its membership.

These tasks are doable if we continue to reexamine ASPA’s strategic plan. As your next Vice President, I will assume a leadership role and explore how we can advance ASPA’s mission in view of your answers to:

• How is ASPA affected by globalization, internationalization, collaboration, & diversity?
• How can ASPA promote more international cross cultural relationships & exchanges as an approach for understanding public administration in an international context?
• How can ASPA collaborate with other sectors of society–especially the corporate sector?
• What new directions & programs should ASPA explore in new millennium’s second decade?
• How should ASPA respond to the demographic changes occurring in the US in light of the changes impact on public services programming and delivery?

For three decades, my service includes:

• National & regional ASPA conferences;
• Vice Chair National ASPA Conference Program Committee;
• National ASPA Conference Program Co-Chair;
• COMPA President; SECOPA Chair; ASPA Council;
• Best book -ASPA’s SPALR, (editor) Diversity and Public Administration (ME Sharpe, 2005);
• Fellow, National Academy of Public Administration;
• Organized nine Annual International Cross Cultural Research Exchange Conference delegations of scholars & practitioners to lecture at universities abroad;
• Professor, Texas A&M University;
• Publications in health and urban policy and diversity & cultural competency in PA.

• district II Candidate

Samuel L. Brown  
University of Nebraska, Omaha

It is an honor to be nominated for the American Society for Public Administrators National Council. I offer the time, energy, commitment, enthusiasm and experience to represent ASPA, uphold its mission, vision goals and values. My broad multidisciplinary background, expertise in academia and the practice of Public Administration will enable me to work with ASPA members to function well in an organization that is centered in promoting professionalism in Public Administration.

I have a natural curiosity which has been refined through my research experiences and I approach most situations with a questioning, analytical perspective, wondering how the situation could be improved and how degrees of change can be measured. I always assume there is more to learn about each situation, yet realize that both decision-making and action must often proceed with less than complete information available. Although not risk-averse, risk is carefully calculated then pursued only with alternatives and fall-back strategies in place.

My management philosophy is that a council member’s role is to act as a catalyst to mobilize resources, motivate people, facilitate performance, and deal with a variety of ongoing problems in linking an organization to its rapidly-changing external environment. Problems are best approached with process-oriented decisions involving as many vested participants as practically possible. Adaptability, diversity of opinion, personal respect and identification as a contributing member of a larger group are essential for an effective work team.

My broad academic background has exposed me to open systems theory as it relates to organizational design, performance and change. The interaction of multiple subsystems in a complex organization, however, depends on the social and psychological value, i.e., the culture, which has developed in the organization, therefore requiring an understanding of interpersonal behaviors for a balanced perspective.

District II Candidate

Ann Hess Braga  
Boston City Council

As the PA landscape changes, I hope continuing work with ASPA as its District I representative to focus on:

• Increasing professional development. We are all lifelong learners, and when we do not use, we lose. I will assist local chapters to develop skills based programs and make the national conference a better opportunity for learning new skills and sharing best practices.
• Growing the next generation: Without instilling the value of commitment to public service at an early age, the retiring Baby Boomer HR crisis will develop into an institutional one. Working with students of all ages through a variety of programs, ASPA can stem the tide of this HR crisis. I will work to develop opportunities for existing PA leaders to grow the next generation.
• Linking ASPA with other professional organizations: Many ASPA members are also members of other organizations that deal with their specific discipline. I hope to maximize the talent pool of other professional organizations.

As an ASPA member for the last 17 years, I began as an MPA student and was the MA Program Chair/P Select, before becoming President in 2003. I am a member of ABFM, SIAM, SPALR, SPLA, CPPM, Ethics, and SWPA. Nationally, I have worked with ASPA leaders on the strategic plan, conference programs, and chapter assistance.

I received by J.D. cum laude from Suffolk University Law School, while working full-time. I received my MPA and BA from UCONN. Since 2000, I have been the Staff Director for the Boston City Council. Before that, I was the Research Director and Budget Analyst for the Council. I have also worked on statewide education policy and with several non profit fiscal and policy organizations.

I ask for your support for District I National Council as we move forward together!

District III Candidates

James D. Ward  
Mississippi University for Women

I am James Ward and I want to be your national council representative.

For seventeen years I have been actively engaged in public administration through teaching, research, and service. Much of my time has been devoted to making the premise of public service organization more visible and accessible.

My contributions to the American Society for Public Administration include: treasurer and executive board member, Section on Intergovernmental Administration and Management (SIAM); executive board member, Conference of Minority Public Administrators (COMPA); Chair, Public Administration Times Editorial Board; and member, Association of Budgeting and Financial Management (ABFM).

I have served the profession in the following ways: National Academy of Public Administration (NAPA) Standing Panel on Social Equity in Governance Journal of Public Affairs Education (J-PAE)
ASPA National Council Candidates Submit Statements

Don't forget to cast your vote!

Ballots will be mailed October 29, 2007. Ballots must be returned with a postmark no later than December 28, 2007.

Rodney Stanley
Tennessee State University
Dr. Stanley has maintained an active membership in ASPA since joining the faculty at Tennessee State University in 2001. He has served as the president for the Tennessee Chapter of ASPA in Nashville on two separate occasions and under his leadership the chapter hosted the 2007 SECOPA conference. Dr. Stanley envisions an ASPA organization that actively pursues programs that will bring the practitioner and academics together in an effort to promote both efficient and effective governance at the local, state and federals levels of government. For instance, the 2007 SECOPA conference offered 16 hours of CPE credit to practitioners in the areas of public budgeting and finance. These continuing education credits attracted around forty additional public auditors and CPA’s from around the region. Dr. Stanley would like to see such activities promoted on a grander scale than just SECOPA but at other regional conferences and possibly ASPA as well. In addition, Dr. Stanley would like to see more international interaction among public administrators in America and other countries in ASPA. ASPA promotes an American style of public administration and in some cases this version does not necessarily fit every cultural need.

