More Mandates, Less Dollars
Emergency Management Agencies Focused on Standards

Lexington, KY–The just-released 2006 Biennial Report from the National Emergency Management Association (NEMA) reveals ever-increasing responsibilities for state emergency management agencies: an on-going struggle for adequate federal funding and states leading the way in continuous improvement for their emergency management programs.

While all states have homeland security responsibilities to their state emergency management agencies. Three national priorities identified by the U.S. Department of Homeland Security–the National Response Plan, the National Incident Management System and the National Preparedness Goal–are assigned most frequently to emergency management for implementation. The same is true for risk and vulnerability assessments, where emergency management takes the lead in 18 states.

Unfortunately, these growing responsibilities that are mandated by the federal government are not supported by adequate funding. The Emergency Management Performance Grant (EMPG) is the only federal funding available to state and local governments for all-hazards planning, training and exercises as well as some personnel costs.

The report says that now there is an estimated $287 million shortfall in the...
program. This is up from an earlier estimated shortfall of $260 million. The fear is that as the gap grows, the nation’s ability to respond to disasters of all types is seriously compromised.

The report also reveals some worrisome trends. Beginning in FY 2003, Congress reduced the funding formula for state hazard mitigation-activities that help reduce the devastation caused by future disasters—from 15 percent to 7.5 percent of disaster costs. While recent reform legislation eliminated the 7.5 percent restriction, the cap forced states to either reduce the amount they spent on critically needed mitigation programs; suspend buy-out assistance programs for flooded communities; or eliminate projects all together.

According to the report, as mitigation spending went down, response and recovery expenditures went up. In 1999 for example, when mitigation spending totaled $498 million, response and recovery was at $672 million. Four years later, mitigation spending fell to $310 million, but response and recovery spending increased to $746 million. The cycle continued in 2005 when mitigation spending decreased again, this time to $122 million. Response and recovery spending went up to $794 million.

There are positive findings as well. An overwhelming majority of states—46—are making use of established standards to assess capabilities and address shortfalls in their state emergency management programs. Eleven states are taking it even further, requiring local jurisdictions to use standards, such as those in the Emergency Management Accreditation Program (EMAP), in the development of annual work plans. This trend of using standards could have far-reaching implications.

Regardless of their size or scope, all disasters start as local events. Standards would result in a more comprehensive emergency management program at the local level, which would mean greater capability when a disaster occurs.

The Biennial Report shows that the mutual aid system in the U.S. continues to strengthen. The Emergency Management Assistance Compact (EMAC), a national mutual aid agreement that allows support across state lines when a disaster occurs, played a key role in the Hurricanes Katrina and Rita response. By spring 2006, the compact had deployed nearly 66,000 people from 48 states, at a cost of more than $830 million.

Thirty-five states now have established similar structures within their own borders. These intrastate agreements allow jurisdictions to help one another while having provisions in place to address reimbursement, liability, and workers compensation issues. Thirty-six states also have a regional mutual aid mechanism in place. This bodes well for faster, stronger and more efficient disaster response and recovery.

The full report is available for purchase on the NEMA website, www.nemaweb.org or by calling 1-800-800-1910.

NEMA Report Reveals Some Worrisome Trends

From EMERGENCY MANAGEMENT, pg. 1

From ALLIANCE, pg. 1

tion. The State Alliance will work with experts in the public and private sector to develop real-world HIT solutions and model practices.

The nation's governors recognize the critical role electronic exchange of health information can play in improving the efficiency and quality of health care services. Estimates of potential savings from HIT adoption are substantial, as is the promise of better health outcomes and reductions in medical errors. States are poised to take a leadership role in removing barriers and supporting efforts for interoperable electronic health information exchange.

“The State Alliance for e-Health offers an unprecedented opportunity for states to advance the creation of a nationwide network for health information exchange,” said NGA Chair Arizona Gov. Janet Napolitano. “This project is a significant opportunity to create synergies between national and state efforts.”

The State Alliance will serve as a consensus-based state-level advisory and coordinating body that will enable states to:

• identify and map ways to resolve state-level health IT issues that affect multiple states and pose challenges to interoperable electronic health information exchange;

• increase the efficiency and effectiveness of the health IT initiatives through collaboration;

• resolve privacy and security issues surrounding the use and disclosure of electronic health information; and

• learn from and leverage national efforts and resources to achieve interoperable health information exchange.

NGA plans to include other associations—whose members represent state interests—to assist in the development, establishment and management of the State Alliance.

“Governors are making real progress in improving the quality of health care, expanding coverage and boosting deployment of health information technology in their states,” said NGA Vice Chair Minnesota Gov. Tim Pawlenty. “Creation of the State Alliance for e-Health is a vital step toward enhancing the effectiveness and efficiency of health care across the nation.”

In the coming weeks, NGA will name the leadership of the State Alliance for e-Health.

For more information visit www.nga.org.
Improving Government Performance and Delivering Public Value to Citizens

Alison Heaphy

Every investment decision requires a leap of faith—sometimes a large one—into an uncertain future. When much of that uncertainty stems from gaps in knowledge about the capability of organizations to successfully complete the project and a lack of clarity about the value of doing the project, risk increases and the investment decision is all the more difficult.

The Center for Technology in Government (CTG), an applied research center at the University at Albany, is leveraging its applied research program to develop new frameworks and tools for public managers to better understand these two related and multi-dimensional issues: public value and capability assessment. With funding from the U.S. Department of Justice, Office of Justice Programs (OJP) and the U.S. Library of Congress on developing capability assessment toolkits.

Public ROI

The level of expenditure on government IT projects is receiving increased scrutiny, especially as both the levels and growth rates in government IT spending are substantial. The U.S. federal budget for fiscal year 2007 provides $64 billion in funding for IT investments, approximately a three percent increase from the 2006 enacted level of $62 billion. Total state and local government IT spending was about $55 billion in FY2004 and is expected to grow to $62.4 billion by FY2009.

In July of this year, the Senate Appropriations Committee recommended no funding for the administration’s 2007 e-government initiatives, reporting that “...the committee has no confidence that the amounts being assessed have any relationship to the benefits anticipated to be received.” Certainly this enhanced attention to return-on-investment for IT must include a comprehensive and effective way to deal with the public value side of the problem.

Through five international case studies, CTG examined how a significant government IT investment was conceived and developed, with particular attention to the role of public value in the process. Based on the analysis of the case studies, CTG found that two key sources of public returns are value to the public that results from improving the government itself, and value from delivering specific benefits directly to persons or groups.

The cases showed how public value creation can extend far beyond the expected financial savings and service evolutions. CTG found that a high level of technical and integrity and transparency of government. This expanded scope of value often includes a wide range of stakeholders, each with their special interests and expectations from government.

“The main goal of the white paper was to introduce an assessment of public returns that is credible, persuasive, and highly relevant to the investment decisions faced by governments,” said Anthony Cresswell, deputy director at the Center for Technology in Government and lead author of the white paper. “Most methods for assessing return on investment focus solely on financial or economic metrics; our approach provides a broader, more diverse range of ways in which IT investments can produce results of value to citizens or to the society as a whole.”

The framework is based on two ideas, one is that, assuming a benign government, the better it functions overall, the better off its citizens will be. The government is an asset to the community or nation that delivers a wide range of values. Internal improvements make it a more valuable asset to the public. The second is that generating value has three forms:

- financial, political and social.
- Financial value results from lowering the cost or increasing the efficiency of govern- ment or delivering direct financial benefits to the citizens. Political value consists of increasing participation, fairness, transparency, legitimacy, or conferring political capital to elected officials or citizens. Social returns include increased social status, stronger relationships, or opportunities; increased safety, trust in government, and economic advantage.

The framework is broad in scope so that it can be applied to virtually any government IT investment—from simple Web sites to government-wide information systems and architectures. The framework provides an analysis process that starts with a high level view of the IT investment and then drills down through successive layers to identify the specific measures and methods that will reveal and document public value. This allows the assessment to be tailored to the size and nature of a particular investment decision.

Capability Assessment

In order to deliver public value to citizens, government agencies need to know whether they have the capabilities necessary to reach their goals. This is particularly true in improving the government IT investment was conceived and then drilled down through successive layers to identify the specific measures and methods that will reveal and document public value. This allows the assessment to be tailored to the size and nature of a particular investment decision.

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Many policy domains face the challenges associated with crossing boundaries and sharing information. These initiatives occur in public health, environmental protection, public safety, and many other areas. To assist the justice enterprise to confront these challenges, the US. Department of Justice, Office of Justice Programs (OJP) supported a project in which CTG worked in extensive collaboration with justice system practitioners and leadership organizations to develop a methodology to address information sharing capability.

“The cross-boundary nature of the most pressing public problems demands that we learn better ways to share knowledge, information, and expertise across organizations and levels of government,” said Sharon Dawes, director of CTG. The goal of this initiative is to develop a similar capability assessment toolkit designed for library, archives, records management, and information technology professionals to use when planning a digital preservation initiative. The success of this toolkit demonstrates that capability assessment can be adapted to almost any information technology project and it is critical to the successful outcome of an initiative and delivering the public value to citizens, which is the promise of good government.

The following resources can be downloaded from the CTG website at www.ctg.albany.edu/publications:

- Advancing Return on Investment Analysis for Government IT: A Public Value Framework
- Sharing Justice Information: A Capability Assessment Toolkit
- Why Assess Information Sharing Capabilities?

Alison Heaphy is communication manager for the Center for Technology in Government, University at Albany. E-mail: AHeaphy@ctg.albany.edu
E-Government: Transparency and Accountability

Rod Erakovich

Democracy demands transparency. Transparency in government demands openness of decisions and actions and requires a free flow of information from the source to recipient. When we embrace technology, it brings to mind that transparency also means the use of information and communication technologies to handle some or all of the transparency-related information flows.

Transparency is a necessary part of accountability, but it is not the same as accountability. To hold a public servant accountable, you must first find out information about decisions and actions (transparency), but you then must go further if you are actually to hold public servants accountable for their decisions and actions. That further step—accountability—involves more than just information and actions. That further step—accountability—requires a free flow of information from the source to recipient. When we embrace technology, it brings to mind that transparency also means the use of information and communication technologies to handle some or all of the transparency-related information flows.

Through control of information, expert power is legitimized. The expert often carries an aura of authority that adds considerable weight to the decision. Full control is not required; just the ability to influence the allocation and availability of key information. As information technology increases the efficiency with which we accomplish our tasks, it increases the efficiency with which information can be controlled.

This self-interest control influences organizational ethical decisions to consider a relativist ethical viewpoint and an indifference to value-based leadership that ensures transparency. Preoccupation with the process of information technology implementation rather than with the larger public purposes that it serves is one of the characteristics of an organizational syndrome that Gerald Caiden has called “bureaupathy.”

Guy B. Adams wrote in Administrative Ethics and the Chimera of Professionalism that as the progressive era of the scientific analytical mindset drew to a close in 1916, the reliance on “technical rationality” represented the public service ideal. The loss of this era “left a technically expert, but morally impoverished professionalism.” Our reliance on information technology and its implementation and maintenance at all costs can create conditions for information control and relativist ethical reasoning, creating movement away from a valued-based organizational ethical climate.

The strength in the recognition of the use of information technology to build public organization’s ethical focus that influences behavior encourages us to evaluate organizational functions with this in mind. Paula Gordon, in her 1977 ASPA conference address titled, “Public Administration in the Public Interest,” suggests an alternative to such a relativist indifference to value-based ethics brought on by the technical rationality.

Rather than the technological “reactive perspectives and approaches that are in currency today,” we need to evaluate public administration organizational functions in terms of a value-based ethics and motivated by “…democratic humanist values of life, health, and individual and societal freedom…” Leaders in public organizations, being committed to values of life, health, and individual and societal freedom as illustrated by Gordon, will act in a way that places values of responsibility and obligation to serving the public interest in front of self interests of information control and manipulation. Information technology should be used to create efficiency and effectiveness in carrying out goals of stewardship of democracy.
Online for Public Administration

Tony Carrizales

Two of the most popular internet websites today are MySpace.com and YouTube.com. The former serving as an online network of friends and the latter a growing collection of video clips where any and all can contribute. The question asked, “what do these websites mean for public administration?”

Currently, there is little of a relationship for the field of public administration or public administrators and the thousands that visit these websites daily. The popularity of these websites may eventually diminish, but their nature of services; networking and online videos, will continue to exist. Therefore, it serves public administration to consider the potential issues which will emerge from such websites.

The first website, MySpace.com, is not new in its nature, nor will it be the last. Thousands of online networks exists that allow for individuals, through their personalized website, are able to communicate daily about their favorite music, things to do, who their friends (online and offline) are, and many other aspects of one’s life they may choose to share. The power and potential of online networks, such as MySpace.com are continually being realized. Some of the positives of online networking include the generating of large number of people to come out for events, replacing the more traditional word of mouth. With a click of the mouse, a party or city meeting can be publicized and re-publicized very quickly among friends and their friends.

Yes, the party publicity and the benefits of online networking for friends is very much a reality. However, online networking for public affairs is not as prominent. Announcing a city meeting or promoting your concerns over a new policy proposal are not unrealistic, but their impact via networks such as MySpace.com are marginal at best. This does not mean we can not explore the possibilities of public administration going online.

Let us explore a moment the possibility of an online network where thousands of public administrators are part of a website, similar to MySpace.com, discussing their events, meetings and views on government. Such a website would be bidirectional in nature, unlike many public administration websites today. Assuming everyone is or will be technology savvy, so as to create their personalized website, we then turn our attention to the opportunities.

Public administrators would be able share their latest innovations or promote their town hall meetings. “Friends” would be able to respond with questions, comments or suggestions, resulting in a network of promoting and enhancing municipal government practices and methods of overcoming problems.

The reality of such a network could be very beneficial, but its existence would encounter various challenges. Very few, if any at all, would disclose their municipal challenges and issues. The network may serve as means of highlighting best practices, but various online networks for these means already exist. In addition, the time and opportunity for online networking would not eat into the established offline networks.

This does not mean that the virtual networks of the likes of MySpace.com do not have a place in public administration. A possible emerging issue for online networking in government would have to be done at the municipal level. This is to suggest that the city of Anytown, USA would be part of a municipal network, possibly one with other municipalities having similar characteristics in population or demographics.

Municipalities already have their own personalized websites, the only aspect that is currently missing is a section within the municipal website highlighting “City Friends” with links to other municipal websites. Online networks and their place in public administration may not, in the foreseeable future, have a prominent role as MySpace.com has in citizens and their daily networks of friends.

