Bipartisan Public Consensus Offers Direction for U.S. Foreign Policy

Public and Opinion Leaders Want Multilateral Cooperation, Limits on Use of Force, Action on Climate Change

College Park, MD—Despite several years of highly polarized debate and a bruising electoral battle, a new study reveals a striking amount of bipartisan consensus—among the public and foreign policy opinion leaders—that offers surprisingly clear direction for U.S. foreign policy in the second Bush administration. Steven Kull, director of the Program on International Policy Attitudes (PIPA) of the University of Maryland comments, “Since many factors influenced the outcome of the election, the question stands: What is the public’s mandate in the specific area of U.S. foreign policy?”

Analyzing the areas of agreement among Republicans and Democrats in several polls of the American public and of foreign policy opinion leaders (government officials and leaders in business, the media and academia), conducted by the Chicago Council on Foreign Relations (CCFR) and PIPA from July through late December, reveals an underlying consensus on a wide range of foreign policy issues. A strong consensus among the public and leaders says that the United States should pursue a foreign policy that emphasizes multilateral cooperation. Asked by CCFR what is the primary lesson of September 11, 2001, among the public 66 percent of Republicans and 79 percent of Democrats said the United States needed to cooperate more with other countries to fight terrorism, as opposed to acting more on its own. Among the leaders interviewed by CCFR, 63 percent of Republicans and 92 percent of Democrats took this position. Asked what kind of role the United States should play in the world, only small percentages of the public chose the option of the

Federal E-Gov Spending To Increase 38 Percent Over Next Five Years

OMB Pushes for Agency Compliance

Reston, VA—Federal agency spending on e-government solutions is expected to increase 38 percent from slightly more than $4 billion in fiscal year (FY) 2004 to nearly $6 billion by FY 2009, according to the Federal E-Government MarketView report released today by INPUT, the quantifiable leader in government market intelligence. INPUT defines e-government as any information system that performs a mission-oriented function according to one of four customer segments

Historic Elections in Iraq

Because of a ban on cars near the polling stations, thousands of Iraqis make a pilgrimage to the polling station in Al Amara, Iraq, January 30, 2005, as the country holds its first elections in over 50 years. Iraqi officials hoped for a turnout of at least 50 percent to lend legitimacy to the outcome. A day after the vote, the Independent Electoral Commission of Iraq announced that the voting rate in Iraq was 60 percent. 
Majority of Americans Agree on Approach to Foreign Policy Issues

From FOREIGN POLICY, pg. 1

United States continuing “to be the preemi- nent world leader in solving international problems” (Republicans 12 percent, Democrats 8 percent). Similarly, few chose the isolationist option: “the United States should withdraw from most efforts to solve international problems” (Republicans 10 percent, Democrats 10 percent). Most chose the multilateral option: “The United States should do its share in efforts to solve international problems together with other countries” (Republicans 76 percent, Democrats 79 percent).

A majority of the public rejected the idea of the United States playing the role of world policeman. Asked, “Do you think that the United States has the responsibility to play the role of ‘world policeman,’ that is, to fight violations of international law and aggressions wherever they occur?” 73 percent of Republicans and 80 percent of Democrats said no. Among leaders, 68 percent of Republicans and 79 percent of Democrats were opposed.

These themes were clear in the late December PIPA poll. Asked how the United States should deal with Iran, only 27 percent of Republicans and 12 percent of Democrats chose the option: “if they have strong evidence that the other country is acquiring weapons of mass destruction that could be used against them at some point in the future.” Rather, a majority of Republicans (53 percent) and Democrats (52 percent) chose the traditional position that nations can go to war “only if they have strong evidence that they are in imminent danger of being attacked.” Others chose even more restrictive principles. Foreign policy leaders responded very similarly, with 60 percent of Republicans and 62 percent of Democrats endorsing the traditional principle that imminent threat was the key criterion.

PIPA also found, in December, a public consensus regarding climate change (or global warming). Fifty-nine percent of Republicans and 74 percent of Democrats favor legislation that limits the United States’ emissions of greenhouse gases.”

Other Positions Endorsed by Both Republicans and Democrats:
• Strengthen the United Nations
• Contribute US troops to UN peacekeeping missions
• Participate in the International Criminal Court
• Participate in the Land Mines Treaty

• Only go to war with a government that supports terrorists if there is an imminent threat to the US or the UN Security Council approves
• Use military force to deal with humanitarian crises, especially to stop genocide
• Do not use US military force to replace dictators with democratic governments
• Do not use torture to gain information in the war on terrorism

In the effort to persuade North Korea to give up its nuclear weapons program, be willing to sign a non-aggression pact and provide North Korea with more food aid

• Do not use military force against North Korea unless the US has approval from the UN, US allies and South Korea
• Include minimum labor and environmental standards in trade agreements

• Do not have subsidies for large farming businesses, but have them for small farmers

October 2004, PIPA found that 56 percent of Republicans and 77 percent of Democrats opposed the United States establishing permanent bases in Iraq. Support is low for increasing U.S. military resources. Majorities of Republicans (56 percent) and Democrats (75 percent) agreed that it is not “necessary for the United States to develop new types of nuclear weapons” in the December PIPA poll. In the July CFPR poll only 44 percent of Republicans and 22 percent of Democrats favored increases in defense spending, while in December PIPA found that Republicans were divided (51 percent to 47 percent) and Democrats were at 24 percent.

One region where the public does show support for using military force is Darfur, Sudan. Republicans (62 percent) and Democrats (64 percent) agreed the United States should contribute some troops to a UN-led international intervention to stop the genocide in Darfur.

Though Republicans and Democrats divide on whether the United States should have gone to war with Iraq, they agree that, as a rule, the United States should not engage in unilateral preventive war. Asked by CFPR if a country can take unilateral action against another, only 27 percent of Republicans and 12 percent of Democrats chose the option: “if they have strong evidence that the other country is acquiring weapons of mass destruction that could be used against them at some point in the future.” Rather, a majority of Republicans (53 percent) and Democrats (52 percent) chose the traditional position that nations can go to war “only if they have strong evidence that they are in imminent danger of being attacked.” Others chose even more restrictive principles. Foreign policy leaders responded very similarly, with 60 percent of Republicans and 62 percent of Democrats endorsing the traditional principle that imminent threat was the key criterion.

PIPA also found, in December, a public consensus regarding climate change (or global warming). Fifty-nine percent of Republicans and 74 percent of Democrats favor legislation that limits the United States’ emissions of greenhouse gases.”

Even larger majorities favor legislation that requires “car manufacturers to meet higher fuel efficiency standards, even if this would increase the cost of buying or leasing a car.”

The PIPA December poll also asked for the public’s expectations of what the administration would do in its second term. Republicans were much more confident that the administration would generally pursue more cooperative policies (Republicans 74 percent, Democrats 29 percent), approach Iran primarily by trying to build better relations (Republicans 58 percent, Democrats 31 percent), and let the European Union take the lead in dealing with Iran (68 percent Republicans, 48 percent Democrats).

However, there was a surprising amount of agreement that the Bush administration would pursue a number of policies that were unpopular with the public, including increasing U.S. troops in Iraq (Republicans 57 percent, Democrats 74 percent), increasing defense spending (Republicans 70 percent, Democrats 79 percent), and proposing the development of new types of nuclear weapons (Republican 48 percent, Democrats 68 percent). There was also substantial agreement that the Bush administration would not propose legislation or regulations limiting U.S. emissions of greenhouse gases (Republicans 51 percent, Democrats 63 percent) but the public differed on whether the Bush administration would require car manufacturers to meet higher fuel efficiency standards, saying that it would and 72 percent of Republicans said that it would not.

This study draws upon new analysis of surveys conducted by CFPR in 2004, a new poll conducted by PIPA in late December 2004, and previous 2003, 2004 PIPA polls. The CFPR surveys interviewed 1,195 members of the American public in July 2004 and 450 foreign policy leaders in the summer of 2004. Details of the CFPR studies entitled “Global Views 2004,” can be found on their website www.cfpr.org.

The new PIPA poll was conducted December 21-26, 2004 with a national sample of 801 American adults. Full reports for all PIPA studies can be found at www.pipa.org.

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International Philanthropy: Giving as an Ethical Issue

Patricia Fieldsted

In the field of foundation philanthropy, ethical giving is a vital, yet ever-evolving concern. According to the Institute for Global Ethics Project for Ethics at Philanthropy, 98 percent of foundations say that ethics is important to the foundation community, but only 55 percent say that ethics plays a very extensive role in the function of their organization. Issues of ethics are further complicated when philanthropic gifts cross national and cultural borders. Foundations must pay careful consideration to the ethical questions raised in the process of making grants to other countries, not only to ensure greater effectiveness within their foundations’ portfolio, but as conscientious and caring members of the global community.

An Ethical Dilemma

A wealthy individual has offered to contribute $500,000 to my international education foundation for the expressed purpose of financing the launch of the Street Smarts reading program in Bhutan. This program has proven to be a very successful tool for elementary education in American inner-city schools, and the donor would like my foundation to facilitate his contribution, utilizing the administration of both our U.S. foundation and Bhutanese field staff. The foundation’s board of directors has accepted this donation with great fanfare.

The donor has a long history of generous giving enabling my foundation to make significant grants—comprising over 15 percent of the foundation’s portfolio each year. While it is within the mission of the foundation to support educational activities in Bhutan, and while the foundation has multiple partnerships with Bhutanese schools, I have doubts about the cultural compatibility of such a U.S.-focused reading program. The Street Smarts program is based on American values, inner-city culture and is filled with U.S. popular culture references. All of these will be of little educational value to the average Bhutanese child, who is likely to be the son or daughter of a goat herder in a small, remote village. This well-meaning philanthropic effort may be uninformed about Bhutanese society, but to offend him by denying the gift would risk having a significant negative impact on the foundation’s portfolio in the future. And while this gift falls within the general mission and policies of my foundation, ethnically I must consider whether or not my administration of such a gift will really serve the good of these Bhutanese communities.

Experience has taught us that Western social programs do not easily translate across national boundaries. In one case, public administrators attempted to assist with Western-style governmental reforms in Ghana, only to find—as indicated in the Public Administration Annual Edition article “Reforming Ghana’s Public Service: Issues and Experiences in Comparative Perspective”—“that reform seems to work if it grows out of the cultural, social, and political experiences of the (local) people.” Since all social programs are derived from a specific cultural context, it is important that public administrators are thoroughly conversant with culturally-specific heavy-handedness, as it can lead to significant failure, if not setbacks for a developing nation. As the less then-useful I can be with the Street Smarts program will face similar challenges if it is implemented in Bhutan, and that both the funder’s philanthropy and my responsibilities will be better served by launching a different, Bhutan-appropriate educational program.

The perspective of the donor, however, may be quite different. He may firmly believe that the Street Smarts program is universally effective and would like to help the Bhutanese school system in this way. As a significant actor in this scenario, the administrator must also treat the donor fairly and ethically. Indeed, the Association of Fundraising Professionals has developed a “Donor Bill of Rights” to ensure that all fundraisers handle the rights of philanthropists with ethics and respect. Overall, the Donor Bill of Rights asserts that donors must be kept well-informed about the organization to which they contribute, and the activities in which their donations will be spent. Item IV mandates that donors should, “...be assured their gifts will be used for the purposes for which they are given.”

Given this professional and ethical guideline, I may not use the money offered by the donor for any other—albeit potentially more effective—purpose.

From the perspective of the foundation’s board, the question of ethics in this scenario may be challenged by their long-running relationship with the donor. The Street Smarts program does satisfy the general mission of the foundation, although the foundation is also committed to funding effective programs. While they may agree that the program will be of little educational value to the average Bhutanese child, they must place a greater importance on the philanthropy’s many years of substantial gifts.

Overall, the effects of these contributions may have had a significantly positive effect on developing nations. So while this particular grant may be inappropriate and potentially detrimental to Bhutanese schools, the board of directors must decide whether it is worth sacrificing this valuable relationship in order to ensure the foundation’s ethics in this decision.

The Administrator’s Reasoning

As the grants administrator in this case, I must take into account the perceived rights and responsibilities of the donor, the board of directors, and the ultimate recipients. With these in mind, I must ultimately search my ethical fiber to decide whether or not I will dissent or comply with the administrative task I have been assigned.