The university system in America is filled 1,000 miles wide, from Michigan to the South Dakota, and is 1,000 miles wide, from Michigan to the Dakotas. Because my work as a consultant to public and non-profit agencies takes me throughout the area, I have been able to visit most of the chapters to which I am the Council liaison. I have broad experience in public administration, including six years as the MPA Director at Long Island University; fifteen years on faculty, concluding as Academic Vice President at a struggling private college, which I helped to turn around; government service at the local and state levels, and since 1990, as an entrepreneur who has operated a successful small consulting business. I take my Council responsibilities seriously: I have helped to revive dormant chapters in Michigan, Minnesota and South Dakota, and am working to restart two Wisconsin chapters and to start one in North Dakota, one of four states lacking a chapter. I initiated a constituent newsletter, and organized the successful 2005 regional conference in Sioux City. I have attended every Council meeting, at my own expense; every national conference; and most regional conferences. I am a builder: I am not interested in watching ASPA’s membership shrink and adjusting downward. I was the only Council member to vote against a dues increase not accompanied by enhanced services. I seek to give members greater value so that they renew their membership and bring in colleagues. Together, we will build a better ASPA that we can all be proud of.

I thank you for your confidence.

District V
Candidate

James Nordin
Public Management Solutions
I am a Life Member of ASPA, first joining ASPA over 25 years ago. I served as a Board Member for the San Francisco Bay Area Chapter for nearly 10 years and served as Treasurer for more than three years and as President one year. After my late wife’s death, I endowed the Gloria Hobson Nordin Social Equity Award to both honor her and to insure that social equity would remain a prime focus for ASPA. I have served as the coordinator for the Social Equity Award for the past five years. I have also been a member of the selection committee for the International Public Administrator award for the past two years. I have served as chair or co-chair of the Social Equity track for the 2007 and 2008 National Conferences. I am a charter member of the proposed Social Equity Section. In addition, I made a grant to ASPA to create and support its public awareness campaign. ASPA always made a positive contribution to my professional life and now that I am officially retired, I would like to try to make my contribution to ASPA. I believe that there are many more practitioners than academics in public administration. I understand the need to present papers from an academic perspective, but if ASPA is to grow and truly become what it claims to be – the premiere organization of practitioners and practitioners – it must reach out to practitioners. Reaching practitioners means strengthening Chapters and Sections. So if I am elected to the National Council, my two priorities will be to support ASPA’s public awareness efforts – especially among practitioners – and to help strengthen Chapters and Sections without diminishing the national organization.

Michael V. Gershowitz
Gershowitz Grant and Evaluation Services
I have served District IV and all of ASPA well since 2002 and seek election to a third term. I take a practical approach to ASPA: improving services in order to improve the value members receive for their dues. My liaison area encompasses seven states and is 1,000 miles wide, from Michigan to the Dakotas. Because my work as a consultant to public and non-profit agencies takes me throughout the area, I have been able to visit most of the chapters to which I am the Council liaison. I have broad experience in public administration, including six years as the MPA Director at Long Island University; fifteen years on faculty, concluding as Academic Vice President at a struggling private college, which I helped to turn around; government service at the local and state levels, and since 1990, as an entrepreneur who has operated a successful small consulting business. I take my Council responsibilities seriously: I have helped to revive dormant chapters in Michigan, Minnesota and South Dakota, and am working to restart two Wisconsin chapters and to start one in North Dakota, one of four states lacking a chapter. I initiated a constituent newsletter, and organized the successful 2005 regional conference in Sioux City. I have attended every Council meeting, at my own expense; every national conference; and most regional conferences. I am a builder: I am not interested in watching ASPA’s membership shrink and adjusting downward. I was the only Council member to vote against a dues increase not accompanied by enhanced services. I seek to give members greater value so that they renew their membership and bring in colleagues. Together, we will build a better ASPA that we can all be proud of.

I thank you for your confidence.

Don’t forget to cast your vote!
The Call to Serve Toolkit:
Available on Campus and Online
Be sure to check your mail closely this week because a Call to Serve toolkit is on the way to each career services office. Don’t worry if you don’t get a hard copy of the toolkit, you can access ALL of the toolkit content online at (calltoserve.org/toolkit). Since materials are continually updated, bookmark this Web page so you can always print off the latest materials, such as the academic quick guides or the student loan repayment guide. Link these resources directly to calltoselect.org so you can always have the latest information on your site.

Job Candidates Not Very “Green” in Company Searches
McLean, VA—How “green” are job candidates when it comes to picking their next dream job? Not very, according to a Jobfox (www.jobfox.com) analysis of more than 6,000 professionals who have created personally branded Jobfox web pages to showcase their skills, talents and wish lists for their next jobs.

What academic areas can be covered by this program? There are currently no laws regulating which degrees can and cannot be covered by this program. However, agencies are encouraged to tailor their plans to recruit highly qualified candidates for hard to fill positions. Therefore, an agency may specify the types of degrees and levels necessary to participate in the program.

For more information visit www.makingthedifference.org.

The PA TIMES would like to create a list of potential mentors for students and new professionals. Interested?

Contact cjewett@aspanet.org

The Percentage of Jobfox Professionals Seeking a Career Change with a Company that is “Ecologically-Friendly” is a mere 5 percent, ranking 18th in the list of top career-related choices. Also, only 9 percent of professionals say they seek shorter commutes in their next job, ranking 14th on the list of next career desires.

