Americans Prefer Smart Development and Mass Transit to New Roads

Spend More on Mass Transit and Highway Maintenance, Less on New Roads

Washington, DC—Three-fourths of Americans believe that being smarter about development and improving public transportation are better long-term solutions for reducing traffic congestion than building new roads, according to a survey sponsored by the National Association of Realtors® and Smart Growth America. The “2007 Growth and Transportation Survey” details what Americans think about how development affects their immediate community, and traffic congestion was a top concern. Nearly half of those surveyed think improving public transit would be the best way to reduce congestion, and 26 percent believe developing communities that reduce the need to drive would be the better alternative. Only one in five said building new roads was the answer.

On Growth and Development

Americans give their communities high marks when it comes to providing good public schools, parks, and open space. Respondents were less optimistic about their local community’s ability to provide practical and convenient transportation and to manage growth and development. While one-third approve of growth in their local area, the percentage of those who disapprove of local growth has doubled since 1999, from 10 to 20 percent.

This year’s survey also showed that

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See Statements on pg. 22

Race and Gender in 21st -Century Politics Explored

Leaders in 21st Century Redefined

Santa Barbara, CA—The face of leadership is changing the political landscape of the United States. However, the nation knows little about elected officials of color.

A team of political scientists at the University of California, Santa Barbara, the University of New Mexico, the University of Massachusetts, and the University of Notre Dame has completed a groundbreaking survey that explores how race and gender is changing the political landscape of the United States.

The Gender and Multicultural Leadership Project is, to date, the most comprehensive multiracial, multi-office national survey of Black, Latino, Asian and Native American elected officials holding position at state and local levels.

This groundbreaking study redefines leaders in the 21st century. The survey shows that people of color—especially those serving at the grassroots level—represent the future of government. The survey examines the personal backgrounds, paths to public office, representational roles, and policy stands on key issues of pressing importance to state and local elected officials.
Americans Want Smarter Development

From SMART DEVELOPMENT, pg. 1

Americans are more concerned about how their community is handling that growth and development than they have been in eight years of polling. Only 39 percent say their community is doing an excellent or good job of handling growth, while the majority—58 percent—believes the community is doing a fair or poor job.

When asked about their top concerns regarding growth and development, respondents consistently cited the loss of farmland to development (72 percent), increased tax congestion and commute times (70 percent), and loss of historic landmarks and neighborhood character (68 percent). Eight in 10 respondents prefer redeveloping older urban and suburban areas rather than building new and spreading consumption and commercial development on the edge of existing suburbs. More than half of those surveyed believe that businesses and homes should be built together to shorten commutes, limit traffic congestion, and allow residents to walk to stores and shops instead of using their cars. Six in 10 also agree that new-home construction should be limited in outlying areas and encouraged in inner urban areas to shorten commutes and prevent more traffic congestion.

On Climate Change

The survey also asked about climate change, and more than 70 percent of respondents are concerned about how growth and development affects global warming. Americans expressed strong support for bold measures to combat climate change. Nearly nine in 10 believe that new communities should be built so people can walk more and drive less; cars, homes, and buildings should be required to be more energy efficient; and public transportation should be increased and made more available. Americans strongly disapprove of increasing gasoline taxes as a way to decrease consumption and reduce energy use, with 84 percent rejecting the idea.

On Transportation

With road building costs often exceeding revenues, many states are turning to tolls as a key funding source. Americans are divided on tolls, although 55 percent approve of charging tolls on more roads if it improves roads and decreases congestion. On the other hand, six in 10 are opposed to charging tolls on freeways during rush hour to reduce congestion. Respondents are evenly split on charging tolls during rush hour if the money is used to provide transportation alternatives to the freeway.

When it comes to spending taxpayer dollars, respondents believe Constantinople should spend more money to maintain and repair roads, highways, freeways, and bridges to expand and improve public transit than to build new roads. Americans are overwhelmingly opposed to the private ownership of roads; that is, selling key roads and highways to private companies that would charge a toll and give a portion of the toll money to the state. Eighty-four percent of respondents oppose private ownership of roads; only 14 percent support the concept. Similarly, 66 percent are opposed to allowing private companies to build, own, and collect tolls for new roads, even if those companies gave a portion of the toll money to the state.

The 2007 Growth and Transportation Survey was conducted by telephone among 1,000 adults living in the United States in October 2007. The study has a margin of error of plus or minus 3.1 percentage points. The complete findings of this annual survey are available at http://www.vsmartgrowthamerica.org/narsgareport2007.html.

Growing Urban/Suburban Disparity Linked to Hardship Rankings

From HARDSHIP RANKINGS, pg. 1


The study also found that poverty impact and urban/suburban disparity were related to how “city–cities” ability to expand their borders to capture some of the population growth on their suburban peripheries. Urban areas with the flexibility to adjust their borders this way had lower rates of poverty impact and showed less disparity with their suburbs. Cities with the highest levels of border flexibility were found in the South, and those with the least in the Northeast and Midwest.

That link may be particularly important to policymakers, the study’s authors note, as the findings are a preliminary research showing that metro areas with less separation between city and suburbs fare better. “The central finding is that disparities in social and economic conditions between cities and their suburbs are growing, and these disparities are related to hardship throughout the metropolitan region,” said Wright, director of Urban and Metropolitan Studies at the Rockefeller Institute. “Stable and improving metropolitan areas have improving central cities at their core. ‘The report underscores the importance of overcoming challenges from governmental fragmentation and sprawl in metropolitan settings,” Wright said.

The report found that growing urban/suburban disparity is linked to narrower improvements in urban hardship. So cities and metro areas that improved most on the hardship index were those with conditions most similar to their surrounding suburbs.

“Limited educational attainment, poverty, and crowded housing drove increasing disparities between central cities and their surrounding metropolitan areas, especially in the Northeast,” said Senior Research Scientist Lisa Montiel. “Places with most notable improvement in urban/suburban hardship levels over the 1990s tended to be from the West, with improvement fed by changes in the share of population under 18 or over 64, educational attainment, and employment.”

Sample Findings from “Divided They Fall: Hardship in America’s Cities and Suburbs”

• During the 1990s, cities saw improvement in “poverty impact”—the share of residents living in areas of extreme poverty—in three-quarters of the areas studied. (Areas of extreme poverty are defined as census tracts where 40 percent or more of the residents have incomes below the poverty level.) The city with the most significant improvement in poverty impact during the 1990s was Arlington, VA; the one with the worst increase was Allentown, PA.

• The longer-term trend in poverty impacts was less favorable, however, with levels increasing strongly between 1970 and 2000 for nearly half of the cities studied. That was especially true of the number of cities that saw decreases in concentrated poverty. The city that showed the most significant improvement in poverty impact during the 30-year period was San Jose, CA; the one with the worst increase was Rochester, NY, followed by nearby Buffalo.

• About half of metropolitan areas had low or very low levels of hardship in 2000. Slightly more than 10 percent had high or very high levels. Metropolitan areas that saw strong decreases (or improvements) in hardship were places where the central city also experienced strong improvements in conditions.

• During the 1990s, about half of the metro areas experienced growing urban/suburban disparity in hardship between their central cities and surrounding areas–while in half the disparities narrowed. But from 1970-2000, more than 80 percent of the metro areas saw such differences grow. The city with the strongest increase in urban/suburban disparity in the 30-year period was Allentown, PA; the one with the biggest decrease (or improvement) was Columbus, OH.

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PA TIMES December 2007
PA IT: Enhancing Education, Practice, and Service

Brian E. Dixon

Information technology (IT) is useful beyond some of its common forms—e-mail, web pages and solitaire. In October 2007, the Indiana Chapter of ASPA convened a meeting of IT managers from local, state and federal government agencies to discuss the role and management of IT in the public sector.

The presenters discussed numerous IT tools and services that provide value to public employees and the communities they serve. Following, examples from this meeting are discussed in parallel with the integral role of and challenges with IT in 21st century public administration (PA).

The Role of IT in PA

Information technology is a prerequisite for business, regardless of whether that business is selling cars, delivering health care, or managing finances. IT is also required for the nonprofit and government sectors, providing “intelligent applications” that help connect an agency with donors or citizens. Broadly, IT serves PA in three areas: education, practice and service.

Education

Beginning with education, IT provides students, practitioners, and scholars with efficient access to knowledge about PA topics, research, and best practices. Most PA information sources, including PAR and PA TIMES, are individually accessible in electronic form. Electronic databases, including J-STOR and Google Scholar, enable access to multiple peer-reviewed sources. The Internet at-large offers additional access to a dynamic set of knowledge resources, including information about various PA activities in other parts of the world and personal stories, in the form of blogs, from practitioners in the field.

IT often fails not because of bad management, but a failure to make “IT projects” more than one of many projects within the IT Department.

Online or distance learning is helping connect PA professionals with continuing education opportunities that fit well into modern life. Virtual degree and certification programs offer working PA professionals new skills, career advancement, and higher salaries. This further professionalizes PA, and it allows PA professionals in rural communities to access education often found only in urban environments.

Practice

IT supports daily practice through file sharing systems, applications for viewing and analyzing data, and methods for communicating with local and remote colleagues. In the State of Indiana, the Indiana Office of Technology (IOT) serves more than 27,000 state employees. Beyond supporting users, workstations, and file servers, the IOT is responsible for Indiana’s financial, human resource, and pension systems. Although often in the background, electronic systems support many routine PA functions.

Technology also enables new forms of PA practice. Geographic information systems (GIS), a relatively young technology, is already profoundly changing PA. GIS enables more efficient management of information critical to many state and local government activities, including civil engineering, planning, and management. The technology further provides new ways for public employees to visualize and analyze data, making GIS an indispensable tool for improving public health, transportation, and law enforcement.

Service

IT enables electronic government (e-government), which increases the convenience and accessibility of government services and information to citizens (Carter and Belanger, 2005). E-government is provided primarily through the Internet, and reduction in time and resources, from both government and citizen perspectives, is achieved even if access is facilitated by computers in a public library. Examples of e-government in Indiana include online license renewal, electronic transfer for unemployment insurance and streaming media for public meetings.

Recent innovations in e-government include the application of Web 2.0 technologies—applications such as Weblogs (e.g. blogs), wikis (e.g. Wikipedia), and social networking (e.g. MySpace)—for delivering information to employees and citizens. Although most often used by elected officials to promote campaign messages and legislation updates, some blogs, such as those used by U.S. Secretary of Health and Human Services Michael Leavitt, appear to have a PA role. Web 2.0 technologies may be less proven forms of e-government, but they should not be overlooked because they have been successful in engaging young people in online activities. Could they not be as equally successful at engaging PA professionals and citizens?

PA IT Challenges

Although IT can be extremely useful for PA, it can also be frustrating. In the September/October issue of PAR (2007), Goldfinch highlights the unfortunate reality that IT in the public sector often fails to achieve its desired objectives. Failure demonstrates there are a number of challenges that need to be addressed by PA professionals and scholars, many of which are beyond those outlined by Goldfinch. Below are the challenges identified by on-the-ground practitioners of PA.

The first challenge, a need for better project management, echoes some of Goldfinch’s ideas. State IT projects tend to be quite large, putting them at a higher risk of failing. Whether contracted out to a private technology firm or developed by public employees, large IT projects require strong project management to help keep them on time and within budget. The federal government uses Earned Value Management (EVM) as a method of monitoring project status and variances in time and budget. However, PA IT requires more than standardized project management tools.

IT often fails not because of bad management, but a failure to make “IT projects” more than one of many projects within the IT Department. Instead, projects should be treated as collaborations between the IT staff and those who will use and benefit from the IT system.

In the City of Indianapolis, the Information Services Agency (ISA) typically manages projects by assigning a manager to serve primarily as a liaison between the ISA, the department(s) in which the system will be used, and any external contractors working to develop the system. This approach efficiently utilizes resources and ensures that the end users are involved early and often in the development of the system to be implemented.

A second challenge is the ability of the public sector to attract and retain IT talent. Top IT talent is often recruited by the private sector when bright students complete their degrees, and competent IT professionals in the public sector are often quickly recruited away just about the time they have matured in their role.

This challenge, however, is not unique to PA IT. Bob Lavigna and John Kamensky have discussed in past issues of PA TIMES the broader challenge of securing fresh, bright talent to fill aging employee shoes and tackle twenty-first century PA challenges. Perhaps together IT and HR professionals can work to address the challenge of brain drain, particularly at the local level.

A third challenge is appropriate IT support, especially for small cities and towns. Most states and large cities have an IT department or information office, while many small governments do not have dedicated IT staff. One small town in Indiana relied upon its Clerk-Treasurer to serve as IT Manager since he “knew a lot about computers.” This worked well until he retired six years ago. Since then, the city has relied on local businesses, and occasionally the city judge, to provide support for ailing computers. There are no plans, however, to replace these computers or the software running on them in the coming years.

With increasing financial pressures on small cities and towns, it is likely that the solution is for each to hire its own IT Manager. A solution that has worked in health care is the formation of a nonprofit cooperative to provide support to multiple small hospitals in a defined geographic area. The same sort of approach might make sense to help smaller cities and towns keep up without large investments in IT departments and personnel. PA has an opportunity to provide value to this problem, something not talked about much in either the IT or PA literature.

With the recent growth in Web 2.0 technologies, a final challenge is information control. Not all government information is sensitive or confidential, but all governments are sensitive to what is said or written by government employees. Web 2.0 technologies enable public employees to quickly and easily share their opinions on policy as well as office gossip with anyone willing to listen, including media outlets and advocacy groups. Smaller comments can quickly become large headaches for public managers, yet it remains unclear how and if government can effectively censor comments made by employees on private websites such as MySpace.

IT is indeed useful, but it isn’t perfect. If public officials are to be skeptical about IT projects, then they must also recognize the role that PA IT plays and the challenges that face this aspect of twenty-first century government. Discounting IT altogether is not skepticism.

PA IT is useful, but it isn’t ubiquitous. We must use IT where appropriate and reject IT projects that aren’t reasonable in terms of budget, scope, or purpose. But additional, sensible investments in PA IT are necessary to continue progress and improve the performing government that is also more accessible, transparent and intelligent.