Paolo Freire, a liberation ethicist, contends, in Pedagogy of the Oppressed, that the most important stage of ethical analysis is praxis. Praxis, or the practice of ethical action, requires that the decision maker is fully informed and conscious of all aspects of the dilemma. In the process of praxis, the administrator should be in dialogue with the parties who will be affected by these decisions, and should make decisions with the objective of informed social action. Freire would contend that the administrator in this case must take into account the potential impact of the Street Smarts program, and must make a decision while in dialogue with the donor, the board of directors, the well-meaning philanthropist and the foundation’s governing body. To disregard the perspectives of the Bhutanese schools, Freire would contend, is a form of oppression and therefore unethical.

In comparison with Freire, the traditional managerial perspective falls on the other end of the administrative spectrum in terms of individual choice and contribution to the ethical decision-making process. According to Rosenbluth and Kravchuck, in Public Administration: Understanding Management, Politics, and Law in the Public Sector, 6th Ed., accountability and ethics have traditionally been enforced through a strictly hierarchical structure. In this approach, administrators are not encouraged to make ethical decisions independently, but should simply follow the guidelines set out for them by their superiors. Regardless of how sensible, applicable or ethical the administrator finds these guidelines, the policies may not be questioned or disregarded. Within this perspective, my ethical dilemma is ultimately non-existent, or at the very least, unimportant. If my board of directors feels that the foundation’s interest is best served by launching the Street Smarts program in Bhutan, I would have no way to complain, and would be discouraged from raising ethical dilemmas at all.

In contrast, the New Public Management (NPM) perspective on ethics emphasizes the ability of the administrator to make independent ethical decisions. From this point of view, individual employees are trusted to make decisions based on the fact that they are assumed to be good, ethical people. If my organization were structured in this way, I would feel free to decline the donation based on my ethical concerns regarding its cultural inappropriateness. If my board of directors had already decided that the donation would be accepted, under NPM, it would be expected that if I felt strongly enough to protest, I would be correct in doing so. Therefore, empowered as an administrator, I would most likely request that the board of directors re-examine their acceptance of this donation, in hopes that they might persuade the donor to reject his generous gift. Similarly, NPM would assume that as the ground-level administrator, I would have the most authentic knowledge about what programs need fixing within the foundation.

The American Society for Public Administrator’s Code of Ethics echoes the
Retirement & Profit-Sharing in Nonprofits: Avoiding Ethics Collisions

Rene Perez

All employers, especially nonprofit agencies, should provide their employees with retirement and profit sharing. This is a recognized and important practice in the social justice organizations. Providing for the inevitable retirement of older employees is crucial. Nonetheless, the challenge of balancing the needs of a socially progressive workforce and their future retirement can be extremely contentious. Executive directors of nonprofit organizations have to be very sensitive, respectful, and responsive to the ethical/moral questions that vested, well-informed employees are asking in relation to systems change and social justice work. Twenty years after its founding, our small nonprofit agency of 15 employees was finally able to offer retirement benefits to staff through profit sharing. I was hardly prepared for the ethical/moral dilemma that followed our decision to do so.

Moral Dilemma

In the fall of 2000, a staff meeting was called to discuss a previously unthinkable issue for our organization—retirement and profit sharing plan. My advancement to executive director came on the heels of developing an understanding of the organization’s historical narrative and its future vision as a relevant national resource center for immigrant rights. I was completely caught by surprise, however, at the meeting wherein senior staff mostly made up of white professionals clashed with newer, program people about our proposed 403B retirement and profit sharing plan, a benefit a few good years of fundraising made possible. Confronted with the choices of retirement plans, the staff found itself at odds. Newer staff were angered by the perception that they would benefit from what they described as the “the warmongering, blood profiteering of Wall Street retire- ment plans,” while the more senior staff were interested in pursuing a “high risk” investment portfolio they had previously researched on their own. Of the fifteen staff, eleven considered themselves usually mild mannered progressive, leftist liberal types, none of us were prepared for the emotion packed conflict of values and ethics that emerged. What had started out as a forward thinking, generous and genuine “act of kindness” on the part of our board of directors, became a charged, educational experience for me and the entire staff. The points of contention were painfully obvious. On the one hand, I had employ- ees who had first hand knowledge of atrocities committed across the globe on behalf of US business interests. They had either read or heard personal accounts of people who had been tortured, or lost loved ones in US supported wars. They also witnessed strikes against students, peasants and labor organizers in the name of “promot- ing democracy” and “market stabiliza- tion”. On the other hand, I had employees who deserved and demanded the peace of mind that comes with a retirement savings plan. In retrospect, I realize that I had developed my own sense of the “bureau ideology”. I had become subsumed with the goal of providing my employees with a retirement nest egg and providing for their future well-being while forsaking other employees’ need for feeling that they were creating an alternative to the system responsible for what they saw as the cause of social, political and economic repression across the globe.

Organizational Culture

From its inception, our organization has always prided itself in “giving voice to the underexplored” and being active partici- pants in social justice change work. These are not just ideals that we pitch in our work as an organization. At each staff meeting, everyone from the receptionist to the administration is both encouraged and expected to voice their opinion and give their reasoning for supporting their position. Initially, I found this process to be overly time consuming, but in time we have come to appreciate the model for building morale and connecting the relevance of our organization’s internal workings to the social change mission our organization espouses.

Ethical Standards

“In general,” Rosenbloom and Kravchuk, in Public Administration: Understanding Management, Politics, and Law in the Public Sector; 6th Ed., assert, “public servants are held to higher standards of conduct than are private or nonprofit sector employees.” However, I would like to suggest that nonprofit executives are held to even higher standards of ethics than more bureaucratic governmental agencies, because nonprofit sector employees are more invested in their agency’s mission, goals and outcomes. As a result, this commitment can sometimes manifest itself in contradictory if not inconsistent organizational processes. In an era colored by the controversies of governmental abuses such as Tuskegee, Watergate, Iran-contra, etc., the nonprofit sector workforce demands a higher degree of accountability from the agencies in which they work and the executives that run their organizations. Given how socially progressive and how highly sensitized employees working in the sector characteristically are, it’s important for administrators to be prepared for this.

Because of the size of our organization, we had to reach a consensus on whether or not we would invest in the plan offered by our broker. When I arrived back at the office after a lengthy board meeting I called a quick staff meeting to announce that the board wanted to offer the staff profit sharing and retirement benefits.

Two groups immediately emerged, the “reformers” vs. “risky business.” Our 45-minute staff meeting stretched into its second hour with the “reformers” holding their ground, not willing, as they put it “to receive one penny from the murder of thousands of innocent people.” Without realizing it, the board and I had dropped a bomb on our organization that would take

Philanthropy Poses Ethical Dilemma

From PHILANTHROPY, pg. 3

NPM sentiments in many respects. ASPA members are directed to “work to improve and change laws and policies that are counterproductive or obsolete.” Based on this ethical guideline, I would work to revise the foundation’s donor guidelines, making the need for culturally-suitable projects explicitly clear. The code of ethics also promotes ethical organizations by “Provid(ing) organization members with an administrative means for dissent, assurance of due process and safeguards against repraisal.” If my organization were structured with this ethical value in mind, I would be aware of my rights as an organizational change-maker, and would be clear on the channels through which I could voice my disagreement with the board’s decision to launch the Street Smarts program in Bhutan. The final decision in my ethical dilemma is highly dependent upon the weight of my perspective as an administrator, as well as the decision and dissent-making structure of my organization. I must consider whether or not the ineffectiveness of this program outweighs the potential effectiveness of future programs funded by the same philanthropic donor. If I were unable to voice my concerns, it could very well be that the donor’s ego and the foundation’s financial position are better served then the needs of our intended beneficiaries.

In an ideal administrative situation, I would be motivated by Paulo Freire’s ethical notion that each decision must be dialogical and an informed social action. If I were, at the same time, given the right and obligation to voice my dissent and change organizational policy to reflect the reality of my work and my responsibility as an ethical actor, positive social change would be expected of my work as an administrator at all times. This is a great deal of responsibility on a grant adminis- trator’s shoulders. However, given the choice, I prefer to exercise the ethical values that drew me to the profession of international philanthropy. In the first place–the commitment that my work should contribute to beneficial social change and equity.

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Are Deceptive Interrogation Tactics by Police Ethical?

Lindsay Hersberger

Police officers are afforded wide latitude in conducting interrogations because their job is of paramount importance—protecting the lives of citizens. Besides being barred from using physical torture, or express threats to compel a suspect to confess, police are generally free to mislead or lie to a suspect. But, like all public servants, police are fiduciaries of the public trust, and trust is intrinsically tied to ethical behavior. The public does not tolerate deception among other public servants, so it is worth examining why we afford police this liberty. We hold all public servants to high moral and ethical standards because they represent our government, a government that answers to the people. Yet, while fighting crime, we

The central ethical issue of using deceptive interrogation tactics is whether the ends justify the means. Does the greater good of a criminal conviction for murder justify using ethically questionable tactics during interrogation? In essence, the public has answered yes to this question, and the U.S. Supreme Court has made only a few rulings regarding police interrogation practices. Two Supreme Court cases have shaped the practice of interrogations, placing some constraints on police, but still allowing a good deal of leeway. The first case was Brown v. Mississippi in 1936. In this case, suspects were physically abused until they confessed. The Supreme Court then made the distinction that confessions have to be voluntary, not coerced in order to be admissible in court. In the second case, Miranda v. Arizona in 1966, the Supreme Court specified limits on police procedures when arresting a suspect. Miranda requires that police inform a suspect that they have the right to remain silent and the right to an attorney. Miranda also requires that a suspect voluntarily waive those rights before an interrogation can officially begin. Police are not permitted to lie in any way that would deprive a suspect of their Miranda rights. These two decisions prescribed boundaries for the use of deceptive tactics. Knowing these boundaries, police officers then use their judgment to employ permissible forms of deception when they deem necessary. “But apart from these constraints,” write Jerome Skolnick and Richard Leo in article “The Ethics of Deceptive Interrogation” published in Criminal Justice Ethics, “the use of trickery and deception during interrogation is regulated solely by the due process clause of the Fourteenth Amendment, and is proscribed, on a case-by-case basis, only when it violates a fundamental conception of fairness or is the product of egregious police misconduct.”

Some types of deception that police use include the following: lying to a suspect about the existence of a witness who implored him or her; lying to the suspect about the existence of evidence that implicates him or her; feigning sympathy for a suspect and encouraging him or her because the crime is forgivable or understandable; falsifying evidence that implicates a suspect; and finally, misleading a suspect by telling them they are being viewed at their will, rather than being interrogated in police custody. Among these different tactics, there are variations in the severity of the ethical implications. When compared to falsifying evidence that would incorrupt a suspect, feigning sympathy with him or her seems almost harmless. Police often role-play during interrogations, perhaps acting out a good cop, bad cop routine with a partner, and the public accepts such behavior as legitimate. Police investigators are trained in the psychological aspects of interrogating, and it is reasonable that they would intuit when it would be appropriate to attempt a level of intimacy with a suspect through empathy. In contrast, falsifying evidence and tricking a person into being interrogated, when they really believe they are being interviewed, are brutally untruthful and aberrant tactics.

Part of the challenge of public service work is finding a balance among conflicting values and needs. In police investigations, competing values include efficiency and effectiveness, respectfulness and responsiveness to the public, and the individual rights of the accused. In terms of efficiency and effectiveness, police seek confessions from suspects in order to deliver swift justice. A confession is the

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Be the Change You Wish to Create

From NONPROFITS, pg. 4

time to recover from. I came to see the professional, ethnic and class divisions that existed within our small organization and how those divisions impact every part of our work. In many respects, though we have always been inclusive, representative and cutting-edge, we were—as the “reformers” suggested—“perpetuating a cycle of violence endemic to our middle-class values.”

Strategies

Team building exercises consisting of mixing both “reformers” and “risky business” staff was perhaps the easiest way to help them recognize their individual strengths and the contributions that working as a team can provide. Certainly this lesson carried itself over into the retirement debate. Another helpful tool was developing mentoring relationships in which older employees were coupled with younger employees. The exercise was intended to sensitize both with the knowledge and skill sets that each brings to the work environment. Finally, and perhaps most importantly we were introduced to socially responsible investment brokers who single-handedly were able to provide both “the reforgers” and the “risky business” advocates with options that they could live with in terms of investment portfolios that were geared towards social capital building and social justice work.