When seeking new companies to work for, according to the Jobfox study, professionals say they most often seek:
- Advancement opportunity—55 percent.
- More leadership responsibility—41 percent.
- Work/life balance—38 percent.
- Leadership that’s respected/admired—36 percent.
- Sense of accomplishment—36 percent.
- Higher salary—28 percent.
- 401(k) matching—28 percent.
- Flexible schedule—27 percent.
- Collaborative environment—22 percent.
- Performance bonuses—20 percent.

**Guide to Federal Student Loan Repayment Program**

Federal employees are eligible to receive up to $60,000 ($10,000 a year) from participating agencies in this program towards the payment of their education. This program requires the employee to make a 3-year commitment to the agency/departments that provided the repayment. If a student transfers to a different agency while benefiting from the program, the new employer is not required to continue financial support. Should the employee become unemployed by the agency during the 3-year timeframe, the recipient is required to pay back the amount in full to the agency.

Who is eligible?
- Permanent employees (including part-time employees)
- Employees serving on excepted appointments with conversion to term, career, or career conditional appointments (including, but not limited to, Career Intern or Presidential management Fellows appointments)
- Temporary employees who are serving on appointments leading to conversion to term or permanent appointments
- Term employees with at least three years left on their appointments

How do I apply?
Current or potential federal employees may contact their employing agency for further information. Each participating agency must develop a plan that describes how the agency operates its student loan repayment program.

There are currently no laws regulating which degrees can and cannot be covered by this program. However, agencies are encouraged to tailor their plans to recruit highly qualified candidates for hard to fill positions. Therefore, an agency may specify the types of degrees and levels necessary to participate in the program.

For more information visit www.makingthedifference.org.
Pay It Forward...

Career Advice from an ASPA Member

RaJade M. Berry-James

“She who learns, teaches.”

No other words have significantly impacted my academic preparation, professional development and career aspiration than this Old Ethiopian Proverb, “She who learns, teaches.”

Like most young professionals, I began my career in public administration with the hope that my knowledge, skills, and abilities would sufficiently translate into the necessary core competencies to pursue a professional career in public sector higher education. I was and continue to be driven by my passion to do meaningful work in my field. As a young professional, I expected to be greatly rewarded for my knowledge, skills and abilities that I brought into the workplace.

My first job out of undergraduate school was purely accidental. As my final semester came to a close, someone at my internship with the then-New Jersey Department of Higher Education Educational Opportunity Fund (EOF) Program put a small job announcement on my desk, with a yellow sticky note that read, “Doesn’t this job sound just like you?” After I read the job description, I applied for the entry level position—and with my brand new suit and leather briefcase (a gift from my mentors and the staff at EOF), I walked into my first interview with the confidence and true desire to fulfill my destiny.

My supervisor, a man who would later become my professional mentor, admired the fact that I came from a family of public servants. My late-grandmother, Mary L. Berry, was a human service professional at a state-run psychiatric facility for 45 years and, indeed, she was my first mentor. She worked tirelessly in the public sector and instilled in me the core public sector values—accountability, integrity, and reliability—that make a career in public service meaningful.

My new mentor, a giant in my eyes, gave me sage advice about my public sector career, “Make training and performance your priority and keep a record of it.” His philosophy was that employee training and development almost always lead to improved job performance, increased employee morale and rich financial rewards. And, while I continued to seek out mentors as my career paths changed, there is one mentor who provided great insight into the field of public administration. He constantly challenged me to “define public administration”—reinforcing for me that the field itself is difficult to define, harder to embrace, and near-impossible to understand if you are a member of society who is economically or educationally disadvantaged.

For all citizens, public administrators are the critical link to services needed and services gained. As administrators, we must remain unfappable and distinguish ourselves as dedicated public servants. While it may be difficult for some to define public administration, professionally trained administrators use their knowledge, skills and abilities to showcase the best of public service.

This past summer, I celebrated 20 years of public service in higher education. Although my generic job titles have changed from college administrator to faculty member, I am still committed to serving the needs and the interests of the public sector. As a young professional, one who will undoubtedly work for another twenty years, these five steps have led me to a successful career in the public sector:

• Find a mentor who believes in you and is willing to give you straight-forward advice about your career aspirations, your core competencies, and your preparation for a changing workforce;

• Continue to seek advanced training and professional development in areas of public service that excite you;

• Use your knowledge, skills and abilities to demonstrate competence in public service, making the public sector more efficient, more effective and more equitable;

• Leave your organization better than you found it. The enemy of good is not better. As a public administrator, you have a responsibility to be innovative—to use your core competencies to provide new ideas and solutions to address old social problems like discrimination, health care disparities, wage gaps, education gaps, and environmental injustice—these are timeless issues which continue to dominate the public agenda; and

• Be willing to dedicate the rest of your life to finding solutions to the social problems that have plagued others before you.

Once learned, these five steps will give you the opportunity to teach others. I look forward to being a student in your classroom, an intern in your agency or an executive-on-loan in your organization one day.

ASPA member RaJade M. Berry-James is a lifetime ASPA member, National Council representative (District 2) and a regional representative for the Conference of Minority Public Administrators (COMPA). She is an associate professor in the Department of Public Administration and Urban Studies at The University of Akron in Ohio. E-mail: rmberry@uakron.edu

Rutgers-Newark NCPP Launches Business District Management Certification Program

Newark, NJ—In collaboration with the New Jersey Managed District Association (NJMDA), the National Center for Public Performance (NCPP) has created and implemented what appears to be the world’s first on-line training vehicle for business district management.

Business Improvement Districts (BIDs) are special assessment districts enabled by state legislation, approved by the local government by an ordinance, and initiated by property and business owners. BIDs deliver supplemental public and business development services, and are managed by private interests and often private management corporations.

Today, BIDs are not targeted solely as traditional downtown revitalization efforts, but have evolved to include multi-use districts, and industrial and purely residential neighborhoods, which shifts the definition towards broader community development. For instance, the Pennsylvania BID statute (2000) describes the managed business districts as “neighborhood improvement districts,” including virtually every form of community designation from industrial to commercial to multi-use to residential, urban to suburban, and potentially rural.