The other emerging common place online is YouTube.com, a website where thousands of video clips are made available to view for free. Anyone can post their video of something captured from television or from their telephone camera or maybe something they created. The possibilities for online video clips and public administration have no real limitations. The primary questions are, what would public administrators seek to post online and who would want to view them?

The first question mirrors the possibilities of online networking, in that postings of public sector events can be used to promote discussions of public forums or family day at City Park hosted by the municipal government. Many municipal governments already post live video streams of their town hall meetings or post their online archives past meetings for their citizens to view.

The only benefit a central website, such as YouTube.com, would have is freeing up web server space from the municipal government. Citizens may also choose to do quick searches of other municipal town hall meetings through one website.

There are no real limitations to what can be uploaded but the more important question is why would the centralization of public administration associated videos be beneficial or even necessary? It is not, unless you consider accountability of the public sector and the role of online video warehouses. Video technology is now more than ever a critical ally in public sector accountability because of websites such as YouTube.com, where anyone can quickly and relatively easily share a video.

Video clips today of public sector events that most individuals are interested in viewing are those involving bloopers or accidents. However, it is not a stretch to realize that video clips of quotes by the local public administrator or actions by local municipal employees can be caught via camera phone and posted online. These videos would not include bloopers or accidents but may still be of interest to the local citizens of that particular municipality for they lend to accountability of their public administrator. Online video clips and public administration have the potential of becoming integrated connected when it comes to issue of accountability, more so than the promotion of municipal events or showing local town hall meetings online.

There are numerous websites that garner the attention of millions of citizens’ everyday and they tend not to be the local government website or the video streaming of last night’s municipal forum. Today they are MySpace.com and YouTube.com and although we know the names of such websites may change their function will not.

Online networking and video streaming are components of today’s internet that should be considered by the field of public administration. There most certainly is a role for public administration online beyond the government website. Following the trends of the internet today, we must now consider whether the future role of public administration online will be driven by a promotion of events and meetings and bidirectional networking, a collection of bloopers, videos of accountability, or all of the above.

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Announcing For Fall Adoptions

Profiles of Outstanding Women in Public Administration

Edited by Clare L. Felbinger and Wendy A. Haynes

The American Society for Public Administration (ASPA) and its Section for Women in Public Administration (SWPA) is publishing Profiles of Outstanding Women in Public Administration, a book that chronicles the contributions of women in public administration, political science and public service.

This work builds on the book, Outstanding Women in Public Administration, published by M.E. Sharpe.

For adoption information please contact Steve Dunphy at ASPA, (202) 585-4313, sdunphy@aspanet.org.

E-mail: tony.carrizales@marist.edu

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# 2007 Editorial Calendar

**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 1000-1200 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

<table>
<thead>
<tr>
<th>Month</th>
<th>Topic</th>
<th>Advertising/Article Deadline</th>
</tr>
</thead>
<tbody>
<tr>
<td>January</td>
<td>Election Management (Voter reg./Federal mandates/Electronic voting/Poll worker training, quality)</td>
<td>December 20, 2006</td>
</tr>
<tr>
<td>February</td>
<td>Citizen Participation (Case studies/Encouraging participation/Making participation useful)</td>
<td>January 22, 2007</td>
</tr>
<tr>
<td>March</td>
<td>State and Local Economic Development</td>
<td>February 20, 2007</td>
</tr>
<tr>
<td></td>
<td><strong>International Supplement:</strong> Collaboration Across Borders</td>
<td></td>
</tr>
<tr>
<td>April</td>
<td>Public Infrastructure in the 21st Century (Designing/Financing/Constructing/Maintaining)</td>
<td>March 20, 2007</td>
</tr>
<tr>
<td>June</td>
<td>Achieving Ethical Administration (ASPA Code of Ethics/Workplace ethics programs/Value of ethics education)</td>
<td>May 22, 2007</td>
</tr>
<tr>
<td>September</td>
<td>Is Public Administration Dead? (Gen. vs. Spec. managers/Prof. Assoc./Practitioner, Academic perspectives)</td>
<td>August 20, 2007</td>
</tr>
<tr>
<td>October</td>
<td>Open Issue, Miscellaneous Topics</td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Edu. Supp.:</strong> KSA’s for Public Servants: What Managers Want</td>
<td></td>
</tr>
<tr>
<td>November</td>
<td>The Media and Public Administration (Influence on pub. pol./Govt. and media relations/Image of PA in media)</td>
<td>October 22, 2007</td>
</tr>
<tr>
<td>December</td>
<td>Useful PA IT: Are We Past E-mail, Web pages and Solitaire? (Current innovations/Telecommuting/Record accessibility)</td>
<td>November 20, 2007</td>
</tr>
</tbody>
</table>
Global Commentary

Connectivity: Globalism’s Contributions to Service Quality

Ronald J. Stupak

“'A cognitive system is not a static framework...It is a dynamic body of provisional commitments continually being tested by its capacity to nurture understanding.' —Catherine Z. Elgin

“Institutions...do not by their nature have a right to exist. They have a responsibility and an opportunity to serve.” —Michael H. Anderson and Dan S. Wilford.

During my extensive travels in the United States and in other countries, I’ve become aware of a marked improvement in the public and private service sectors. Clerks, court employees, wait staff, police, fast food employees, health care providers, and even cab drivers are becoming more civil, courteous, and friendly. Whether in New York City, Rome, Amsterdam, Athens, San Francisco, Costa Rica, Boston, or even Paris, a transformation in service quality is increasingly noticeable...and personally welcomed.

Why this changed set of attitudes has occurred is somewhat of a riddle, aside from questionable geocentric suggestions that the southern traditions of warmth, friendliness, and courtesies have migrated into the more restrained, formal, and staid patterns of interpersonal styles associated with the more northern areas of the world. In any case, this blending and crossing of boundaries between north and south have made citizens’ and customers’ lives, on average, pleasant and less stressful when it comes to interaction.

But clearly, this north/south fusing doesn’t do analytical or conceptual justice to explain what I have been witnessing in the past couple of years. In fact, even this north/south intuitive explanation is anchored in the concrete, interdependent dynamics that communications, transportation, and technological innovations and connectivities have brought to the service economy. Today, the instantaneous dynamism and interlocking digitization emanating from globalization have made illusions of the industrial, bureaucratic era barriers of distance, time, and space that blocked many social and business possibilities in the past couple of years. Currently these blockages are becoming non-factors in the technological connectivity of the global village.

Globalism’s Drivers for Quality Service

The real act of discovery consists not in finding new lands, but in seeing with new eyes.” —Marcel Proust

In essence, it is my contention that the transformation in the quality of service is a direct outcome of several interwoven forces that have driven (and are continuing to drive) global universal service norms everywhere in the world; for example:

• The Internet is bringing about profound historic milestones in the evolution of business practices. Not only is itobliterating boundaries, at the same time, it has brought about “the epoch of the improved individual.” And as individuals become personally powerful, they will not tolerate service that challenges their dignity, self-respect, or uniqueness. Hence, companies, businesses, and even “mom and pop” establishments have been forced by external actors to improve their service styles, interpersonal skills, and interactive norms.

• Cultural Diffusion has been occurring at “warp speed.” The entertainment, computer, and communications dominance of the United States has been producing a uniformity of cultural, business, and social practices in the areas of personal tastes, self-definition, and personal worth. Understanding that behavior always trumps process makes this cultural penetration of interactive and personal expectations among the younger generations a harbinger of the style, norms, and attitudes demanded from the service sector. Now and in the future an imagination economy based on value shifts and creativity will define excellent service.

• Multinational Corporations increasingly are becoming the service sector pace setters. As global interconnections have multiplied, international companies have become more and more both arbiters of global service guidelines and contextually sensitive champions of local values, norms, and traditions. Consequently, the service sector has improved its interactions with customers because global corporations have been operationalizing universal service principles, while, at the same time, encouraging local cultural adaptations. In effect, international corporations are establishing measurable universal service benchmarks and concurrently encouraging local contextual “culture codes.”

• Service Models such as McDonald’s, Wal-Mart, Starbucks, Target, Pepsi Cola, Google, the California state court system, the Anne Arundel Medical Center, etc., have continually raised the “service bar” to higher and higher levels of responsiveness, commitment, transparency, and civility throughout the United States and the world. These models of quality “quick service” are being copied and imitated by all segments and levels in the service economy. In addition, these aforementioned institutions have convinced even the skeptics that methodologies exist to improve their service styles, interpersonal skills, and interactive norms.

• Market Driven Economies are booming everywhere. As Michael Mandlebaum persuasively contends, in the post-cold war era, the free market idea has spread, and is continuing to spread, into all corners of the globe. The market factors of competition, profit,
Boston—A report released by the Boston Foundation draws on new research by John H. Havens and Paul G. Schervish of the Center on Wealth and Philanthropy at Boston College identifies Massachusetts as a leading state in charitable giving, ranking eighth among the 50 states.

The report on charitable giving is a follow-up to a report called “Generosity and Geography,” which was researched by Havens and Schervish and released by the Boston Foundation in November of 2005. That report was commissioned as part of a body of research into the prospects of future philanthropy in Greater Boston.

In the process of that inquiry, the report raised serious questions about the validity of the Generosity Index, published annually in the Catalogue of Philanthropy, which purports to rank all 50 states in terms of generosity. Last year’s Boston Foundation report challenged the conclusions of the Generosity Index by eliminating what the Boston Foundation believes is its built-in bias against high-income states that makes the index unfair. The report created an alternate comparative measure of charitable giving.

The Generosity Index has received national attention every year for its ranking of states by their purported “generosity” and each year has reported that states in New England are “less generous” than less wealthy states in the South.

“The investigation undertaken by the Center on Wealth and Philanthropy and sponsored by the Boston Foundation questioned the index’s methodology,” said Paul Schervish. “It also quickly established that significant differences in tax burdens, the cost of living, as well as religious tradition and other elements must be taken into consideration in order to meaningfully compare the giving of residents in one state to another.”

Schervish, director of the Center and a nationally recognized sociologist and philanthropy expert, and Havens, the Center’s research associate, then went on to create a new methodology that takes into consideration each state’s cost of living and the tax burden, including changes within states that are driven by levels of urbanization—which affects cost of living at the more local level. The 2006 report released today includes all of these variables.

“The power of this report goes far beyond simply again casting serious doubt about the validity of the Generosity Index,” said Paul S. Grogan, president and CEO of the Boston Foundation. “John Havens and Paul Schervish have made an important contribution to a new, national effort to develop valid metrics to place the whole subject of philanthropy on a more professional and credible foundation. This report provides a valuable national service in this pioneering work.”

Leaders in philanthropic institutions outside of Massachusetts also responded to the new report.

“This report comes as a tremendous relief,” said Hans Dekker, President and CEO of the Community Foundation of New Jersey. “It confirms and provides compelling evidence for what we always knew to be the case—that New Jersey is a very generous state and that its residents make charitable giving a high priority.”

Since the first Boston Foundation report, “Generosity and Geography,” was issued in November, 2005, a second report comparing giving patterns in the states has been issued by NewTithing Group, a nonprofit based in San Francisco. Its report, “Wealth & Generosity by State,” correlates with the Boston Foundation report by creating a means of calculating and comparing giving nationally with an adjustment for the cost of living.

It differs from the report released by the Boston Foundation in two ways. First, it divides the population of each state into two groups, one more affluent, one less affluent—the breakpoint is $200,000 in annual income. In contrast, the Boston Foundation report calculates rates of charitable giving for the entire state population. Second, the NewTithing Group report places emphasis on liquid asset wealth, which is closely related to philanthropic giving among wealthier donors, rather than income.

The NewTithing Group’s report reflects the nonprofit’s goal of increasing levels of giving among more affluent Americans by creating standards that make it possible to compare populations responsible for the preponderance of charitable giving—those with high levels of personal assets. A full discussion of the organization’s methodology are available at www.newtithing.org.

The Boston Foundation report, entitled “Center on Wealth and Philanthropy Charitable Giving Indices: Social Indicators of Philanthropy by State,” is now available on the Boston Foundation website, as well as at the Boston College website for the CWP at www.bc.edu/research/swri/.

It includes tables that lay out in detail the work undertaken by Havens and Schervish. These tables:

• Detail the number of households and per-household, before-tax income by state with data for 2004 (the most recent year for which data is available);
• Identify and compare the relative tax burden borne by residents of all 50 states and the District of Columbia;
• Show per-household incomes adjusted according to nationally recognized standards;
• Show after-tax income adjusted by a cost-of-living index;
• And ultimately identify all 50 states (and

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Riding the Connectivity Horse

From CONNECTIVITY, pg. 7

choice, privatization, and various forms of “creative destruction” are causing all segments of the service sector (public and private) to re-engineer and behaviorally improve the quality of their customer relationships. In the free and open global market system there is “nowhere to hide.” The market ensures that bad service equals bad business. To secure profitability in this competitive arena, service quality becomes the “sine qua non” for viability, growth and financial success.

“There is an infinite capacity to improve upon everything you do.”—Bob Nardelli

Fully considered, this revolutionary shift in service perspectives, processes, attitudes, and performance can, and must, increase service efficiency, effectiveness, and earnings in order to bring maximum values to the services any organization strives to deliver. Shaping a service context that will guarantee a competitive, vibrant, strong, behaviorally vigorous and humane attitude will create—externally and internally…globally and locally—service deliverables that are “second to none” in the complex, competitive, interactive international environment of the future.

A CEO at a regional snack food company said to me, “We can’t just focus on our current, contextual profitability. We must focus on the possibilities that the future presents for us.” He understands that to stay profitable in a market economy, one must constantly re-evaluate, re-assess, and reposition one’s service capabilities, again and again. Expanding one’s consciousness to take in more expansive and diverse information and data will increase an organization’s acceptance of new ideas, new competencies, and new practices, which, in turn, will allow one’s strategic design to stay ahead of the power curve in the service sectors of the future.

Hopefully, this analysis will help to reduce the complexities of the service revolution into essential and comprehensible concepts, helping one to see broader future potential for adaptation and innovation. Additionally, one will see how the fundamental undergirding of the service sector can be leveraged.

As Shira White reports, “Once you see the essence of a complex idea, system, or form, you possess the key to unlock the many doors that improve the quality of service.” In sum, service leaders must “ride the connectivity horse in the direction that it’s going.”