Much has been written about socially progressive stocks and their performance. As noted by John Entine, in “US Pension Funds, Social Investing and Fiduciary Responsibility,” “Should we boycott buying stocks in tobacco companies even though the boycott has zero impact on the operations or profits of these companies but devastates the returns of pensioners who often have little say in what’s being done in their name?” By implicitly encouraging the belief that the intentions of a business can be judged distinct from its economic impact, social investing often promotes corporate behavior that is neither socially progressive nor ethical and may certainly result in adverse consequences to stakeholders including pensioners. Politicians should set only the broadest investment guidelines for state funds and no more. It’s time to stop gambling with other people’s money in support of ideological vanity.

Regardless of these points, and though our stocks may have slightly underperformed, the overall benefit to our organization has been to pay high dividends. In response, I believe that the cost benefit on an organizational level, as well as, on a societal level is enormous— we choose “to put our money where our values are;” and in the short-term we have been able to bridge the gap between our employees ideals of social justice with the reality of planning for their future retirement.

As leaders in the nonprofit sector, we have to recognize that our employees hold themselves and their executives to higher moral and ethical standards than the general workforce. And in this era of more accessible and “politicized media,” this will only become more so. With retirement and profit sharing plans tied up on Wall Street, how can organizations that support social justice and equity also help their employees prepare for their much-deserved retirement? The answers lie within each organization. Thus our challenge, as leaders is to be the change we wish to create.

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Economic Liberty Is On The March

North America/Europe, Asia-Pacific, Sub-Saharan Africa Post Gains, Middle East Shows Decline; Latin America Remains Static

Washington, DC—Cultures may differ around the globe, but the pursuit of prosperity is universal. Might the key to prosperity be universal as well? It is, according to the editors of the 2005 Index of Economic Freedom, and it can be summed up in one word: Freedom.

Now in its 11th edition, the annual country-by-country report on the openness of economies worldwide demonstrates that the countries with the greatest degrees of economic freedom also enjoy the highest living standards.

During the last nine years, countries that have done the most to improve their scores on the Index’s 10 measures of economic freedom have, in general, experienced the highest rates of economic growth. Iceland, for example, has improved steadily, producing a compound growth rate of 3.5 percent.

Published by The Heritage Foundation and The Wall Street Journal, the Index documents the correlation between freedom and prosperity. Countries that improve their scores in the 10 categories measured—trade policy, fiscal burden of government, government intervention in the economy, monetary policy, capital flows and foreign investment, banking and finance, wages and prices, property rights, regulation and informal (or black) market activity—tend to see their standards of living and per capita incomes rise.

The new report finds that more and more people are enjoying the fruits of economic freedom. Over the last nine years, the number of people living in economies that Index editors Marc A. Miles, Edwin Feulner and Mary Anastasia O’Grady classify as “free” has increased by 32 percent, from 361 million to 478 million.

At the same time, the number of people in “repressed” economies has fallen by 38 percent, from 242 million to 391 million. Data gathered for the 2005 Index show a net increase in global economic freedom.

Of the 155 countries analyzed, 86 scored better this year than last year and 12 had unchanged scores. The scores of 57 countries were worse than last year. Overall, 17 countries are classified as having “free” economies, 56 as “mostly free,” 70 as “mostly unfree” and 12 as “repressed.”

The Least Free
Venezuela (146th) – 1.85
Uzbekistan (147th) – 1.86
Iran (148th) – 1.87
Cuba (149th) – 1.88
Laos (150th) – 1.89
Turkmenistan (151st) – 1.90
Zimbabwe (152nd) – 1.91
Libya (153rd) – 1.92
Burma (154th) – 1.93
North Korea (155th) – 1.94

Perhaps the greatest surprise in this year’s Index is the failure, for the first time, of the United States to make the top 10. Although its score remains unchanged from last year, it is still classified as free, the United States—now in a tie for 12th place with Switzerland—has been “treading water,” according to the editors and hence has been surpassed by Luxembourg (3rd) – 82.12
Estonia (4th) – 80.94
Ireland (5th) – 80.73
New Zealand (5th) – 80.57
United Kingdom (7th) – 79.59
Denmark (8th) – 79.49
Iceland (8th) – 79.46
Australia (10th) – 79.28

The Most Free
Hong Kong (1st) – 97.9
Singapore (2nd) – 97.12

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The United States recorded an overall score of 1.85 for the second consecutive year, making it one of 17 countries rated as having “free” economies. Another 56 countries finished between 2.0 and 3.0 and are considered “mostly free.” 70 finished between 3.0 and 4.0 and received a “mostly unfree” rating, and 12 were considered “repressed.”

Worldwide, the scores of 86 countries improved, the scores of 57 declined and the scores of 12 are unchanged from last year’s Index.

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By Ralph da Costa Nunez

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- Aurora Zepeda, University of California, San Diego

“A Shelter Is not a Home...Or Is It?
Lessons from Family Homelessness in New York City
By Ralph da Costa Nunez

“Everyone who is interested in poverty and the empowerment of young children and their families must read this book.”
- Demetrious James Caraley
Columbia University

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U.S. Falls Out of Top 10
Washington, DC—For the first time ever, the United States does not rank among the world’s 10 freest economies in the Index of Economic Freedom, published annually by The Heritage Foundation and The Wall Street Journal.

The United States’ score in the 2005 Index, did not change from 2004. But improvements in the economies of Chile, Australia and Iceland enabled all three to surpass the United States, leaving it in a tie for 12th with Switzerland and out of the top 10 for the first time in the 11-year history of the Index.

“The United States is resting on its laurels while innovative countries around the world are changing their approaches and reducing their roadblocks,” said Marc Miles, a co-editor of the book, along with Ed Feulner and Mary Anastasia O’Grady.

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See ECONOMIC LIBERTY, pg. 8
Making Meaningful Distinctions: A New Performance-Based Pay System for Federal Executives

John Kamensky

The federal government has tried and failed to create a performance-based pay system for its workforce several times in the past two decades. But hope springs eternal for those attempting to create a managing-for-results culture in the public sector. In fact, the December 2004 PA TIMES led with the headline “Federal Government Moves Toward Performance Pay.” That story summarized a recent report by pay expert Howard Risher, who concludes that the federal government is moving slowly toward a performance-based salary philosophy. Will it work this time? Several Government Accountability Office (GAO) reports in 1993 and 1994 point to some best practices, but the real bellwether may be its implementation among career senior executives.

The career Senior Executive Service (SES) is comprised of the top 6,300 of the 1.8 million federal civil servants. Until a few months ago, they operated under a six-level pay system with a salary cap of $145,600. Because of annual cost of living increases, and special pay for those living in high cost localities, about two-thirds of these SES were being paid at that cap. In addition, their agencies tended to rate them the same—at the top—in their annual performance appraisals. For example, in 2002 the GAO found that the Department of Health and Human Services rated 86 percent of its executives in its top rating category (even though only one-third received a bonus).

Career executives have complained about their pay; having received raises in only five of the past 10 years. Political leaders, such as Kay Coles James, the former head of the Office of Personnel Management (OPM), have complained that career executives’ ratings were unrealistically inflated. Past research showed that only about 15-20 percent of performers are actually “stars.”

In 2003, Congress attempted to fix both complaints at OPM’s behest. It raised the cap on pay as well as bonuses. However, it made the pay raise contingent on agencies making “meaningful distinctions in performance” among their executives. To do this, OPM created a certification process for agency SES performance management systems. Finally, to reinforce that this new approach would be performance-based, Congress eliminated the 6-level pay system by moving to a single pay band and eliminated annual cost-of-living and locality pay adjustments, which has the effect of putting a larger portion of executives’ pay at risk. In fact, a Government Executive survey of executives found that 60 percent thought these changes would “provide an incentive to senior executives to work harder.”

Washington Post writer Steve Barr observed that these changes make “the most far-reaching changes in the SES since it was formed almost 25 years ago.” Why? Because now, any pay adjustments must be based on an individual’s performance and/or contribution to the agency’s performance. The increased share of pay at risk, however, may be worthwhile. The Federal Times estimates that the pay cap will rise from the 2004 cap of $145,600 for all executives to $162,100 for those under the new system in 2005, and the total cap on pay plus any bonuses will rise to $208,100 (the vice president’s salary).

OPM’s Certification Process

OPM and the Office of Management and Budget (OMB) must both approve an agency’s SES performance management system before an agency can raise its pay cap. Since this could be an immediate pay boost of more than $16,000 for many executives, there is a strong incentive for agency personnel managers to act quickly to put in place a certified system, or face the wrath of their executives. OPM created a set of certification criteria (see sidebar) and a checklist of specific actions. However, since few agencies have the necessary track record to demonstrate that they meet these criteria, OPM has allowed a one-year provisional certification.

As of mid-January 2005, OPM has certified the SES performance management systems for 32 agencies. These systems cover about 5,100 of the 6,300 SESers. Only two agencies—the Pension Benefits Guaranty Corporation and the General Services Administration—have received full certification; the remainder received a one-year provisional certification, good through the end of 2005. Major agencies missing include: Defense, Homeland Security and Education.

Selected Agency Experience to Date

Three agencies that developed plans approved by OPM last year have taken a number of common approaches, but each offer an interesting twist in how each took a different approach in designing their new systems. The Departments of Health and Human Services (HHS), Interior, and Treasury were provisionally certified and rated a combined total of about 1,100 SES under the new approach for the first time this past fall.

Each agency involved their SES in designing their approaches. Treasury’s Darwin McCallian, who helped design that department’s system, said “to create Treasury-wide ownership of the new system and foster accountability, it was imperative to have a system developed by executives for executives and that they were “receptive to helping us get certified…they wanted this to work.” In each of the departments, there was often a big transition involved. In Interior, for example, the department moved from a pass/fail rating system to a five-level rating scale. In HHS, which had been pursuing a department-wide approach for several years, the transition was much easier.

However for all three departments, the biggest change was the requirement to factor in the performance of the organizations managed by the executives. Integrating organizational performance into executive pay decisions makes it much more difficult than imagined. HHS’s principal deputy assistant secretary for administration and management, Evelyn White, remarked about these first-time organizational assessments: “We didn’t know what it meant until we started to go through it.” Departments were under a tremendous time pressure to complete their pay and bonus decisions by the end of the year. However, they could not begin the ranking process for executives until the organizational assessments were completed, and these could not be done until November 15, when agencies’ annual reports were completed. In Interior, the bureau-level organizational assessments were not completed until December 1st, then there were several review panels that had to complete their decisions before January, when the new pay year began. Because of the senior levels involved, many of the decisionmakers were also in the midst of their departmental budget decisionmaking process that had the same deadline.

The lessons of these early adopters, however, show the new pay approach is having an immediate effect. For example, to be successful in their own performance, executives are beginning to cascade their performance expectations down to their staff through their performance management process. However, studies show it takes years to “get it right.” GAO found that it is critical that the new systems are valid, reliable, and transparent in how they operate, with reasonable safeguards to avoid abuse. However, if this effort to link pay and performance works with the SES, then it may serve as a model to be spread to the entire federal workforce, starting with agencies where Congress has already authorized such changes, such as Homeland Security and Defense.

ASPA member John Kamensky is a senior fellow with the IBM Center for The Business of Government.

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OPM Certification Criteria for Agency SES Performance Management Systems

To be eligible for the higher pay ceilings, agencies must certify that their SES performance management systems meet the following criteria:

- Performance expectations are aligned with agency performance plans
- Expectations are based on executive input
- Expectations are measurable and focus on tangible outputs, outcomes, or milestones
- Expectations are balanced among results, customer feedback, employee feedback, quality, timeliness, and cost effectiveness
- Assessments must be made in context of agency performance
- Pay and awards must make meaningful distinctions among executives
- Agency heads must appoint a Senior Performance Official to oversee implementation

Have you visited ASPA’s web site lately? www.aspanet.org
Several Nations Make Headway on Goal of Economic Freedom

From ECONOMIC LIBERTY, pg. 6

countries willing to open their economies still further.