“The Business District Management Certification Program is a natural progression of NCPP’s research and education infrastructure; providing Internet-based innovative training on public-private partnership management, and is accessible worldwide,” explains Marc Holzer, Dean of the SPAA and Founding director of NCPP. “The certification program is designed to professionalize the emerging quasi-governmental field of business district management. It is also suitable for public officials and non-profit managers working with or seeking affiliation with business improvement districts (BIDs) and other managed business districts such as “Main Street” programs,” Holzer went on to say.

Professionalizing the field of business district management is a long-time goal finally realized for Seth A. Grossman, a SPAA doctoral student who has been establishing and managing BIDs for nearly 30 years. He currently manages the Ironbound BID in Newark, NJ. With Holzer’s encouragement, Grossman teamed up with Robin Reenstra-Bryant, manager of the Rutherford, NJ BID, and Fayah A. Ruffin, director of the Graduate Division of Global Affairs at Rutgers University-Newark to create the curriculum, coordinate the program and now run the certification program.

To earn the business district management certification, registrants must successfully complete four distinct modules, each having a duration of five weeks. Every learning module is grounded in public administration and embraces the interdisciplinary nature of managed business districts. In a user-friendly Internet-based format, instructors lecture and pose questions to which students respond in a threaded discussion and through weekly written assignments and problem-solving exercises.

According to Grossman, “In this certification program, it is interesting to see how our use of public administration theories alter the perception that BID managers hold of themselves; the internal light bulb clicks on and they see themselves as public entrepreneurs directing synergistic citizen-driven governance and commercial cooperation in the face of a competitive urban or suburban political economy.”

Says Michael Redpath, newly certified by the program and who is a business district manager in Toms River, NJ, “This certification program is a much needed resource, I not only learned from it but after the course I perceived things that I thought I knew about district management in a different way. You can tell that much went into putting this program together.”

For more information about or to register in the Business District Management Certification Program, visit http://www.ncpp.us.
New ASPA Members

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

Please note: Members joining ASPA are not included on this list.
Applicants must submit a letter of application; vita; names, addresses, and telephone numbers of three references; certification both at the graduate and undergraduate level.

primarily at night. The department currently offers a NASPAA accredited Master of Public Administration will be offered primarily at the UTSA Downtown Campus but may also be offered at the Main Campus and include teaching, research, and service. Teaching will be at the graduate and/or undergraduate level. Courses in Budgeting and Finance, Quantitative Methods, Human Resources, or Nonprofit Management. Responsibilities evidence of excellent teaching and research or strong potential. Preferred qualifications include a specialization doctorate no later than the end of the second year of teaching is mandatory. Candidates must demonstrate by August 15, 2008 for appointment at the rank of Assistant Professor. A successful ABD candidate who fails to commit to extant programs, in any of, but not limited to, the following three areas: 1) Defense and homeland security, 2) Health research and healthcare policy, and 3) Disaster assessment, preparedness, and management. Other areas of research that support current center activities will be considered. More information on CASR and its programs can be found at http://casr.ou.edu

Candidates must hold a Ph.D. or equivalent terminal degree, a proven record of funded research activity, and an exemplary record of scholarship as demonstrated by publications. The successful candidates will be expected to contribute to graduate and undergraduate education in the social sciences, especially research methods, and provide leadership in CASR.

Applicants should submit a curriculum vitae, a description of their research plans, and a brief statement of their teaching interests and philosophy. Applicants should also provide three letters of recommendation. Application materials should be sent to: Paul B. Bell, Jr., Dean of the College of Arts and Sciences and Vice Provost, Chair, Applied Social Sciences Initiative Search Committee, Ellison Hall, Room 323, University of Oklahoma, 633 Elm Avenue, Norman, Oklahoma 73019-3118.

Initial review of applications will begin on November 1, 2007, and continue until positions are filled. Minorities and women are encouraged to apply.

The University of Oklahoma is an Affirmative Action/Equal Opportunity Employer.

The Hugo Wall School of Urban and Public Affairs invites nominations and applications for the position of director. Hugo Wall School, housed in Farmington College of Liberal Arts and Sciences, serves as the academic home for faculty and staff associated with the NASPAA-accredited Master of Public Administration, and two research and service centers, the Center for Urban Studies and the Kansas Public Policy Institute. The diverse offerings and engagements of the Hugo Wall School are highlighted in its annual reports that may be found on the School’s website at: hws.wichita.edu

Three Tenure-Track Faculty Positions Assistant Professor of Public Administration University of Texas at San Antonio

The Department of Public Administration at the University of Texas at San Antonio (UTSA) invites applications for a tenure track Assistant Professor position beginning Fall 2008 (pending budget approval). The position is for a position in the Department of Public Administration at UTSA with a PhD in public administration, public policy, political science, or a related field. Applicants must have a PhD or equivalent terminal degree, a proven record of funded research activity, and an exemplary record of scholarship as demonstrated by publications. The successful candidate will be expected to contribute to graduate and undergraduate education in the social sciences, especially research methods, and provide leadership in CASR.

Applicants should submit a curriculum vita, a description of their research plans, and a brief statement of their teaching interests and philosophy. Applicants should also provide three letters of recommendation. Application materials should be sent to: Paul B. Bell, Jr., Dean of the College of Arts and Sciences and Vice Provost, Chair, Applied Social Sciences Initiative Search Committee, Ellison Hall, Room 323, University of Oklahoma, 633 Elm Avenue, Norman, Oklahoma 73019-3118.

Initial review of applications will begin on November 1, 2007, and continue until positions are filled. Minorities and women are encouraged to apply.

The University of Oklahoma is an Affirmative Action/Equal Opportunity Employer.