“The future is not something we enter, the future is something we create.”—Leonard J. Sweet

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See CHARITABLE GIVING, pg. 12

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Apple State Creates Core Measures

Washington State’s Seven Key Results Areas

- **Education** - Focus on early childhood education, reduce high school dropouts, increase college graduations and target the skills and knowledge needed to compete in a global economy.
- **Economy** - Create jobs, export Washington products, develop our competitive advantage in industries such as alternative energy, and simplify business interactions with government.
- **Health care** - Create a sustainable, affordable, high-quality health care system, and make Washington’s people the healthiest in the world.
- **Accountability** - Set priorities, measure performance, and inspire the workforce to improve the overall performance and customer service of state government.
- **Safe and Secure** - Protect our most vulnerable children and adults from abuse and neglect by responding quickly and ensure the state is prepared for emergency response.
- **Environment** - Improve water quality, protect fish and wildlife habitat, and keep our farms and forests working. Clean up Puget Sound by 2020.
- **Transportation** - Deliver highway construction projects on-time and within budget, maintain transportation assets to maximize benefit-to-cost, and design the transportation system of the future.

Newly minted Maryland governor Martin O’Malley campaigned on his award-winning “CitStat” management approach used when he was Baltimore’s mayor. He promises to bring this approach to state government. But the Crab State has competition from the Apple State.

Last year, Washington State’s then-new governor, Christine Gregoire, cloned Baltimore’s CitStat process for her state. She calls it “Government Management Accountability and Performance,” or GMAP. Up to that point, CitStat was a process designed and used in cities. How well did it translate to the state-level?

The National Governor’s Association (NGA) had the same question and visited Washington State to find out. They came away impressed and drafted a guide for new governors who might be inspired to use this approach. NGA observed: “Greater gubernatorial attention to the management of state government…can pay dividends in terms of better outcomes and a more positive view of state government.”

Governor Gregoire had piloted her management approach while serving as the state’s attorney general, so it was a natural transition when she became governor in January 2005 to ratchet up her management approach to the state level.

At a recent conference in Austin she said it wasn’t easy. She said the political elite tried to tell her that “the governor doesn’t have time to run the state.” But she said she just “jumped in because that’s exactly what citizens think the governor should be [doing].” She recognized it was high-risk. Transparency in government performance is important to citizens, but there can be failures of leadership—embarrassing to political leaders. Nevertheless, she said: “How can we talk about transparency, how do we talk about accountability…behind closed doors?” As a result, all of her management problem solving sessions with agency heads are open to the public.

How Does It Work?

Gregoire announced her management framework via an Executive Order when she took office. She thought this would help managers across state government understand her expectations for excellent performance. The Order required each of the state’s 140 agencies to develop “clear, relevant and easy-to-understand measures that show whether or not programs were successful” and to “hold regular problem-solving sessions” to improve performance, and report regularly to the governor.

After a year in place, the governor reports that state workers are responding to reports of child abuse 15 percent faster, error rates on tax returns and food stamps are among the lowest in the nation, several hundred middle management positions have been eliminated or redirected to the field; job placement rates in some unemployment offices that have almost doubled, and fewer workplace injuries and claims have contributed to a reduction in workers compensation premium rates.

Meanwhile, agency directors report improved cooperation between agencies, a more disciplined and data-driven approach to day-to-day decision making, increased clarity of mission, and a renewed sense of confidence in telling the story of government to customers, clients, and the public.

The centerpiece, like CitStat in Baltimore, is periodic review sessions she personally conducts with agency heads. However, unlike Baltimore, instead of conducting reviews agency-by-agency, they are done around a set of seven priorities she established for her administration (see accompanying table). These priorities were set via a series of town meetings and focus groups with citizens from around the state. The reviews, as a result, involve multiple agencies in each session, which are held quarterly. The seven priorities do not attempt to comprehensively cover all state government activities, just those highlighted by the governor.

These GMAP sessions are “hands on” interactive and focus on action items organized largely around the strategies agencies are using to accomplish objectives in the priority areas. NGA says “At these sessions, managers report in person, reports are data-driven, dialogue is honest, questions are direct and challenging, and leaders and managers hold each other accountable by following-up.”

Measures are used to track progress, and the discussion focuses on whether the strategies need to be changed to better achieve targeted goals, or to identify and resolve barriers. For example, the governor was concerned that the state’s Child Protective Services agency was not responding to reports of abused children quickly enough. The goal by statute was to respond within ten working days. Governor Gregoire set a new target of responding within 24 hours.

The agency restructured its staffing to meet that goal, using the same level of resources, and within six months they went from getting there in 24 hours 70 percent of the time to more than 90 percent of the time. They’ve sustained this level of performance for almost a year since, and the child protective services program is now beginning to show evidence that getting there faster is resulting in lower rates of re-victimization for children.

The governor says she “interested in honesty, not a blame game—the focus is how do we help you out of your problem.” She sees the GMAP sessions as a way for her to teach teamwork: “The [GMAP] system doesn’t hold us accountable, [but rather] we hold each other accountable.”

How Is GMAP Organized?

To support this new management process, Governor Gregoire created the Governor’s Office of Government Management Accountability and Performance. It started with a small 3-person staff in the pilot phase. They now have a dozen staffers—about the same size as a fully operational CitStat program. The staff developed guidelines for agencies, with sample performance measures, analyzed the reports, and developed briefing materials. They also developed a series of training workshops on topics such as collecting data, and using charts and graphs to communicate performance. Agency deputies also meet monthly basis to share lessons learned with each other about the process.

In addition to the state-wide GMAP, agencies are expected to develop parallel processes within their own agencies, with an emphasis on the use of logic models to develop their action plans, so they can see how specific activities contribute to an ultimate outcome. Logic models are typically diagrams that show the relationship between activities, programs, and intended outcomes of multiple activities and programs. The intent is to not create a separate reporting structure but to change the way agencies manage themselves.
Young Voters Make Their Voices Heard in Recent Elections

From YOUNG VOTERS, pg. 1

Also released, a new bipartisan poll by Ed Goeas and Celinda Lake shows that in 2006 young voters were motivated primarily by a strong desire for change, combined with high levels of contact from campaigns and nonpartisan organizations: 61 percent of those who were surveyed said they feel the country is on the “wrong track” and 52 percent report being contacted by a campaign.

“...a new generation of voters has arrived as a force in politics,” said Heather Smith, Director of Young Voter Strategies. “For the second major election in a row, turnout among young voters increased—yesterday’s election showed that 2004 was the start of a trend of increasing young voter turnout. Today’s young adults proved that they’re a critical voting bloc for both political parties to court—at 42 million strong, this generation will only grow in importance as more and more vote in each election.”

An analysis of the National Election Pool’s exit poll for 18-29 year olds, conducted by the University of Maryland’s Center for Information and Research on Civic Learning and Engagement (CIRCLE) found that turnout among 18-29 year olds yesterday increased at least 4 percentage points over 2002 figures to 24 percent. This is a greater increase than was seen in the overall electorate; the share of votes cast by young people increased by at least 2 points.

“This is an extraordinary turnout for young voters,” said CIRCLE Director Peter Levine. “In a year of rising turnout, young people led the way—repeating the pattern that we saw in 2004. Youth were an especially high proportion of voters in Montana, Michigan, Minnesota, and Missouri. Nationwide, in House races, 61 percent of young people voted for Democratic candidates—the highest proportion for any age group.”

Further, vote tallies from youth-dense precincts in eight states showed even greater young voter turnout increases in areas targeted by nonpartisan registration and mobilization efforts:

- The 2006 analysis focused on a set of 36 precincts in Ohio, Connecticut, Iowa, Colorado and Michigan. The precincts all contained a relatively high concentration of college students, and were located near universities where nonpartisan Get Out The Vote efforts were conducted by the Student PIRGs New Voters Project and other partners. The analysis compared voter turnout numbers from the 2002 General Election with yesterday’s turnout numbers. Average turnout in those precincts increased by 157 percent over 2002. This increase is six times the national average increase of ballots cast by young adults.

“On November 7th, we proved again that “if you ask them, they will vote,” said David Rosenberg of the Student PIRGs New Voters Project. “In 2004, massive outreach helped propel youth turnout to historic levels; yesterday, the biggest project we’ve ever run in a midterm election cycle reached and engaged a new generation of voters who showed in no uncertain terms that they are a voting bloc that politicians must pay attention to.” The Student PIRG’s registered over 75,000 students to vote and ran nonpartisan GOTV operations on 80 campuses in 2006.

The bipartisan polling team of Ed Goeas and Celinda Lake—who have followed this cohort throughout the 2006 elections—released the initial findings of the first post-election Young Voter Battleground Poll. The poll which looked at motivations for youth going to the polls, surveyed 300 18-30 year olds. Key findings include:

- 58 percent talked a great deal/some with family and friends about the elections.
- Young people listed education and college costs, the war in Iraq, and the economy as areas of concern they want Congress to address.
- Young people said the most important issue to them when deciding who to vote for was the war in Iraq at 43 percent.
- At the same time, 60 percent reported dissatisfaction with the President’s actions on those issues.
- 61 percent of young adults surveyed said they believe that America is on the wrong track; 31 percent on the right track.
- The youth identify with Democrats at 40 percent, Republicans at 30 percent, and Independent at 23 percent. However, the Democrats win the majority of the Independent votes in a generic ballot question. 50 percent reported that they voted for Democrats and 35 percent reported that they voted for Republicans. 14 percent were undecided.
- Of those surveyed, 46 percent were contacted by a political campaign or organization during the 2006 election cycle. The majority of the contacts remembered by young voters were by phone and mail.

“Democrats were victorious in 2006 in part because they have begun to reach out to young voters,” said Celinda Lake of Lake Research Partners. “We are excited to see this age cohort show up at the polls in increased numbers and vote overwhelmingly Democratic, their desire for change helped drive the Democratic victories… This is now the second major election in a row that the Democrats won the youth vote. Studies show that if a young person votes for a party in three elections in a row, they tend to vote with that party for life.”

Young voters made their voices heard at the polls on November 7, 2006. At 42 million strong and growing, this generation has arrived as a force in politics and will only grow in importance as more and more vote in each election. Just as the Republican Party invested resources in winning the Evangelical vote and the Democratic Party courted the African-American voting bloc, both political parties can and must implement a strategy to target and win young voters—both to win close elections today and to build political power for the future.

For more information visit www.pewtrusts.com.

Looking Back Can Be Helpful

From CORE MEASURES, pg. 9

Also, the GMAP staff emphasizes the importance of communicating with the public by selecting performance measures that can be understood by—and are meaningful to—the general public as well as stakeholders. As a result, the governor not only maintains a website on agency performance but also issues an annual progress report.

Key Elements of Success

In a self-assessment, the GMAP staff identified seven “keys to success:”

- Connect day-to-day work to high-level goals using a logic model
- Focus on what you can actually influence—not abstract outcomes
- Asking the right questions is more important than having perfect data
- Progress requires a great deal of sustained time and effort and analytic talent
- The leader must be visibly, actively committed
- An action plan has to identify “who will do what, by when”
- Follow-up is essential to accountability: “Did we do what we said we would do? Did it work?”

NGA observed that the real key seems to be top leadership commitment. It says that successful implementation “requires a significant commitment of time on behalf of the governor... without this commitment and the active and personal involve-

ment of the governor, the initiative becomes yet another management fad…”

Lessons for Others

In addition to O’Malley, there are 10 other new governors. Can GMAP or CitiStat be a useful approach for them? It depends. It seems that, in addition to leadership commitment, implementing an approach like GMAP assumes a certain level of measurement maturity. To implement this kind of approach effectively, it probably helps if a state government—like Washington did—has some history of developing strategic plans, developing and reporting performance measures, and making some links between performance and budget information. It also helps at the agency level if there is a certain level of familiarity with performance tools such as quality management, balanced scorecard, process improvement, etc.

Governor Gregoire’s success in GMAP’s initial implementation benefited from a baseline of previous performance improvement efforts initiated by her predecessors. As new governors may find, looking back at what their predecessors (hopefully) put in place can be helpful in their ability to look forward.

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Center reports can be downloaded for free at: www.businessofgovernment.org.

INTERNATIONAL PA COLLABORATION ACROSS BORDERS

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March 2007 PA TIMES

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Reconsidering Best Practices

H. George Frederickson

Sometimes the most impressive work in public administration is not done by one of “us” but by someone with little or no connection to the field. For example, the finest consideration of best practices ever written appears in the April 2006 issue of the New York University Law Review by David Zaring, a professor at the School of Law of Washington and Lee University in Lexington, VA. Zaring’s article “Best Practices” is, in the trite language of the modern media, a must read (vol. 81, nos. 1, 294-350).

Popularized in business by Tom Peters and Robert H. Waterman, Jr. in their book In Search of Excellence and exported to public administration by David Osborne and Ted Gaither in their book Reinventing Government, the phrase and the logic of best practices has tended to be embraced by business leaders and public service professionals. But the phrase and the logic of best practices has divided business and public administration scholars and theorists.

Critics rightly claim that best practices advocate tend to simplistic aphorisms (steer, don’t row); anecdotal evidence and the repetition of stories of short-run success; consultant’s hype; dubious process of “learning” from the best organizations adapt and reform through a kind of horizontal harmonization of the best practices scheme associated with No Child Left Behind Act and the logic of sameness–even sameness with suboptimal results. They are not a panacea, not always remarkably successful, and the limited capacity of a single organization, working alone, to cope with vexing social and economic problems.

Best practices logic can be made to fit with the decision processes of organizational sense-making and the logic of appropriateness as a standard by which to judge decision rationality. We have here an ironic twist. Many of those most skeptical about best practices readily accept as empirically validated the decision processes of organizational sense-making and the logic of appropriateness as standards for decision rationality.

In much the same way modern network theorists may be closer to best practices than we (we) might imagine. Best practices, when effective, are forms of cross-boundary networks of standardization and organizational learning.

From David Zaring we learn not to underestimate the salience of best practices. But we also learn that best practices is a pretty thin, awkward, and uncomfortable word for an awkward, and uncomfortable field of study. We should not use the phrase and the logic of best practices without a critical awareness of the limitations and implications of doing so.
You are the city manager of a bustling, growing city of 128,000 that is ranked 27th in Money Magazine’s 2006 list of 100 Best Places to Live. In fact, your community is the highest ranked in your state. The crime rate is low with a city index indicating that your city is the 23rd safest in the United States. The city’s credit rating is a healthy AAA which enables funds for capital projects to be borrowed at the lowest possible interest rate. The city is working towards becoming one of the few cities in the nation to be recognized as a Community Wildlife Habitat by the National Wildlife Federation (NWF).