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The JANUARY 2008 PA TIMES special section is titled:

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Contact: cjewett@aspanet.org
Muni-Wireless in Distress: What happens now to Digital Equity?

Alan R. Shark

Those closely following what has been called the “Muni-Wireless mess” that have reached a near state of hysteria with the recent announcement that Earthlink was initiating a strategic pull-back from the dozens or so communities that they had invested in, and had been committed to build out city-wide wireless networks. And with this announcement nothing less than a shock wave permeated the blogosphere regarding the future of Muni Broadband. After all, losing such a high profile backer which, for a moment in time appeared to have deep and sustainable pockets of investment cash has left a giant hole as well as question mark. The question is what do we do now? Certainly with the Earthlink pull-back many localities must go back to the drawing board regarding muni-wireless. And it doesn’t help that such a visible departure has left a void when it comes to big-name financial backing. Despite some gloom and uncertainty, I view this as a period of opportunity to enable us to rethink muni-wireless. Even the term itself is somewhat misleading in that it suggests one type of locality and one type of service offering. And to be clear; there is muni-wireless, and then there is “muni-broadband” which, in theory at least, comprises both fixed (wired) and wireless.

To me there are at least three subsets of muni-broadband—urban, suburban, and rural—and I maintain each requires different models and thinking. To help us understand the greatest variance let’s take the two key economic variables—distance and density. Incumbent telecommunications providers (teleco & cable) are most able to offer cost-effective service offerings when population density is high and distance to reach this density is short. Compare this with a rural setting where population density is light and distance is long. No wonder rural America is hurting when it comes to broadband choices. Breaching the digital divide is a government responsibility no less important than a minimum wage, basic health care, and the guarantee of essential services. The City of Philadelphia has stated that one prime motive in pursuing muni-wireless was to help bridge the digital divide by providing broadband connectivity to a segment of the population that is becoming increasingly disenfranchised by not having access to the Internet. Thus it was to help bridge the digital divide by providing broadband access to a segment of the population that is becoming increasingly disenfranchised by not having access to the Internet.

But time and circumstance made things increasingly difficult for Earthlink. The previous CEO and his team where committed to at least a five year plan and perhaps if not for his untimely death Earthlink would still be very much in the game. But to be fair, the new leadership team inherited a company that was sliding downhill where market forces were rapidly changing not only the marketplace—but most of the original assumptions about the marketplace.

So, it appears the real loser may be the poor and economically disadvantaged. Newer user applications require more bandwidth which translates into greater infrastructure costs. The telecos were not standing by as they continued building out private broadband networks of their own. In some markets the price of DSL (fixed) broadband has come down as to be highly competitive with that of dial-up. So, the appeal to the larger marketplace for broadband has grown both in service offerings (fixed and wireless) as well as price flexibility. With price fluctuations being what they are one can reasonably question the original assumptions that only wireless broadband was the most cost-efficient means of delivering Internet connectivity to the disadvantaged and underserved.

So, it appears the real loser may be the poor and economically disadvantaged. To make matters worse, as bandwidth requirements increase so, too will prices. The question then is what is a local government to do? First, I start with the notion that if the locality doesn’t act who will? In my mind local governments have a moral, if not economic obligation to do something meaningful. Secondly, it need not be astronomically expensive.

This becomes increasingly important when most of us readily accept the fact that increasingly we gain most of our information by being on-line. As social networking takes a greater hold on our society the digital divide will not only widen it may cause economic harm to a class of citizens already under distress.

Consider the growth of community-based web portals that provide employment, training, healthcare, and other social services information. Forms can easily be filled out, and critical information is provided about safety in the community. All of this becomes meaningless if one does not have access to the Internet. Thus these individuals become further disenfranchised.

Hence are but a few of the many options that local governments can employ to help those in need.

Wireless broadband, namely WiFi for now, can still be offered but in a different manner. Call it a “wireless zone,” pod, cluster, or island WiFi systems can be built in specific localities. Street signs may have a special symbol denoting where wireless is offered. A tougher challenge is to get the signal into the home or apartment. Here a locality can offer the necessary equipment for free or at a discount or on loan. Next, a locality would need to provide low-cost computer and set-up. We need more than a connection because it is meaningless without the ability to have the right apparatus to make use of the connection. Luckily we are seeing more WiFi devices that can serve as “mini-computers” and the price of laptops has come down dramatically.

There is room for some creativity in accomplishing this. I can envision donations from corporations, grants, loans, and maybe even the possibility of checking out a laptop from the library or school.

• Create and encourage the use of expanded ‘Technology Centers’ within libraries, community centers, and senior centers where high speed Internet is available along with appropriate training. Here there is a wonderful opportunity for volunteers to help in providing the training. Special hours of extended operation may have to be part of this enterprise—but the cost is far cheaper than to blanket an entire city or county with wireless broadband.

• Consider offering stipends for those who qualify some form of needs test to receive monies - perhaps matching funds - to provide low cost DSL or cable where a deal may be struck with an incumbent provider. It’s really in their interest to provide such services to those who wouldn’t otherwise be a customer. Once people become “hooked” on broadband they may be able to advance themselves economically to be able to afford such services in time on their own. Many communities need to get away from the idea that only wireless solutions will work. In the end it will be a combination of many types of broadband delivery systems.
James City County Reaches Out to the Community

Millissa Story

James City County’s Development Management Department and more specifically the Planning Division are finding new ways to reach out to its applicants and citizens with more meaningful tools.

The first, the Comprehensive Plan Citizen Commentary database, was developed as a powerful tool for planners to collect and organize citizen comments. It also allowed citizens to participate in a more user-friendly way via a link from the County webpage. The second is a new database where applicants can log in to check the status of their case or sign up for email notifications when an approval or comment relevant to their case has been posted. The third is a list serve, which is available to all citizens through the County webpage. The fourth is the streaming video of both the Board of Supervisors and the Planning Commission public hearings.

James City County updates its Comprehensive Plan every five years and citizen participation is a large part of the update process. In years past, citizen participation was solicited through more traditional channels; in particular a survey card was mailed to each resident. The cost of using this paper method far exceeded the return to the Planning Division. Another costly aspect with regard to time was the data entry aspect of the survey cards. The Comprehensive Plan has multiple sections allowing for more opportunities of citizen involvement however; that also creates more opportunity for data entry which may have to be performed as many as 10 times by different staff members to include the comments in all the appropriate areas of the Plan.

It should be noted that with the Comprehensive Plan Citizen Commentary database, there were no appreciative costs. Another method used, the "Community Conversations" which are small group gatherings to allow for citizen input, also created a need for data entry. The new Comprehensive Plan Citizen Commentary database, replaced the costly paper survey cards with a new online survey citizens could reach through a link on the County webpage. It also, was used to receive transcribed citizen comments from the "Community Conversations" allowing planners to be able to more efficiently classify and organize comments according to subject matter. The time saved by using this electronic method of collecting and organizing the data allowed for more citizen input to be included and considered in the Plan than in years past when it would take months to classify and organize comments.

Another component of the new database is the "Listening Post". The Listening Post is a message board where citizen can post their comments, names are optional, and also search and read comments left by other citizens. This gives the citizens a feeling of being more involved with the Comprehensive Plan, a plan that affects the community as a whole.

The second project, the Case Track database, will take the program currently used by the planners and make the information available to applicants. The database contains information pertaining to a particular case, including those comments from other Divisions within the County. For example, depending on the nature of the case, there may be required approval from the James City County Service Authority (JCSA), the Fire department, Virginia Department of Transportation (VDOT), the Planning Commission, Board of Supervisors and the County Engineer.

With the new database the applicants will be able to sign up for email alerts, so that when any comments are posted by any of the other departments involved in their application they will receive an email alerting them that the comment has been posted and include a link that will take them to their case in the database. There they will see when the comment was posted with a link to download the actual comment letter as a PDF file.

If the applicant does not choose to receive email alerts, they can simply follow a link from the County's webpage and search the database using various criteria, such as project name, case number or address to check the status of their application. They will be able to see any comments added, the date and the actual comments themselves.

The advantage to this on-line database is it gives the planners and the applicants another meaningful tool for interacting with one another. Applicants will not have to wait for a letter to be mailed to them informing them of any necessary changes to their application prior to approval. Instead they will be able to view the comment section and act on them more quickly; speeding up the process for both the applicant and the Planning Division.

The third tool being used by the Planning Division to reach the citizens of James City County is the list serve. Anyone can register to receive email alerts regarding press releases made by the Planning Division or notices of public hearings that may be of concern to applications, adjacent property owners or interested citizens in general.

The County has also implemented programming with the local government access channel to broadcast the public hearings held by the Planning Commission and the Board of Supervisors. The broadcast is also available through video streaming from the County webpage so citizens can view the live broadcast or search the archive for previous hearings. The video is also categorized by topic so that citizen may view only those parts of are of interest to them.

It should be noted that with the Comprehensive Plan Citizen Commentary database, there were no appreciative costs. It required no new equipment or servers and is run smoothly on existing systems. The list serve was also implemented with no appreciative costs. The new Case Track database is being developed and tested in-house, so cost will be kept to a minimum.

James City County’s Development Management Department is committed to providing the best quality service to our applicants and citizens.

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Wireless for Everyone?

From DIGITAL EQUITY, pg. 4

• Serve as an “anchor tenant” and develop a public-private partnership that may cover a broader coverage area. For those localities with tourism, one may want to offer web portals for today’s smaller and smaller devices. The I-Phone which just sold its one millionth device, is a startling example. This new device and others yet to come to market are wonderful hand-held computers that can surf the web with ease. It has raised the bar as to the possibility for newer applications that are as exciting as they are as visual. So what does an “anchor tenant” mean you ask? It suggests that a locality invests money of its own; it guarantees that the city or county would pay for normal operations that are appearing to have some impressive R-O-I measures in terms of efficiencies in scale. This could translate into less “truck rolls”, less trips to the office for those in the field, savings in energy and fuel, time in processing forms, and other paperwork, less mistakes in reading poor penmanship (a dying art at that), and faster payments and processing of both monies and information.

With the Earthlink pull-back we realize, as many of us did from the start, that nothing is truly free. Everything has a cost. However there is also a cost in doing little or nothing. We can not afford to further disenfranchise a significant and underserved portion of our population. I believe it is time to take a hard look at the “why” of WiFi and focus on those in most need as opposed to focusing on the technology. Who will be the ones to benefit? Will they be able to pay for the need by way of equipment and training? Do an ROI on the cost of blanketing an entire city or locality versus the cost of a targeted approach?

There are answers and solutions and again we must recognize the cost of not acting.

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Beyond Wikis: Confronting the Organizational Digital Divide

Thomas AP Sinclair, Laura Le

Information technology has transformed many of the ways that various constituencies interact with government. Government-maintained websites provide information to the public ranging from archival material, such as meetings minutes and budgets, tax maps and land-use documents, and information that contributes to improved quality of life. Citizens now expect the convenience and staying current with internet tools.

While these changes have revolutionized many government operations over the past decade, these reforms have had the most significant impact on routine administrative tasks. The next generation of Information Technology (IT) will increase opportunities for connecting with the community and increasing organizational capacity. IT has the potential to transform the nature of public participation and program implementation. The challenge for public administrators will be avoiding a new organizational digital divide.

The original digital divide focused on the problems faced by disabled, elderly and poor people in gaining access to the internet. While access continues to be a concern, creative programs and technologies have mitigated these problems. An emerging digital divide threatens to separate organizations which lack the capacity to develop technologically from those that commit the resources for staying current with internet tools. Innovative capacity development is hindered by an inability to identify and ask for the appropriate tools. This lack of expertise is preventing organizations from viewing IT as a mission-oriented resource.

Social Networking Tools

The explosive growth of sites like Second Life (http://secondlife.com) take advantage of the internet’s networking capabilities. Increasingly, governments and nongovernmental organizations and educational institutions are utilizing these networks as part of their communication strategies. For example, on October 26, 2007, the World Bank and the International Finance Corporation launched its Doing Business 2008 report in the virtual world of Second Life and on November 16th, 2007, the Federal Consortium for Virtual Worlds convened a live and virtual conference. A good source for tracking developments in virtual worlds is Virtual World News (http://www.virtualworldnews.com) which has a searchable category for government.

The interactive nature of virtual worlds erase boundary limitations imposed by geography. For example, residents who cannot get to a meeting site can still participate, and so can participants from anywhere else in the world.

Other kinds of social networking tools include familiar sites such as MySpace, Facebook and LinkedIn. Facebook is a networking resource that enables users to connect with other Facebook members. Currently, the official NAASPA Facebook group has over 2,500 members from across the nation. The popularity of groups like these can be attributed to a number of reasons. For example: members would like to connect with other people who are also interested in public administration and public policy, members are viewing this as an opportunity for career exploration and joining a group is a way of expressing personal identity to other Facebook users.

Many organizations are stranded on the shores of the internet revolution as the more adept users maneuver through river currents like world-class kayakers.

Blogs

A blog is an online journal that enables an individual to share thoughts, ideas and information. Readers have an opportunity to post public comments, or send private messages, however, all blog topics are initiated by the blog owner. Accessing a few good blogs in which the authors have conducted much of the search and assessment of the validity of the information and the links can be a valuable exercise for managers who are trying to expand their expertise in an area. For example, at www.nonprofitblogexchange.blogspot.com, Emily Weinberg, the blogger, provides a wealth of information on how nonprofit organizations can incorporate the use of IT.

Forums

In contrast to blogs, forums tend to encourage user dialog. A forum is an online community that allows all of its members to initiate and discuss multiple topics, simultaneously. Members can ask for and share ideas, opinions and knowledge. Similar to blogs, members can post public responses or send private messages to any other forum members.

While blogs are organized chronologically, forums develop organically; the organization of their information may not be intuitive to new users. An effective forum is composed of many engaged participants freely sharing information by responding quickly to questions and comments. Even though no one “owns” a forum, administrators need to pay close attention to its development. Considered a “resource for owners and administrators of online communities” www.thecomadminzone.com/forums/ is an example.

Wikis

A wiki is a webpage that enables users to contribute to and revise content. It is a collaborative mechanism for sharing and developing knowledge. Users can add, and often edit text, images and useful web links. As users and contributors to wikipedia.org know, the sharing of information and the use of collaborative tools to refine entries often leads to significant debate about the veracity of the information provided. If wikis were thought of as tools for citizen participation, they could be used for problem definition and program design. Wikis may well represent the emergence of the next generation of shared governance in the internet.