Here are the economies that have made the greatest changes since the 2004 Index:

**Top 10 Improved**

- Madagascar
- Ukraine
- Poland
- Bulgaria
- Iceland
- Indonesia
- Hungary
- Malaysia
- Mongolia

**Top 10 Worsened**

- Ethiopia
- Pakistan
- Ukraine
- Sudan
- Fiji
- Cuba
- Hungary
- Indonesia
- Iceland

Economic freedom is in sharp decline, and Latin America and the Caribbean, where it is stagnant. The most tragic decline in the last year, the editors say, was suffered by poverty-stricken Haiti, which not only suffered a political crisis this year but lost significant ground in the areas of fiscal burden of government, monetary policy, banking and finance and informal (black) market activity. It is now a "repressed" economy.

The editors suspended grading for five countries now in a state of "civil unrest or anarchy": Angola, Burundi, Congo, Sudan and Iraq. A lack of reliable data made it impossible for them to grade Serbia and Montenegro.

The full text of the 2005 Index, including all charts and graphs, will be available online at heritage.org/index. A Spanish-language edition also is being published.

**North America and Europe**

The world’s most economically open region has six of the world’s freest countries: Luxembourg, Estonia, Iceland, United Kingdom, Denmark and Iceland.

By cutting taxes and scaling back regulations in its banking sector, Iceland was able to leapfrog the United States and tie Denmark for 5th place regionally and 8th place globally. Ukraine, though, logged the most dramatic improvement in the region, by reducing its tax burden, easing price controls and accelerating the pace of privatization.

Belarus, saddled with Soviet-era anti-market policies, remains the region’s least free country, although an improvement in its trade policy score pushed it into the “mostly unfree” category. North America/Europe is now the only region with no repressed economies.

Latin America and the Caribbean

Stagnation, unfortunately, is still common for countries in Latin America and the Caribbean. The 2005 Index shows that 12 countries improved, while 12 declined, for no net gain or loss of economic freedom. Hampered by widespread anti-market policies, the region features three repressed economies—Cuba, Venezuela and Haiti. Cuba became less economically free in the last year, reflected in worsening Index scores in trade policy, monetary policy and fiscal burden of government.

On a more positive note, Chile improved by cutting tariffs and is now the 11th freest economy in the world and the only free economy in the region. It accomplished this, the Index editors say, by pursuing free-trade agreements and liberalizing capital markets. El Salvador also improved, by cutting government spending, solidifying its status as the region’s second-freest economy.

**North Africa and the Middle East**

The only region to experience a net decline in economic freedom, North Africa and the Middle East saw only four countries improve their scores in the 2005 Index: 11 are worse. Bahrain, despite a worsening score, is still the freest country in the region. It features many of the characteristics that mark a prosperous economy: low inflation, strong property rights, low regulation and low barriers to foreign investment, among others factors.

Israel is the second freest. But three countries declined enough to move from being "mostly free" to "mostly unfree"—Qatar, Tunisia and Morocco.

**Sub-Saharan Africa**

Although it boasts no free economies, Sub-Saharan Africa is the 2005 Index’s most improved region, with 21 countries seeing their scores improve and 15 declining.

Indeed, the most improved country in the world is Madagascar, with better scores on trade policy, fiscal burden of government, informal market and monetary policy. Yet Sub-Saharan Africa also has the country that, globally speaking, declined the most: Ethiopia. Uganda fell into the “mostly unfree” category. Zimbabwe improved somewhat, but is still repressed. The region’s freest country, Botswana, also improved, its market-led economy generating one of the world’s highest average growth rates.

Asia-Pacific

Economic freedom continues to grow in the majority of countries in the Asia-Pacific region. The scores of 17 countries improved this year, while 10 countries lost ground. Still, the news for Asia-Pacific isn’t completely good. The region is the only one in which average and median freedom scores have declined over the past nine years, even as the rest of the globe has enjoyed a trend toward greater freedom.

Asia-Pacific once again presents a study in contrasts. It boasts the two freest economies in the world, Hong Kong and Singapore, as well as two others in the top 10, New Zealand and Australia. Still, most countries in the region are ranked “mostly unfree” according to the 2005 Index, and Asia-Pacific houses the two lowest-rated countries in the world, Burma (Myanmar) and North Korea.

**Letter to the Editor**

A Response to September’s The Coming Nonprofit Crash

Dear Editor:

The author predicts that “within the next 10 years there will be a systemic collapse of the (nonprofit) sector.” On the basis of the first page of the article (p.5, PA TIMES, Sept. 2004) I would like to make the following comments. I could not read the remaining pages of the article.

One, the author has given eye-opening statistics of the fast growth of the nonprofit sector during a period of 62 years. I wonder whether or not the author’s prediction is based solely on the sudden growth—that which swells in a short period of time may shrink. Second, until about the end of the 3rd column I did not find the meaning of the term ‘nonprofit sector’ (although I could guess somewhat close to the author’s thrust). Until that point there is not a single example of a nonprofit entity. Third, a question may be raised whether or not similar failures will be noticed in other nonprofit and also for profit organizations which have overgrown during the last decades—the federal, the state and the local bureaucracies and corporations not only in America but in other countries also. One bright current example is the Catholic Empire. It grew terribly fast during the past centuries and now is crumbling under the terrible mess of well known sexual scandals on the part of the priests in many parts of the world including America. Finally, isn’t economic/market crash related to the ‘coming Nonprofit Crash?’ One thing seems to be sure that the nonprofits can survive on economic prosperity.

Prabhakar G. Joshi
ASPA Life Member
In a word, we are disappointed; disappointed that it was a senior civil servant behind the multi-billion dollar Boeing air tanker scandal. The principals behind other high profile scandals—the ill-winds defense purchasing scandal, the HUD scandal, the savings and loan scandal, the Freddie Mac and Fannie Mae scandals, the Philadelphia “pay for play” contracting scandal—were politically appointed officials. Public administrationists are, of course, disappointed with federal corruption generally, but have taken some comfort in the fact that it has been them, politically appointed managers, and not us, who have been the culprits. Not this time.

Meet Darlene Druyun, recently the self-described “godmother of the C-17,” and now an around-the-clock guest of the federal prison system. She started as a purchasing specialist in NASA and worked her way up to the second most senior Air Force procurement official, overseeing billions of dollars of Air Force contracts. Along the way she became a favorite of the Clinton administration reinventing government crowd for having rigged Air Force numbers, over the favorite of the Clinton administration overseeing billions of dollars of Air Force managers, and not us, who have been the culprits. Not this time.

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The Atrophy of Ethics

Would you like to submit an article to PA TIMES?

Contact:
Christine McCrehin
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Contact:
Christine McCrehin
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703-209-0560
Right and wrong typically surface during natural disasters, usually in the form of looting and rioting. But for those among us who experienced hurricanes Charley, Frances, Jeanne, or Ivan this past summer, one Biloxi, Mississippi evacuee had several unethical jolts. First, he telephoned the local lumber dealer to inquire about the availability and price of particle board to board up his house. The particle board was selling at $12 a sheet with plenty in stock. Two hours later, when he called back, the same particle board was selling for $14 a sheet—Inflation? Most likely not. Gouging, most likely yes. Is this the way the market is supposed to work?

Second, after much hand wringing about whether or not to evacuate, he decided to load up his family in a rented automobile and head west on I-10 for Louisiana. Alas, he now found himself joined with a million residents from the greater New Orleans area who were also heading west. He had been forewarned that finding a vacant room in Louisiana would be difficult but what he didn’t expect when he stopped at motels that had available rooms was the question: “Where are you coming from?” When he replied “Mississippi”, he was advised to proceed to Texas. Ouch! Evacuees from Alabama and Florida were greeted with the same advice. He and his family eventually made it to Gilmer, Texas, where he and his family were treated with politeness and good will. The three days in Gilmer, our Mississippi evacuee reports, “restored our confidence in the goodness of people.”

Is there an ethical lesson here? What would you do when greeted as an out-of-state-Third-World-like refugee by the question “Where are you coming from?”

Source: www.ethics.org/resources/article_detail.cfm?ID=862

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

Hurricane Ethics?

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Doug A. J. Watson and Wendy L. Hassett, eds.

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ICF Announces List of Top Seven Intelligent Communities

New York/Honolulu—At the Pacific Telecommunications Council conference in Honolulu, the Intelligent Community Forum announced its annual list of the Top Seven Intelligent Communities in the world. The list recognizes achievement by communities large and small in deploying broadband, building a knowledge-based workforce, bridging the digital divide, encouraging innovation and effective economic development marketing. For ICF, a nonprofit think-tank that researches the impact of broadband and IT on economic growth at the local level, the Top Seven provide best-practice models from which communities around the world can learn. This year’s Top Seven were selected from a list of 18 finalists. One of the seven will be selected as the Intelligent Community of the Year in June 2005 in New York City. The Top Seven Intelligent Communities of 2005, in alphabetical order, are:

- Issy-les-Moulineaux, France
- Mitaka, Japan
- Pirai, Brazil
- Singapore
- Sunderland, United Kingdom
- Tianjin, China
- Toronto, Canada

Complete profiles of the Top Seven Intelligent Communities of 2005 are available at http://www.intelligentcommunity.org/html/TopSeven.html.

New Best Practices Website for Small City Governments

Brunswick, GA—Small Cities Publishing recently unveiled a new membership-based web site devoted exclusively to the information needs of mayors, managers, and councils in small cities under 50,000.

The site, www.smallcities.us, is packed with over 200 best practice articles and case studies in the categories of Budgeting; Downtown Development; Council Process; New Development; Elected Officials; Citizen Involvement; Historic Preservation; Law Enforcement; Personnel; and Technology. Each month, a profile of a new best practice from a small city is posted at the site. Recent titles have included: How to become a certified sustainable community; How to hire a city manager with the help of a citizens’ committee; Using a public process to create a values-based ethics code; Using the tools of private industry to acquire and rehab vacant properties.

“We try to provide the level of detail and supporting documentation so that our subscribers will have a ‘running start’ on implementing these practices in their communities,” says publisher Betsy Bean. In addition, there is a library of ordinances, forms, and other relevant documents. Other features include an Expert’s Corner of columns from some of the country’s leading local government consultants. Len Wood is a budget expert who makes this complex process understandable. John Gann is an innovative redevelopment planner. Eli Mina is a parliamentarian with brilliant insight into the meeting process. Bill Shelton is a well-known economic development professional with particular expertise in retail recruitment. Carl Neu is a widely published and sought-after trainer for strategic planning and Karen Susanan is a public speaking coach and citizen involvement expert. Another useful feature is Meeting with the Mayor, which showcases interviews with successful mayors and how they have handled tough problems in their communities.

The site address is: www.smallcities.us.

AASHTO Honors Departments for Best in Smart Growth and Transportation

The California Department of Transportation, the Maryland Department of Transportation and the Vermont Transportation Agency are three American Association of State Highway and Transportation Officials (AASHTO) member agencies honored for their activities in the 2004 Best Practice in Smart Growth and Transportation awards. The awards program was sponsored by AASHTO’s Center for Environmental Excellence in conjunction with the U.S. Department of Transportation’s Federal Highway Administration (FHWA). Winning projects were judged by a panel of environmental, planning and transportation experts for their coordinated transportation and land use, intermodal and multi-modal approaches, innovation, environmental protection, partnering and outreach. Entries were grouped and evaluated in the following categories: project-oriented activities, program approaches and institutional or organization change.

Institutional or Organization Change

California’s Context Sensitive Solutions: Changing the Culture

The California Department of Transportation, Division of Transportation Planning, Office of Community Planning, is honored for its agenda-wide approach to applying Smart Growth principles through fostering early and continuous collaboration with educated stakeholders, balancing transportation needs and community values and interconnecting multi-modal solutions.

Project Oriented Activities

West Hyattsville Transit-Oriented Development Strategy

The Maryland Department of Transportation’s Office of Planning and Capital Programming worked with the Maryland National Capital Park and Planning Commission, Prince George’s County and the Washington Metropolitan Area Transit Authority to develop a framework for transit oriented development at the West Hyattsville Metrolink station. The strategy is designed to enhance the development of new transit developments throughout the system.