Director & Professor for the Institute for Nonprofits College of Humanities and Social Sciences North Carolina State University

The Institute for Nonprofits at North Carolina State University invites applications for a Director and Professor. The position is for the academic home for faculty and staff associated with the NASPAA-accredited Master of Public Administration degree and two research and service centers, the Center for Urban Studies and the Kansas Public Policy Institute. The diverse offerings and engagements of the Hugo Wall School are highlighted in its annual reports that may be found on the School’s website at: hws.wichita.edu

AA/EOE. In addition, NC State welcomes all persons without regard to sexual orientation.

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

The Hugo Wall School of Urban and Public Affairs invites nominations and applications for the position of director of the School. The Hugo Wall School, housed in Farmington College of Liberal Arts and Sciences, serves as the academic home for faculty and staff associated with the NASPAA-accredited Master of Public Administration degree and an undergraduate minor in Nonprofit Management. The department provides American Humanities certification both at the graduate and undergraduate level.

Applicants must submit a letter of application; vita; names, addresses, and telephone numbers of three references; one or two article-length manuscripts or other samples of research and writing; and teaching evaluations (if available) to: Faculty Search Committee Chair, Department of Public Administration, University of Texas at San Antonio, 501 W. Durango Blvd, San Antonio, Texas, 78207. ABD applicants must have their Dissertation Committee Chair send a letter to the Search Committee Chair indicating progress in degree completion and/or expected date of defense. Initial review of applicants will begin January 15, 2008 and will continue until the position is filled.

The University of Texas at San Antonio is a Doctoral and Equal Opportunity Employer. Women and minorities are encouraged to apply. Applicants who are not U.S. Citizens must state their current visa and residency status.

APPLIED SCIENCES INITIATIVE UNIVERSITY OF OKLAHOMA

The social sciences have an impact on our world through the use of quantitative and qualitative methods to address significant social problems. The University of Oklahoma, along with its Center for Applied Social Research (CASR), announces a strategic initiative to complement and strengthen existing research programs in the social sciences.

As part of this initiative, the University invites applications for open rank positions, either tenured or tenure track. We are seeking individuals who have established world class research programs, or are capable of contributing to extend programs, in any of, but not limited to, the following three areas: 1) Defense and homeland security, 2) Health research and healthcare policy, and 3) Disaster assessment, preparedness, and management. Other areas of research that support current center activities will be considered. More information on CASR and its programs can be found at http://casr.ou.edu

Candidates must hold a Ph.D. or equivalent terminal degree, a proven record of funded research activity, and an exemplary record of scholarship as demonstrated by publications. The successful candidate will be appointed as a tenured full professor in one of the departments participating in the search: Communication, English, History, Political Science, Psychology, Public Administration, Social Work, and Sociology and Anthropology. The primary duties of the position involve leading and administering the Institute. Applicants must have an earned doctorate, experience and scholarly credentials commensurate with appointment as Full Professor. Demonstrated administrative experience and success in securing external funding are important.

For instructions on how to apply, please visit https://jobs.ncsu.edu and search for position 06-64-1070 or go directly to this position posting please visit: jobs.ncsu.edu/applicants/Central/quickFind=77948.

Applicants should attach a letter of interest addressing the major job criteria including nonprofit experience; research interests and leadership-administrative experience; and curriculum vitae. Applicants should also arrange to have three to four letters of recommendation sent to the Search Committee Chair, Jeffery Leiter, Box 8107 NCUSP Campus, Raleigh, NC 27695, Department of Sociology. Screening will begin on November 1, 2007 and continue until the position is filled.

For information on the institute for Nonprofits visit our website at http://www.chass.ncsu.edu/nonprofit/ For information on participating CHASS departments visit the college website at http://www.chass.ncsu.edu/chass/index.php

AA/EOE. In addition, NC State welcomes all persons without regard to sexual orientation.
Assistant or Associate Professor level  
University of Nevada, Las Vegas

The Department of Public Administration invites applications for a position at either the Assistant or Associate Professor level. For either the Assistant or Associate level it is a tenure-track position. This is a full-time, 9-month position beginning Fall 2008. A primary responsibility is teaching in the MPA program as well as in the Ph.D. program in Public Affairs; some undergraduate teaching may be required. The Department is looking for applicants with teaching and research interests in core public management areas with a special emphasis in human resource management and/or government regulation. An interest in a policy area would also be beneficial. Finalists will be offered in Lincoln, and our online MPA program has a model of 28,000 students and more than 400 faculty members. More than 220 undergraduate, master’s, and doctoral degrees are offered. Founded in 1957, UNLV is located on 337 acres in dynamic Southern Nevada. The university is ranked in the category of Doctoral/Research Universities-Intensive by the Carnegie Foundation for the Advancement of Teaching. For more information, visit us on-line at: http://www.unlv.edu. For a complete description and application details visit, http://hr.unlv.edu/jobs or call 702-895-2894. The review of materials will begin November 15, and will continue until the position is filled. UNLV is an Affirmative Action / Equal Opportunity employer and educator committed to excellence through diversity.

Faculty Position Announcement  
Public Health Administration  
School of Public Administration  
University of Nebraska at Omaha

The School of Public Administration, University of Nebraska at Omaha (UNO) seeks applicants for a tenure-track Assistant Professor position beginning August 18, 2008. The primary areas of specialization are public health administration and social gerontology. Teaching or research focal areas include health services administration, health information technology, long term care administration, and public health law. Practitioner experience is highly valued in the School. Candidates should be able to demonstrate the potential for developing or demonstrating a track record of outstanding research and classroom teaching. A PhD, DPA, DPH, or Dr.PH are of interest. ABD will be considered if candidate is reasonably close to finishing the dissertation. Other items of importance: A strong teaching experience including online teaching, a record of publication, and health/gerontology work experience.