The current generation of web tools offer governments and agencies expanded opportunities for engaging citizens in debate and discussion. However, they must be used with caution. The use of the internet as a social networking tool requires a high level of social decorum.

Governmental bloggers, forum and wiki administrators bear a special responsibility to ensure that those standards are effectively communicated and enforced. And, as with all other internet resources, users must remain skeptical of content validity and reliability; some websites will prove to be more credible than others.

Unfortunately, resources are also notoriously transient. For example, an excellent source of information will lose currency when an administrator takes a new job, their interests change or a source of funding ends.

Many organizations are stranded on the shores of the internet revolution as the more adept users maneuver through river currents like world-class kayakers. The dilemma of these managers is that they dare not risk launching themselves into the river without good guides to show them how to stay afloat and steer around obstacles. But, from their vantage point on shore, it is hard for them to connect with those potential guides in the water.

Unless they develop strategies to learn how to use existing and emerging tools, many government and nonprofit organizations will continue to fall behind in the organizational digital divide.

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New Leadership in France and the Real Work of Public Officials

Joseph R. Cerami

Nicolas Sarkozy’s election as French president provides a timely reminder of the significance of France and Europe in international affairs. Sarkozy’s early rhetoric about renewing ties between France, Europe and the United States should be seriously addressed and include deep discussions for reinvigorating the transatlantic alliance. The first question for skeptical U.S. public administration scholars may be to question whether Europe, old or new, still matters. The past provides important insights into current challenges in international leadership and institution building.

In a Brookings Institution study of government’s greatest achievements for the period from 1950 to 2000, guess what ranks as the United States’ number one achievement? It goes to: number one overall achievement goes to:

On an opinion poll of university historians, Service, draws several lessons on what he study director, public management scholar importance, difficulty and success, based on his endeavor? Rating achievement in terms of government’s greatest achievements for France, Europe and the United States/European community is to emerge, and the United States in the last half of the last century. First, no party, Congress or president can be credited with any single U.S. achievement–great achievement. Second, achievement is rooted in coherent policy and strategy. Third, is that great achievement resides partly in the moral righteousness of the cause. Fourth, achievement reflects government’s determination to intervene where public and nonprofit sectors will not go. Those interested in the calls for international leadership will find this a useful pattern to begin anew.

If new leadership within the United States/European community is to emerge, then some new thinking is needed. The Brookings study suggests several guidelines for considering how past experiences help us imagine what it takes to achieve greatness.

Light offers several insights from his study of the United States in the last half of the last century. First, no party, Congress or president can be credited with any single U.S. achievement–great achievement required the concerted efforts of presidents, congress members and others. Second, achievement is rooted in coherent policy and strategy. Third, is that great achievement resides partly in the moral righteousness of the cause. Fourth, achievement reflects government’s determination to intervene where public and nonprofit sectors will not go. Those interested in the calls for international leadership will find this a useful pattern to begin anew.

Whether new patterns linking the many dimensions of international and domestic leadership will emerge, to set conditions for greatness and guide the international community in shaping the next decades, remains an open question.

One final thought. In searching for a pattern of effective leadership in European affairs see Jean Monnet’s Memoirs. Frenchman Monnet, the first “Honorary Citizen of Europe,” has a lot to reflect on in his important book, and a lot to teach us about the real work of public leadership in charting a path forward.

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The first question for skeptical U.S. public administration scholars may be to question whether Europe, old or new, still matters.

We can think of the leadership of public officials and administrators as multidimensional: in terms of political leadership to achieve a unity in executive and legislative action; policy leadership in directing bureaucratic programs, plans and processes; ethical leadership in terms of raising leaders and followers to new moral heights; and public leadership and the role of effective governance in synchronizing public, private, and nonprofit sector organizations’ and citizens’ ideas and actions.

Still, at times we think of public leadership as an individual endeavor–equating leadership with heroic individuals who rise to meet the extraordinary demands of war and crisis. In wartime leadership, Churchill stands out, as former New York Mayor Rudolph Giuliani writes in his book on Leadership. For real achievement and forward progress all are necessary and each, in and of itself, is not sufficient for greatness.

Of course, in times of extreme crisis heroic leadership stands out, like that of Churchill in World War II and Giuliani during the aftermath of September 11, 2001. It is also important to appreciate that in addition to Churchill’s wartime role, he stood out as an effective bureaucratic leader in his roles as Lord of the Admiralty, Minister of the Interior and Chancellor of the Exchequer. Churchill’s long road to his most famous role as wartime prime minister included a variety of senior leadership experiences in government–where he applied new technologies to building the British Navy, worked on peacekeeping in Ireland, balanced budgets, and ran for office to serve as a member of Parliament. Giuliani’s record as mayor, in using information technologies and emphasizing performance management, is credited with a dramatic turn around from the New York of the 1960s and 1970s, a period when one author characterized New York as The Ungovernable City. Yes, individual, heroic leadership matters, as does leading and managing international and regional institutions, along with the public management and organizational performance at the foundation of good governance–the real work of effective public officials.

If new leadership within the United States/European community is to emerge, then some new thinking is needed. The Brookings study suggests several guidelines for considering how past experiences help us imagine what it takes to achieve greatness.

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Sacramento, CA—Access to state-level candidate campaign disclosure data continued to improve in states across the country. According to Grading State Disclosure 2007, a comprehensive evaluation of campaign finance disclosure laws and programs in the 50 states.

The 2007 study, released by the California Voter Foundation, found that Washington State ranks first in the nation in campaign disclosure, while Oregon ranked as the most improved state in 2007. The study is the fourth in a series, which was first conducted in 2003, and is online at www.campaigndisclosure.org.

“Access to campaign finance data enables voters to make informed election choices and hold politicians accountable,” said Kim Alexander, president of the California Voter Foundation. “This study helps the public determine how their state’s disclosure programs compare with others, and provides resources and incentives to help states improve.”

Washington State ranked number one in the country for the fourth time in 2007, followed by California and Oregon. Overall, 36 states’ disclosure programs earned grades in the 2007 assessment, while 14 states’ disclosure programs received an F. Twenty-one states’ grades improved overall since the 2005 assessment. A list of each state’s states’ grades, in rank order, is attached.

A significant area of improvement is in electronic filing. Forty states now permit candidates to file disclosure reports electronically. The number of states requiring electronic filing by legislative and statewide candidates has nearly doubled in the past four years, increasing from twelve in 2003 to 23 today. The study found that states with electronic filing programs are far more likely to also provide online, searchable databases of campaign contributions and expenditures.

“The data gained in a digital format enable disclosure agencies to place it on the Internet where it can be accessed immediately by the public,” Alexander noted.

The Campaign Disclosure Project evaluates, grades, and ranks each state in four categories: campaign disclosure laws; electronic filing programs; public access to campaign finance data; and disclosure web site usability.

In 2007, 18 states earned grades in the A or B range, up from eleven in 2005, and only two in 2003. Thirteen states received Cs, five received Ds and 14 received Fs in the assessment.

Among the study’s significant findings:
- States with the strongest campaign disclosure programs are: Washington, California, Oregon, Florida, Hawaii, Michigan, Virginia, Georgia, Illinois, New Jersey and Ohio.
- States with the weakest campaign disclosure programs are: Delaware, Nebraska, New Hampshire, Nevada, North Dakota, Mississippi, Montana, South Dakota, Alabama and Wyoming.
- Oregon was the most improved state, climbing from 24th to 3rd place, followed by South Carolina, which jumped from 49th to 33rd. Colorado, New York and Pennsylvania also showed significant improvements.
- “That nearly half of the states earned higher grades in 2007 shows that state disclosure agencies take their responsibilities very seriously and are actively working to provide better access,” said Bob Stern, president of the Center for Governmental Studies. “However, it is important to recognize that state legislatures have the greatest impact on strengthening access to campaign data. Without legislation, whether enacted or by court decision, these websites are limited in what they can offer the public.”

Each state was assessed, graded and ranked for its overall performance as well as its performance in each of the four grading categories. States performed best in the law category, with 44 receiving passing grades and six failing. Thirty states passed in the electronic filing category; 20 failed. Thirty-four states passed in both the data access and web site usability categories, while 16 failed.

The Campaign Disclosure Project sets a high, but not impossible, standard for state campaign finance disclosure. Grading criteria were developed by the Campaign Disclosure Project partners, the project’s advisory board and a panel of expert judges, who also assisted with the grading process. In developing the criteria, efforts were made to balance the concerns of practitioners and government officials with the public’s need for timely, complete and effective disclosure.

State assessments are based on research of state laws as of December 2006, survey results from state disclosure agency staff, web site visits and online research from February 6, 2007, and web site testing by outside evaluators in April 2007. The Project’s website, www.campaigndisclosure.org, features a database of state disclosure laws and a model disclosure law.
Passing the Baton:
Sustaining a “Performance and Results” Approach

Publicly, the George W. Bush Administration is often seen as having mismanaged the government in high-profile cases, such as Hurricane Katrina, the passport delays, and managing defense security contractors. However, inside the bureaucracy, the Bush Administration is seen as making a concerted effort to create strong management systems and placing a strong emphasis on performance and results. This is being done via the President’s Management Agenda (and scorecard) and the Program Assessment Rating Tool (PART).

This progress, however, has been largely the effort of Clay Johnson, III, the deputy director for management at the Office of Management and Budget, with the strong support of the President. Johnson is very close to the President and likes to refer to him as “the first MBA President.” Johnson was the President’s college roommate, served as chief of staff when Bush was governor of Texas, and headed the Office of Presidential Personnel in Bush’s first term.

The President and Johnson have invested significant time and energy over the past seven years in improving agencies’ management capacity via the President’s Management Agenda—which rates how well agencies are managed in selected areas such as human capital, finance, and e-government. They also invested heavily in rating the performance of more than 1,000 individual programs across the government and making the results publicly available.

But, they have only a year left in office. How can they ensure the momentum isn’t lost when the next president takes office? The Bush Administration is beginning to embed into the machinery of government a series of performance improvement reforms. It is doing this via a new Executive Order, signed by the president in mid-November.

Interestingly, the new Order does not embed the specifics of either the President’s Management Agenda or the OMB Program Assessment Review Tool. Instead, it creates an administrative framework that is flexible enough to accommodate a range of initiatives, so long as they are focused on performance and results of an agency’s programs.

What Does the New Executive Order Do?
The new Executive Order says it is intended “to improve the effectiveness and efficiency of the federal government and promote greater accountability.” The Order:

• Requires each agency head to create annual and long-term goals. These goals are to have “objectively measurable outcomes” and measure progress towards those goals. Individuals must be held accountable for meeting those goals. The Order also requires agency heads to justify their budget requests based on “objective performance information” and post “updated and accurate” program-level performance information on their agency’s websites.

• Creates a government-wide Performance Improvement Council. The deputy director for management at the Office of Management and Budget will chair a cross-agency council of performance improvement officers. Collectively, they will develop criteria for evaluating program performance (which could be the existing Program Assessment Rating Tool (PART), or some variation). They will also be able to share best practices as well as develop a website “that provides the public with information on who well each agency performs.” Currently, OMB sponsors a website, expectmore.gov, that provides program-level performance assessments done using the PART.

According to the Washington Post: “By the end of 2008, the Bush administration intends to tell Congress which program goals each agency has promised to accomplish and by what date they will show results.” Clay Johnson told the Post: “There should be no dropped batons going from this administration to the next administration. The next administration will come in knowing what every department is committed to do. It will help ensure there is continuous attention to these goals.”

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Race/Gender Affecting Politics

From POLITICS, pg. 1

The principal investigators were Christine Marie Sierra, University of New Mexico; Carol Hardy-Fanta, University of Massachusetts Boston; Dianne M. Pinderhughes, University of Notre Dame; and Pei-Ti Lien, University of California-Santa Barbara.

The survey is, to date, the nation’s most comprehensive multiracial, multi-office national survey of Black, Latino, Asian and American Indian elected officials holding positions at state and local levels. It is also an in-depth look at minorities in public office—where they are, their distribution nationally, and their policy positions on topics such as the Iraq War, No Child Left Behind, Immigrant-Friendly Policies, and the Voting Rights Act.

Findings include the following:

- The average age of the elected officials of color was 56 and there were no significant gender differences, however, women of color are older when seeking office for the first time: 45 years of age compared to 42 for male elected officials.
- Elected officials are highly educated, with 58 percent having completed college, and 30 percent of the college educated going on to earn master’s, law, medical or other graduate degrees. Racial differences are large and significant: 87 percent of Asian elected officials have at least a college degree or higher compared to 63 percent of Black, and 46 percent of Latino/a and American Indian officials.
- Women elected officials of color follow a national trend—61 percent have college degrees compared to 56 percent of men.
- One of the largest gender differences is in marital status of the elected officials: 80 percent of male elected officials of color are married, compared to 53 percent of women.
- Black officials do not support drivers’ licenses for illegal immigrants but do support government services in multiple languages for non-English speaking clients.
- Only one out of two Asian officials support public school instruction in languages other than English, while clear majorities of all other racial groups agree with it.
- One in three officials strongly disagreed with the statement, “The US made the right decision in using military force against Iraq.”
- Eight in 10 agreed with the statement, “The US should bring its troops home from Iraq as soon as possible.”

Leading the Way in P.A.

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The Maxwell School, Syracuse University — Ed Connerley, Senior Advisor, Foreign Aid and Foreign Policy
Cutting your way through third party government, whether in the form of government contracts, management contracts, or third party grants, the challenge of the day is to find a way to manage more effectively. As Todd LaPorte is fond of saying, “Public administration by contracting out and grant making may work in practice but not in theory.” What often passes for theory are the untested assertions of consultants and management wizards about reinventing, reengineering, balanced scorecards, six sigmas and all the rest of a lengthy list of modern public management fads and slogans.