You have been the city manager for more than 10 years and draw a base salary of $197,000. You also receive a $7,000 vehicle allowance and a cell phone with all business calls paid.

City commissioners hold very positive views of your leadership, business smarts and professionalism. In recognition of your performance, the city commission wants to give you a 10 percent raise in your base salary. City employees during the same time period were limited to a maximum 7 percent increase.

Do you take the 10 percent raise? Do you refuse to accept the 10 percent raise saying that “I appreciate the recommendation, but I am unwilling to accept any more than what our employees can receive.” Is there an ethical issue?

What would you do? Should you or should you not accept the 10 percent raise?

Source: Based on a real case. See the Florida Sun-Sentinel, September 21, 2006.

An Ethical Moment

Charitable Giving Index Offers Different Approach to Measuring States’ Generosity

From CHARITABLE GIVING, pg. 8

the District of Columbia) according to a fully adjusted index of charitable giving relative to income.

As in the 2005 report published by the Boston Foundation, Schervish and Havens call for avoiding the word “generosity” in this and similar works of research. “Generosity is a moral, spiritual or social psychological characteristic of individuals and perhaps families and households,” the authors write. “We do not believe that the term generosity should be associated with our measures, nor any other measures that do not directly study the inner disposition … of generosity. In truth, every purported generosity index that has ranked states is, in fact, a charitable giving index.”

The report underscores the fact that for many in Massachusetts, the high cost of housing and other necessities of life places a significant burden on the ability of many families and individuals to make charitable contributions. Yet, unlike some surveys of giving in recent months which have focused only on residents with the highest levels of income or personal wealth, the current report includes the entire population of the state.

“There are many important characteristics that have an impact on the decisions individuals and families make about charitable giving,” said Schervish. “Religious affiliation, the presence of nonprofit organizations to create giving opportunities, ethnic differences—even the nature of work residents of an area traditionally engage in can have an effect. Farmers may tend to hold more money in reserve because their livelihood is so vulnerable to the whims of weather. It would be inappropriate to describe farmers as less generous as a result—in their case, giving less may make compelling sense. This charitable giving index takes that context into consideration.”

For more information visit the Boston Foundation website at www.bfj.org.
Reports on the Web

Featured Report:

“City Fiscal Conditions in 2006”–A scan of city finances in 2005 and 2006 reveals that the fiscal condition of municipalities appears to have stabilized, but only recovered from the post-2001 recessionary period. In the National League of Cities’ latest annual survey of city finance officials, nearly two in three respondents (65%) said their cities were better able to meet financial needs during 2006 than in the previous year. Looking ahead, 56 percent say they expect their cities to be better able to meet their 2007 needs, relative to the current fiscal year.

www.nlc.org

GAO Reports:

• “Suggested Areas for Oversight for the 110th Congress”
• “Managing Sensitive Information: DOJ Needs a More Complete Staffing Strategy for Managing Classified Information and a Set of Internal Controls for Other Sensitive Information.”
• “Information Security: Agencies Need to Develop and Implement Adequate Policies for Periodic Testing.”
• “Small Business Innovation Research: Agencies Need to Strengthen Efforts to Improve the Completeness, Consistency, and Accuracy of Awards Data.”
• “Capital Financing: Department Management Improvements Could Enhance Education’s Loan Program for Historically Black Colleges and Universities.”
• “Federal Transit Administration: Progress Made in Implementing Changes to the Job Access Program, but Evaluation and Oversight Processes Need Improvement.”
• “Space Acquisitions: DOD Needs to Take More Action to Address Unrealistic Initial Cost Estimates of Space Systems.”
• President's Management Agenda: Review of OMB's Improved Financial Performance Scorecard Process.”
• “Medicaid: Strategies to Help States Address Increased Expenditures during Economic Downturns.”
• “International Trade: Customs’ Revised Bonding Policy Reduces Risk of Uncollected Duties, but Concerns about Revenue Implementation and Effects Remain.”
• “Information Security: Coordination of Federal Cyber Security Research and Development.”

www.gao.gov

Other Reports:

• “Election Results for Sarbanes-Oxley Reform Corporate Accounting Rules Could See Change”
• “Election 2006 shows that scaling back Sarbanes-Oxley has proven to be good politics as well as good policy,” said Berlau. “Billions of dollars and thousands of man hours have been spent by entrepreneurs and employees complying with burdensome mandates that are often counterproductive for shareholders. The returns are in, and Sarbanes-Oxley overhauls a winner.”

Canadian Prime Minister Establishes Advisory Committee on Public Service

Ottawa, Ontario–Prime Minister Stephen Harper recently established an Advisory Committee of nine eminent Canadians to advise him and the Clerk of the Privy Council on the renewal and future development of the Public Service of Canada. The Advisory Committee will also report annually as part of the Clerk’s report to the Prime Minister on the state of the Public Service, which is tabulated in Parliament.

The public service must continue to adapt to meet the changing realities of Canadian society and be well equipped to best serve Canadians in the coming years,” the Prime Minister said. “This is particularly true as the current baby boom generation retires. The future development of the Public Service requires sound advice, innovative solutions and strong support from both within and outside government.”

The Prime Minister announced that the Right Honourable Don Mazankowski and the Honourable Paul Tellier have agreed to serve as Co-Chairs of the Advisory Committee. The Prime Minister is pleased with such distinguished Canadians with longstanding involvement in both the public and private sectors who have accepted this challenge.

The Prime Minister also expressed his appreciation to the following prominent Canadians who have agreed to serve as members of the Advisory Committee: Dr. Robert Lacroix, the Honourable Alida Landry, Dominic d’Alessandro, Barbara Stymiest, Lynyt Ronald (Red) Wilson, Sheila Weatherill and Dr. Indira Samarasekera.

“Canada has been well served by its public service,” the Prime Minister stated. “The Government is committed to have our capable public service that delivers results to Canadians.”


Nonprofit Leaders Weigh Impact of Election

With the midterm elections over and Democrats poised to take control of the House and Senate, many nonprofit leaders and observers are hopeful that both chambers will adopt a more conciliatory view of the sector, the NonProfit Times reports.

While a number of important committee chairmanships will change hands during the next session, how much those changes affect the sector remains to be seen. It’s unlikely, for example, that the Senate Finance Committee, where Max Baucus (D-MT) will take over from Charles Grassley (R-IA), will see a major change in direction with respect to the sector. “We have been in this situation before, and we know there’s a very constructive relationship between Sen. Grassley and Sen. Baucus,” said Diana Aviv, president and CEO of Independent Sector. “We suspect there will be close collaboration between them.”

On the House side, Charles Rangel (D-NY), who will take over the chairmanship of the Ways and Means Committee from Bill Thomas (R-CA), is expected to pursue a different set of priorities than his predecessor. Rangel is a “friend of the nonprofit sector” who “appreciates the value and work,” he said, Aviv. “I assume we will have things to talk to him about.”

However, Perry Wasserman, managing director of 501(c) Strategies, a DC-based lobbying group, cautioned nonprofits not to expect too much of the Democrats. “[It’s] important to have realistic expectations of the next two years,” he said. Although Democrats have articulated an agenda for the next session, “they’re focusing on 2008, so not everything is on the table.”


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OPM Report Shows Veterans Continue Entering Federal Employment Ranks

Overall Gains Made by Veterans and Disabled Veterans

Washington, DC–The U.S. Office of Personnel Management today released an annual report to Congress on the status of veterans and disabled veterans working for the federal government, and by every measure, the Bush Administration is living up to its commitment to make career opportunities available to soldiers, sailors and airmen.

The Disabled Veterans Affirmative Action Program (DVAAP) report highlights federal employment statistics in fiscal year 2005, and offers a look at year-over-year representation gains through comparisons with fiscal 2004 data.

In fy05, veterans held 25 percent of all federal jobs; and 92,642 disabled veterans occupied federal positions. In addition, federal agencies hired 31,024 veterans into full-time permanent jobs, an increase of 21.4 percent over fiscal 2004.

Other DVAAP report highlights include:

• Total veterans employment increase to 456,254 out of a 1.8 million work force in fy05
• Total employment of disabled veterans increased to 92,642 in fy05, from 87,390 in fy04
• Total new-hires of veterans increased to 48,257 in fy05, from 43,262 in fy04
• Total employment of 39 percent of more disabled veterans increased to 46, 727 in fy05, from 42,010 in fy04

OPM's report also notes the increased use by managers and hiring officials of the Veterans Employment Opportunities Act (VEOA) to hire qualified veterans into federal positions. Under the Act, 14,273 veterans were selected for federal jobs in fy05; in fy04, 12,211 veterans were hired under the VEOA. Hiring officials also tapped the Veterans Recruitment Appointment authority in fy05 to hire more than 7,700 qualified individuals.

For more information visit the OPM website at www.opm.gov.

If you have a press release for "Where Things Stand," contact Christine McCrehin at cjewett@aspanet.org.
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This year’s conference, Monumental Possibilities: Capitalizing on Collaboration, will focus on collaboration across sectoral and governmental lines and explore ways to collaborate for the advancement of the common good. We are featuring can’t miss sessions on accountability and performance, succession planning, ethics, multisector workforce, issues in the federal service, social equity, threat and disaster response and many, many more. Practitioners and academics alike will benefit from ASPA’s professional development workshops.

Washington is more than just the Nation’s Capital. It is home to the Smithsonian Institution museums, fine restaurants, walking tours, culturally vibrant neighborhoods and is within a short driving distance of Shenandoah National Park, Civil War battlefields and much more.

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Advancing excellence in public service...
Wendy Haynes, Candy Zhao

Scholars, professionals, students and spouses attended the very successful Second Annual ICPA on the Warwick University campus in Coventry, England, October 5-6, 2006.

Focusing on the theme of “Government Innovation and Reform,” conference participants spoke to issues ranging from building organizations of integrity, to professionalism in government, to emergency management, to human capital and beyond.

The written proceedings of the 2006 ICPA, skillfully compiled by Editor-in-Chief SHU Xiao-ning and Associate Editor in Chief ZHAO Shu-rong, includes 181 papers from contributors around the world. This 1200 page collection offers a wide array of new knowledge and information on subjects that public administrators and scholars should find useful as we move forward in our twenty-first century global community.

Participants in this conference will long remember the intense and lively interchange with colleagues, the opportunity to consider public issues in new ways, and the profound dedication of public administrators around the world. Connection with our colleagues in this shared global community also means time to relax and enjoy friends newly made and long enjoyed.

In the photo on pg. 23, several of the Conference sponsors salute a successful conference together. Other sponsors not present in the photograph include the Institute of Governance and Public Management of Business School of The University of Warwick, the International Institute of Administrative Sciences, and the School of Public Administration of Moscow State University.

The toast and goodwill illustrated by the photograph includes the other sponsors and should be extended to the Warwick University Conference Center (UK) and the Sino-British Culture & Language Exchange (UK) for support in organizing the conference.

As challenging as an international conference may be to organize, it is the synergy of the attendees—officials, presenters, moderators, friends and family—who enrich the gathering and make the event truly memorable.

PLAN ON ATTENDING THE THIRD ANNUAL ICPA IN CHENGDU (October 21-22, 2007). Details follow:

Conference Venue: Jiu Zhai Gou: one the most beautiful natural resources in the world (listed on the world Heritage by UN)

Washington, DC—Each ASPA member should consider what may be his or her need for extended healthcare when they get older and will they have care alternatives. Often older age is accompanied by illnesses or disabilities which may require care in one’s home, assisted living facilities or a skilled nursing home.

According to the U.S. Department of Health and Human Services, a person age 65 has a 40 percent chance of spending some time in a nursing home. The costs for nursing home care can quickly deplete a person’s savings. The cost for a private room in a nursing home averages more than $70,000 annually (MetLife Mature Market Survey, 2006). Neither Medicare nor regular health insurance pays for most long-term care expenses.

Long-term care insurance policies are offered by many carriers but such policies are not standardized. It is important that individuals devote the time to comparing policies and deciding which is best for them.

As a service to its membership, ASPA's Board of Insurance Trustees offers a long-term care insurance program that has been recognized in the industry as competitive. The problem of age will not go away. ASPA members should contact 1-800-358-3795 to find out more about this membership service.
Technology and PA: Emerging Issues

Wendy Haynes

Before introducing the guest columnist, I have several matters to convey, including warm wishes, an invitation, and important reminders. First of all, best wishes to you and yours for a warm and happy holiday season! As we cherish the company of our family and friends, let us also remember to include in our gatherings those who may not have the close connections and material blessings that we enjoy.

Elsewhere in this month’s issue, you will find an article on the 2006 and 2007 International Conferences on Public Administration. I had the great honor of fulfilling ceremonial duties as ASPA president at the conference earlier this year at Warwick University in England and was impressed by the caliber and intense engagement of the participants from around the world. Please take a moment to read about and consider attending the third annual ICPA (October 21-22, 2007) in Chengdu, China.

It’s none too early to register for the annual ASPA conference in Washington, DC (March 23-27, 2007). We’re scheduling a remarkable array of concurrent sessions, professional development workshops, and special events—details of which should already be arriving in your mailboxes. Please join us at the Omni Shoreham for an exciting conference in our nation’s capital!

Another reminder: Please return your completed ASPA leadership ballot by the January 8th deadline. Your vote counts.

And now on to introductions. Few bring qualifications to match those of Professor Stuart Bretschneider, our guest columnist this month, when it comes to the topic of technology and public administration. As the director of Syracuse University’s Center for Technology and Information Policy, he led the effort to integrate computer and information management into the Maxwell School’s department of public administration, where he now serves as associate dean and department chair.

In addition to his passionate pursuit of research and writing in a broad spectrum of technology-related issues, Stuart has been a consultant to the U.S. Government Accountability Office, the states of New York, Ohio and Kentucky, and several Fortune 500 companies. He brings to his work, his teaching, and this column a rich perspective, made the more valuable by his ability to translate complex theories into notions regular people can understand.

Stuart Bretschneider

The term “technology” often evokes thoughts of information and telecommunication systems. But that is a very limited perspective, so before talking about emerging issues it probably helps to lay out a few definitions. From a public administration perspective there are two sides to thinking about technology.