The School of Public Administration boasts a supportive and collaborative academic culture that extends to its collaborations with other schools and departments. It has a state wide mission and offers the only accredited master's degree program in public administration in the state, enrolling approximately 275 graduate students annually. Currently, all coursework in the MPA program is offered on either the downtown or West Campus. UNO's average class size is 15 and more than 15,000 students enroll at UNO. Of these, more than 700 are graduate students. The School is a member of the UNO Health Science Center. UNO is a land grant institution and enjoys a diverse metropolitan area.

UNO is committed to excellence through diversity. Applications from members of under-represented groups and strongly encourage women and persons of color to apply. Applications are invited from qualified candidates who are committed to excellence through diversity.

UNO provides equal opportunity in employment and education without regard to race, color, religion, sex, national origin, age, or disability.

Application Process: Please attach a letter of interest and a CV to an e-mail message with the subject heading “Assistant Professor Position in M.P.A.” and send it to: pamela.ransom@lin.edu

Or, send hard copies to: Pamela Ransom, Search Committee Chair, M.P.A. Program, Long Island University, One University Plaza, H700, Brooklyn, NY 11201.
Faculty Position- Public Management
John Glenn School of Public Affairs
The Ohio State University

The John Glenn School of Public Affairs at The Ohio State University invites applications for a position in Public Management. The successful candidate will have qualifications of applicants, beginning fall 2008. The position may be filled from among candidates representing a variety of disciplines or from cross-disciplinary programs. A strong research program and strength in teaching are essential. Candidates must have completed, or be nearing completion, of all Ph.D. degree requirements. Salary will be commensurate with the experience and qualifications of the candidate presented.

The John Glenn School of Public Affairs is a comprehensive independent school within The Ohio State University. Our curricular offerings include the Master of Public Administration, the Ph.D. in Arts and Public Management, dual Masters’ degrees with Law, City and Regional Planning, Public Health, Natural Resources, Social Work and a joint degree in Arts Policy and Administration, the Ph.D. in Public Policy and Management, and an undergraduate public policy minor. The School is located in a state-of-the-art new building, Page Hall, in the center of the University campus. The Ohio State University, the flagship public university of Ohio, is located in the state’s capital, Columbus, providing direct access to public sector organizations and practitioners from all levels of government.

Candidates are expected to have experience and publications in public management, social policy, nonprofit management and policy; economic development and urban policy; and policy evaluation and analysis. Applicants will be evaluated as received and will be accepted until the position is filled. Please send a letter of application, curriculum vitae, and the names and addresses of four professional references to: Professor Trevor Brown, Chair, Public Management Search Committee, John Glenn School of Public Affairs, The Ohio State University, 1810 College Road, Columbus, Ohio 43210

To build a diverse workforce, Ohio State encourages applications from individuals with disabilities, minorities, veterans, and women. EEOAA/employer.

Faculty Position- Public Finance & Budgeting
John Glenn School of Public Affairs
The Ohio State University

The John Glenn School of Public Affairs at The Ohio State University invites applications for a position in Public Finance and Budgeting with rank open, depending on qualifications of applicants, beginning fall 2008. The position may be filled from among candidates representing a variety of disciplines or from cross-disciplinary programs. A strong research program and strength in teaching are essential. Applicants must have completed, or be nearing completion, of all Ph.D. degree requirements. Salary will be commensurate with the experience and qualifications of the candidate presented.

The John Glenn School of Public Affairs is a comprehensive independent school within The Ohio State University. Our curricular offerings include the Master of Public Administration, the Ph.D. in Arts and Public Management, dual Masters’ degrees with Law, City and Regional Planning, Public Health, Natural Resources, Social Work and a joint degree in Arts Policy and Administration, the Ph.D. in Public Policy and Management, and an undergraduate public policy minor. The School is located in a state-of-the-art new building, Page Hall, in the center of the University campus. The Ohio State University, the flagship public university of Ohio, is located in the state’s capital, Columbus, providing direct access to public sector organizations and practitioners from all levels of government.

Applications will be evaluated as received and will be accepted until the position is filled. Please send a letter of application, curriculum vitae, and the names and addresses of four professional references to: Professor Andrew Keeler, Chair, Public Finance and Budgeting Search Committee, John Glenn School of Public Affairs, The Ohio State University, 1810 College Road, Columbus, Ohio 43210

To build a diverse workforce, Ohio State encourages applications from individuals with disabilities, minorities, veterans, and women. EEOAA/employer.

Faculty Member and Program Coordinator/Center Director
Center For Disaster Research & Education
Millersville University

Full-time, tenure-track position available beginning August 2008. Rank is open at the Assistant, Associate, or Full Professor level contingent upon qualifications and experience.

Serve as Center Director (www.millersville.edu/~CDRE) and Program Coordinator for both the MS in Emergency Management degree program (MSEM) and the multi-disciplinary minor in environmental hazards and emergency management (EHM). Teach courses in the totally online Master of Science in Emergency Management degree program (http://www.millersville.edu/~msem); teach one course in the EHM minor (in the classroom or online). Responsibilities will include half-time teaching load and permanent half-time non-classroom responsibilities as MSEM program coordinator and CDRE Director.

Required: PhD in Sociology, Geography, Political Science/Public Administration or related social science discipline with specialty in disaster research. Demonstrated ability to coordinate an interdisciplinary program and center. Evidence of ability and willingness to teach Principles & Practices of Emergency Management, Social Dimensions of Disaster, Theory & Methods Applied to Emergency Management, Terrorism-WMD-Homeland Security, and the Practicum in an online environment. Evidence of ability to teach Sociology/Social Science of Disaster in the undergraduate EHM minor. Prior successful college teaching experience and demonstrated record of professional activity in disaster research (e.g., conference presentations, publications, grants) as well as a commitment to mentor and advise graduate and undergraduate students. A portfolio must be submitted that will be used to assess the above noted qualifications and should include the applicant’s best teaching syllabi and publications, papers or dissertation chapter. Must have a successful interview, teaching demonstration and scholarship presentation.