Two years ago a group of leading public administrators and management consultants came together to attempt to sort out the chaotic contracting out and grant making that has grown so rapidly that the contracting practices of modern government have gotten far ahead of our capacity to build either explanatory theory or the policy theories that help govern officials manage more effectively. As Todd LaPorte is fond of saying, “Public administration by contracting out and grant making may work in practice but not in theory.” What often passes for theory are the untested assertions of consultants and management wizards about reinventing, reengineering, balanced scorecards, six sigmas and all the rest of a lengthy list of modern public management fads and slogans.

Those associated with the “state of agents” project have wisely chosen to approach the subject empirically and theoretically. We are all worn out by the normative arguments over whether contracting out and privatization is good or bad. And we are worn out by skipping over the “what do we really know about contracting out and privatization” part, going right to the vexing accountability issues associated with it. Third party government is here to stay, and as young folks say, deal with it. And the “state of agents” project is smart to deal with it empirically and theoretically.

As a starting point it is essential to sort out some core public administration concepts and practices in light of the rapid growth of third party government/mangement. What, exactly, is the work of those who give the grants, the lets contracts, oversee the partners? Lumpying together those who do this work and calling them principals doesn’t give us much purchase on what exactly this is. Is this public management? If it is a kind of management it is certainly very different from the public management of direct service hierarchy. This is management by spreadsheet. This is the new form of delegation. This is antiseptic management?

This is management by remote control and autopilot. (I sometimes think of Dennis Thompson’s “many hands” and “dirty hands” categories of ethical official behavior and imagine that in the modern world of third party government we now have “no hands.”) Finding the right words to describe and theoretically “name” this new form of “management” that makes constitutional distinctions between kinds of public management would be an important theoretical contribution.

As the name of the “state of agents” project indicates, those associated with it start with the language of principal-agent theory. While principal-agent theory has been used as the framework for important empirical studies of third party government or the hollow state, the critique of principal-agent theory (multiple principals, principal who are agents, a jumble of words and ideas, and a creation of a new kind of dichotomy) is important.

The “state of agents” is a clever title, it is an “inside” academic title that may mean something to scholars but is readily understood in other quarters. The same could be said for “third party government,” because we continue to explain who the first party is (elected officials) and who the second party is (the bureaucracy). And even the “hollow state” nomenclature is wanting. The state is anything but hollow; it is bursting at the seams with third parties and agents. It is the civil servants who are gone.

Third party government is the single most important factor in the organization and management of the federal government and is of growing importance at the state and local levels. As scholars grapple with (search for) the right theory to use at or least the right theoretical framework and language to use to describe third party government, there are several important contenders, including network theory, Lester Salamon’s policy tools arguments, the hollow state metaphor, third party government, principal-agent theory, and transaction cost economics. In the short run they can be thought of as as “theories of the middle range” rather than the one theory which guides research and into which we fit our findings.

In the short run this approach is neither theoretically tidy nor parsimonious. Nevertheless, using the middle range theories at hand, those who are studying third party government have generated some solid hypotheses that are empirically called. Excellent leaders for much of the wide variation in types of third party arrangements, at this point there isn’t a single theory that puts its arms around third party governance.

What often passes for theory are the untested assertions of consultants and management wizards...

The “state of agents” project takes principal-agent theory as its starting point. It is to be hoped that they will work toward a theoretical jailbreak and the emergence of a more general theory of public administration that accounts fully for the contemporary use of non-governmental agents. The “state of agents” project includes some of the best brains in the field, excellent leaders for much of the wide variation in types of third party government

Order now at www.aspanet.org or call Steve Dunphy at 202-393-7878, ext. 213.
The U.S. Department of the Interior: A Model Ethical Workplace?

Can Secretary Dirk Kempthorne make the scandal ridden Department of the Interior a model of an ethical workplace? He thinks so. He has put forward a 10 point plan to do just that. The plan comes on the heels of the sentencing of the former second-ranking official J. Steven Griles to 10 months in prison for lying to a Senate committee about his ties to convicted lobbyist Jack Abramoff and the resignation of Julie MacDonald after an internal investigation found that she had politically interfered in scientific advice offered on the Endangered Species Act. Will the Secretary be able to build a strong ethical environment in Interior? Perhaps. But if one believes that the secret of doing so involves more than just compliance-compliance-compliance, and the Secretary’s plan does emphasize compliance with rules, regulations, and laws, then there is reason to be skeptical.

What are the key ingredients of the plan to turn Interior into a model ethical workplace? They include:

- appointing an experienced ethics lawyer to be Interior’s Designated Agency Ethics Officer;
- expanding the ethics staff;
- implementing best ethics practices identified by the U.S. Office of Government Ethics;
- Creating a Conduct Accountability Board;
- including a measure for effective management of ethics in the performance standards for members of the Senior Executive Service;
- Strengthening conduct and discipline procedures and penalties;
- reviewing policies and procedures governing contacts with lobbyists and policy advocates;
- Enhancing ethics communication with employees, including printing Interior’s core values—stewardship for America with integrity and excellence—on each employee’s badge.

Alas, no sooner had Secretary Kempthorne released his plan, then the Assistant Secretary for Water and Science (who was appointed to chair the newly constituted Conduct Accountability Board) announced his departure from Interior for a lucrative lobbying job with a firm that represents local and state water agencies with interests before the Department. These developments prompted U.S. Senator Ron Wyden (D-Oregon) to query Secretary Kempthorne about the Department’s strategy to turn the agency into a model ethical workplace.


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

Call for Proposal Reviewers (New ASPA Book Series)

ASPA staff is seeking volunteers to help review book proposals for our new book series, ASPA Series in Public Administration and Public Policy. We are now receiving exciting new proposals, and we need input from ASPA members to help ensure that future books meet our members’ needs. At this time, we are especially seeking practitioners to conduct brief, blind and timely preliminary reviews of book proposals. Each review will take about 20 minutes and includes a short feedback form.

If you are interested in helping out, please reply to the Series Editor-in-Chief Evan Berman, at berman@LSU.edu. When responding, please include your primary area of expertise. More information about the ASPA book series is available at www.aspanet.org/scriptcontent/BookSeriesCall.cfm.

Come, please help us out—we want your advice!
Brief Highlights Differences between State and Local Government Pension Plans

Washington, DC – The Center for State and Local Government Excellence has issued a new issue brief that analyzes why state and local pension plans differ from those offered by the private sector.

The brief reports the initial findings of a two-year study conducted by the Center. The research grant was awarded to the Center for Retirement Research (CRR) at Boston College to establish a data clearinghouse on state and local pension plans and explore their funding status and economic impact. Although state and local plans cover about 10 percent of the workforce and hold more than 20 percent of the nation’s total pension assets, to date research and data collection have been limited and fragmented.

The brief was authored by Alicia H. Munnell, Peter Drucker professor of management sciences in Boston College’s Carroll School of Management and CRR director, and Mauricio Soto, CRR senior research associate. The brief’s key findings are:

- Public plans are primarily defined benefit, coverage is virtually universal, and only 70 percent of workers are in Social Security.
- Private plans are mostly 401(k)s, less than half of the workforce is covered, and everyone participates in Social Security.
- Public plans provide larger benefits, but rely more on employee contributions.
- Plans in both sectors, though: invest about 70 percent of their assets in equities; and their defined benefit plans are 80 to 90 percent funded.

To download the full issue brief, visit http://www.slge.org/research.

Provider-To-Provider Telehealth Technologies Will Save $4.28 Billion Annually

Nationwide Telehealth Systems Remove Barriers to Care and Improve Quality in Four Healthcare Settings

Boston – The Center for Information Technology Leadership (CITL), a nonprofit research center based at Partners HealthCare System in Boston, has announced the publication of its research findings on the benefits and costs of provider-to-provider telehealth technologies.

Telehealth, the use of communications technology to transmit medical information, allows patients to receive care when and where it is needed, removing geography as a barrier to care.

Funded by grants from the AT&T Foundation, the Harris and Eliza Kemper Fund, the landmark study’s findings conclude that robust telehealth systems—nationally implemented with a five-year roll-out in emergency departments, correctional institutions, nursing homes, and physician offices—can save $4.28 billion annually.

CITL examined the overall value of three telehealth technology systems—store-and-forward, real-time video, and a hybrid model that combines the first two—in four different healthcare settings: emergency departments, correctional institutions, nursing homes, and physician offices.

The report illustrates how these technologies can improve access-to-care issues for medically underserved geographic areas and under-represented medical specialities, and how the benefits far outweigh the costs. Funded in 2002 with support from the SBC Foundation (now the AT&T Foundation) (www.atctcenter.utmb.edu), the Electronic Health Network (EHN) at UTMB was created in 2004 to centralize all of UTMB’s skills, competencies, and technical resources into one entity. The EHN is charged with operating, analyzing, and making available to others the systems and programs that prove effective in the area of telehealth and telemedicine (www.telemedicine.utmb.edu).

Roger W. Jones Award for Excellence in Federal Government Service Winners Announced

Washington, DC – John Potter, postmaster general and chief executive officer of the United States Postal Service, and Mary Ann Musumeci, director of the Bronx/James J. Peters Veterans Affairs Medical Center in New York have been honored as the 2007 recipients of The Roger W. Jones Award for Executive Leadership, presented annually by American University’s School of Public Affairs.

Potter started his career with the Postal Service as a clerk in New York in 1978. He has worked at every level of the organization: sorting and delivering mail, implementing automation programs, leading a complex field operation and serving as labor relations vice president and chief operating officer before being named the postmaster general and chief executive officer on June 1, 2001. Since being named the sixth career employee to lead the 232-year-old organization, Potter has produced seven straight years of productivity growth and four consecutive years of positive net income. Potter earned a bachelor’s degree in economics from Fordham University and a master’s degree at the Massachusetts Institute of Technology, where he was a Sloan Fellow.

Musumeci has been the director of the Bronx/James J. Peters Veterans Affairs Medical Center (VA) Medical Center for the past 13 years. In that time, she has been awarded the highest accolade for a U.S. government civil servant, The Presidential Rank Award, in 2001 and again in 2006. She began her VA career in 1972 as a registered nurse and has held positions from staff nurse to nursing supervisor. A graduate of Brooklyn College, Musumeci earned a master’s degree in business management from Central Michigan University in 1984. That year, she began her administrative career and held positions as Associate Director of the New York (Manhattan) VA Medical Center and Assistant Director of the Brooklyn VA Medical Center.

For more information on the awards nominating process, contact Jacqueline Corbett, AU School of Public Affairs, at 202-885-2937.

Rural Nonprofits Must Overcome Significant Hurdles To Attract Funding

Washington, DC – Grantmakers’ perceptions of rural life, geographical isolation and capacity-building needs greatly reduce the ability for rural nonprofits to secure funding, finds the National Committee for Responsive Philanthropy in its latest report, “Rural Philanthropy: Building Dialogue from Within.”

Other obstacles highlighted are the desire of foundations to target densely populated areas, as well as “weak nonprofit infrastructures” found in most rural places.

The report defines areas as “rural” if they had population densities of less than 500 people per square mile. “Rural nonprofits” are those tax-exempt 501(c)(3) organizations located in or are serving rural areas. Roughly 20 percent of the United States population lives in rural areas.

Nonprofit typically strive to develop meaningful relationships with current or potential funders. But Rural Philanthropy finds that geographic isolation greatly reduces opportunities for rural organization and exposure with major funders, which are usually located in urban areas. The report also finds that grantmakers often require capacity-related benchmarks that an organization first achieve without having sufficient funding for staff and technical assistance.

Rural Philanthropy offers recommendations on ways to make philanthropy more responsive to rural America. Exploring flexible, multi-year grants is one of the primary recommendations to reduce the disparity in charitable giving between rural and urban organizations.

Rural Philanthropy is available for free download on the NCRP Web site www.ncrp.org.

If you have a press release for “Where Things Stand,” contact Christine McCrighin at cjevett@aspanet.org.
THE MOST COMPREHENSIVE PUBLIC ADMINISTRATION CONFERENCE OF THE YEAR...

The Fairmont Dallas is the place to be March 7-11, 2008 for the American Society for Public Administrations (ASPA) 69th Annual Conference. ASPA will host over 1,200 federal, state and local government officials and employees, scholars, practitioners, new professionals and students who will come together for training, networking, exchanging ideas and learning about current practices in the field.

This year’s theme:
Transformational Public Administration: A Call for Public Service
will focus on how to transform programs, activities, institutions and processes operating from the public sector; such issues can promote human advancement.

Hundreds of public service experts will be on hand to offer creative solutions to problems and issues in the workplace. Through keynote presentations, workshops, panels, roundtables and discussion circles, attendees will experience a serious leadership forum to explore the public service profession. Don’t be left out!

REGISTER ONLINE TODAY!

ASPA 2008
ANNUAL CONFERENCE - MARCH 7-11
The Fairmont Dallas - Dallas, Texas

Transformational Public Administration: A Call for Public Service

Who Should Attend?

Professionals involved in all aspects of public service: administrators, academics, senior and mid-level managers, new professionals and students.

WWW.ASPANET.ORG/2008CONFERENCE
Texas ASPA/CPM, ASPA District IV Hold Conference

Paul Hobby Delivers the Annual Wiliam P. Hobby Distinguished Lecture

Howard R. Balanoff

The Annual Texas ASPA and Certified Public Manager (CPM) Conference was recently held at the LBJ Student Center on the campus of Texas State University. The conference was sponsored by the ASPA’s District IV and Texas Chapters, the journal The Public Manager and Texas State University’s William P. Hobby Center for Public Service.

The 2007 Texas Conference featured 11 breakouts and 1 plenary session. Delivering the plenary presentation was Paul Hobby, former Chief of Staff to Lt. Governor Bob Bullock and son of former Texas Lt. Governor William P. Hobby. Hobby’s Lecture “Don’t Confuse Government with Politics: Reviewing the Relationship of Elected Political Officials to Professional Public Managers.”

In addition to the plenary session, former U.S. Senator and Ambassador to Burundi and Botswana Robert Krueger spoke at lunch about his new book, From Bloodshed to Hope in Burundi which he co-authored with his wife, Kathleen Krueger.

Hobby told the audience of about 200 participants that “government is what we have in common and politics is what divides us, government is factual, and politics is perception; government is the administration of public affairs; and politics is the manipulation of public opinion. Hobby went on to say that “that when the political director for the current administration’s campaign operations moved into the White House and senior policy director for government, an important, painful lesson was learned by all of us about the dangers of mistaking the art of governance for a subset or an extension of political expertise.”