Program Approaches

Vermont Interstate Interchange Policy and Planning Initiative

The Vermont Agency of Transportation’s Policy and Planning Division worked with state’s Department of Housing and Community Affairs to develop the Design Guidelines for Planning and Development at Interstate Interchanges.

In addition to the three overall winners, seven additional initiatives were recognized as notable practices in the competition. These included: 28th Street Corridor, Boulder, CO; Anastasia Revitalization, District of Columbia; Hillsborough Street Partnership, North Carolina; High Street Cap, Ohio; Statewide Transportation Visioning Process, Idaho; Integrated Transportation and Land Use Program, New Jersey; and Action Plan on Transportation and Land Use for Economic Development, Pennsylvania.

An informational brochure describing the three winning initiatives is posted on the AASHTO Center for Environmental Excellence web site at http://environment.transportation.org under Center Products.

CAPAM Announces New Executive Director

Toronto—The Board of Directors of the Commonwealth Association for Public Administration and Management (CAPAM) is pleased to announce the appointment of Gillian Mason as Executive Director, effective immediately. Mason brings a wealth of experience to the position, having served as CAPAM director of programming and marketing since 2000.

She has a masters degree in public administration and is a registered professional planner. Since 2001, Mason has been chair of the Toronto Public Library Board, the largest in North America and the second busiest public library system in the world.

If you have a press release for “Where Things Stand,” contact Christine McCrhen at cjeveti@asapnet.org.
2005 ASPA Member-Get-A-Member Campaign
www.aspanet.org

Reasons

Now that the holidays are behind us, ASPA’s leadership and staff have committed to redouble their efforts toward making 2005 the most successful year in the Society’s history. To build momentum for the exciting times ahead, ASPA extends a special invitation to each of its members to participate in its 2005 Member-Get-A-Member Campaign. In so doing, we ask each of you to imagine what ASPA could accomplish with:

- Double the number of members in each of its chapters and sections
- Double the attendees at its national and regional conferences
- Double the number of members joining from the government, nonprofit and scholarly ranks

Rewards

- Recruit 10 or more members (non-students) and receive one free conference registration to ASPA 2006 Conference.
- Recruit 5–9 members (non-students) and receive a certificate for your 2006-07 membership.
- Recruit 4 or fewer members (non-students) and receive a free gift.
- Think of the possibilities if each ASPA member participates in this campaign—you will have the ability to directly influence the capacity to do more for the association, so that it can do more for you!

Tips to Help You Recruit New Members

Who Should I Ask to Join?

Good question! Anyone who is involved with public service or public administration could benefit from ASPA membership. This could include: your co-workers, colleagues in other organizations, people involved with a community organization in which you participate. Also, there may be folks you see in conjunction with Chapter events, who may not be members.

What Should I Tell Them?

To begin with tell them why you became a member of ASPA. Tell them how ASPA has helped with your professional needs. Talking about your chapter and its activities is a good start. Often people want to be part of a local network they can count on for professional advice and assistance. Don’t forget to tell prospective members about all the great ASPA benefits outlined on this page.

How Do They Join?

Becoming part of the ASPA network is easy! New members just need to complete the ASPA membership form found at www.aspanet.org. Within weeks they will receive welcome packets and you will receive credit for recruiting a new member. The new member immediately starts receiving all of ASPA’s benefits and broadens his or her professional network instantly.

What are all of ASPA’s Benefits?

Many consider ASPA chapters to be the greatest benefit. Your chapter will probably lead the list when you are talking to people. Chapters offer local networking opportunities, professional development lunches, breakfasts or seminars, and regular newsletters. Be specific about your chapter’s activities.

- PA TIMES and Public Administration Review are other outstanding ASPA benefits. PA TIMES offers news and tips about public management that you can use right now. Every month PA TIMES can help you do your job better and further your professional career through The Recruiter listing of career opportunities. Public Administration Review is the premiere journal in the field of public administration. It consistently presents brand new research in a format you can use. PAR bridges the gap between academics and practitioners in a way no other journal does. Members also have access to 65 years of archives online, as well as five years of PA TIMES archives.
- ASPA members are also eligible to receive discounts for several conferences throughout the year, as well as the following publications and services:
  - The Public Manager—$15 discount (annual subscription)
  - CQ Politics Daily—$100 discount
  - Public Integrity—$30 discount (annual subscription)
  - The Public Manager—$16 discount (annual subscription)
  - Grants Locator—10% discount
  - Social Science and Public Policy GrantLink—60% discount
- ASPA also has 19 special interest sections for those people who deal with a specific area of public management. The sections encompass diverse areas ranging from public budgeting and finance to public health care to public administration and the humanities. Sections cost a little extra but many of them offer their own journals. Sections allow ASPA members to tap into a nationwide (and sometimes international) network of people concerned about the same issues they are.
- ASPA offers a variety of other benefits which help you manage your personal life. Such as:
  - Special insurance rates are available only to ASPA members and a variety of plans exist for insurance coverage.
  - Using an ASPA credit card can help you manage your money and shows your commitment to the public service.

Questions?

If you or any prospective member of ASPA has a question, please call our Membership Department at 202-393-7878. They can help with all kinds of questions.
Harvey White Elected Vice President

Harvey White, associate professor, University of Pittsburgh, has been elected ASPA vice president and will become president of the organization in 2007. White will officially assume the office of vice president at ASPA’s 66th National Conference in Milwaukee, WI, April 2-5, 2005. At that time, Don Menzel, professor emeritus, Northern Illinois University, will become president replacing Cheryl Broom, King County auditor, King County, WA, who will become immediate past president. Wendy Haynes, associate professor, Bridgewater State College, will become president-elect. Newly elected National Council members will also assume their seats at the conference (see list to left).

White, a long-time ASPA member, has served the society on both the local and national levels, and his community in the local, state, nonprofit and academic arenas. After receiving the news of his election, White agreed to take a few moments and tell PA TIMES readers a bit about the goals he has for his tenure as an ASPA officer.

How does it feel to be elected vice president of ASPA? I am elated to have an opportunity to serve ASPA in this capacity. To be selected by my colleagues to represent them and the occasion this provides to champion public service is both humbling and exhilarating. In this regard, I would like to express my appreciation to everyone who participated in this process; those who stood for election and particularly those who voted. Active and informed membership participation is a crucial foundation for developing our Society into the kind of organization the founders envisioned. I encourage each member to partner with me in supporting our current leaders’ efforts to make every ASPA program, conference, section, chapter and our organization the very best it can be.

What are the issues or goals that you plan to address once in office? Many of the pressing issues facing ASPA have already been identified by current and past leaders. These include: enhancing ASPA’s financial position, developing a more diversified membership participation is a crucial foundation for developing our Society into the kind of organization the founders envisioned. I encourage each member to partner with me in supporting our current leaders’ efforts to make every ASPA program, conference, section, chapter and our organization the very best it can be.

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ASPA Members Vote to Amend Bylaws

In addition to electing a new vice president and National Council representatives, members were recently asked to vote on two proposed changes to the Society’s bylaws. The first would remove language from the bylaws stipulating the status configuration of electoral districts; the second would change the reappointment of the Public Administrative Review editor-in-chief from successive one-year terms to successive three-year terms. Both amendments were passed.

The results of the voting are as follows:

**Article IV.**

Section 1: Officers and Term of Office

F. There shall also be an honorary office known as Editor-in-Chief of the Society’s journal; provided, however, that the holder of this office shall not be a corporate officer of the Society. The Editor-in-Chief shall be appointed for an initial term of three (3) years by the President subject to ratification by the Council. The appointment shall be renewable for successive one (1) year terms subject to ratification by the Council. The Editor-in-Chief serves at the pleasure of the Council.

Vote: Yes (1231), No (191), No Vote (276)

**Article III: National Council**

Section 3: Electoral Districts

A. There shall be five (5) electoral districts consisting of members/chapters within several specific states’ boundaries. The electoral districts shall be of comparable size in terms of membership; whenever the bylaws are comprehensively reviewed at five (5) year intervals in accordance with Article VII, Section 4, the electoral districts may be redistricted to maintain comparable size.

B. The electoral districts shall be as follows:

Electoral District 1 – Northeast (consisting of the members/chapters within the following states: Connecticut, Delaware, Maine, Maryland, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, and Vermont)

Electoral District 2 – Mid-Atlantic (consisting of the members/chapters within the following states: District of Columbia, Indiana, Michigan, Ohio, Pennsylvania, Virginia, Virginia Islands, Puerto Rico and West Virginia)

Electoral District 3 – Southeast (consisting of the members/chapters within the following states: Alabama, Florida, Georgia, Kentucky, Louisiana, Mississippi, North Carolina, South Carolina, and Tennessee)

Electoral District 4 – Great Plains and Upper Midwest (consisting of the members/chapters within the following states: Arkansas, Colorado, Illinois, Iowa, Kansas, Minnesota, Missouri, Nebraska, New Mexico, North Dakota, Oklahoma, South Dakota, Texas, and Wisconsin)

Electoral District 5 – Far West (consisting of the members/chapters within the following states: Alaska, Arizona, California, Hawaii, Idaho, Montana, Nevada, Oregon, Utah, Washington, and Wyoming)

Vote: Yes (1072), No (182), No Vote (386)
New VP Sees ASPA as Principal Advocate for Public Service in U.S.

and sustainable revenue stream and increasing the membership base. Achieving success in these areas will require our collective effort. Three aspects of these issues will be the primary focus of my attention:

• Invigorating our existing membership base;
• Making ASPA more relevant to 21st Century public service and its public servants;
• Demonstrating our ability to serve as the principal advocate for public service in America.

A prerequisite for achieving each of these is the availability of resources to support existing and new program initiatives. Considerable amounts of time and attention must be given to current and proposed resource development activities.

What will you do over the next two years to ensure your goals can be achieved? In order for ASPA to be the very best it can be, we must develop and implement successful programs every year. The success we achieve must become building blocks for the next year. My immediate efforts will be to provide as much assistance as possible to our president and president-elect to make sure they have successful terms in office. The best and most talented minds available will also be assembled to help us envision “a better future” for ASPA that can be transformed into an effective agenda of programs and activities. This will include securing and developing the necessary resources.

Where would you like to see ASPA once you finish your term as president? I expect ASPA to be recognized as the most effective advocate for public service in America at the end of my term of office. It will have the resources it needs for effectively advancing the art, science, teaching and practice of public administration in the 21st Century.

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From ASPA VICE PRESIDENT, pg. 13

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Walden University is accredited by the Higher Learning Commission and is a member of the North Central Association, the same organization that accredits other universities in the region, such as Northwestern, Purdue and Notre Dame. The association is located at 30 North LaSalle Street, Suite 2400, Chicago, Illinois 60602-2504 and can be reached at www.ncahighered.com and 312-263-0456.
Deceptive Interrogation Tactics by Police May Lead to False Confession

Public administrators are often put in ethically compromising situations where they might have to balance competing values. The worst, most unethical consequence has occurred—an innocent person being punished. The saying that it is better to let ten guilty people go free than to imprison one innocent person applies here. When using deceptive tactics during interrogation, police may trick an innocent suspect into confessing. While this may seem incredulous, the instance of false confessions is not uncommon. An innocent suspect may confess if he/she believe that police have overwhelming evidence that implicates the suspect in a manner or act. Or, an innocent suspect that is exposed to continuous interrogation for a long period of time may confess due to extreme mental exhaustion and confusion. Police are taught techniques to wear down a suspect in custody. In a Washington Post article, David Ignatius notes, “The most widely used police manual advises that when cops are questioning someone they think is guilty, they should use tactics that ‘decrease the subject’s perception of the consequences of confessing,’ while at the same time increasing the subject’s internal anxiety associated with his deception.”

The chance of a false confession and the ethical consequence of imprisoning an innocent person raise a momentous ethical consequence of imprisoning an innocent person.