Preferred: PhD in Sociology, administrative experience, prior experience obtaining and executing grants or contracts, established working relationships with emergency management organizations, and prior teaching experience with online distance learning systems.

Full consideration given to applications received by November 19, 2007. Send letter of application addressing qualifications, curriculum vitae, copies of all transcripts (undergraduate and graduate), portfolio, three current letters of recommendation, and other relevant supporting materials to: Search Committee Chair, Center For Disaster Research & Education/PA1107, Millersville University, P.O. Box 1002, Millersville, PA 17551-0302.

An E03/A Institution. • www.millersville.edu

Tenure-Track Assistant Professor
Department of Political Science & Public Affairs
Western Carolina University

Position Description: The successful candidate will have primary responsibility in the Master of Public Affairs program, starting in the fall 2008 semester. The candidate will also have additional responsibility to teach an entry-level course beginning in fall 2008. We are open to any specialization within public administration, but are particularly interested in candidates with expertise in personnel management and/or nonprofit management. The normal teaching load is 3-3.

Qualifications: Ph.D. in public administration, political science, or a related discipline from an accredited institution, although ABD candidates will be considered.

About the University/Department: http://www.wcu.edu; http://www.wcu.edu/4712.asp

Salary: Competitive.

Application Deadline: Review will begin November 1 and continue until position is filled.

Applications: Apply online at https://jobs.wcu.edu/applicants/Central?quickFind=51011. Attach vita, letter of application, and unofficial graduate transcripts. In addition, please have 3 letters of recommendation sent to Dr. Christopher Cooper, MPA Director, Western Carolina University, Department of Political Science and Public Affairs, 358 Stillwell Building, Cullowhee, NC 28723. For questions or additional information, contact Dr. Cooper at cooper@email.wcu.edu; phone: 828-227-7475.

Proper documentation of identity and employability are required at the time of employment. WCU is an Affirmative Action/Equal Opportunity employer who conducts background checks.

Non-Tenure Track Clinical Assistant Professor Position in Public Affairs
The Department of Public Administration and Urban Studies
Georgia State University

The Department of Public Administration and Urban Studies at Georgia State University seeks a strong teacher to fill a non-tenure track Clinical Assistant Professor position in public affairs, beginning fall 2008. The successful applicant will be expected to teach up to eight courses per year, but with course load reductions available for activities such as new course preparations, curriculum development, outcome assessment activities, and teaching large sections. The position requires a doctorate in an appropriate field of study from an accredited university by August 2008. Candidate must be eligible to work in the USA.

The Department of Public Administration and Urban Studies offers a NASPA-accredited MPA program, an undergraduate major in public policy and, in partnership with Georgia Tech, a doctorate in public policy. The department focuses on four areas of excellence: management and finance of public and nonprofit organizations; nonprofit management and policy; economic development and urban policy; and policy evaluation and analysis.

The department is one of two academic departments in the Andrew Young School of Policy Studies, which U.S. News & World Report ranks in the top 25 nationally for schools of public affairs and public policy. The school also hosts the Department of Economics and several outstanding research centers in fiscal policy, nonprofit studies, health policy, experimental economics, and public performance measurement. The school is located in new offices in downtown Atlanta, at the heart of a vibrant public and nonprofit sector. That location in combination with the school’s research centers generates excellent opportunities for faculty involvement that also contributes to policy-making and management at all levels of government and the nonprofit sector.

Candidates should submit a letter of interest, curriculum vitae, graduate transcripts, three letters of recommendation, and teaching evaluations to: Dr. Harvey K. Newman, Chair, Faculty Search Committee, Department of Public Administration and Urban Studies, P.O. Box 3992, Georgia State University, Atlanta, GA 30302-3992. Review of applications will begin November 15, 2007, and will continue until the position is filled. Information about the Andrew Young School is available at www.ays.gov; Georgia State University, a unit of the University System of Georgia, is an equal opportunity educational institution and an equal opportunity affirmative action employer.

Assistant Professor
The University of New Mexico

The School of Public Administration invites applications for two available assistant professor level probationary faculty appointments leading to a tenure decision, beginning August 2008. The MPA program in the School of Public Administration is one of the oldest NASPA accredited programs in the nation. UNM is the premier research university in the state of New Mexico. UNM is a Carnegie Doctoral Very High Research Activity Institution and a Hispanic Serving Institution, with over 33,000 students. UNM is located in Albuquerque, New Mexico. Albuquerque is ranked number one on Forbes magazine’s 2006 list of Best Places for Business. Albuquerque is an ethnically diverse city with a rich culture and a lifestyle offering unparalleled opportunities for outdoor adventure. The University is located within minutes of the Sandia and Manzano mountain ranges, which offer great opportunities for hiking, biking, rock climbing and skiing. For complete information on position qualifications, duties and responsibilities and conditions of employment, please see Faculty Postings at http://www.unm.edu/~neuos/facultyjobposting/wjr_public_administration.pdf 6574.2.htm, or request a copy of the announcement from the search chair (udeasia@unm.edu). WOMEN AND MINORITIES ARE ENCOURAGED TO APPLY. UNM IS AN EQUAL OPPORTUNITY/AFFIRMATIVE ACTION EMPLOYER AND EDUCATOR.
Assistant or Associate Professor of Public Administration  
Position #2861

The Department of Public and Health Administration of the University of La Verne's College of Business and Public Management is seeking a tenure-track faculty hire at the assistant or associate level beginning September 1, 2008. Rank and salary are dependent on qualifications. The Department seeks candidates who are strong in theories of public administration with special capabilities in one or more of the following areas: Public Administrative Processes, Research Methodologies (Quantitative and Qualitative), and/or Governance Tools and Administrative Management. 