The full text of Hobby’s Lecture can be found on Texas State University’s website www.txstate.edu/cpm.

The Texas ASPA/CPM Conference featured a series of breakout panels which focused on the conference theme of “Transforming the Public Service.” These panels were sponsored by university public administration and public policy programs across the state. Additional breakout panels focusing on professional development were composed of faculty, alumni and students from MPA & CPM Programs at Texas universities were conducted during the Conference.

In addition to the panels Texas ASPA and District IV leaders and CPM Alumni held their business meetings at this conference.

The Annual Texas ASPA/CPM Conference is a result of close collaboration between the Texas CPM Program and the various ASPA Chapters throughout the state. It is also a result of the close coordination between the William P. Hobby Center for Public Service at Texas State University and the other graduate programs in public administration located throughout the State of Texas. Co-sponsoring the conference for the first time was the journal, The Public Manager (www.thepublicmanager.org).

For additional information, please go to www.txstate.edu/cpm.

ASPA member Howard Balanoff is the William P. Hobby Professor for Public Service at Texas State University, director of the William P. Hobby Center for Public Service and director of the Texas Certified Public Manager (CPM) Program.

E-mail: hhb02@txstate.edu

ASPA Signs MOU with Mexico’s INAP

Washington, DC—ASPA President Elect Donald Klingner delivered the signed copy of ASPA’s historic agreement with Mexico’s National Institute for Public Administration (INAP) at an international conference held in Monterrey, Mexico. This ceremony marked the successful conclusion of a two-year negotiation process between the two organizations. Numerous national and state officials participated in the ceremony and attended the conference, including INAP President Alejandro Carrillo Castro and the State of Nuevo Leon’s Governor José Natividad Gonzalez Parás.

For the past half century, INAP has conducted research, training and technical assistance projects at a national, state and municipal level in Mexico. It is also active internationally, having served as the co-sponsor of such events as the International Institute of Administrative Sciences (IIAS) international regional conference in Mexico in 2006. This agreement will enable the two organizations to work together more effectively on shared programs.

A similar ceremony will take place during ASPA’s annual conference in Dallas, TX, March 7-11, 2008.

ASPA will now begin the process of finding a partner organization to administer the MOU with INAP. Interested ASPA chapters, sections, or universities should refer to the RFP for Secretariats on page 20.

See ICPA, pg. 17

ASPA President
Attends ICPA Conference

President Harvey White Represents Society at International Conference

Zhao Shurong, PanNa

The 2007 International Conference on Public Administration (3rd ICPA) was successfully held at International Conference Hall of University of Electronic Science and Technology of China (UESTC). The conference was co-sponsored by Chinese Public Administration Society (CPAS), UESTC, ASPA, School of Public Administration in Moscow State University and Chinese Public Administration Journal.

Paper submissions to the conference numbered 898 pieces from countries including P.R. China, United States, United Kingdom, Canada, Russia, Thailand, Romania, Spain, Italy, Singapore, Macao, Mexico, Philippines, United Arab Emirates, Lithuania, Japan, South Korea, Hong Kong, China Taiwan, Bangladesh, Republic of Georgia and Turkey. After peer review by the 2007 ICPA Academic Committee, the papers collected in the Proceedings number 346 and offer a wide array of new knowledge and information on subjects for which public administrators and scholars should find valuable and practical uses.

Attending the conference were 200 participants—150 from China (Mainland, Hong Kong, Macau and Taiwan), and 50 attendants from United States, UK, Canada, Russia, Thailand, United Arab Emirates, Singapore, Bangladesh, India, Japan, Korea.

In the Opening Ceremony, Wang Houjin, vice-president of UESTC, extended his welcome and noted what a great honor it was to have 2007 ICPA held in UESTC as it offered UESTC a great honor it was to have 2007 ICPA.

In the Opening Ceremony, Wang Houjin, vice-president of UESTC, extended his welcome and noted what a great honor it was to have 2007 ICPA held in UESTC as it offered UESTC a good opportunity to exchange academic achievements with other experts from home and abroad. He also expressed hope that this conference would provide a forum for distinguished speakers from academia, government and industry to discuss problems and new ideas, share experiences of success and failure in public administration, explore the
Harvey White

As one who reads mostly for personal edification, it is always a special delight to be introduced to books grounded in public administration that are also professionally enriching. The recently edited volume, Transforming Public Leadership for the 21st Century, by Ricardo S. Morse, et. al. is such a book. It is an intriguing discourse on leadership in, by and for public administration. The boldness with which it addresses the appropriateness of this topic for our profession is a refreshing change from the apologetic books prevalent in the field. It is also instructive for ASPA as we seek to practice collaborative leadership with our sister public service organizations at home and abroad.

After acknowledging the limited attention given to leadership by scholars in our profession, the editors note, “public leadership is, more than anything, the domain of those in public service; in other words, public administration.” They then candidly inform the reader, “This book focuses on public leadership from an unabashed public administration point of view.” The broad notions of public leadership put forth emphasize an interorganizational perspective that is also relevant to our work in ASPA.

The contributors to the volume provide insightful discussions, frameworks, and typologies of leadership in the public sector that should be informative for students, practitioners and scholars of public administration. Their work is not only germane to ASPA’s leadership role in the public service arena, it is consistent with the theme selected to guide ASPA’s 2007/2008 work plan, “Transformational Public Administration: A Call for Public Service.”

Authors in the volume call for transformational stewardship, public value networks, collaborative leadership, catalytic leadership and other types of leadership for the common good. The emphasis is on leadership that brings people together to “make something different happen.” As they note: “The context in which public leadership occurs is transforming. The practice of public leadership is transforming. And the way we think about public leadership is transforming.” A salient characteristic of this transformational public leadership is that the “focus is not on the ‘public leaders’ so much as on the process of creating public value inside and outside government at all levels.”

The transformational public leadership that is envisioned provides an interorganizational framework for advancing excellence in public service. ASPA causes noblesse. Achieving this goal will undoubtedly require effective leadership both within and across public organizations. Embracing the notions of governance, networks, and collaboration advanced by the authors are crucial for tackling the grave challenges society must confront.

Successfully addressing human security, global warming, infrastructure replacement, public workforce development and other societal challenges will necessitate an interorganizational framework. The enormity and complexity of these challenges require the collaborative efforts this framework can facilitate. The capacity for this type of leadership resonates within ASPA. However, we must be willing to lead the way to help permeate this framework as a leadership model throughout the public administration community.

Potential networks, connections and collaborations for creating public value and advancing the common good are prevalent in our organization. ASPA is collaborating with more than 20 international organizations for the global promotion of excellence in public service. At the national level ASPA is embracing public leadership from an interorganizational context as well. This month, with the assistance of our advisor, Donna Shalala, we are hosting a dinner for sister organizations in the public administration arena. The purpose of this meeting is to explore ways we can better collaborate on issues of mutual interest. Leaders from these organizations are invited to participate in an annual conference in Dallas for follow-up discussions. We are also participating in their conferences, meetings and programs.

Interorganizational collaboration is also prevailing in other dimensions of our organization. Nearly all of the more than 20 ASPA programs and activities I have participated in this year were cosponsored by other public service organizations, i.e., Empire State Chapter and the New York Academy of Public Administrators; the New Jersey Chapter and Association of Government Accountants; Evergreen Chapter and Black in Government; the Los Angeles Chapter and the Government Employees Union; etc. Several of our sections cosponsor conferences, journals, and other activities. We must continue to encourage these types of collaborations at all levels of our Society and exemplify transformational leadership that promotes public value in all ASPA endeavors.

We are currently developing new collaborative partnerships across sectors to help build public value inside and outside government as well, i.e., municipalities, not-for-profits, and for-profit organizations. The premise for these partnerships is that all activities emanating from or sanctioned through the social contract citizens have with their government should advance the common good. Public administration not only has a responsibility to nurture and support these activities, but it must also assure that they indeed advance the common good. We will be announcing several initiatives in the near future for engaging these sectors in ASPA’s efforts to build more public value.

The foundation that exists to develop Public Value Networks (PVN) within ASPA and our profession is important in this regard. Our 20 sections, with the common mission of advancing excellence in public service, represent substantial interest networks. Although missing some of the critical elements delineated for successful PVN’s, the enlightened efforts they can be transformed. Two types of informal networks emerging within our profession are particularly noteworthy and merit our attention. Each has the capacity to become a public value network.

A series of new professional public service networks is emerging that transcends traditional boundaries of public administration. Their members work in all sectors and are drawn together by concerns around social issues. They often function without an official leader and have a propensity to rely heavily on technology. Many have MPA degrees. In contrast to this group is an emerging core of senior leaders who want to positively influence the future of public administration. ASPA must reach out to both of these groups and find ways to collaborate with them to help build more public value and promote the common good.

There are also other groups and sectors building public value and promoting the common good to whom we should reach out. This includes the philanthropic community and those who work in areas of corporate social responsibility. These groups should also become an increasing focus of our attention in the immediate future.

These are small steps ASPA can take to help create the new public administration leadership desperately needed for the 21st Century. While much more needs to be done, these steps represent opportunities to help advance transformation within ASPA and in our profession to build more public value and advance the common good. ASPA is challenged to take the lead and transform both its intra and interorganizational leadership practices. I am confident we will embrace this task with the seriousness and tenacity required to succeed.

On a more personal note, thanks to all who have helped advance the work of our Society. The leadership provided, courtesies extended and labor contributed are greatly appreciated. Frequent interactions with chapters, sections, staff and individual members have made me acutely aware and extremely appreciative of the outstanding work carried out at all levels of our organization.

ASPA has a tremendous array of talented and gifted individuals who bring much to the bearing on enhancing excellence in public service. The past eight months have been challenging, invigorating and rewarding. We continue, however, to be focused and progress is being made on goals established for the year.

Season Greetings and a Happy “ASPA” New Year—the best is yet to come!

ASPA member Harvey White is ASPA president and an associate professor at the University of Pittsburgh. E-mail: hwhite@usouthal.edu (please copy ritcholari@assunthal.edu on all correspondence).
ASPA President and ED Attend ICPA

From ICPA, pg. 14

changes that public administration poses for all aspects of governance and promote international co-operation in the field of public administration.

GAO Xiaoping, vice president and secretary-general of the Chinese Public Administration Society (CPAS); Antoinette A. Samuel, executive director of ASPA; Zhang Ding', associate editor-in-chief of Chinese Public Administration Journal; Alexey Surin, Dean of School of Public Administration of Moscow State University; Xia Shuzhang, eminent scholar and forerunner in the field of public administration in China from Sun Yat-sen University, delivered their congratulation remarks to the conference.

Samuel, on behalf of ASPA, and Wang Houjun, vice-present of UESTC, on behalf of UESTC, signed a Cooperative Working Agreement which aims at providing a framework for a formal working relationship between UESTC and ASPA and establishing an agreement under which future co-sponsorship of the ICPA will be implemented.

Gao Xiaoping, Harvey White, David M. Stuewe, Zhu Liyan delivered well received keynote addresses on the reform of Chinese public administration system, the trend of development of public service, the role of government and governance mechanism, the development of public administration in China and the construction of government capability respectively.

Zhang Ding', associate editor in chief of Chinese Public Administration Journal said 2007 ICPA is accordant with the development of public administration discipline and the demand of theoretical research and practical development. ICPA has and will provide a forum for experts and scholars from home and abroad to exchange ideas in the field of public administration. It was of great importance for the innovation of government administration in China.

During the Closing Ceremony, an In-Country Host Cooperative Agreement was signed by Antoinette A. Samuel, ASPA executive director, ZHU Xiaoning, dean of School of Political Science and Public Administration, UESTC, and Thomas A. Walkerston, on behalf of The University of Minnesota (UMN). The Agreement establishes a framework for the planning and development of 2008 ICPA Conference, which will be held at the Hubert Humphrey Institute, University of Minnesota, on September 25-26, 2008.

The 2007 ICPA achieved several significant goals. In addition to a new volume with more than 150 articles, it also facilitated the formalization of a framework for future conferences and other collaborative activities. Equally important was the individual networking opportunities available for participants. The international linkages and relationships developed are valued features of the International Conference on Public Administration.

We look forward to an equally informative and engaging 2008 ICPA in Minneapolis, USA.

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Leadership Vision Dedication

VOTE
Mitchell F. Rice
For
ASPA Vice President

• A global activist and articulator
• A member of ASPA for more than 30 years
• Past President of COMPA
• Past Chair of SECOPA
• Faculty of Public Administration and Political Science for more than 30 years
• Former member of National ASPA Council
• Author & Co Author of more than 100 different publications

Global Activities Diversity Collaboration

Ad provided by Rice campaign election committee
New ASPA Members

ASPA welcomes the following new members from the month of October 2007. Please note: Members rejoining ASPA are not included on this list.
GAO Inspector General to Keynote 2008 SWPA National Awards Breakfast

The Honorable Frances Garcia, inspector general of the U.S. Government Accountability Office (GAO), will be the keynote speaker at the SWPA National Awards Breakfast during the 69th ASPA Annual Conference in Dallas, TX, March 7-11, 2008. The National Awards Breakfast will be held on Monday, March 10, 7:30–9:00 a.m. at the Fairmont Hotel, which serves as the ASPA Conference site.

As inspector general, Garcia is responsible for all of GAO’s internal audits, evaluations, and investigations. Prior to being inspector general, Garcia was the director of the Office of Recruitment, where she was responsible for all of GAO’s nationwide recruitment. She is currently the Campus Executive at two universities for GAO. In 2005, she received the GAO Distinguished Service Award and in 2007 was honored as the recipient of the GAO John Henry Luke Mentoring Award.

Prior to joining GAO, she served in the private sector as partner in charge of the DC office of the public accounting firm, Quezada Navarro & Co, and as an audit manager in the financial division with Arthur Andersen & Co. Currently she is a member of the Board of Directors and serves as chair of the Investment Committee for The Hitachi Foundation. She has been chair of the Board of External Auditors for the Organization of American States, which is affiliated with different 35 countries. She has served on numerous committees for the American Institute of Certified Public Accountants and is also a lifetime member and past national president of the Association of Latino Professionals in Finance and Accounting (ALPFA). She has received the ALPFA Founder’s Award in 2002 and was among the organizers of Women of ALPFA where she won the Women of ALPFA Award in 2007.