Deceptive tactics by police certainly challenge the public’s notion of ethical behavior. If police regularly lie during interrogations, then they may be more likely to lie in other situations. This could mean lying to the public, or lying in court, something that is expressly illegal. Police misconduct—and lying is ordinarily considered a form of misconduct—undermines public confidence and social cooperation....”writes Skolnich and Leo. The public would be less likely to cooperate with police who they feel are untrustworthy. This forges a divide between police and the people whom they serve. Furthermore, public suspicion may arise about why police resort to dishonest tactics to extract a confession. One could argue that if police were doing a good job during an investigation, they would have gathered enough legitimate evidence against a suspect to bring into the interrogation. Likewise, if the investigation had been efficient, a confession would be an added bonus, but not an imperative for prosecution. The use of deceptive interrogation tactics may lead the public to believe that police are ineffective. This further undermines the public’s trust of the police.

A third value that police must uphold is responsiveness to the public. There are two aspects of this value as applied to police work. First, the public wants to feel safe and see justice served. In the interest of public safety, police should exploit every mechanism available in order to apprehend and prosecute criminals. The second aspect is the public demands that police be ethical, accountable and trustworthy.

Case in Ethical Analysis: A Student Symposium

A Public Administration Perspective on Physician Assisted Suicide

Brian Fabian

Physician assisted suicide is very complex and controversial and can be looked at from many different angles—philosophical, moral, legal and ethical. Consider Dr. John, a physician who practices medicine at a nonprofit hospital in California. As an employee of a nonprofit hospital, which has tax exempt status and receives federal funding, Dr. John is in effect a public servant. Therefore, he is accountable to the government and the public he serves. He is also accountable to act in the best interest of the common good. From the point of view that he is accountable to the government, Dr. John must in all reasonable circumstances uphold the law. In the matter of physician assisted suicide, the law is straightforward and unambiguous. Working in California, Dr. John is subject to California Law, which has been upheld by the United States Supreme Court. Dr. John has discovered that a nurse, under his direction and supervision, has assisted in the suicide of a terminally ill patient by providing the patient with a lethal amount of medication. Dr. John had treated the now deceased patient and was familiar with his condition. He was also aware of the fact that the patient had requested help from nurses to assist in ending his life. Based on prior contact with the patient and discussion with the nurse, Dr. John firmly believes that the patient was fully cognizant in the weeks up to his death and aware of the consequences of his decision. Dr. John also firmly believes that the nurse did not pressure or influence the deceased patient in making the decision. Having empathy for both patient and nurse, Dr. John must now make the ethical decision of how to go forward.

California Penal Code 401 states that any person who aids, advises, or encourages another to commit suicide is guilty of a felony. In Vacco, Attorney General of New York, et al. v. Quill et al., U.S. Supreme Court Justices Rehnquist delivered the opinion of the court saying, “Everyone, regardless of physical condition, is entitled, if competent, to refuse unwanted lifesaving medical treatment; no one is permitted to assist a suicide.” Clearly the nurse has acted illegally.

Put in this situation, Dr. John must determine whether he should obey California state and constitutional law, and report the incident to the hospital’s governing board or remain silent on the issue based on the ethical belief that a patient, when fully cognizant, has the right to terminate his own life in the face of a terminal illness. In this situation, what is the physician accountable to and how should he reach his decision?

In upholding the law, I believe Dr. John is serving the public and common good. The liberties and freedoms American citizens enjoy result in part form the legal system, which sets laws and regulations that form our civil society. Without these safeguards, American civil society would suffer. Legal supporters of the law prohibiting assisted suicide argue that it serves the public good by avoiding the ‘slippery slope’ scenario, which could lead to more liberal laws and eventually legalization of euthanasia. This is an important issue because euthanasia takes assisted suicide a step further by allowing a physician to intentionally cause the death of a patient. Prohibiting assisted suicide is a means to avoid the ‘slippery slope’ towards euthanasia. As a public servant, it is Dr. John’s civic duty to uphold the law and protect the common good.

Dr. John must also consider his duty to the Executive Board at the hospital. This duty requires that he conduct himself with a sense of responsibility to the Board. Dr. John must fulfill his duties as to maintain the confidence of the Board. Although he may empathize for the patient and nurse, Dr. John cannot take the law lightly, for this would be in direct conflict with his responsibility to the Board. Dr. John must also consider his duty to the public. The hospital’s non-profit status means that it is being subsidized by the state. Therefore, the tax revenue is indirectly funding the hospital. This makes Dr. John accountable to the tax paying public as well. Being so, the same argument for the accountability to the Board can be applied to the public. His ethical responsibility is to perform his job in accordance within the standards of the law. These standards are set by the state. He is overstepping his bounds of responsibility to arbitrarily circumvent these standards because he has a differing moral interpretation of the law.

Moving away from the legal framework, Dr. John is also accountable to his patients and the Hippocratic Oath that he
Should You Implement a Law You Strongly Disagree With?

Jesse Wolovey

Arizonians voted by overwhelming numbers in November 2004 in favor of Proposition 200 that bans undocumented immigrants from applying for public benefits. Prop 200 further states that all government employees, when administering public benefits, must “report undocumented immigrants to federal authorities or face criminal penalties.” It stipulates that public employees who fail to comply with the law will be guilty of a misdemeanor.

Assume that you are the director of an Arizona health and human service agency that provides services to a low-income population, and it comes to your attention that one of your case managers is not implementing the new law. What would you do if you had to call her into your office to discuss the allegation? Most likely, you assume that this is what she says, “I have not been breaking the law but I do disagree strongly with it on constitutional and moral grounds.” As you converse with her you listen attentively trying to affirm her feelings and at the same time, redirect the conversation to the oath of office she took as a public administrator to uphold the law.

Nonetheless, your case manager feels it is her duty as a public administrator to advocate for the population that the agency serves and not to implement this new law. The area has a 75 percent immigrant population and the majority do not possess legal status. The case manager feels that she should not “ask” about their immigration status since it is not relevant to the services we provide. The law does not specify whether we, as public administrators, are responsible for soliciting information about their immigration status, or whether we are more of a “mandated reporter” and have an obligation to report an immigrant’s status only when it is volunteered.

As director, what should you do? On a personal level, you might agree with the case manager. If the policy is interpreted to mean that we must ask all people what we see what their immigration status is and report them if it appears to be illegal, then we are not “promoting the public interest,” the first tenet of ASPA’s code of ethics. This is followed by the second tenet to “Oppose all forms of discrimination and harassment, and promote affirmative action.” Not only would we be not promoting the public interest, but we would also be creating a climate of harassment and fear instead of support and compassion. As a public manager you have to enforce the law and let the case manager know that if she does not comply she will be terminated. However, you are not sure that she would feel right about firing her since she is the most experienced and skilled case manager in the department. Moreover, you agree with her arguments and do not want to enforce a law that you feel is unconstitutional and morally wrong. After reflecting on your conversation with the case manager, a few ideas about what to do come forward.

• Quit your position in protest and publicly dissent.
• Try to engage a legal advocacy group to file a lawsuit challenging the constitutionality of the law, understanding that this might get you fired.
• Create an unwritten rule of “don’t ask, don’t tell” and try to circumvent the law by not having your department solicit any information about immigration status.
• Enforce the law and have all staff add questions about immigration status to their intake. Terminate anyone who doesn’t implement.

Your initial response is to do anything in your power to overturn it. You could not conceive of being a part of implementing a policy that is against your morals as well as your commitment to advocating for immigrant rights, the main reason you took a job as a public administrator. Thus far, your supervisor has not taken a stance on this law, but has left it up to the middle managers to interpret and implement it. Therefore, it is up to you to lead your department on this issue. If your boss did force you to implement the law, you could resign as a form of public dissent, speaking out against a law that, in your opinion, violates the 14th amendment of the U.S. Constitution. However, not everyone has the economic privilege to quit their job, so this would be a decision you would take very seriously and only do as a last resort.

The second option, to enlist a legal advocacy firm to file a lawsuit, is a more

Examine Situation from All Existing Perspectives

From ASSISTED SUICIDE, pg. 15

took when becoming a doctor. In stating, “I will apply, for the benefit of the sick, all measures which are required”, Dr. John has affirmed his accountability to his patients regardless of the law. Thus, Dr. John should not feel bound by state law, but should feel bound by medical ethics. If he truly feels that it is within a patient’s right to take his or her own life in the face of terminal illness, then he should feel ethically bound to the Hippocratic Oath.

However, the Hippocratic Oath goes on to say “‘Above all, I must not play at God.’” It must be taken into account that the nurse did not perform a direct action that caused the patient’s death. The nurse only provided the means for the end of suicide.

By looking to the law to determine an ethical course of action, one will inevitably encounter conflicting views. Laws are often written with ethics and morality in mind. However, not all laws are ethical and/or moral. Historical examples can be used to support this claim. Pro-slavery legislation in the United States during the Civil War is an example of an unethical law. For a modern example, we can look to capital punishment and mandatory minimum sentences for non-violent drug offenders as laws that are ethically and morally questionable.

Looking at the issue in terms of accountability to his Executive Board and the public in order to uphold the public good also runs into conflict. To base a decision from this perspective, one must be able to determine what the public good is. This is an extremely difficult proposition. Dr. John may feel he is supporting the public good by avoiding the “slippery slope” scenario. But others may argue that supporting the public has more common with acting compassionately towards fellow citizens. If he were to follow this perspective, Dr. John would be breaking the law.

Determining a course of action in accordance to his responsibility to his profession and the Hippocratic Oath is also fraught with conflict. As mentioned earlier, the Hippocratic Oath can be interpreted to both condone assisted suicide and to condemn it. Therefore, Dr. John cannot solely look to the standards of his profession to determine what is ethical and what is not.

Finally, looking at your own idea of what is moral or ethical can often lead to an examination of your religious beliefs. This is troublesome because ethics should not be confused with religion. Although most religious principles are highly ethical and moral, it should not be taken this decision based on religious beliefs is always ethical. People who do not believe in God and who are not religious can still act in ways that are ethical. Ethics should not be simply equated with religion.

This brings us back to the question, ‘What is Ethics?’ This is the question that Dr. John must struggle with to answer in dealing with his nurse. In most ethical situations, there is no simple one-sided answer. One must look to the law, whom they serve, the public good, and their own attitude toward ethics in reaching a decision. These considerations often come in conflict with another. Therefore, one must base a decision on careful examination from all perspectives. If I was in Dr. John’s position, I am not sure what course of action I would take. However, I would be sure to carefully examine the situation from as many perspectives as possible.

Brian Fabian is a MPA student at San Francisco State University. E-mail: bfabian@sfsu.edu

should be great things every day.

PA TIMES wants your stories.

To submit chapter or section best practices, awards dinner briefs, best leaders or other ideas, contact aspatimes@aspanet.org or call (202) 585-4314.
Refuse and Refer (R&R) policies grant pharmacists the right to refuse to fill a prescription based on personal moral and/or ethical beliefs. These policies act to the detriment of clients inasmuch as they allow pharmacists the right to challenge the personal opinion of clients and physicians. Moreover, though R&R policies are protected by law in a number of states, public administrators are responsible for ensuring that such rights do not prevent clients from obtaining medication. These laws must be enforced and must come with guidelines to maintain professionalism in the pharmacy field while serving the public good. If a pharmacist insists on referring a prescription, he/she must ensure that the client is able to receive medication in a timely fashion without significant inconvenience. If this is not possible, then the medication must be allowed to the pharmacist who would be at work the following day. The woman angrily contended that it was her right to receive the medication prescribed by her physician, and the pharmacist retorted that he was equally entitled to exercise religious expression. The pharmacist in question is a recent transfer from another clinic, and now other pharmacists, as well as long-standing clients, are concerned about his presence at our agency.

Analysis

Our clinic is founded on the Code of Ethics employed by the American Pharmacists Association (APA), the largest and most recognized organization in the country. The APA has a policy that gives a pharmacist the right to “Refuse and Refer.” Yet the Code of Ethics contradicts this guideline in a number of ways. First, the Code specifically states that a pharmacist should avoid “discriminatory practices, behavior or work conditions that impair professional judgment and actions that compromise dedication to the best interests of the patient.” This stands in stark contrast to the Refuse and Refer policy they currently exercise. If a pharmacist is to avoid discriminatory practices, then he/she should not, according to the Code of Ethics, be allowed to administer some medications while refusing others. By the same bylaw, pharmacists should be dedicated to the “best interest of the patient.” But who discerns what is in the best interest of the patient? Should it be the personal physician who prescribed the medication or the pharmacist who is carrying out the orders of the health provider? Moreover, do the patients themselves possess the right to decide what is in their own best interest?