First we think about using technology to manage and administer. In this context, we focus mainly on information and communication technologies since they act primarily as a tool. In the second context, we focus on managing organizations that by their nature have very specialized technologies such as nuclear power plants, research laboratories and units responsible for providing information technology products and services.

Keeping this distinction in mind, let’s begin by focusing on emerging issues associated with the technology that affects management of all organizations: information and communications technology (ICT). In this column, I will not focus on changing technology but rather on managing issues surrounding technology. The first, and in some ways the most important issue, is managing expectations.

Managing expectation is not a new issue, but it continues to be a core concern. Most people knowledgeable in ICT understand the potential for these technologies to transform organizations and management practices BUT technology change is neither necessary nor sufficient for such transformation. The research consistently shows that it takes human action to leverage technology and that this is both difficult and rare. Managing expectation from citizens, business and elected officials regarding returns from introducing new technology continues to challenge managers.

Contracting, cooperative ventures and privatization also emerge as key issues for managing ICT. All levels of government continue to contract out for a growing range of hardware, software and more importantly ICT services. The impact of such growing privatization directly affect issues of public accountability.

As private companies amass data on citizens that has traditionally been available only to government, they simultaneously amass significant potential for political power. ICT projects often have what are called “asset specific” or “product specific” characteristics that can lead to sole source procurements. This obliges us to ask: Do current bidding and re-bidding processes for ICT promote competition or do they, instead, lead to government-created monopolies that restrict market competition?

Turning to the second context—that is, management of technology-based organizations—we again see growing use of contracting, cooperative ventures and privatization. Some technology organizations are becoming contract management organizations. These relationships sometimes raise issues surrounding ownership of intellectual property. Many government research labs, for example, are making more and more use of contracting and joint ventures with private companies. Some local governments partner with private firms to develop software applications for specific problems.

In both of these examples, the result is the same: A new product for which a government has absorbed the private firm’s research and development costs. It is important for governments to recognize the situation and stake a claim on the future value of the intellectual property, even if only to cover these up front development costs. It is probably valuable to end this discussion with some societal implications for emergent technology. Electronic communications systems have the potential to transform the relationship among citizens and between citizens and their government. Calls for E-democracy systems are growing, but ICT is neither necessary nor sufficient to transform democratic governance institution.

While ICT technology can help with such endemic problems of democracy as clarify- ing public preferences, it also has the potential to increase manipulation of those preferences. Recent controversies over the use of computer voting, for example, underscore that fact that most of the new systems currently in use have the potential to be misused due to weak or non-existent internal control and audit systems.

The old saw that technology is neither good nor bad remains true today. It is important to keep this in mind as we consider these and any future emergent issues surrounding new technology. In the end, human actions matter. Technology does not determine the course of our collective futures. People do.

ASP A member Stuart Bretschneider is associate dean and chair of the Department of Public Administration at The Maxwell School, Syracuse University. E-mail: sbretsc@syr.edu

ASP A member Wendy A. Haynes is ASP A’s president and an associate professor and MPA coordinator at Bridgewater State College. E-mail: whaynes@aspanet.org
Public Service Profile

Public Service Profiles celebrate public administrators who work in and with local, state and federal government. Our spotlight on public service professionals highlight some of the "best and brightest" individuals who tirelessly work toward achieving societal goals and advancing the public good. It is in this dedicated space of PA TIMES that we continue to honor the unsung heroes of our profession. Please nominate your professional colleague, a deserving public servant or an outstanding ASPA local chapter member so that we may showcase the talented individuals that advance the profession of public administration and affairs. Please send email nominations to RaJade M. Berry-James, editor of ASPA Public Service Profiles at rmherry@uakron.edu.

Stephen Rolandi’s Interest in History Leads to Public Service

In this position, I am responsible for providing business management services to a growing public institution of higher learning. Most of my career has been in municipal government, including service as a budget analyst for the New York City Office of Management and Budget, Finance Officer/Budget Director for the City of New York’s Planning Commission, and Deputy Commissioner for the City’s Department of Records and Information Services. Along the way, I have also held positions in the federal government and nonprofit sector.

What do you like best about your job? While the majority of my career has been in local government, I have had significant experiences working in the federal government and the non-profit sector. Although most of my positions have entailed working with budgets and handling finances, I consider myself a generalist administrator. What I like best about my job is my ability to work with people, manage programs and connect performance to financial management issues.

What motivated you to pursue a career in public administration? My motivation and inspiration for a career in the public service/public administration actually began when I was a student in high school. I was deeply interested in history, particularly American history, civic affairs/current events and politics. I attended a college preparatory high school in Brooklyn, New York, and took every regular and advanced history course offered.

In college, at New York University, I pursued a pre-law curriculum and completed a double major in political science and history. After completing a year of law school, I decided that my true calling was in the management side of government and organizations, as I was president of a number of student organizations in college. So, I applied to several graduate schools and subsequently enrolled in NYU’s Graduate School of Public Administration (now called the Robert F. Wagner Graduate School of Public Service) for a MPA degree.

What advice would you offer to others who might be interested in a public service career? The best advice I would offer to someone contemplating a career in government and the public service (which I consider to be broadly defined to include the not-for-profit sector and enterprises closely aligned with government, such as regulated organizations) is to do what makes one happy, fulfilled and challenged professionally. I am also a firm believer in balancing one’s career with family, work and volunteering.

Raymond Cox for ASPA Vice President

Committed...
Member continuously since 1977

Dedicated...
Elected to leadership in chapter, section and national offices

Experienced...
Participated in and contributed to activities ranging from creating new chapters to shaping regional and national conferences and from serving on the PAR editorial board to serving as a Section Chair and Chair-elect (SPAE and Ethics, respectively) and Co-chair of the Capacity Steering Group.

We are in danger of becoming two organizations—one for practitioners and one for academics. We cannot let this happen.

• We must reassert the centrality of chapters as a key part of ASPA. Rebuilding ASPA means revitalizing the chapters.

• We need to find alternative vehicles for greater practitioner involvement at the national level. That may mean thinking about new sections.

• We must begin a dialog about how to reunify ASPA.

I offer myself as a candidate as Vice President of ASPA so that I may give back to ASPA. So I may use my experience working at every level of ASPA to reaffirm the role of ASPA as the pre-eminent organization devoted to public service, public integrity and professional excellence.
Please note: Members rejoining ASPA are not included on this list.
The Mad Professor’s “Lessons”

Icarus *

*Please note that this will be the last article in the Mad Professor series. Thank you Mad Professor for sharing your experiences with us.

It has been a year since I campaigned and won a seat on the City Council, a year of learning and incredible amount about governance at the municipal level. I recommend it to any teacher of public administration. Experiencing public policy formation from the inside brings a depth of understanding unavailable through books.

The experience has made me a fan of “participant observation.” Critics of the method say researcher bias and researcher influence threaten the validity of results. I argue that my experience has reduced preconceived biases as I experience the local political realities.

I believe I have a deeper and more subtle understanding of policymaking and legislative behavior than could have been achieved through interviews, surveys or observation. This one year anniversary is a good time to reflect on what I learned this past year. I came up with 13 lessons or things I think I have learned, not in any particular order of relevance.

Lesson 1: In local government, policy is primarily developed by the city manager and city staff. In a previous column I proposed Icarus’ theory of the policy/administration dichotomy.

I theorized that public managers increasingly make public policy:

- as the elected legislator’s position is more part time (normally a function of compensation)

- inversely to the number of legislative staff (separate from the executive staff),

- inversely to the length of time for the budget review process.

The local government legislator is paid little or nothing, and is very much part-time. They have no staff and review most issues within a very short time frame. The result, particularly in a council-manager form of government, is that public managers do not just influence public policy, but are the primary initiators.

Proposed policies are rarely something that comes from Council members. Ordinances, plans, and projects almost always come from city staff. The Council may argue and sometimes change a few things, but they have the final decision—policy development is preponderantly done by the city manager and his staff—the public managers.

Lesson 2: Wildavsky was right about implementation. Again and again it was brought home to me that we can pass all sorts of things, but success depends on implementation. The Council passed various ordinances (such as bike helmet laws)—but the police have higher priorities, and the law is rarely enforced. We passed a fuel tax credit that can’t be equally administered because of problems collecting the tax. Implementation problems most often arise in those few policies that originate with the Council. When we propose a policy, we are often oblivious of the difficulties in implementing our grand visions.

Lesson 3: If it doesn’t cost us money, it passes. Every week we have a variety of appropriations resulting from grants or revenue sharing from state and federal government. These appropriations almost always pass without objection. If it’s not our money, go ahead and spend it. This is also true for internal operations. When they opportunity to testify is right before we vote. Citizens would have more impact if they lobbied us much earlier, or prevailed on us to set up separate hearings. I’m not saying their testimony has no effect—but any responsible legislator has already studied the issue and prevailed on us to set up separate hearings. The words of a fellow member are rarely heeded when they speak their minds, I find am rarely swayed. As mentioned above, most members have already considered the issue before this final debate. Second, the words of a fellow member are rarely heard without the undertone of their source—that of a potential competitor.

Lesson 4: The little things get most of the attention. I recall hearing that people argue for hours about a few dollars while they approve millions without blinking. And I have seen the reality of this again and again on the Council. Large public works projects and allocations for general operations are routinely passed without discussion, while we spend hours and hours on small zoning issues, names of parks, and high profile/low impact ordinances.

Lesson 5: Most positions are decided before the public hearing. Many people believe Council members have made up their minds before they hear public testimony. To a large degree this is true, but it is a structural issue. The public’s main opportunity to testify is right before we vote. Citizens would have more impact if they lobbied us much earlier, or prevailed on us to set up separate hearings. When they speak their minds, I find am rarely swayed. As mentioned above, most members have already considered the issue before this final debate. Second, the words of a fellow member are rarely heard without the undertone of their source—that of a potential competitor.

Lesson 6: Brilliant Rhetoric Rarely Matters. This is a corollary of Lesson 5—A number of times I have carefully crafted my words and felt that what I said was really logical and articulate. Yet, my colleagues were unaffected. Likewise when they speak their minds, I find am rarely swayed. As mentioned above, most members have already considered the issue before this final debate. Second, the words of a fellow member are rarely heard without the undertone of their source—that of a potential competitor.

Lesson 7: Public participation matters. This seems to contradict Lesson 5, but it is still true. Citizen participation draws our attention to issues and makes them real. And no legislator wants to say no to a constituent. I have been pleasantly surprised at how responsive the Council is to people who come to Council meetings with legitimate issues (not issues to be voted on the night). We ask the member what is going on. We ask staff to conduct investigations. I am not so happy with how the Council is swayed by interest groups who pack Council meetings and pigeon hole individual members. But the reality is that these calls have a lot of influence. Emails and letters have less proportional impact.

Lesson 8: Ask questions. When I don’t understand something, I ask. It sometimes seems others are reluctant to reveal their ignorance. Not me. I constantly ask for explanations, definitions and clarifications. And when I do, I quite often hear thanks from constituents who didn’t understand either.

Lesson 9: Don’t invest your soul in a single issue. The Council addresses dozens of issues every time we meet. If I obsess on a single issue, I will neglect others. I will get angry if I lose. I will feel personally offended when my colleagues oppose me. None of these reactions will help me in the future. My relationship with other council members continues, and if I develop a reputation as one who is difficult to get along with - my effectiveness will diminish when they no longer listen to me. This lesson is true at all levels of government.

Lesson 10: Campaign promises may fade. I have been frustrated by the fact that some things I talked about during my campaign were just not that important. I said I wanted to televise Council meetings, but the cost of it (including closed captioning) is high and no one is demanding it. So it fades.

I said I wanted to have a big cross-city bike trail. But after I was exposed to the long term Comprehensive Plan of Parks and Recreation, I saw that it was not the right priority. So that faded. One could say I wasn’t keeping my “promises” but I could say I was learning the true realities. It certainly makes me careful about promising more than to “look into it.”

Lesson 11: Develop an identity/reputation you can live with—because you will have to. The primary themes of my campaign were democratic process, civil liberties and human rights. I feel passionately about those values and have no problem standing up for them. Today, when an issue arises. I have stressed the need for government transparency and citizen participation.

Recently, I was on a radio talk show promoting ways citizens could participate in local government. I have continually emphasized democracy and democratic process, and now I occasion-ally hear myself defined in those terms. I like to think I am of a different generation than to be known as the “democracy” council member.

Lesson 12 Think Before you speak (duh)! What a no-brainer! How obvious! Yet, in the past (and unfortunately still), I have often popped off about what I felt— and had to reconsider later. One of the things I noticed, even while campaigning, was how my passion was motivat-ically. I began to consider how things would “play” to this or that person, or to the community in general.

Rather than just impulsively pontificating on some subject, I now think a bit more about my words and their effects. This past year has taught me something that my first 50 years had not—to think before
ASPA National Council Candidates Submit Statements

**Vice Presidential Candidates**

**Paul L. Posner**
George Mason University

Aging populations, globalization, various technocratic “revolutions” and new forms of governance are transforming public administration, challenging us to operate in settings that are both more unsettled and unsettling. Whether we succeed in adapting to these vexing new challenges will be in no small part determined by us—what Harlan Cleveland once called the “get it all together profession.”

ASPA constitutes a unique forum to deal with these issues. How we succeed in both embracing the strengths of our sections and chapters while building the synergies to speak effectively as a cohesive profession will go a long way to determining our future place in our own field.

My own background—bridging the worlds of practice and academics—can help ASPA project its leadership:

- Following initial service with New York City’s budget office, served the past 30 years with the GAO (now the Government Accountability Office), recently retiring as managing director of federal budget and intergovernmental issues.
- Current position as director of the MPA program at George Mason University, with PhD from Columbia. Publications on federalism, public budgeting and accountability, with a book, The Politics of Unfunded Mandates, that earned the best book award from the Section on Public and Nonprofit Management of the Academy of Management.
- Fellow of the National Academy of Public Administration and current chair of NAPA’s Federal Systems Panel.
- Consulting with governments both domestically and internationally, including OECD senior budget officials and technical assistance to individual nations on budget and accountability issues.

Service with ASPA over the years includes:

- Chair of both the Section on Intergovernmental Management and Administration (SIAM) and the Association for Budgeting and Financial Management (ABFM).
- Co-chair for ASPA’s national conference in Portland, Oregon in 2004.