Qualifications: An earned doctorate and have strong teaching and research potential; those at the Associate Professor level should have an earned doctorate and demonstrate proven teaching and research excellence.

How to Apply: Interested candidates should send: (1) a letter of application including a statement of teaching philosophy and goals, and experience, research interests, and public service; (2) a curriculum vitae; and, (3) the names and addresses of three references, in Word or PDF format to: jobs@ulv.edu or mail to Human Resources, University of La Verne, 1950 Third Street, La Verne, CA 91750. Screening of candidates begins December 1st, 2007, and will continue until the position is filled. Reference position #2861.

EOE

Director of the Division of Public and Environmental Affairs  
The Division of Public and Environmental Affairs (DPEA) at Indiana University-Purdue University Fort Wayne (IPFW) is seeking a strong leader who thinks strategically and creatively to serve as Director of the Division, beginning July 1, 2008. The Division of Public and Environmental Affairs is currently in a transitional phase. The Indiana University Board of Trustees has approved the dissolution of the systemwide School of Public and Environmental Affairs as of June 30, 2008. Various organizational options for the future are under discussion at the present time, including the creation of a new academic school at IPFW that would include the division. As such, this is an exciting period of growth and change for the Division providing the successful applicant with a unique opportunity to shape the future of the Division and its role in the University.

The successful candidate will possess:
- an earned doctorate in Public Administration or Political Science and be qualified for tenure at the rank of professor;
- a strong record in teaching, research, and administration;
- substantial accomplishments in community outreach and engagement;
- experience in marketing, fundraising, and grant-writing; and
- a proactive approach to problem-solving.

IPFW, a public comprehensive university, enrolls nearly 12,000 students in more than 180 academic programs at the associate, baccalaureate, master’s, and certificate levels. Screening will begin immediately and continue until this position is filled. Applicants may obtain an Executive Search Profile and application procedures at http://www.ipfw.edu/vcaa/employment/default.shtml or by contacting the committee at: DPEA Director Search Committee, C/O Ms. Tamara Davich, Division of Public and Environmental Affairs, Indiana University Purdue University Fort Wayne, 2101 East Coliseum Blvd., Fort Wayne, IN 46805-1499, Phone: 260-481-6351, Fax: 260-481-6346, Email: davicht@ipfw.edu

IPFW is an Equal Opportunity/Equal Access/Affirmative Action Employer.
COLLABORATIVE GOVERNANCE INITIATIVE

www.e-parc.org
www.maxwell.syr.edu/parc

The Maxwell School of Syracuse University

Collaborative Governance Initiative
Rosemary O’Leary and Catherine Gerard, Co-Directors

Congratulations! The winners of our competition for cases and simulations to be used in teaching collaborative public management, collaborated governance and collaborative problem solving.

Best Teaching Case:
Winner ($5,000) – Jodi Sandfort and Timothy Dykstal, University of Minnesota

Honorable mention ($1,000) – Martha Feldman and Kathryn S. Quick, University of California, Irvine
Honorable mention ($1,000) – Rob Alexander, Maxwell School, PARC
Honorable mention ($1,000) – Jay Kiedrowski and Allison Rojas, University of Minnesota

Best Simulation:
Winner ($5,000) – Tom Bryer, University of Central Florida

Honorable mention ($1,000) – Noam Ebner and Yael Efron, Tachlit Mediation and Negotiation Training, Israel
Honorable mention ($1,000) – Keith Provan and Brint Milward, University of Arizona
Honorable mention ($1,000) – Jeff Loux, University of California-Davis
Honorable mention ($1,000) – Linda Blessing and Bette F. DeGraw, Arizona Board of Regents

These cases and simulations may be downloaded free of charge for teaching use at www.e-parc.org or www.maxwell.syr.edu/parc

To submit teaching materials on collaboration for review for consideration for the website, email them to parc@maxwell.syr.edu. All teaching materials are double-blind peer reviewed by a committee of academics and practitioners.

~~~~~~

Coming soon from the Maxwell School Collaborative Governance Initiative:
The Collaborative Public Manager, Georgetown University Press 2008
Big Ideas in Collaborative Public Management, M.E. Sharpe 2008
November 2007

2 9th Annual Texas State ASPA/CPM Conference and ASPA District IV Regional Conference
Transforming Public Service
Location: Texas State University, San Marcos, Texas
More Info: www.txstate.edu/cpm

8-10 29th Annual APPAM Research Conference: What Else Shapes Public Policy Analysis and Management?
Location: Washington Marriott Hotel and Embassy Suites Hotel, Washington, DC

13-17 NLC Congress of Cities and Exposition
Location: New Orleans, LA
More Info: www.nlc.org

February 2008

1 7th Annual Nonprofit Management Conference
“The Changing Face of Nonprofit Management”
Location: Orlando, FL
Hosted by Central Florida ASPA Chapter and the Nonprofit Advisory Board of the University of Central Florida
More Info: Mary Ann Feldheim
mfeldhei@mail.ucf.edu

March 2008

7-11 ASPA’s 69th Annual Conference
Transformational Public Administration: A Call for Public Service
Location: Dallas, TX
More Info: www.aspanet.org

April 2008

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

July 2008

27-30 AGA’s 57th Annual Professional Development Conference & Exposition
Building on the Dream: Shaping a Culture of Accountability
Location: Atlanta Marriott Marquis, Atlanta, GA
Contact: Ada Phillips
aphillips@agacgfm.org
More info: www.agacgfm.org/pdc

September 2008

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

More info: www.aspanet.org/2008conference

A Powerful Voice for Public Service . . .

Visit www.aspanet.org/2008conference for more information.