Secondly, does inhibiting the distribution of such medications as contraceptives hinder a woman’s access to basic reproductive health care, thus cultivating discriminatory practices? If these practices adversely affect women, then a case can be made that such procedures are in violation of the adopted Code of Ethics. While the Refuse and Refer policy allows for refusal of all kinds of medication, birth control and emergency contraception have been the leading prescriptions that have been denied. When discussing reproductive health, we must be certain that restrictions in provision of certain services do not unduly detriment one sex. Otherwise such practices can be seen as discriminatory, and thus, in violation of the ethics code and basic rights.

Many pharmacists who utilize the Refuse and Refer policy also cite the Code of Ethics in their argument, quoting that “a pharmacist has a duty to the truth and to act with conviction of conscience.” Many believe that birth control and emergency contraception are abortifacient, and refuse to fill prescriptions on moral and/or ethical grounds. Some refute that birth control is in direct violation of “God’s law,” and that this falls under the right of conscious conviction. Others cite a handful of doctors that believe birth control harms women, as well as unborn babies. Thus, they believe, they are being truthful when refusing prescriptions based on these “facts” and are acting in good conscience. One pharmacist stated, in a December 1994 USA Today article, that “the pill causes cancer” and wouldn’t distribute the medication. In dealing with science, must one side prevail over another? Does the Code allow for...
ASPA in Brief

ASPA Will Host Annual Membership Meeting in April

ASPA will hold its Annual Meeting of Members on Monday, April 4 from 5:30 p.m. - 6:30 p.m. in conjunction with its 2005 National Conference in Milwaukee, Wis. ASPA’s leaders will present the Society’s annual reports and attendees will have the opportunity to pose questions regarding ASPA’s status and future plans.

ASPA Offers Free Web Sites to Chapters, Sections and University-Based Affiliates

ASPA recently obtained additional space on its second server (aspanet.org) and can now offer each of its chapters, sections and university-based affiliates a free 10MB web site. ASPA will serve as host, but each interested chapter/section/university-based affiliate must identify its own webmaster. As of press time, nine chapters (Central Pennsylvania, Central Piedmont, Inland Northwest, Los Angeles Metropolitan, Maine, Maryland, Northern Virginia, Sacramento and Suncoast), three sections (EETHCS, SPAR and SSTIG) and one university-based affiliate (Walden University) have accepted ASPA’s web site offer. If your chapter/section/university-based affiliate wishes to explore this opportunity, please contact ASPA Senior Director Erik Bergrud at ebergrud@aspanet.org or (816) 891-2490.

2005 Florida ASPA Conference Will Take Place April 29

The first-ever Florida statewide ASPA conference will take place April 29 at the New Clearwater, Fl., Public Library. Conference organizers have issued a call for proposals, which appears on the ASPA web site. The conference theme is “Public Administration: Addressing the Needs of a Growing State.”

URL: www.aspanet.org/scriptcontent/index_2005conf_sessions.cfm

ASPA Members Propose New Section on Chinese Public Administration

As an extension of ASPA’s Memorandum of Understanding with the Chinese Public Administration Society, Profs. Marc Holzer and Mengzhong Zhang are seeking expressions of support and interest for a new ASPA Section on Chinese Public Administration. ASPA requires at least 200 endorsements from ASPA members in order to form such a section.

URL: www.aspanet.org/scriptcontent/word/cpasectionproposal.doc

ASPA Seeks 2005 District Conference Hosts

Members in two ASPA districts can begin making plans to attend conferences next fall. The ASPA District 4 Conference will be held in Austin, TX, September 30-October 1 2005. The 2005 SECoPA Conference (District 3) will take place October 5-8 in Little Rock, AR. ASPA is currently seeking hosts for 2005 conferences in its remaining three districts:

- District 1– incorporating the states of Connecticut, Delaware, Maine, Maryland, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island and Vermont
- District 2– incorporating the states of Indiana, Michigan, Ohio, West Virginia and Virginia plus the District of Columbia
- District 5– incorporating the states of Alaska, Arizona, California, Hawaii, Idaho, Montana, Nevada, Oregon, Utah, Washington and Wyoming

Typically, district conference hosts handle event logistics and develop the program with some minor assistance from the ASPA office. If your chapter or university is interested in hosting a 2005 ASPA district conference, please contact Erik Bergrud at ebergrud@aspanet.org or (816) 891-2490.

Erik Bergrud is ASPA's senior director of program and service development. E-mail: ebergrud@aspanet.org

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ASPA Members in the News

Barr Highlights Behn’s Public Management Report


URL: www.washingtonpost.com/sp dyn/articles/42108-2005Jan11.html

Donovan Writes Op-Ed Piece for New Jersey Newspaper

Craig P. Donovan, professor of business and government at Kean University and member of ASPA’s National Council, wrote an op-ed piece, entitled “No. 2 state spot should be selected separate from governor…” which appeared in the January 18 edition of the Asbury Park Press. (information courtesy of the Asbury Park Press)

URL: www.app.com/app/story/ 0,21625,1178773,00.html

Bowman, Williams Comment on Turnover of Florida Department Heads

The Tallahassee Democrat interviewed James Bowman, professor at the Askew School of Public Administration and Policy at Florida State University, and Russell Williams, assistant editor of the Review of Public Personnel Administration, for an article describing the significant turnover in department heads experienced by the State of Florida. (information courtesy of the Tallahassee Democrat)

URL: www.tallahassee.com/mld/tallahas see/news/10656624.htm

Current and Archive Issues of PA TIMES Online

www.aspanet.org
ASPA annually honors individuals and organizations for excellence in public service and is proud to recognize the following winners for this year. For more information on ASPA's awards, visit the awards information page on ASPA's website at www.aspanet.org.

**Professional Recognition**

Elmer B. Staats Lifetime Achievement Award for Distinguished Public Service
This award honors a public administrator's career accomplishments and contributions to the public service and ASPA over a lifetime.

- Nesta Gallas

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

- Laurence J. O'Toole

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

- Patricia W. Ingraham

Gloria Hobson Nordin Social Equity Award
This annual award recognizes lifetime achievement and effort in the cause of social equity and is open to all nominees.

- Ruth L. Gordon

International Award
This award honors a distinguished foreign scholar or practitioner for significant contributions to public administration in other nations.

- Peter Boorsma

Public Integrity Award
This award acknowledges an organization that has made outstanding contributions to responsible conduct in public service.

- Expenditure Analysis Unit of the Texas Comptroller of Public Accounts

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

- Vivien Li

**Academic Recognition**

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

- Aggie Afarianesh
- University of Southern California
- David Lysy
- University of Chicago
- Kevin O'Farrell
- University of Central Florida
- Michelle Venditto
- New York University

Wallace O. Keene ASPA Conference Scholarships
The Wallace O. Keene ASPA Conference Scholarships are awarded to students in the fields of public administration and public policy. The scholarships are intended to provide students financial assistance to attend the ASPA national conference, and thereby expand their knowledge of the field and their acquaintance with others in the field. The $250 scholarships are also intended to emphasize the impact of ethical leadership on the public's trust in government.

- Sarah Flores-Williams
- University of Texas
- Rebecca Keeler
- Florida Atlantic University

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

- Alaina Colon
- New York University

**Society Awards**

Ovetta Culp Hobby Training Award
This award recognizes chapters and sections that provide professional

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Refuse and Refer Laws Open for Abuse and Discrimination

From REFUSE AND REFER, pg. 17

any case, is it more important to respect the rights of religious freedom of the pharmacist or the clients being served? Another major issue at the heart of this debate is privacy. Many pharmacists contend that they will not distribute birth control if it is used for contraceptive use but will provide medication if it is used for menopause or other medical uses. Yet this belief requires the pharmacist to ask the client why she uses a contraceptive prescription. While doctors have many privacy policies that they must adhere to, such guidelines are less apparent in the pharmacy. The Code of Ethics states that a pharmacist should focus on “serving the patient in a private and confidential manner.” There are over 20 non-contraceptive uses for the pill commonly employed today, including shrinking fibroids, reducing ovarian cancer risk, controlling endometriosis and other scientifically proven uses. If a woman comes into the pharmacy with a prescription, is it beyond the scope of the provider to ask for what purpose this prescription will be used? Is it good practice for a pharmacist to ask a man if his Viagra prescription will be used to increase his performance within a marriage as opposed to an extramarital affair? Allowing pharmacists to engage in moral subjectivity or questioning a physician’s recommendation may upset the relationship of the client to the physician, and subsequently to the pharmacist. This also places a great deal of subjective decision-making in the hands of the pharmacist. If a life-saving drug was approved for cancer that was founded using stem cell research, could the provider refuse prescriptions based on ethical opposition to such research? Where do we draw the line? The debate is much more concrete in private sector distribution. Though pharmacists may be protected by R&R laws in specific states, private companies with “no refusal” policies have specific job descriptions that protect them from such claims. If a pharmacist works for an independent company that has such policies, he/she must sign a contract that exempts them from Refuse and Refer laws. Those that do not have such clauses specifically state their stance, and pharmacists are protected under these provisions. In state-funded clinics, such as ours, our policies must respect these laws and leave open for debate the manner in which they are implemented. The bottom line is that pharmacists must ensure that patients are able to receive their medication. What effects do R&R laws foster and who is affected? If the provider is merely bound to refer a prescription, they may deliberately forward it to another known moral objector. This can cause undue difficulty in retrieving medication and may in fact demoralize or limit the client form obtaining the prescription. In rural areas, there may be only one pharmacy within a large geographic area, and if a client has no means of transportation, she/he may in fact be unable to retrieve medication. This has the potential to also unduly deter low income clients who cannot afford the time or expense involved in seeking out additional providers. Once again, many aspects of this policy serve to discriminate against particular clients. Should we accommodate the pharmacist or the client requiring services? One major facet of the Code of Ethics states that “the primary obligation of the pharmacist is to the individual patients. However, the obligations of a pharmacist may at times extend beyond the individual to the community and society.” This policy functions to serve the pharmacist, not the greater public. As the only providers of prescription medication, the liberty granted by Refuse and Refer policies go beyond freedom of religious expression and is open for abuse. To ensure that the greater community and society are served, pharmacists must adhere to a level of professionalism that parallels the power they have as medical providers.

Angela Bush is a MPA student at San Francisco State University.
E-mail: yrghre@hotmail.com
New ASPA Members

ASPA welcomes the following new members in the month of December 2004. Please note: members rejoining ASPA are not included on this list.

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<thead>
<tr>
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Council Member Speaks at Symposium

Stephen Rolandi Speaks About the Need to Develop Stronger Public, Nonprofit and Private Sector Partnerships in Emergency Planning

ASPA National Council member Stephen Rolandi speaks on a panel during the “Alliance for Response: A Forum on Cultural Heritage and Disaster Management” symposium. The conference was sponsored nationally by the Heritage Emergency National Task Force.

- Encourage disaster planning and mitigation;
- Develop strong professional networks to facilitate local response
- Similar meetings on this topic had been held in 2003 and 2004 in Boston, Cincinnati and Dallas, with the New York conference being the last of the forum series.
- Over 100 senior managers and professionals attended this conference, with more than 40 organizations present, including many of New York City’s cultural institutions as well as several Federal, New York City, New York State government agencies and private businesses serving the cultural community.

As a representative of the City of New York, I was asked to speak on one of the most tragic disasters in the City’s history. On June 15, 1904, over 1000 persons—most of them women and children—lost their lives when their steamship (bound for a church outing at Locust grove on Long Island Sound) burst into flames on New York City’s East River. This was the worst disaster in New York City’s history until the September 11, 2001 World Trade Center disaster.

My main point in recounting this tragedy was to impress upon the audience the lack of fire inspections and boat safety regulations, which presumably might have spared many lives, but also to detail what the response of the federal and local municipal authorities. President Theodore Roosevelt named a five member commission that investigated the General Slocum tragedy and recommended measures to prevent an event like this from occurring. The U.S. Coast Guard, for example, was given additional regulatory and inspection powers.

I believe the conference achieved its overall objectives, including underscoring the importance of government regulation, particularly in the area of public safety, and the need for government, the not-for-profit world and private sector to work more closely on disaster preparedness and emergency planning.