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**Raymond W. Cox**
University of Akron

Like you, I made a conscious choice to devote my career to the public service. My career has spanned work in both government and universities. Those years have taught me the necessity of implementing professionally defined and ethically based responses to the challenges of governance. I believe in the call to service and a commitment to public service values. My career would not be complete if it were merely about a work life. The call to service means a commitment to the profession. That is why I have worked for ASPA for most of my career. I have had the privilege to serve at every level of the organization—from officer in chapters and sections to member of the National Council and Co-chair of the Capacity Steering Group. Each position brought its own unique rewards and lessons about ASPA and how it can continue to reflect “public values.”

There is no magic wand. We must begin a dialog about how to reinvigorate ASPA. We must heed the lessons of the past to suggest specific and concrete changes. We are in danger of becoming two organizations—one for practitioners and one for academics. We cannot let this happen. First, we must reassert the centrality of chapters to ASPA. Rebuilding ASPA means revitalizing chapters. Second, we need to understand how changes in national organizational structure have affected membership. We need to find alternatives for greater practitioner involvement. That may mean thinking about:

- Efforts to make ASPA more attractive to individuals not previously engaged in ASPA;
- Expanding the steering groups to broaden participation;
- Practice focused research and grant initiatives;
- Succession planning; and
- Leadership/professional development.

My commitment is to achieve these goals as ASPA VP and ultimately as President. I ask that you join me in this endeavor.

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**William Ciaccio**
MTA/NYC Transit

I have been an extremely active member of ASPA since joining the organization in 1978 as a graduate research assistant at Columbia University where I got my master of public administration degree in 1979. In the New York Metropolitan Chapter, I served as a Council Member and Treasurer for 12 years and have served as President of the Chapter since 2001, the longest serving president in NY History. As president of ASPA NY, I have made this chapter one of the largest and most active chapters in ASPA by having tours, speakers and large annual dinner meetings with prominent local politicians as speakers, which typically draw over 200 people. I am a strong proponent of revitalizing local chapters, since I believe that strong chapters are the backbone of the organization. The major problems facing ASPA are retaining our current members and attracting new members. If elected these will be the priorities that I will work on.

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**District I Candidate**

**RaJade M. Berry**
University of Akron

Friends of ASPA,

About ten years ago, I attend the ASPA national conference in Philadelphia for the first time as a doctoral student. At that time, I joined ASPA because my advisor said that joining ASPA was a great way to gain insight into the field of public administration and that membership offered me a tremendous opportunity to network with the best and brightest in the field. I continue to return to national conferences and maintain my membership in ASPA because I strongly believe that the future of this great nation lies in the hearts and minds of its membership. As a young professional, I always believed that ASPA was one of the best places to network with other career professionals, to stay on top of current news, to receive reliable information about the meaningful work of government, and to significantly contribute to global issues that affect us here at home.

As part of National Council, I believe that it is our distinct responsibility to continue to engage graduate students and young professionals in the Society—to ask them to help us take on the challenges that face ASPA, to prepare them to work in the global market of public affairs and administration, and to network with them so that their experiences transform them into great leaders that create usable knowledge in our field.

My hope is that you will consider casting your vote in the upcoming election and work with me to find innovative ways to become more inclusive and more productive as we grow our professional membership.

Warmest Regards,

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**District II Candidate**

**Norman L. Hodges, Jr.**
Arkansas State Claims Commissioner

During my twenty some years of ASPA membership I have been actively involved at the chapter, district, and national levels. At the Chapter level I have served as the Arkansas ASPA Chapter Vice-President and President and have been, and am currently, on the Chapter board. At the district level I was Conference and Program chair for one conference and served on the Arkansas Chapter’s Management Team for the 2005 SEC OFPA conference in Little Rock. At the national level I served on the ASPA National Council in the early 1990’s and have been appointed numerous times to the Finance Committee, on which I currently serve.

In my professional career I have taught Public Administration and Political Science at three universities. My current position involves those administration, policy, and political skills required to manage a state agency. It requires budget planning, the securing of funding and the oversight thereof. Additionally, with Commission decisions made it requires the obtaining of State Legislative approval of those decisions, principally by a subcommittee with exclusive jurisdiction over Commission actions.

As a former teacher and currently a practitioner of public administration I believe ASPA must actively involve itself in not only the training of future public administrators, but also in offering continuing training to practitioners. Supporting practitioners when their profession is attacked should be a goal of ASPA. Support for chapters, sections, and regions by the national organization is crucial to ASPA’s future relevance as an organization.

I will work hard to ensure that ASPA and District III’s futures are successful by doing all that is within my power to facilitate communication between both entities. Given my experience, involvement and desire to serve, I ask for your support of my candidacy. It would be a privilege to represent District III.

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**District III Candidate**

**James D. Ward**
Mississippi University for Women

During the past sixteen years I have been actively engaged in the profession of public administration through teaching, research, and service. Much of my time has been devoted to making the premiere public service organization more visible and accessible.

My contributions to the American Society for Public Administration include: treasurer...
ASPA National Council Candidates Submit Statements

and executive board member, Section on Intergovernmental Administration and Management (SIAM); executive board member, Conference of Minority Public Administrators (COMPA); former ASPA Public Administration Times Editorial Board; and member, Association of Budgeting and Financial Management (ABFM).

I have served the profession in the following ways: MPA Program Director; National Academy of Public Administration (NAPA) Standing Panel on Social Equity in Governance; Journal of Public Management and Social Policy editorial board; textbook reviewer; manuscript reviewer for numerous academic journals; and author of more than 17 journal articles and more than 21 conference papers.

My goal is to maximize ASPA’s recognized strengths and pursue measures that turn ASPA’s weaknesses into opportunities for growth and visibility.

If elected, I will work towards the following goals that have been articulated by many ASPA members, including those closely associated with ASPA’s strategic plan:

• Work to provide incentives to reactivate re-energize inactive chapters.
• Work to expand doctoral educational opportunities for underrepresented groups.
• Work to increase collaboration with other public service organizations that share ASPA’s goals and ideals.
• Work to expand membership by enhancing ASPA’s visibility, accessibility and strategies for member development.
• Work to promote diversity and equity in all areas of the public service.
• Work to maintain a strong balance between research and practitioner-oriented forums.

I ask for your vote and for your support in electing me as your ASPA National Council representative for District Three. Thank you and I appreciate your consideration.

Charles K. Coe
North Carolina State University

Public service is an honorable calling. I reminisce appreciatively on how a particular professor many years ago steered me away from the private sector to a public sector career. I have had the privilege to serve in the U.S. Navy; as Budget Officer of Grand Rapids, Michigan; as a public service consultant at the Carl Vinson Institute of Government; and as a teacher and researcher at North Carolina State University.

ASPA has played an important role in my professional life and that of thousands of conscientious practitioners and scholars of public administration. We benefit from ASPA conferences, highly respected and relevant ASPA publications, and useful connections and friendships with other ASPA members. As a member of the National Council, I will seek to preserve and extend the value of ASPA and enhance its relevance to students, practitioners, and scholars.

For ASPA to thrive, we must expand the Society’s appeal to a broader membership base and seek a more diversified revenue base to reduce dependence on member dues and conference fees. To achieve the former, ASPA must ensure that professional public administrators find the practical insights they seek in ASPA conferences, publications, and services. Similarly, the Society must ensure that ASPA conferences and publications continue to be regarded by researchers as the preferred outlets for their work.

I have benefited throughout my combined practitioner/academic career from membership in ASPA. I appreciate the opportunities to have contributed to the Society’s endeavors including authoring articles in Public Administration Review and other ASPA-affiliated publications; serving as a reviewer of journal manuscripts; and serving as President of the Research Triangle (North Carolina) Chapter of ASPA for six years. I would welcome the opportunity to expand my service to ASPA as a member of the National Council.

District IV Candidates

Laurie DiPadaova-Stocks
Park University

ASPA is an important factor in my professional life and in the program of my school. I am delighted to be serving currently on the National Council and am honored to be nominated for a full term.

My career in higher education has been characterized by involving students, coursework, and institutions with the community and with practice. From my first sociology teaching position (when I had my students work at the state juvenile detention facility) to now, my commitment to community involvement of students has deepened. I serve as Dean of the Hauptmann School for Public Affairs, where our cross-sector MPA degree by design values practitioners, service, and community engagement.

I also advocate nationally for attention to the role of civic engagement in higher education, and for civic literacy in our MPA degree programs. I am an academic with state government work experience who is recognized as:
• Pioneering service-learning in higher education, especially in public affairs and administration;
• Engaging higher education with the local and international community;
• Connecting people/organizations/ideas across disciplines, institutions, sectors, and associations.

ASPA’s success is essential to the success of the field and plays a central role in our MPA program. All students, including our practitioner adjutants, are ASPA members, and thus share a critical common ground in public service across seven areas of concentration. ASPA also provides vital services to our students located all over the world.

I wish to help ASPA:
• Become the recognized voice for democratic values and public service; and
• Provide the necessary link between service-learning and higher and secondary education, and public service;
• Promote civic literacy locally and nation-wide, fostering appreciation for the role of government in a free society.

With your approval, I look forward to serving on the Council to advance these ideals.

Jerrell D. Coggburn
University of Texas-San Antonio

I am honored to be a nominee for District IV’s representative to the National Council, and I relish the opportunity to serve in that capacity.

I joined ASPA as a student in 1991 and became a life member in 2004. I serve on the Executive Council of an ASPA Section (SPALR) and have served on the Executive Council of another (SPAE). I also serve on the Editorial Board of an ASPA journal (ROPPA).

At the chapter level, I have served as the South Texas chapter president (2002-2004) and treasurer (2002-present). This year, I served as co-chair of the 2006 Annual Texas ASPA Conference, one of the largest annual ASPA-affiliated conferences.

Professionally, I am an Associate Professor and Chair of the Department of Public Administration at The University of Texas at San Antonio, where I helped lead a successful effort to accredited our growing MPA program. I have published many articles in ASPA journals (PAR, ROPPA, PPMR, PAQ) on topics of importance to practitioners and academics.

While what I have done speaks to my credibility as a candidate, it is what I will do as a National Council representative that is an even more important consideration. If elected, I plan to be an active and constructive member of the Council. I will serve as a liaison between the district’s local chapters and the council, and will aspire to accurately represent the interests of the district’s diverse (geographic, professional, and demographic) membership.

The challenges facing ASPA are in some respects reflective of public service’s larger challenges: declining trust, interest, and engagement in government. ASPA can and will meet present and future challenges by being both restorative (embracing its rich history and values) and aspirational (defining what can be and working to realize it).

District V Candidates

Deborah LeBlanc
National University

I am Deborah LeBlanc. I am pleased to be a candidate for the District 5 National Council seat. I look forward to the opportunity to serve urban and rural communities across our nation by promoting collaboration among public and private sector organizations in efforts to effectuate state and federal programs and services in America. As Representative of ASPA District 5, I welcome the challenge of helping to develop conference and national programs that continue to generate viable solutions and strategies to public policy issues in America and also to provide more internships and scholarships opportunities for future public managers. Vote for Deborah LeBlanc.

Lawrence Jones
Rural Postgraduate School

Lawrence R. Jones is George F. Morrison Professor of Public Management in the Graduate School of Public Affairs and Public Policy at the National Graduate University, Monterey, California. Professor Jones teaches and conducts research on a variety of public sector financial and management issues. He received his BA degree from Stanford University in political science and MA and PhD from the University of California, Berkeley in public policy with emphasis on government planning, budgeting, and financial management. He has authored more than one hundred journal articles and book chapters on topics including national and state budgeting and policy, management and budget control, public financial management, and government reform. Dr. Jones has published fourteen books including Reinventing the Pentagon (1994), Public Management: Institutional Renewal for the 21st Century (1999), Budgeting and Financial Management in the Federal Government (2001), Strategy for Public Management Reform (2004), Budgeting and Financial Management for National Defense (2004), and International Public Management Reform (2007). Professor Jones was honored in November 2005 by the American Association for Budgeting and Finance (ABFM), a section of ASPA, as recipient of the Aaron B. Wildavsky Award for Lifetime Achievement in the Field of Public Budgeting and Financial Management. Currently Larry serves as Chair of ASPA’s Section for International and Comparative Analysis (SICA) and is past Chair of ABFM. He also has served as Chair of two ASPA local chapters, and as a section representative on three national conference planning committees.

With respect to serving on the National Council I first want to observe and learn more about ASPA governance before advocating any change. Beyond this I want to support initiatives to make ASPA’s voice heard in the national policy debate on important issues of government and governance. Additionally, I am highly interested in supporting and participating in ASPA international initiatives including joint sponsorship of conferences abroad to expand ASPA’s non-US membership and awareness of the lifetime benefits of belonging to ASPA. 
Mad Professor Shares Lessons

From MAD PROFESSOR, pg. 19

opening my mouth! That in itself may be worth the price of admission!

Lesson 13: Participation (and politics) is addictive. I confess I really like this experience in politics. I love learning about the ins and outs of local issues and the policy making process. I love having some small impact on the process. I love being able to advocate for democracy. I love being able to bring my new knowledge into the classroom. It really is fun.

Will I run again? That is two years away, but I am already asked the question and I have thought about how I would run a campaign differently next time. If I had to make the decision today, I probably would say yes.

The mythological Icarus escaped from the Labyrinth on wings manufactured by his father, Daedalus. He was warned not to fly so low that his wings touched the waves and got wet, nor so high that the sun melted the wax wings.

In my way I strive to find a balance between being caught up by low political machinations that will drown me, and taking idealistic positions that ignore political realities causing me to crash and burn. Icarus, overwhelmed by the thrill of flying flew too close to the sun, melted his wings and fell to the sea. Hopefully, I can follow the balanced path of Daedalus.
Some of the 2006 ICPA Conference participants gather in front of the Warwick conference center (left to right): Professor ZHU Xiao-ning, director of 2006 ICPA and dean of the University of Electronic Science and Technology of China (UESTC, P.R., China); Wendy Haynes, president, American Society for Public Administration (2006-07) and coordinator of the Master of the Administration Program at Bridgewater State College, USA; Zhao Shurong, executive director of 2006 ICPA and School of Political Science and Public Administration of UESTC, P.R., China; BAO Jing, deputy secretary in general of Chinese Public Administration Society, editor in chief of Chinese Public Administration Journal, P.R. China)

Theme: Theory, Practice and Methods for Public Administration in 21st Century

Date: October 21-22, 2007

Conference website: www.icpa-uestc.cn

Sponsored by University of Electronic Science and Technology of China; American Society for Public Administration, USA; School of Public Administration of Moscow State University, Russia and Chinese Public Administration Journal.