Among her many other honors, she has been a lifetime member of MANA, a Latina Organization, which awarded her both the Las Primeras Award for Public Service in 2002 and the Hermana Award in 1997. At the SWPA National Awards Breakfast, four Award recipients will be honored. The SWPA National Awards are:

• The Joan Fiss Bishop Award for Outstanding Contributions to Public Administration and Increased Participation of Women in the Profession;
• The Julia Henderson Award for Outstanding Contributions to International Public Administration;
• The Rita Mae Kelley Award for Outstanding Research in Gender Related Issues and
• The Marcia P. Crowley Award for Service to SWPA.

In addition to the national award winners, three SWPA Conference Scholarship recipients will be honored. The ASPA Founders’ Fellows will also be recognized during the program.

SWPA invites all ASPA conference participants to the SWPA National Awards Breakfast. In order to assure the maximum attendance, SWPA National Conference Chair Phin Xaypangna has worked with ASPA officials to reduce the price of the Breakfast this year.

We hope to see you on Monday, March 10, 2008, at 7:30 a.m. to celebrate the role of women in public administration and get the first day of full conference programs off to a great start!

For more information on SWPA, the SWPA National Awards Program and the SWPA National Scholarship Program, please visit www.swpanet.org. For information on SWPA conference participation contact Phin Xaypangna at phin.xaypangna@mecklenburgcountync.gov.

ROPPA Conducts Strategic Planning Session

Members of the advisory board, editorial board, and editorial staff of the Review of Public Personnel Administration: The Journal of Public Human Resource Management met during the recent ASPA mid-year meeting in Washington, DC, for a strategic planning session. ROPPA Book Editor Rex Facer facilitated a meeting where participants discussed opportunities, challenges, and the journal’s strategic direction. Additionally, the group formulated short and long-term goals and objectives for ROPPA.

ROPPA is affiliated with ASPA’s Section for Personnel Administration and Labor Relations (SPALR). All SPALR members receive a quarterly subscription to the journal as one of the section’s membership benefits. For information about subscribing or submitting manuscripts to ROPPA, please visit the journal’s website at http://rop.sagepub.com.

Pictured above (around table, left-right): ROPPA Editor-in-Chief Steve Condrey, Associate Editor Meredith Newman, Associate Managing Editor Ilka Decker, Advisory Board members John Crum and Bob Lavigna, Book Editor Rex Facer, Advisory Board members Sydney Smith-Heimbrock and Ann Hess Braga, Production Associate Christine Ledvinka, and Associate Book Review Editor Jerrell Coggburn.
Chapters Run Risk of Forfeiting Rebate Checks

At the end of the year, ASPA provides a rebate check to “compliant chapters” based on their total membership for the year. Chapters are deemed to be in compliance if they have submitted their annual financial statement, current officers list, and all their officers are current ASPA members. According to ASPA policy, chapters have a one-year grace period to submit their forms before forfeiture any funds.

The following chapters reporting forms for 2006-2007 or current rebates must be submitted before January 2, 2008, to receive their 2006 rebate check.

Bakersfield
Delaware
Detroit Metropolitan
Greater Rochester
Houston Texas
Iowa Lowcountry
Lower Hudson Valley
National Capital Area
Northeast Ohio Region
Northern Virginia
Oklahoma
Sacramento
San Diego
San Francisco Bay
Southern Nevada
Southwest Virginia
Virginia

For your convenience, the reporting forms are located online at www.aspanet.org/scriptcontent/index_chapsec.cfm. Complete the reports and return them directly online or fax or mail them. If you have any questions or if you believe your chapter was listed here in error, contact Patricia Yearwood at pyearwood@aspanet.org or (202) 585-4399.

Sponsorship and Exhibitor Opportunities Available at 2008 ASPA Conference

ASPA has an array of sponsorship and exhibitor opportunities at the Annual Conference being held March 7-11, in Dallas, TX at the Fairmont Dallas Hotel. More than 1,200 federal, state and local government officials and employees, scholars, practitioners, new professionals, and students will come together for training, networking and learning about current practices in the field. Be a supporter of advancing excellence in public service! Sponsorship opportunities are almost endless and designed to fit your budget. They include educational and professional development programs, Founders’ Forum Fellowships, receptions, Internet café, coffee breaks, and USB sticks just to name a few. Act now to sponsor the item of your choice!

This year’s Exhibit Hall will be larger and offers extended hours to ensure plenty of visibility for you. In addition to more than 35 exhibitors, there will be book signings, resume critiques, prize drawings, the Hallway of Heroes and sponsored refreshment breaks.

Contact Judy Miller, jmiller@aspanet.org, or call 202-585-4306 for reports or additional information.

Check out ASPA’s recently launched 2008 Annual Conference website: www.aspanet.org/2008conference. You will find information on conference sessions, professional development seminars, special events, sponsorship and exhibitor opportunities, travel, registration, and more. Check back frequently for conference updates.

ASPA Chapter and Section Website Template Can Help Promote Activities

This past June, ASPA had a “user friendly” website template designed for your use. The template allows for tailoring of your site’s content and appearance to meet your needs. ASPA has updated this template to include content that reflects the uniqueness of your chapter or section. It is very easy to maintain and update without expensive tools or extensive knowledge of HTML. Since then some of the chapters and sections have used the template to either launch a new site or to redesign their current site. Check out some of the chapters and section sites at www.aspanet.org/scriptcontent/sectchapsec.websites.cfm and see how they are using their websites to promote activities including conferences.

Should you have any questions about using the template contact Steve Dunphy, sdunphy@aspanet.org, or 202-585-4313. To view the other online marketing tools available for promoting your chapter’s or section’s activities visit www.aspanet.org/scriptcontent/index_com.mtolkit.main.cfm.

SWPA National Award Nominations Period Open

Each year SWPA presents four National Awards recognizing outstanding contributions of women leaders. Recipients of the Awards will be honored at the Annual National Awards Breakfast held at ASPA’s Annual Conference in Dallas, TX, March 7-11, 2008.

The Nominations for the 2008 SWPA National Awards are now open, and should be sent to Patricia Alt, awards chair, at pati@towson.edu with the specific SWPA National Award Nominee mentioned in the Subject Line of the transmittal e-mail. The list of past Award Honorees is available at www.swpanet.org.

For more information, please contact the Series Editor-in-Chief, Evan Berman, at berman@isu.edu.

ASPA Series on National Security is Proposed

A new ASPA Section on National Security is being proposed for establishment. In keeping with ASPA’s policy for the establishment of new sections, a formal advisory notice is being forwarded to the entire ASPA membership.

The first step in the process is to determine if there is an interest among the entire ASPA membership in establishing such a section. Interest must be verified by a minimum of 1 percent of the membership (approximately 90 members) agreeing in writing to join such a section. Once that commitment is made, the other administrative details will have to be compiled with. If you are interested in creating or joining such a section send Ray de Arriguanca an email at rdearriguen@bellsouth.net expressing your support.

Florida is a very diverse state, not just in ethnicity, but in other demographics, including age and income; we also are comparison quality of living in small counties and large ones, small cities and large, metropolitan areas. We hope you will come to the conference as an attendee, presenter, both, to share your policies, procedures, thoughts, and ideas, as well as to see old friends and make new ones.

For more information, please contact the SWPA National Awards Breakfast coordinator, Claire Mostel at celc@miamidade.gov.

We look forward to seeing you in Lakeland on May 2, 2008!

Call for Authors–ASPA Series in Public Administration and Public Policy

ASPA has a great opportunity for members to publish books that will shape the field through new ideas and those that find application among practitioners. Books will address practical matters of interest to practitioners and policy-makers, and offer excellent examples of how our field applies theory to the practice of public administration, public policy and governance.

For more information, please contact the Series Editor-in-Chief, Evan Berman, at berman@isu.edu.

ASPA Chapter, Section Public Relations Toolkit Online

Establishing relationships and working with your local media can be challenging. ASPA has created an online public relations toolkit to help you.

It provides helpful guidelines on how to establish relations, information on how to get the media’s attention, ten tips for maximizing media coverage and sample press releases. If you have any questions, please contact Caneka McNeil, Public Relations Administrator, at 202-593-7787, ext. 200 or cmcneil@aspanet.org.

If you have a Chapter or Section announcement, news, or updates, contact Christine McCrehin at cjewett@aspanet.org.

A CALL FOR PRESENTERS

2nd ANNUAL CONFERENCE: BEST PRACTICES AND BEYOND BY AND FOR PROFESSIONAL PRACTITIONERS

Hosted by the University of Miami Business School & ASPA South Florida Chapter
Friday, April 11, 2008, Coral Gables (Miami), FL

The 2008 Second Annual South Florida ASPA Conference will provide a forum for practitioners, academics, and students to learn about Best Practices in the Public Service. Proposals for paper presentations are solicited that address this conference theme with a focus on: Public Sector Ethics & Integrity; Economic Development; Growth Management & Environmental Concerns; Customer Service; Human Resources; Public Management; Transportation Issues; Strategic Planning; Technological Innovation; Procurement; Leadership & Management; Professional Development & Training; and, National & Homeland Security.

The panel topics listed here are tentative. We encourage you to submit additional presentation proposals for the various panels. We would like to present "best practices" that will stimulate discussion and provide value to conference participants. For further details please consult: www.aspanline.org/southfla, Or Contact: Dr. Jonathan P. West; jwest@miami.edu.
Chapter News

Evergreen Chapter Introduces ASPA to Visitors from the Sichuan Province of China

Visitors from the Sichuan Province of China Evergreen Chapter Introduces ASPA to Office, and Ma Ping, Deputy Director General, Sichuan Provincial Agricultural Machinery Conference, Governor Gregoire, Ms. Gao Yubi, Deputy Director General, Sichuan Foreign Affairs Yuqin, President, Sichuan Provincial Committee of Chinese People’s Political Consultative right are: Jiao Weixia, Director General, Sichuan Provincial Investment Promotion Bureau, Ms. Qin Sichuan Province delegates pose with Washington State’s Governor, Chris Gregoire. From left to

Mary Van Verst

The state of Washington and the Sichuan Province of China have a sister-state relationship that began in 1981. Since then, a variety of exchanges have developed in the areas of business, education, and the arts. To mark the 25th anniversary of the relationship, a Sichuan delegation of nine came to Washington in September. Included in their two-day visit, was a tour of Washington State’s Capitol, a meeting with legislators, and a meeting with Governor Chris Gregoire on September 26, 2007.

Following a ceremonial gift exchange between the delegates and the Governor, Mary Van Verst, David Broom, and Gary Walker of the Evergreen chapter were invited to give a short presentation about ASPA. Assisting at the meeting was Mr. Wei Yen, of the Office of Financial Management, who served as an interpreter. Copies of the 2007 International Supplement of the PA TIMES and ASPA brochures were distributed to the delegates.

The Evergreen Chapter began its first solid international relationship in 2004 through a Memorandum of Understanding with the Hyogo Administrative Policy Studies Association in Japan. As that relationship continues to thrive and expand, the chapter has formed an International Affairs Committee to explore additional opportunities to pursue exchanges with other countries, possibly through sister-state and sister-city agreements, as well as to coordinate with work currently being done by other ASPA members.

ASPA member Mary Van Verst is Program Development and Evaluation Coordinator for National & Community Service, and past president of the Evergreen Chapter. E-mail: vanverst@comcast.net

Empire State Capital Area Chapter Presents Public Administration Awards

New e-mail or mailing address?

Update your membership record online.

Albany, NY—The Empire State Capital Area Chapter (ESCAC) of ASPA, recently presented its three most prestigious awards.

Theresa E. Salo, deputy director of criminal justice at the NYS Division of Criminal Justice Services, was given the Alfred E. Smith Award; Franklin Hecht, director of administration at the NYS Office of General Services, received the Charles Evans Hughes Award; and Jeffrey Dammeyer, director of management information services for the town of Bethlehem, took home the Frank C. Moore Award.

Theresa E. Salo, winner of the Alfred E. Smith Award, is a career civil servant who has held executive positions in three agencies over the last 20 years and was cited for her significant efforts in developing New York State’s Crimestat program. Prior to her appointment as deputy director of criminal justice, she served as director of policy analysis in the Office of Policy Analysis at the New York State Division of Parole, gaining valuable experience in internal audit functions, forecasting, and management. Her responsibilities included supervised audits, quality control and evaluating and forecasting agency activities.

Franklin Hecht, winner of the Charles Evans Hughes Award is credited with developing the coordinated system that met a federal mandate to replace all underground fuel tanks on time and reduced the number of new tanks, thereby lowering the cost to the State. He is also credited with the establishment of an Equipment Maintenance Program (EMP), which allowed agencies to convert numerous vendor contracts into one service agreement, thus saving the State 25 percent over individual vendor contracts.

Jeffrey Dammeyer, winner of the Frank C. Moore Award, has forged new pathways for Town operations by eliminating manual processes and implementing new technologies for the 12 operating divisions to enable the town to “do more, with less.” He has created and maintained the Town’s website in a format that is both user-friendly and reflects positively on the community. In 2007, Dammeyer and the staff launched an e-newsletter to subscribers, which has been lauded for its relevant content and its format. He is vigilant about security and protects system integrity against external threats by updating the hardware with the latest security software. He is a leader who can provide formal training for all users on new applications to continuously promote growth of their skills. Dammeyer, as a key member of the Town’s senior management staff, provides invaluable perspectives on operational and technology issues.

www.aspanet.org
Vice Presidential Candidates

Mitchell F. Rice
Texas A&M University

My vision for ASPA is: globalization, internationalization, collaboration, governance, and diversity. These areas must be a decisive and continuing focus. WHY? ASPA is a unique, professional development organization and must continue to:
• Strategically position itself as leader in the forefront of public administration, public service, and governance—nationally and internationally.
• Enhance itself as professional development leader by engaging in three R’s: reinvigorate, revitalize, and restore.
• Increase capacity to provide services to its members.
• Increase diversity of its membership.