Hosted by School of Political Science and Public Administration of University of Electronic Science and Technology of China, P.R. China.

Academic Committee Chairs:

Zhu Xiaoning: Dean of School of Humanities and Social Science of University of Electronic Science and Technology of China, P.R. China

Harvey White: President of American Society for Public Administration 2007-08

Wendy Haynes: MPA Program Coordinator, Bridgewater State College, USA (President of American Society for Public Administration 2006-07)

Donald C. Menzel: Director of Institute of Public Policy and Leadership University of South Florida-Sarasota/Manatee (President of American Society for Public Administration 2005-06)

Executive chair: ZHAO Shurong, School of Political Science and Public Administration of UESTC, P.R. China;

Director of Information Collecting: Pan Na, postgraduate student of School of Political Science and Public Administration of UESTC

The 2007 conference will bring together academic experts, experienced public administrators, and private sector leaders committed to building strong theory, effective practice, and creative methods in the field of public administration. Papers are invited that address one or more of the following topics:

- Post-modern theory in public administration
- Theory-practice integration
- Networking and collaboration
- Public-Private sector partnerships
- Civic leadership
- Community engagement
- Conflict management in the public sector
- E-communities
- Information/communication technology applications
- International public administration
- Ethical governance
- Creative problem solving
- Building organizations of integrity
- Emergency and crises management theory and practice

Submission Deadline: July 20, 2007

Paper Acceptance Notification: August 10, 2007

Send papers in China (in Word) by email to zhaoshurong@uestc.edu.cn; 2006icpa@163.com, School of Humanities and Social Science, University of Electronic Science and Technology of China, Chengdu, Sichuan, P.R.C, Post Code: 610054, Tel: 86-28-83205258, Fax: 86-28-83205228

Send papers outside China (in Word) by email to donnemenzel@tampabay.rr.com, Donald C. Menzel, immediate past-president: American Society for Public Administration 2005-06, 3930 Americana Drive, Tampa, Florida 33634, Tel: 813-886-6332, Cell: 813-951-6079

ASPA member Wendy A. Haynes is ASPA’s president and an associate professor and MPA coordinator at Bridgewater State College. E-mail: whaynes@aspanet.org

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UNIVERSITY POSITIONS

Several Positions
School of Public Affairs
University of Baltimore

Recruitment is now underway for the following positions in University Of Baltimore’s School of Public Affairs, effective August 2007:

1) Senior associate professor with appropriate terminal degree for the School’s graduate (MS) and undergraduate (BS) Health Systems Management Programs. Candidates’ areas of teaching and research interests should focus on one or more of the following areas: health policy, managerial epidemiology, health law, health organization, management and/or administration.

2) Entry level assistant professor with PhD for the School’s graduate MPA and undergraduate programs. Candidates’ areas of teaching and research interests should focus on any combination of the following areas: public policy, policy implementation, social welfare policy, and quantitative methods.

3) Entry level assistant professor with PhD whose teaching and research interests should concentrate heavily on public budgeting, fiscal methods and processes, public finance, and financial management.

4) Entry level assistant professor with PhD whose teaching and research interests should focus on basic public administration, advanced courses in public management, bureaucracy, organization theory, and public sector legal-ethical environment.

Applicants should send a letter of application with a statement of teaching and research interests, C.V., photocopy of transcripts and sample syllabi (if available), and no more than two samples of written work. Three letters of recommendation should be sent under separate cover.

Send vita and list of references to: Ms. Margaret Sharmer, Search Committee Coordinator, School of Public Affairs, University of Baltimore, 1304 St. Paul Street, Baltimore, MD 21202, 410-837-6197, mshamer@ubalt.edu

Screening for the position will begin December 1, 2006 and will continue until filled. The University of Baltimore is an Equal Opportunity/Affirmative Action employer.

Assistant Professor Position
Public Administration and Policy Analysis Department
Southern Illinois University Edwardsville

Desired Areas of Specialization Include: Public Budgeting, Quantitative Analysis, Human Resource Administration, Public Management, Health Care Management, Local Government Administration, Community Development or other related field.

NASPAA accredited Department is seeking applications for a tenure track position at the Assistant Professor rank to begin August 1, 2007. This is a replacement position for a retired faculty member. Applicants with either a Ph.D. or DPA in public administration or a related field are preferred. ABD candidates may be considered.

Desired area of research and teaching specialties defined above. Candidates should have a strong background in computer applications.

A strong commitment to teaching and evidence of scholarly potential with a desire to support the service mission of the Department. Primary responsibilities of this position include: 1) teaching graduate courses in the MPA program; 2) establishing a quality scholarship record; and 3) participating in public and University service activities on behalf of the Department.

The Public Administration and Policy Analysis Department consists of seven full-time faculty and has an enrollment of over 100 students. Significant opportunities exist for grants, research, contracts and consulting in the greater St. Louis metropolitan area.

SIUE offers a broad range of degrees and programs ranging from career-oriented fields to the more traditional liberal arts. The University has an enrollment of over 13,500 students on a 2,500-acre campus about 25 minutes from downtown St. Louis.

Applications may be reviewed until the position is filled, with review of applicant files beginning December 1, 2006 and continuing until the position is filled. SIUE is an equal opportunity employer. Minorities and women are encouraged to apply.

Send a letter of application with a statement of teaching and research interests, C.V., photocopy of transcripts (official copies will be required at time of interview), three letters of reference and other supporting documents to: Search Committee, Public Administration and Policy Analysis, Campus Box 1457, Southern Illinois University Edwardsville, Edwardsville, IL 62026-1457

Director and Assistant Dean
Division of Public and Environmental Affairs
Indiana University Purdue University Fort Wayne

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, 2007. The Director also serves as Assistant Dean of the multidisciplinary, university-wide School of Public and Environmental Affairs (SPEA) of Indiana University.

The DPEA mission is to improve the quality of public service by educating current and prospective public servants, through research on public issues, and through service to organizations with public policy interests. DPEA enrolls approximately 400 students in its undergraduate and graduate programs. The interests of the eight full-time faculty fall into the areas of public policy and administration, urban affairs, environmental policy, criminal justice, and health administration. The Division’s outreach arm is the Community Research Institute (CRI), which provides research and analytic support to government units and non-profit agencies in northeast Indiana. The DPEA Director reports to the IPFW Vice Chancellor for Academic Affairs and, as Assistant Dean, to the system SPEA Dean.

The successful candidate will possess:

- an earned doctorate in one of the division’s areas (special consideration will be given to candidates with an emphasis in Public Management) and be qualified for tenure at the rank of associate professor or 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, masters, 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/ucrec/posdirector.html 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: davich@ipfw.edu

IPFW is an Affirmative Action/Equal Access/Equal Opportunity University.

Assistant Professor or Associate Professor/MPA Director
Department of Political Science
Oakland University

The Department of Political Science invites applications for an Assistant or Associate Professor, to begin August 15, 2007. Only Associate Professors will be considered for the MPA Director’s position. Specialization is open; however, preference will be given to candidates who can teach a course in the MPA program’s core curriculum, with emphasis in Public Administration. In addition, candidates who can teach advanced, baccalaureate, masters, and certificate levels.

Desired Areas of Specialization Include: Public Budgeting, Quantitative Analysis, Human Resource Administration, Public Management, Government Information Systems, Budgeting & Finance, Program Evaluation, and Quantitative Methods. Preference also will be given to candidates demonstrated scholarly productivity.

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

This search has been extended. Review of applications will begin January 8, 2007 and will continue until the position is filled. Send applications and letters of reference to: Prof. Emmett Lombard, Chair, MPA Search Committee, Department of Political Science, Oakland University, 418 Varner Hall, Rochester, MI, 48309-4488. Oakland University is an affirmative action/equal opportunity employer and encourages applications from women and minorities.

Professor of Political Science
Oakland University

The Department of Political Science invites applications for a tenure track position in public administration at the Assistant Professor level, to begin August 15, 2007. A second position in public administration has been added due to dynamic enrollment growth in the MPA program. Specialization is open, but preference will be given to candidates who can teach in the MPA program’s core curriculum, which includes PA Theory, Human Resources Management, Government Information Systems, Budgeting & Finance, Program Evaluation, and Quantitative Methods. Preference also will be given to candidates who can teach in one of the department’s undergraduate degree programs and those with demonstrated scholarly productivity.

Applications should include a letter of interest, curriculum vitae, graduate transcripts, copies of teaching evaluations and sample syllabi (if available), and no more than two samples of written work. Three letters of recommendation should be sent under separate cover.

In addition to a B.S. in Public Administration and a B.A. in Political Science, the department offers a nationally accredited M.P.A. with concentrations in Health Care, Local Government, Criminal Justice, and Nonprofit Management.

Oakland University is a state-assisted, Carnegie 1 research institution offering baccalaureate, masters, and doctoral degree programs to over 17,000 students. The 1,400-acre campus is located in Rochester, Michigan, a community rated by Money magazine as one of the “Best Places to Live” in the Midwest. For more information about Oakland University, visit our website at www.oakland.edu.

Review of applications will begin January 8, 2007, and will continue until the position is filled. Send applications and letters of reference to: Prof. John Klemanski, Chair, Public Administration Search Committee, Department of Political Science, Oakland University, 418 Varner Hall, Rochester, MI, 48309-4488.

Oakland University is an affirmative action/equal opportunity employer and encourages applications from women and minorities.

Assistant Professor
Oakland University

The Department of Political Science in vites applicants for a 9-month tenure-track appointment at the rank of Assistant Professor beginning Fall 2007 (academic-year position). Responsibilities include teaching, research, and public service and community outreach in NASPAA accredited Master of Public Administration, MPA. Requirements for the position include: Ph.D in public administration with primary focus on applied urban management and public budgeting and Finance. (ABD may be considered in exceptional cases, at the rank of instructor). Preference will be given to a person with relevant analytical skills in decision making and promising professional and community involvement. Salary is negotiable. Review of applications begins on January 15, 2007.

Information about the USF Public Administration Program can be found on the Public Administration Website:
The Recruiter
WHERE EMPLOYERS AND JOB SEEKERS MEET.

UNIVERSITY POSITIONS

http://www casingi.edu/psd/index.html
Send letter of application, vita, transcript, sample of writings, student evaluation (if had teaching experience), and three letters of recommendation to: Dr. Jami Juresic, Chair of PS Search Committee, Public Administration Program, SOC 307, University of South Florida, Tampa, Florida 33620-8100.

According to Florida Law, applications and meetings regarding them are open to the public. For ADA accommodations, please contact Jennifer Vincent at (813)974-0842 or jmcven@cas.usf.edu at least five working days prior to need. USF is an AA/EE/AD institution.

Assistant Professor Public Management and Affairs
School of Public and Environmental Affairs
Indiana University Purdue University Indianapolis

The Indiana University School of Public and Environmental Affairs (SPEA) at the IUPUI campus seeks to fill a tenure-track position at the Assistant Professor level. We are seeking candidates (ABD may be considered) with strong interest in broad interests in public management, policy, and governance. Disciplinary background is open, but preference will be given to candidates with rigorous, quantitative methodological training and substantive research interests related to campus strengths in areas of policy and public service management, health, administration and policy, or criminal justice and public safety.

The successful candidate will have strong analytic capabilities and both interest in and commitment to working on externally funded projects. The candidate also will be expected to collaborate with faculty in SPEA’s Center for Urban Policy and the Environment, Center for Health Policy, or proposed Center for Criminal Justice Policy. This faculty member will teach graduate public management and other courses in SPEA IUPUI’s graduate and undergraduate public affairs programs.

Applications will be reviewed beginning December 1, 2006 and will continue until the position is filled. As a unit in Indiana’s urban research institution, SPEA is committed to diversity and especially interested in candidates who will contribute to achievement of our diversity objectives. Please submit a letter of application, current vita, complete contact information, and the names, street and email addresses, and telephone numbers of four references to: Dr. Debra Mesch, Director, MPA Program and Chair, Search Committee, c/o Lorna Griffin, School of Public and Environmental Affairs, IUPUI, 801 W. Michigan Street, BS 3025, Indianapolis, IN 46202.

For more information see http://www spea iupui.edu/Faculty/oppenings.asp

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

Director of the School of Public Administration
The University of New Mexico

The University of New Mexico is seeking an innovative, dynamic, and experienced leader for the position of Director of the School of Public Administration at the University of New Mexico (UNM). The School, which reports directly to the Office of the Provost, was created in 1969 by then-UNM President Ferrel Heady and offers one of the original 13 Master of Public Administration (MPA) degree programs accredited by the National Association of Schools of Public Affairs and Administration (NASPAA). The MPA program was re-accredited by NASPAA in 2006 and is poised for expansion under the leadership of a new Director. The School is also the editorial home of the Journal of Public Affairs Education, NASPAA’s peer-reviewed flagship journal.

Candidates should have at minimum an earned doctoral degree in a pertinent academic discipline. Academic accomplishments that meet the standards for a tenured appointment as a full professor in the School, and academic administrative experiences at the level of department head, research or center director, dean, or the equivalent at a comprehensive research university. Preferred qualifications include a distinguished record of: achievement as a scholar and teacher; an administrator in dealing with complex budgets and in managing resources; leadership on a national and community level with both professional and non-professional groups; experience with long-term, comprehensive planning; an ability to acquire, develop and facilitate internal and external financial support for education and research; commitment to equal opportunity and the retention of a culturally diverse faculty, staff and student body; and a commitment to faculty governance and collegial decision-making.

Salary is competitive. The University of New Mexico actively seeks and encourages nominations of and applications from individuals who are members of under-represented groups. Please refer to the School of Public Administration website for additional information (http://www.unm.edu–spage/). A complete application consists of (1) a signed cover letter that expresses interest in and qualifications for the position, (2) a curriculum vita, and (3) the names, addresses and contact information of five professional references. The Search Committee will begin screening applications on February 8, 2007, however the position will be open until filled.

The preferred starting date is July 1, 2007. Applications should be submitted to School of Public Administration Search Committee; c/o Kevin Emerit, Office of the Provost, MSC05 3400, 1 University of New Mexico, 87131, EEO/AA

GOVERNMENT POSITIONS

Department Of Health And Human Services
National Institutes Of Health

The National Institutes of Health (NIH) is seeking exceptional candidates for the following two career Federal positions in the Senior Executive Service:

• Associate Director for Administration (ADA)
• Associate Director for Management (ADM)

National Institutes of General Medical Sciences

The incumbent for each of these positions is the principal advisor to the Institute’s Director and senior staff on all phases of administrative management involved in operating the Institute in support of biomedical research including: financial, human resource, and information systems management, management analysis, procurement, R&D contracting, administrative services, and communications.