Meredith A. Newman
Florida International University

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

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

I look forward to the opportunity to serve as an advocate for ASPA as Vice President. I will work with you to:
• advance a more visible and proactive advocacy role for ASPA;
• strengthen linkages between our practical and academic members, including greater support and outreach to our chapters, sections, student members, and potential new members;
• build new relationships with international associations;
• advance the initiatives, collaborative programs and activities of ASPA’s working groups;
• enhance and diversify ASPA’s revenue stream; and
• ensure leadership continuity.

In 2009, ASPA will mark its 70th anniversary as the nation’s premier public service organization. I have been at the forefront of public service in both the academic and practitioner areas of our profession. I would greatly appreciate your vote and support.

Please see www.aspapublic.org/southfla/newman for the rest of "my story!"

District I Candidate

Ann Hess Braga
Boston City Council

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

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

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

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

District II Candidate

Samuel L. Brown
University of Nebraska, Omaha

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

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

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

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

District III Candidates

Rodney Stanley
Tennessee State University

Dr. Stanley has maintained an active membership in ASPA since joining the faculty at Tennessee State University in 2001. He has served as the president for the Tennessee Chapter of ASPA in Nashville on two separate occasions and under his leadership the chapter hosted the 2007 SECOPA conference. Dr. Stanley envisions an ASPA organization that actively pursues programs that will bring the practitioner and academics together in an effort to promote both efficient and effective governance at the local, state and federal levels of government. For instance, the 2007 SECOPA conference offered 16 hours of CPE credit to practitioners in the areas of public budgeting and finance. These continuing education credits attracted around 1,500 additional public auditors and CPA’s from the around the region. Dr. Stanley would like to see such activities promoted on a grander scale than just SECOPA but at regional conferences and possibly ASPA as well.

In addition, Dr. Stanley would like to see more international interaction among
public administrators in America and other countries in ASPA. ASPA promotes an American style of public administration and in some cases this version does not necessarily fit every cultural need. The university system in America is filled with international students who return to their respective countries as professionally trained public administrators. Dr. Stanley envisions an ASPA that will bring these American trained public administrators into the organization for cultural diversity in the craft we promote throughout the world. As the District 3 representative for the Southeastern region of ASPA, Dr. Stanley hopes to represent the interests and concerns of the region by actively participating in all ASPA meetings, and other subsequent meetings, where District 3 has a vested interest. He would appreciate your vote in the upcoming ASPA election.

James D. Ward
Mississippi University for Women

I am James Ward and I want to be your national council representative. For seventeen years I have been actively engaged in public administration through teaching, research, and service. Much of my time has been devoted to making the premiere public service organization more visible and accessible.

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

I have served the profession in the following ways: National Academy of Public Administration (NAPA) Standing Panel on Social Equity in Governance; Journal of Public Affairs Education (J-PAE) editorial board; Journal of Public Management and Social Policy editorial board; textbook reviewer; manuscript reviewer for numerous academic journals; author of more than 20 journal articles and more than 25 conference papers; MPA program director; and novelist (www.fuhrersheart.com).

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

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 and 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. Thank you for your consideration.

Don’t forget to cast your vote!

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

### District V Candidate

Michael V. Gershowitz
Gershowitz Grant and Evaluation Services

I have served District IV and all of ASPA well since 2002 and seek election to a third term. I take a practical approach to ASPA: improving services in order to improve the value members receive for their dues. My liaison area encompasses seven states and is 1,000 miles wide, from Michigan to the Dakotas. Because my work as a consultant to public and nonprofit agencies takes me throughout the area, I have been able to visit most of the chapters to which I am the Council liaison.

I have broad experience in public administration, including six years as the MPA Director at Long Island University; fifteen years on faculty, concluding as Academic Vice President at a struggling private college, which I helped to turn around, government service at the local and state levels, and since 1990, as an entrepreneur who has operated a successful small consulting business.

I take my Council responsibilities seriously: I have helped to revive dormant chapters in Michigan, Minnesota and South Dakota, and am working to restart two Wisconsin chapters and to start one in North Dakota, one of four states lacking a chapter. I initiated a constituent newsletter, and organized the successful 2005 regional conference in Sioux City. I have attended every Council meeting, at my own expense; every national conference; and most regional conferences.

I am a builder: I am not interested in watching ASPA’s membership shrink and adjusting downward. I was the only Council member to vote against a dues increase not accompanied by enhanced services. I seek to give members greater value so that they renew their membership and bring in colleagues. Together, we will build a better ASPA that we can all be proud of.

I thank you for your confidence.

### District IV Candidate

James Nordin
Public Management Solutions

I am a Life Member of ASPA, first joining ASPA over 25 years ago. I served as a Board Member for the San Francisco Bay Area Chapter for nearly 10 years and served as Treasurer for more than three years and as President one year. After my late wife’s death, I endowed the Gloria Hobson Nordin Social Equity Award to both honor her and to insure that social equity would remain a prime focus for ASPA. I have served as the coordinator for the Social Equity Award for the past five years. I have also been a member of the selection committee for the International Public Administrator award for the past two years. I have served as chair or co-chair of the Social Equity track for the 2007 and 2008 National Conferences. I am a charter member of the proposed Social Equity Section. In addition, I made a grant to ASPA to create and support its public awareness campaign.

ASPA always made a positive contribution to my professional life and now that I am "officially" retired, I would like to try to make my contribution to ASPA. I believe that there are many more practitioners than academics in public administration. I understand the need to present papers from an academic perspective, but if ASPA is to grow and truly become what it claims to be – the premiere organization for public administration – it must reach out to practitioners. Reaching practitioners means strengthening Chapters and Sections. So if I am elected to the National Council, my two priorities will be to support ASPA’s public awareness efforts – especially among practitioners – and to help strengthen Chapters and Sections without diminishing the national organization.

Gershowitz Grant

Michael V. Gershowitz
Gershowitz Grant and Evaluation Services

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I thank you for your confidence.
Jerry Eure, Sr., 84
An active member of the NJ ASPA and one of the founding members of NJ COMPA, Eure passed away on November 14, 2007. We will miss him dearly.

Eure retired from state government as a manager at the NJ Dept. of Community Affairs. He was well known and well respected in the community and he was a warm, kind and caring person. He was a loving father and husband. He leaves to mourn: his wife, Ann, and his four children; Diana, Geraldine, Sherri Ann and Jerry, Jr.

Anthony Itteilag, 65
Itteilag, whose budgetary and management acumen helped improve the efficiency of several federal agencies, died on September 11, 2007, at the University of Maryland Medical Center in Baltimore.

Itteilag served for more than 38 years in the federal government before becoming a senior consultant with CPS Human Resource Services. Before that, he was deputy director of management and chief financial officer at the National Institutes of Health from 1996 to 2001.

He had senior positions with the NIH, the Department of Health and Human Services and the Department of Interior, among other agencies, and had been credited with establishing administrative and budgetary practices that continue to aid their effective functioning.

As deputy assistant secretary for health from 1991 to 1995, Itteilag oversaw the management and budget of the U.S. Public Health Service. During a time of dwindling administrative resources, he directed a government reinvention project to flatten the management structure and saved HHS $60 million without any reduction in force or loss of grade or pay to any employee. He eliminated some full-time equivalent positions, including his own.

In 1983, Itteilag was among 38 senior civil service executives who received the Presidential Rank Award from President Ronald Reagan. The president called Mr. Itteilag and the other recipients “the people who are responsible for making our government work,” adding: “Your work is government, and without you, it would come quickly to a halt.”

He received numerous awards, including the Clifford R. Gross Award for Federal Public Service of the American Society for Public Administration in 2003 and a second Presidential Rank Award for Distinguished Senior Executive in 1992—reprinted from the Washington Post.

Terrance A. Johnson
Terrance A. Johnson, an associate professor of sociology and anthropology at Lincoln University died November 10, 2007.

An active member of ASPA, Johnson was the secretary of the Ethics Section.

Johnson, who taught at Lincoln since 2001, had recently assumed a new position as faculty athletic representative to the NCAA. In this new role, he served as a liaison between student athletes and faculty members and was responsible for ensuring the academic integrity of the school’s athletic program.

Johnson leaves behind a wife of 17 years, Leslie, and three children: Mark (10), Markila (9) & Nicole (2).

York Y. Willbern, 92
York Young Willbern, professor emeritus of political science, environmental affairs and professor emeritus of political science, Indiana University Bloomington, died April 13, 2007, in Seattle, Washington.

Willbern provided critical leadership to the strength of Indiana University, especially in its service to the local and state governments and administrative agencies. He was a founding faculty member of the School of Public and Environmental Affairs. He chaired the Committee on University Organization which formulated the policies and framework providing the basis for governance of Indiana University from 1974 until the present day. In 1964, President Herman B. Wells bestowed to Willbern the highest Indiana University academic rank of University Professor of Political Science (now known as distinguished professor).


He served as Visiting Professor at Victoria University, New Zealand in 1954; at Duke University in 1956; at Columbia University in 1957; at the American University of Beirut, Lebanon in 1967; at Syracuse University in 1968; at the University of Texas in 1971; at Lewis and Clark College in 1979; and at Portland State University in 1979.

York Willbern received the highest recognition of merit within the public administrative academic profession including election to the presidency of ASPA, editor-in-chief of Public Administration Review, and election to the National Academy of Public Administration.

Personal funeral services were held in Seattle, Washington.

Richard E. Zody, 70
Richard E. Zody, 70, of Blacksburg, VA, died in his home Friday, July 20, 2007. He was born May 11, 1937, in Richland County, OH, to Marie Beverage Zody and Melvin Zody who preceded him in death.

He joined ASPA in 1975, was a lifetime member and was very active in both ASPA and ABFM. He also, served on the ASPA Finance Committee for four years. Zody served in the Army's Military Police for three years and in the Honor Guard in South Korea. He earned his B.A. and Master's degree from Indiana State University and his Ph.D. from Southern Illinois University. He was an associate professor at Wichita State University for eight years and then moved to VA Tech as professor and chair of urban affairs and planning department where he authored many academic publications in his field. He retired from his local community as a member of the Montgomery County School Board, and his state government in multiple high level capacities.

He was an accomplished national and international consultant for various agencies and numerous countries including the Commonwealth of Independent States such as Latvia, Moldova and Ukraine.

He is survived by his wife of 50 years, Mary Jane Heining Zody and three sons; Karl and his wife Tracie, Gregg, Morgan and his wife Katrina; as well as four grandchildren by Karl and Tracie, Nikolaus, Jarod, Hannah and Olivia. He is also survived by his brother, Curtis Zody and wife Sauny; sister Karla Zody; brother Gary Zody and his special friend Sharon Beeson; sister Cynthia and husband Ray Olmi; and many nieces, nephews, grand-nieces and grand-nephews, aunts, uncles and cousins.

Richard touched many lives, especially his family's, colleagues and the many students he taught and mentored over the course of his long and distinguished teaching career. He loved teaching and will be missed by all.

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**Nominations Sought**

The American Society for Public Administration’s Section on Public Administration Research (SPAR) is seeking nominations for its fourth annual book award for public administration scholarship.

Books with copyright dates in either 2006 or 2007 are eligible. The book’s orientation may be quantitative, empirical, interpretive, ethnographic, historical, archival, normative or theoretical.

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

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

The winner of the award will receive a plaque, a small honorarium, and notice published in the American Review of Public Administration. The award will be presented at the SPAR section meeting in Dallas at the 2008 ASPA conference.

Nominations, including a short justification relative to the above criteria, should be made via e-mail to Andrew Glassberg (Glassberg@umsl.edu) with four copies then sent to: Andrew Glassberg; Public Policy Administration; University of Missouri-St. Louis; St. Louis, MO 63121. Deadline for receipt of copies of nominated books is January 15, 2008, but earlier submissions are encouraged.
Show Your Commitment to Public Service This Holiday Season
GIVE THE GIFT OF ASPA!

WELCOME
We invite you to show your commitment to Public Service this holiday season by giving the gift of ASPA to family, friends and colleagues.

ASPA advances the art, science, teaching and practice of public administration and promotes core public service values including: accountability and performance, professionalism, social equity and ethics.

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

MEMBER BENEFITS

Online Career Center
Post resumes, view comprehensive career advice, apply for positions, and receive e-mail notifications about job openings.

Public Administration Review (PAR) Journal
Identify and analyze trends, provide a factual basis for decision making and stimulate discussion through your free subscription to PAR, the number one ranked journal bridging theory and public management practice for more than 60 years. Enjoy the latest ideas as well as lively book reviews in an easy-to-read format. You will also receive access to all PAR issues online.

PA TIMES Newspaper
Investigate features on key public administrators and scholars via your free subscription to our monthly print newspaper, PA TIMES. Learn new ways to handle day-to-day tasks straight from the movers and shakers. Review information on grants, financial aid, trends in public administration education and advanced degrees in our education supplement each October.

National and Regional Conferences
More than 1,300 Federal, State and local government officials and employees, scholars, practitioners, new professionals, and students come together at the “public administration conferences of the year” for training, networking, exchanging ideas, and learning about best practices in the field.

Chapter/Section Socials
Meet at a local restaurant for one of our chapter’s or section’s regular socials and chat with new professionals and public administration leaders. Hone your skills, develop a voice and promote your message through grassroots efforts. Learn from peers.

LOCAL CHAPTER
ASPA chapters provide valuable networking and education opportunities including conferences, seminars, luncheons, and awards. Members have the opportunity to become involved in their local public service community, enhance their professional development and advance their careers.

Receive free membership in your local chapter when you join!

SPECIAL OFFER $75
Use this form to save $25 off your first year’s dues!
Apply by December 31, 2007, and pay only $75 (normally $100)

More About ASPA
www.aspanet.org

MAILING LIST EXCLUSION
Exclude my name from any listing of members sold commercially.

Dues must be prepaid. Send completed application form and payment to: ASPA, c/o SunTrust Bank, Department 41, Washington, DC 20042-0041, or fax to 202-638-4952

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Positions will need to teach a portion of their course work in our online program. Experience in online teaching, Policy Analysis, and Program Evaluation. Other areas of teaching will be considered as well. Each of these disabilities are strongly encouraged to apply.

Please send a letter of application, curriculum vitae, names, addresses and telephone numbers of three references, on letterhead, and statements of teaching and research interests/Inquiries may be directed to the Department by e-mail at mpa@uis.edu or by phone at (217) 206-6310.

The School of Public Administration boasts a supportive and collaborative academic culture that extends to its collaborations with other schools and departments. It has a statewide mission and offers the only accredited masters program in public administration in the state, enrolling approximately 275 graduate students annually. Courses are offered in Lincoln, and our online MPA program is a model of best practices. The MPA program was ranked among the top 10 percent of all such programs in the 2007 edition of America’s Best Graduate Schools. The School’s PhD program in Public Administration represents one of the few doctorates exclusively in public administration in the Great Plains region. The Department of Gerontology has its own multidisciplinary faculty and offers undergraduate minor and masters degrees, and certificates of study. In August, 2008, the College of Public Affairs and Community Service (within which both units reside) will move to a new state-of-the-art building. Faculty in Public Administration and Gerontology regularly collaborate with faculty in the new College of Public Health at the University of Nebraska Medical Center, also in Omaha. This academic appointment is in the School of Public Administration. For more information visit our web pages at: http://spa.unomaha.edu/ and www.unomaha.edu/enr.

The University of Nebraska at Omaha is an equal opportunity employer. The University and School have a strong commitment to achieving diversity among faculty and staff. We are particularly interested in receiving applications from members of under-represented groups and strongly encourage women and persons of color to apply for this position.

To apply for this position go to http://careers.unomaha.edu/. Cover letter, curriculum vitae, a letter addressing excellence in teaching, scholarship, and professional service and an established research agenda. Salaries are competitive, depending on qualifications. Preference will be given to applicants who have an interest in teaching one or more of the following graduate courses: Introduction to the Profession, Analytical Tools, Administrative Ethics, Nonprofit Management, Public Policy Analysis, and Program Evaluation. Other areas of teaching will be considered as well. Each of these positions will need to teach a portion of their coursework in our online program. Experience in online teaching is desirable. The Department of Public Administration is housed in the College of Public Affairs and Administration and offers the MPA and PhD degrees.

Multiple Tenure-Track Assistant Professor positions

Department of Public Administration

University of Illinois at Springfield

The University of Illinois at Springfield invites applications for multiple tenure-track Assistant Professor positions beginning August 15, 2008.

Qualifications for all positions include an earned doctorate (at the time of appointment) in public administration, political science, or a related field, with strong teaching and research interests in one or more of the disciplines or sub-disciplines of public administration or public policy. Applicants should have an emerging record of excellence in teaching, scholarship, and professional service and an established research agenda. Salaries are competitive, depending on qualifications. Preference will be given to applicants who have an interest in teaching one or more of the following graduate courses: Introduction to the Profession, Analytical Tools, Administrative Ethics, Nonprofit Management, Public Policy Analysis, and Program Evaluation. Other areas of teaching will be considered as well. Each of these positions will need to teach a portion of their coursework in our online program. Experience in online teaching is desirable. The Department of Public Administration is housed in the College of Public Affairs and Administration and offers the MPA and PhD degrees.

Located in the state capital, the University of Illinois at Springfield is the third campus of the University of Illinois. The UIS campus serves over 4,000 students in 19 graduate and 20 undergraduate programs. The academic curriculum of the campus emphasizes a strong liberal arts core, an array of professional programs, extensive opportunities in experiential education, and a broad engagement in public affairs issues of the day. The campus offers many small classes, substantial student-faculty interaction, and a technology-enhanced learning environment. Its diverse student body includes traditional, non-traditional, and international students. UIS faculty are committed teachers, active scholars, and professionals in service to society. Screening of applications will begin November 20th and will continue until the positions are filled. Further information is available on the University of Illinois at Springfield website at www.uis.edu.

To apply for this position, applicants must submit a letter of application, curriculum vitae, names, addresses and telephone numbers of three references, and any other pertinent information to: Public Administration/Center Search Committee, University of Illinois at Springfield, One University Plaza, MS PSAC 420, Springfield, IL 62703

UIS is an affirmative action/equal employment opportunity employer. Women, minorities and persons with disabilities are strongly encouraged to apply.

Dean of the College of Urban Planning and Public Affairs

The University of Illinois at Chicago

The University of Illinois at Chicago (UIC) invites applications and nominations for the position of Dean of the College of Urban Planning and Public Affairs (CUPPA).

Nationally recognized as a Carnegie Doctoral/Research-Extensive university, UIC is the largest in Chicago, with 25,000 students, 12,500 faculty and staff, 15 colleges and the state’s major public medical center. As a comprehensive university in the heart of one of the nation’s largest metropolitan areas, UIC has adopted a university-wide “Great Cities commitment” to address the challenges and opportunities facing Chicago and all great cities through teaching, research and public service. The College of Urban Planning and Public Affairs plays a critical role in fulfilling that commitment. Through its academic programs and research centers, the College prepares students to assume leadership roles in urban and public affairs; provides assistance with issues confronting policy makers in the government, community and private sectors; and emphasizes urban-oriented interdisciplinary research.

The mission of CUPPA is to provide innovative education in urban planning and public management that puts engaged research to purposeful use at home and abroad. The College houses seven research centers and institutes: the Great Cities Institute, the Institute for Research on Race and Public Policy, the Natalie P. Vorhees Center for Neighborhood and Community Development, the Survey Research Laboratory, the Center for Urban Economic Development, the Urban Transportation Center, and the Great Cities Urban Data Program. The graduate programs are highly-ranked nationally, and include a Master’s and Ph.D. in Public Administration, and a Master’s and Ph.D. in Urban Planning and Policy. An undergraduate minor in Urban and Public Affairs was recently established within the college.

The successful candidate will have credentials commensurate for appointment at the level of full professor and have achieved national stature in his or her field. He or she should demonstrate commitment to academic excellence and diversity; and be able to foster the intellectual development of the College through sound education policy, dedication to the advancement of research, and promotion of dynamic community engagement. The individual will have the administrative experience sufficient to effectively manage a multidisciplinary college; he or she will exhibit capacity to manage resources wisely and desire to work and communicate with faculty, staff and students on matters significant to the college. The capacities to further develop external relationships with diverse local constituencies and to increase the external financial support of the college are required.

For full consideration, please send a cover letter, curriculum vitae, and the names and contact information for a minimum of three references by January 5, 2008, preferably electronically, to cuppasearch@uic.edu addressed to Dr. Clark Hulse, Chair at: Search Committee for Dean of the College of Urban Planning and Public Affairs, Office of the Provost (m/c 105), University of Illinois at Chicago, 601 S. Morgan Street, Chicago, Illinois 60607-7128, http://www.uic.edu/depts/visa/search

The University of Illinois at Chicago is a land grant institution with a strong commitment to serve its highly diverse community. As such, UIC especially welcomes applications from women, underrepresented minority group members, persons with disabilities, members of sexual minority groups and others who would enrich the University’s research, teaching, and Great Cities’ mission. An AA/EEO employer.

Tenure-Track Assistant Professor of Public Administration

School of Public Affairs

University of Baltimore

Regular exempt position with benefits package

Position is Open Until Filled, Application Review Will Begin on January 20, 2008

Salary commensurate with education and experience

The School of Public Affairs at the University of Baltimore invites applications for a tenure track assistant professor position to begin August 2008. The position requires a doctorate in public administration or related field prior to the beginning of the appointment. ABD candidates near completion are encouraged to apply.

The School of Public Affairs offers a NASPAA accredited Masters of Public Administration and the Doctor of Public Administration, a B.A. and M.S. in Health Systems Management, and a B.A. in Government and Public Policy. Primary teaching responsibilities for this position will be in the M.P.A. Program. Areas of interest to the program are public management, analytical techniques/research methods, information resource management or public personnel administration. Of additional interest are persons who can contribute to the Health Systems Management Program.

Applicants for this position are expected to demonstrate high potential for scholarly research and publication, teaching excellence, and community outreach. Applications are encouraged from members of under-represented groups and strongly encourage women and persons of color to apply.

Closing date for applications is January 5, 2008. An AA/EEO employer.

Contact: Mary Lou Hanger, Chair, Search Committee, mlhanger@ubalt.edu

The University of Baltimore and the School of Public Affairs are committed to attracting and retaining a diverse and highly qualified faculty and staff who are committed to excellence and diversity; and be able to foster the intellectual development of the College through sound education policy, dedication to the advancement of research, and promotion of dynamic community engagement. The individual will have the administrative experience sufficient to effectively manage a multidisciplinary college; he or she will exhibit capacity to manage resources wisely and desire to work and communicate with faculty, staff and students on matters significant to the college. The capacities to further develop external relationships with diverse local constituencies and to increase the external financial support of the college are required.

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The School of Public Affairs at the University of Baltimore invites applications for a tenure track assistant professor position to begin August 2008. The position requires a doctorate in public administration or related field prior to the beginning of the appointment. ABD candidates near completion are encouraged to apply.

The School of Public Affairs offers a NASPAA accredited Masters of Public Administration and the Doctor of Public Administration, a B.A. and M.S. in Health Systems Management, and a B.A. in Government and Public Policy. Primary teaching responsibilities for this position will be in the M.P.A. Program. Areas of interest to the program are public management, analytical techniques/research methods, information resource management or public personnel administration. Of additional interest are persons who can contribute to the Health Systems Management Program.

Applicants for this position are expected to demonstrate high potential for scholarly research and publication, teaching excellence, and community outreach. Applications are encouraged from members of under-represented groups and strongly encourage women and persons of color to apply.

Closing date for applications is January 5, 2008. An AA/EEO employer.
Tenure Track Position in Public Administration

Imperial Valley Campus
San Diego State University

The Imperial Valley Campus of San Diego State University is seeking applicants for a tenure track position in Public Administration. Rank is open. Candidates should have an earned doctorate in public administration, public affairs, business administration, or a related field by August 2008. The position’s teaching emphasis is on management and organizational development. Candidates should have teaching and research interests in at least two of the following areas: management, organization development, organization theory, administrative theory, collective bargaining, or comparative administration (emphasis on Mexico and the United States is desirable). Salary is commensurate with qualifications and experience. Appointment date will be August 2008. Evaluation of candidates will begin immediately and will continue until the position is filled.

Applicants should send a letter of application, vita, and contact information for at least three references (preferably via email: oamaral@mail.sdsu.edu) to: Dr. Olga A. Amaral, Associate Dean, San Diego State University, Imperial Valley Campus, 720 Heber Avenue, Calexico, CA 92231

For additional information, please visit http://www.ivcampus.sdstate.edu/jobs/faculty_jobs.asp

SDSU is an Title IX, EOE and does not discriminate against individuals on the basis of race, religion, national origin, sexual orientation, gender, marital status, age, disability or veteran status, including veterans of the Vietnam era. VPAM2080/09-86

Contact: cjewett@aspanet.org

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Assistant Professor(s) of Public Policy
The Dubai School of Government

The Dubai School of Government, a research and teaching institution focusing on public policy in the Arab world, is seeking to significantly expand its core faculty. Toward this end, The School invites applications for a number of tenure-track Assistant Professor positions beginning September 2008. We are conducting a general search in all fields of Economics, Political Science and Public Policy. We welcome applications from persons with newly granted or expected doctorates and from persons who have received their doctorates within the past two or three years. Qualifications for appointment include a distinguished Ph.D. record, strong evidence of a commitment to research, strong teaching skills, and a demonstrated interest in public policy issues. The School’s faculty will have the opportunity to conduct and expand their research activities at the Dubai Initiative at the Kennedy School of Government, a partnership with the Belfer Center for Science and International Affairs at Harvard University.

The recruitment process will continue until a suitable number of positions are filled. The salary scale is competitive. Applicants should send a curriculum vita, letters of recommendation, and papers and publications to:

Moynihan Chair Search Committee, Maxwell School of Syracuse University, 200 Eggers Hall, Syracuse, NY 13244.

Inquiries, nominations, and applications should be directed to: John L. Palmer, University Professor and Chair, Moynihan Chair Search Committee, Maxwell School of Syracuse University, 200 Eggers Hall, Syracuse, NY 13244.

Applicants should send a letter, curriculum vita, and the names of three references. Syracuse University is an AA/EEO. Members of traditionally underrepresented groups are encouraged to apply.
## CONFERENCES Calendar

### February 2008

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<tr>
<th>Date</th>
<th>Event</th>
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<tbody>
<tr>
<td>1</td>
<td>7th Annual Nonprofit Management Conference “The Changing Face of Nonprofit Management” Location: Orlando, FL Hosted by Central Florida ASPA Chapter and the Nonprofit Advisory Board of the University of Central Florida More Info: Mary Ann Feldheim <a href="mailto:mfeldhei@mail.ucf.edu">mfeldhei@mail.ucf.edu</a></td>
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### March 2008

<table>
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<tr>
<th>Date</th>
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<tbody>
<tr>
<td>7-11</td>
<td>ASPA’s 69th Annual Conference: A Call for Public Service Location: Dallas, TX More Info.: <a href="http://www.aspanet.org">www.aspanet.org</a></td>
</tr>
<tr>
<td>28</td>
<td>The Changing Face of Public Administration: Innovation in Government 2nd Annual Public Administration Conference Location: University of Central Florida, Orlando, FL Contact: Naim Kapucu, <a href="mailto:nkapucu@mail.ucf.edu">nkapucu@mail.ucf.edu</a> (407)823-2604</td>
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### April 2008

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<th>Date</th>
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<tr>
<td>3-6</td>
<td>66th MPSA Political Science Conference Location: Chicago Palmer House Hilton More Info.: <a href="http://www.mwpsa.org">www.mwpsa.org</a></td>
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### July 2008

<table>
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<tr>
<td>27-30</td>
<td>AGA’s 57th Annual Professional Development Conference &amp; Exposition Building on the Dream: Shaping a Culture of Accountability Location: Atlanta Marriott Marquis, Atlanta, GA Contact: Ada Phillips <a href="mailto:aphillips@agacgfm.org">aphillips@agacgfm.org</a> More info: <a href="http://www.agacgfm.org/pdc">www.agacgfm.org/pdc</a></td>
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### September 2008

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<th>Date</th>
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<tr>
<td>21-24</td>
<td>ICMA’s 94th Annual Conference Location: Richmond, VA More Info.: <a href="http://www.icma.org">www.icma.org</a></td>
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