The ADA/ADM serves as a critical member of the senior leadership team in developing, implementing, and evaluating the organization’s programs. The incumbent also coordinates the Institute’s ethics, human resource management, and procurement.

The incumbent also coordinates the Institute’s ethics, human resource management, and Equal Employment Opportunity/Diversity programs.

The complete vacancy announcement, along with mandatory qualifications requirements and application procedures, can be accessed via the NIH Home Page at http://www jobs.nih.gov under the Executive Jobs section (Announcement Number NIH-06-108ES). For questions, contact Regina Reiter at 301-402-1130. Please submit one application for each position and indicate the specific position title and Institute for which application is being made. Applications must be received by close of business, January 5, 2007.

With nationwide responsibility for improving the health and well being of all Americans, the Department of Health and Human Services oversees the biomedical research programs of the National Institutes of Health.

JOIN US ON THE EDGE OF DISCOVERY!

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NONPROFIT POSITIONS

Public Relations Manager
American Society for Public Administration

STATUS: Part-time (15-20 hours a week)

POSITION SUMMARY: The American Society for Public Administration has an immediate opening for a part-time Public Relations Manager. The successful candidate will be responsible for developing and implementing a strategic public awareness plan for the Society.

This is a great opportunity for someone who has public relations experience in an association, agency or business environment and desires the flexibility of working part time.

DUTIES AND RESPONSIBILITIES:

• Plan, develop, implement, and evaluate public relations efforts that support organizational goals, attract new members and increase the Society’s visibility among members and strategic publics.

• Write and distribute press releases and backgrounder.

• Create and maintain media contact lists and subject matter experts.

• Other duties as assigned

REQUIRED:

• Bachelor’s degree

• Three years of relevant experience

• Strong attention to detail

• Strong oral and written communication skills

• Ability to work on multiple tasks simultaneously

• Team player who can maintain a sense of humor and flexibility

• Excellent computer skills

• Experience working with desktop publishing software preferred

PAY: $20.00 to $25.00 per hour depending on qualifications and availability. This part-time position does not come with benefits; however, we can be flexible with the work schedule.

TO APPLY: Send a cover letter and résumé via e-mail to: Matt Rankin, Senior Director of Program and Service Development, mrankin@aspanet.org

ABOUT ASPA: ASPA is a leading public service organization that advances the art, science, teaching, and practice of public and non-profit administration, promotes the value of joining the public service profession, builds bridges among all who pursue public purposes, and provides networking and professional development opportunities to those committed to public service values.

All applications held in strict confidence. Applications accepted until position is filled.

1 Job Ad, 3 Options: Print Only • Web Only • Print and Web

Contact: Christine McCrehin cjewett@aspanet.org

PA TIMES • DECEMBER 2006 PAGE 25

WHERE EMPLOYERS AND JOB SEEKERS MEET.
UNIVERSITY POSITIONS

Associate Professor
University of Hawai‘i

Salary: Open
Location: Honolulu, Hawai‘i
Type: Full Time – Experienced

Public Policy Center and the Public Administration Program: University of Hawai‘i at Manoa, 9-month appointment, permanent, full time, split appointment, tenure-track in Public Administration, general funds, to begin August 1, 2007. The Public Policy Center (PPC) and Public Administration Program (PUBA) are units within the College of Social Sciences. The PPC offers a graduate certificate in public policy studies. For more information please visit <www.publicpolicycenter.hawaii.edu>. The Public Administration Program offers an MPA and a graduate certificate in Public Administration. For more information please visit <www.puba.hawaii.edu>

Duties: Teach graduate courses in policy studies and public administration; advise students; seek extramural funding; conduct and publish research; contribute to departmental, college, and community life and to the development of policies for the community. The College is committed to excellence in teaching, research, and application.

Requirements:
Minimum Qualifications: Ph.D. in policy studies, public administration, political science, or a closely related field. Four years post Ph.D. experience in teaching, research and service within an academic community. Demonstrated record of publications, extramural funding and mentoring graduate students in Public Policy, Public Administration or related fields.
Desirable Qualifications: Specialization in public management and/or non profit leadership, governmental processes, organizational behavior; and/or research in sustainability. The applicant should be able to contribute to the College’s graduate offerings in research and policy analysis. Familiarity with the special characteristics of Hawaii and the Asia-Pacific area is important.

Salary commensurate with experience and record of achievement.

To Apply: (electronic prefered) Submit a detailed statement summarizing your interests and skills related to this position, a curriculum vitae, the names and contact information of three references, and a writing sample (a recent publication would be acceptable) to chandler@hawaii.edu. Applications can also be mailed to Chair, Search Committee, Public Policy Center, Public Policy Center, University of Hawaii, 2424 Malea Way, Saunders 723, Honolulu, HI 96822. Review of applications will begin immediately and will continue until a satisfactory candidate is found. Women and minorities are especially encouraged to apply. Email inquiries and applications may be directed to: spaa@andromeda.rutgers.edu.

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Applied Social Sciences
The 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, announces a multi-department initiative in the applied social sciences to complement and strengthen existing programs in, and linkages between, the departments of Anthropology, Communication, Economics, Geography, Human Relations, Political Science, Psychology, Social Work, and Sociology.

As part of this initiative the University invites applications for new tenured positions at the rank of Associate or Full Professor. We are seeking individuals with established world class research programs in any of, but not limited to, the following three areas: 1) defense and homeland security issues, 2) health research and health care policy and practices, and 3) disaster assessment, preparedness, and management.

Candidates must have a Ph.D. or equivalent terminal degree, a proven record of research funding, and an exemplary record of scholarship as demonstrated by publication. The successful candidate will be expected to contribute to graduate and undergraduate education in the social sciences, especially research methods, and provide leadership in the Center for Applied Social Research.

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

We will also accept completed electronic applications in PDF format, sent to sburluss@ou.edu. Initial review of applications will begin on February 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.

Assistant Professor of Public Affairs and Administration
Rutgers-Newark

The School of Public Affairs and Administration at Rutgers-Newark seeks to fill a tenure track position at the Assistant Professor level, to begin September of 2007.

Teaching responsibilities will be in the Masters and Doctoral programs. Experience with or interest in teaching students with diverse cultural backgrounds is essential. Appointment will be for one building member in a highly rated NASPAA accredited public administration program. Candidates must be able to teach introductory and advanced core courses in public administration in such areas as research and quantitative methods, budgeting and financial management. Competencies in public sector performance measurement and improvement, nonprofit management, and/or urban public administration are a plus.

As a major public university center in New Jersey’s largest city, the Newark Campus of Rutgers provides students with the knowledge and preparation necessary for leadership roles in an increasingly complex society. The campus is the most diverse national university in the United States and is ranked as one of the top one hundred doctoral degree granting campuses in the country. The Department offers an on-campus MPA, an off-campus Executive M.P.A. and a research-oriented Ph.D. Faculty are also involved in a new M.P.H. program, a Not-for-Profit Certificate and a Certificate in Urban Educational Administration and Leadership. Total enrollment is more than 300 students. Teaching, published research and public service are important to the Department. Candidates should hold a Ph.D. in public administration or a closely related field as of September, 2007.

Candidates should immediately send a letter of application, curriculum vitae, and three letters of reference to Dean Marc Holzer, School of Public Affairs and Administration, 7th floor, Hill Hall, 360 Dr. Martin Luther King Blvd., Newark, NJ, 07102. Review of applications will begin immediately and will continue until a satisfactory candidate is found. Women and minorities are especially encouraged to apply. Email inquiries and applications may be directed to: spaa@andromeda.rutgers.edu.

Please consult the School and Campus websites for further information: http://spaa.newark.rutgers.edu and/or http://www.rutgers.edu/
What’s Missing in the ASPA Code

Jack D. Kem

Jim Svara’s New Book
Jim Svara of Arizona State University recently published an excellent book entitled The Ethics Primer for Public Administrators in Government and Nonprofit Organizations (Sudbury, MA: Jones and Bartlett). In this book, he analyzes a number of codes of ethics, including those of the National Association of Social Workers (NASW), the International City/County Management Association (ICMA), the American Institute of Certified Planners (AICP) and ASPA.

Chapter Five of Svara’s book, Codifying Duty and Ethical Perspectives: Codes of Ethics provides major sections on the breadth and purpose of codes, enforcement of codes, restating the purpose of codes of ethics, and incorporating codes into your own professional standards. Svara does provide some criticism of the ASPA Code of Ethics–primarily focused on what is missing in the ASPA Code. He writes (pg. 78):

The ASPA code is comprehensive (with five sections and 32 specific tenets), but it also overlooks some macro issues…the ASPA code has a section entitled Respect the Constitution and the Law, which urges administrators to “respect, study, and support government constitutions and laws.” However, it specifically mentions only the Constitutional principles of “honesty, fairness, representativeness, responsiveness, and due process” and not, for example, protecting freedom of speech or forbidding unreasonable searches.

The ASPA code does not mention equity or social justice and limits the expected policy contributions of administrators (in Section II, tenet 2) to working to change laws that are “counter-productive and obsolete” rather than more generally to changing laws to advance the public interest. (This tenet is not included in Section I in the code that pertains to the Public Interest.)

The code asserts that administrators should “take responsibility for their mistakes” but not more generally take responsibility for their actions. The code specifies that administrators should “involve citizens in policy decision-making” but makes no references to affirmative efforts directed at those with fewer political resources.

The ASPA Code (Section V) states that

- Include the Constitutional principles of protecting freedom of speech and forbidding unreasonable searches–and perhaps a few others from the Bill of Rights (Section II).
- Include statements on promoting equity and social justice (Section I).
- Modify the statement on working “to improve and change laws and policies that are counterproductive or obsolete” to include working to “change laws and policies to improve the public interest” (Section I and Section II).
- Modify the statement on personal responsibility to include ASPA members not only taking responsibility for their own errors, but also taking responsibility for all of their actions (Section III). The ASPA Code does not mention equity or forbidding unreasonable searches–and perhaps a few others from the Bill of Rights (Section II).
- Include reexamining of the efficacy of programs and practices in organizations (Section IV).

In addition to Svara’s list, there are two more items I would add to the ASPA code. The first item would be for public administrators to commit to personal professional development throughout their careers.

The ASPA Code (Section V) states that members should “strengthen individual capabilities and encourage the professional development of others” while keeping up to date on emerging issues and encouraging others to participate in professional activities and associations. I recommend that the ASPA code include a statement that all members are personally committed to participate in professional development activities annually.

The second item I would add would address the issue of the “gap” between practitioners and academics.

Chapter Five of Svara’s book, Codifying Duty and Ethical Perspectives: Codes of Ethics provides major sections on the breadth and purpose of codes, enforcement of codes, restating the purpose of codes of ethics, and incorporating codes into your own professional standards. Svara does provide some criticism of the ASPA Code of Ethics–primarily focused on what is missing in the ASPA Code. He writes (pg. 78):

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The ASPA code does not mention equity or social justice and limits the expected policy contributions of administrators (in Section II, tenet 2) to working to change laws that are “counter-productive and obsolete” rather than more generally to changing laws to advance the public interest. (This tenet is not included in Section I in the code that pertains to the Public Interest.)

The code asserts that administrators should “take responsibility for their mistakes” but not more generally take responsibility for their actions. The code specifies that administrators should “involve citizens in policy decision-making” but makes no references to affirmative efforts directed at those with fewer political resources.

The ASPA Code (Section V) states that members should “strengthen individual capabilities and encourage the professional development of others” while keeping up to date on emerging issues and encouraging others to participate in professional activities and associations. I recommend that the ASPA code include a statement that all members are personally committed to participate in professional development activities annually.

The second item I would add would address the issue of the “gap” between practitioners and academics.

Section V, tenet 4 of the ASPA Code states that ASPA members are committed to “allocate time to meet with students and provide a bridge between classroom studies and the realities of public service.”

What Next?
The ASPA Code was last revised in 1994. Perhaps it’s time to look closely at the code and make some adjustments to support the preamble of the ASPA Code of Ethics:

“The American Society for Public Administration (ASPA) exists to advance the science, processes, and art of public administration. The Society affirms its responsibility to develop the spirit of professionalism within its membership, and to increase public awareness of ethical principles in public service by its example.”

What the ASPA Code Should Say
Based on Svara’s comments, here’s the short list of items that should be included in the ASPA Code of Ethics:

- Include the Constitutional principles of protecting freedom of speech and forbidding unreasonable searches–and perhaps a few others from the Bill of Rights (Section II).
- Include statements on promoting equity and social justice (Section I).
- Modify the statement on working “to improve and change laws and policies that are counterproductive or obsolete” to include working to “change laws and policies to improve the public interest” (Section I and Section II).
- Modify the statement on personal responsibility to include ASPA members not only taking responsibility for their own errors, but also taking responsibility for all of their actions (Section III).
- Modify the statement on involving citizens in policy decision-making to include affirmative actions to assist those with fewer resources (Section I).
- Include reexamining of the efficacy of programs and practices in organizations (Section IV).

In addition to Svara’s list, there are two more items I would add to the ASPA code. The first item would be for public administrators to commit to personal professional development throughout their careers.

The ASPA Code (Section V) states that members should “strengthen individual capabilities and encourage the professional development of others” while keeping up to date on emerging issues and encouraging others to participate in professional activities and associations. I recommend that the ASPA code include a statement that all members are personally committed to participate in professional development activities annually.

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The opinions stated in this article do not reflect the official position of ASPA or the ASPA Ethics Section. To respond to this article, please e-mail KnowYourCode@aspanet.org.
December 2006

5-9  Congress of Cities  Location: Reno, Nevada  More Info: www.nlc.org

February 2007


March 2007


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4-5  Excellence in Government Conference  Location: Washington D.C. Convention Center  Register here: www.letsmeet.net/forms/eig/

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31-June 2  Leading the Future of the Public Sector: The Third Transatlantic Dialogue International Conference, Location: University of Delaware, Newark, Delaware  More Info.: http://www.ipa.udel.edu/

June 2007


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21-22  Third Annual ICPA Conference  Location: Chengdu, Sichuan, P.R.C  More Info.: www.icpa-uestc.cn

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INSIDE:

Frederickson Perspective 11  Ethics Moment 12  President’s Column 16  Recruiter 24

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