ASPA members interested in obtaining copies of the October 27, 2004 conference program should contact Ms. Dale Gregory, of The Museum, Library and Cultural Properties Facility Group of Greater New York City. She can be reached at (212) 595-9533 or e-mail to dgregory@folkartmuseum.org. If you are interested in learning more about the 1904 General Slocum disaster and, I would suggest your reading “Ship Ablaze: The Tragedy of the Steamboat General Slocum” written by Edward T. O’Donnell and published in 2003 by Broadway Books/Random House. The book provides a thorough account of the human side of this disaster, recovery efforts, and the response of Federal and local authorities.

ASPA member Stephen R. Rolandi is a member of ASPA’s National Council. He is director of finance and administration in the School of Public Affairs, Bernard M. Baruch College, City University of New York (CUNY) System. E-mail: srrolandi@gmail.com

ASPA Presents Awards to the Best in Public Management and Academia

From AWARDS, pg. 20

development to members through planned activities.
- • Massachusetts Chapter
- Donald C. Stone
- Service to ASPA Award
- The Stone Award pays tribute to ASPA members who have contributed outstanding services to the Society.
- • Krishna Tummala
- Chapter/Section Newsletter Awards
- These awards are given annually to recognize newsletters as a vital means of communication and a valuable service offered to chapter and section members.
- Chapter Newsletter Award
- Division I
- Sacramento Chapter
- Richard Hill, Editor
- Division II
- CenTex Chapter
- Kim Gunn, Editor
- Division III
- Los Angeles Metropolitan Chapter
- Mason Fong, Editor
- Section Newsletter Award
- Section on Ethics
- James Heitelbech, Editor
- Public Administration Review (PAR) Awards
- PAR awards honor various individuals for work that has been published during 2004 (Vol. 64).
- Editor’s Choice
- • Richard Callahan
- • Wendy Hassett
- Marshall E. Dimock Award
- This award is presented for the best lead article in the Public Administration Review during a volume year.
- • Hendrik Wigenaar “Knowing’ the Rules: Administrative Work as Practice.” November/December, 643-55.
- Louis Brownlow Award
- This award is presented for the best Public Administration Review article written by a practitioner.
- Laverne Burchfield Award
- The writer of the best book review or TOPS article in Public Administration Review is honored with this award.
- William E. Mosher and Frederick C. Mosher Award
- This award is presented for the best Public Administration Review article written by an academician.
- Joint Awards
- Charles H. Levine Memorial Award for Excellence in Public Administration
- This award, presented by ASPA and the National Association of Schools of Public Affairs and Administration (NASPAA), recognizes a public administration faculty member who has demonstrated excellence in three major areas of the field: teaching, research and service to the wider community.
- • Kenneth J. Meier
Advancing Public Service Performance: Innovations in Research and Practice
66th National Conference • ASPA • Milwaukee, WI • April 2-5, 2005

Opening Plenary
Saturday, April 2, 5:30pm
Jason DeParle is a senior writer at The New York Times and a frequent contributor to The New York Times Magazine. Author of American Dream, DeParle won a George Polk Award in 1999 for his reporting on the welfare system and was a two-time finalist for the Pulitzer Prize.

A Conversation with Comptroller General of the United States
Monday, April 4, 10:00am
In this informal conversation, U.S. Comptroller General David Walker shares his strategy for transforming government and for strengthening the public service.

Donald C. Stone Lecture
Monday, April 4, 4:00pm
Listen as Patricia Ingraham, distinguished university professor of public administration and political science at the Maxwell School of Citizenship and Public Affairs at Syracuse University, honors Stone’s memory through a lecture reflecting his varied interests and contributions to the field.

www.aspanet.org
The only conference covering all disciplines of public administration.
Join us.
Two Professors of Public Administration
California State University, San Bernardino

California State University, San Bernardino, is seeking to hire two professors of Public Administration. The first position will be at the senior level and will serve as the Chair of the Department. He/she will teach courses in the areas of research methods, administrative law and regulations, government-business relations, and contribute to the Master of Public Administration program's overall research, teaching, and service missions.

The second appointment will be at the rank of Assistant Professor and teach government-business relations, management of public organizations, public budgeting and finance, and/or human resources management. The positions are tenure track appointments with teaching, research, and public administration service requirements in the College of Business and Public Administration. They begin on September 1, 2005. The doctorate is required for the senior-level position; persons who are at the ABD level may be considered for the Assistant Professor position.

Both successful candidates will be committed to instruction in a distance education format.

The Department of Public Administration is located within California State, San Bernardino’s College of Business and Public Administration. It offers the BA in Administration with a Concentration in Public Administration and the Master of Public Administration programs at California State’s main campus in San Bernardino, and in Palm Desert. The new faculty members will have the opportunity to teach in both places. The MPA program is also offered off-site as a convenience to students.

The Master of Public Administration and BA in Public Administration programs have about 110 students, and include an emphasis in Water Resources Management. The graduate program is accredited by NASPAA.

Applications should be submitted by December 1, though the positions will remain open until filled. Please specify for which position you are applying. Applicants should send a curriculum vitae, names and addresses (with telephone numbers) of three references, and teaching evaluations to Dr. Michael Clarke, faculty Search Committee Chair, Department of Public Administration, California State University, 5500 University Pkwy, San Bernardino, California 92407. E-mail at mclarke@csusb.edu, telephone at (909) 880-5758 or by fax at (909) 880-7517.

Senior Scholar in Political Science
Mount Union College

Mount Union College seeks an accomplished senior scholar in Political Science to direct the newly established Center for Public Service. The director will encourage and supervise applied research within the context of a liberal arts college environment. The individual selected will have an academic appointment in the Department of Political Science and will be responsible for developing public sector training programs, public sector internships, and course instruction. Additionally, there is a significant fundraising aspect to this position, including raising funds to continue the Center’s operations. Two-year initial appointment with possible conversion to tenure track dependent upon funding and candidate’s qualifications.

MA or JD required; PhD preferred. Applicants should have significant experience in one or more of the following: American politics, public policy or public administration. Teaching experience preferred. Regardless of teaching experience, candidate needs to demonstrate a commitment to working in a liberal arts setting.

Send a letter of interest and resume, including names and telephone numbers of three references to: Center for Public Service Search Committee, c/o Human Resources, Mount Union College, 1972 Clark Ave., Alliance, Oh 44601. For more information, contact Dr. Jack DeSarco, Chair of the Political Science department, 330.823.3261, desarj@muc.edu, or Dr. Rich Dutson, Associate Dean of the College, 330.823.3256 or dutsonrw@muc.edu

Consideration of applications shall begin immediately. Position beginning August, 2005 at the latest.

Research Professorship
University of Memphis

The University of Memphis invites applicants for a research professorship within the Office of the President beginning at the time of appointment. The Resident will develop interdisciplinary teams and industry professionals to undertake problem solving initiatives relating to the urban built environment and lead University courses focused on community issues within designated urban locales. The Resident shall have considerable knowledge and a record of positive impact on the built environment, with experience in the areas of land development, building development, urban planning and public involvement process. The Resident will hold an advanced professional degree in architecture, city and regional planning, real estate, or the equivalent. Send letter of application, vita, transcript, and three letters of recommendation to: Dr. David Cox, Executive Assistant to the President, Administration 341, The University of Memphis, Memphis, TN 38152-3370, Phone: 901-678-3809, FAX: 901-678-5085, email: davo@memphis.edu.

The selection process begins February 15, 2005 and may continue until the position is filled. Successful candidates must meet guidelines of the Immigration Reform Act of 1986. The University of Memphis is an Equal Opportunity/Affirmative Action Employer.

Associate Professor-Urban Systems
University of Baltimore

Pending budgetary approval, the School of Public Affairs (SPA) is seeking an associate professor with excellent qualifications to establish innovative, interdisciplinary graduate and undergraduate programs focusing on urban systems and community dynamics. The appointment will be for either a tenure-track or tenured position, dependent on qualifications.

With Maryland being the fifth most urbanized state in the nation, the University of Baltimore is situated in an ideal urban environment, encompassing not only the core center of Baltimore City and its immediate surroundings, but also the dynamic intersections that shape the Baltimore-Washington complex. An integral component of the SPA is the Schaefer Center for Public Policy, a comprehensive research center that, for FY2004, generated approximately $4.4 million in grants and contracts under the guidance of a full-time director and staff.

In addition to vita and references, candidates should submit a relatively brief (5-10 pages) proposal focusing on the thrust of an innovative, imaginative, and creative interdisciplinary program that would capitalize on the pedagogical and research challenges that exist within a dynamic and diverse system of urban stakeholders. Interactive experience with NGOs and successful experience in grant and foundational funding would be highly desirable.

Interested candidates should send the above mentioned material to: Ms. Nancy Haynsworth, Urban Search Coordinator, School of Public Affairs, University of Baltimore, 1304 St. Paul Street, Baltimore, MD 21202, nkshaw@ubalt.edu.

Screening will begin on February 10, 2005 and will continue until filled.

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

Public Affairs/Legal Environment
University of Texas, Dallas

The School of Social Sciences at The University of Texas at Dallas invites applications for tenure-track or tenured positions in Public Affairs with preferred areas of specializations including: the legal environment of public affairs/administration, administrative law, the legal environment of non-profit organizations, and contractual relationships in third party government. Capability to teach other courses across the subject matter of public affairs/administration is also welcome. The position starts September 1, 2005. Experience and expertise in government and/or non-profit environments is welcome. Additionally, we are seeking scholars with records of significant research productivity who have experience/interest in providing graduate level education. Successful candidates should hold the Ph.D. in Public Affairs/Administration, Political Science, or a related field. Successful candidates will teach in the PhD in Public Affairs and the Master of Public Affairs programs. Salaries are competitive and commensurate with experience and qualifications.

The School of Social Sciences is a multidisciplinary school that offers undergraduate, masters and doctoral degrees. It is the current home of Public Administrative Review and includes a growing MPA program and new PhD in Public Affairs. Information about the School is available at http://www.utdallas.edu/dept/socsci.

Applications for both tenure-track and tenured positions should send a letter of interest, curriculum vitae, and three letters of reference to: Academic Search #386, The University of Texas at Dallas, P. O. Box 830868, AD 23, Richardson, TX 75083-8688.

Indication of sex and ethnicity for Affirmative Action statistical purposes is requested but not required. Review of applications will start on September 15, 2004 and will continue through January 31, 2005. UTD is an AA/EO employer and strongly encourages applications from candidates who would enhance the diversity of the University’s faculty and administration.

MPA Management Intern
Town of Leesburg, VA

Town of Leesburg, VA

MBA Management Intern: Full-time one-year position in town manager’s office beginning June/July 2005. The Management Intern works under the general supervision of the town manager and rotates to various departments including but not limited to: Finance/Budget, Human Resources, Planning and Development, Economic Development, Parks and Recreation, Utilities, Engineering and Police, to gain a broad view of local government management. The Management Intern will be responsible for various administrative assignments including coordinating policies, procedures, and services, conducting office and field research, and attending Town Council and management team meetings.

Required: Applicant must be a graduate of a Masters of Public Administration or closely related (public policy, public affairs) graduate program by June 2005, with a demonstrated interest in working in local government and strong research, analytical, communications (both writing and speaking) and computer skills.

Salary and Benefits: The salary range is $34,000 to $36,000, depending on qualifications, and including health/dental Insurance benefits.

To Apply: A completed Town of Leesburg application, resume, and 2-page letter explaining personal career goals and anticipated benefits of internship must be received by the Department of Human Resources by Friday, February 25, 2005. For application form, contact Human Resources, 703-737-7177, or download from www.leesburgva.org. EO/E/M-FADA upon request: Town of Leesburg, Human Resources, 25 West Market Street, Leesburg, VA 20176
February 2005

Jan. 30-Feb. 10 How to Implement Privatization: Transactions: From Strategy to Implementation
City: Boston, MA

2 Governing Outlook in the States 2005
City: Washington, DC

8-13 2005 Conference of Minority Public Administrators (COMPA) National Conference
City: Corpus Christi, TX
Contact: Dana Bruce at dbruce1973@hotmail.com

10-12 Teaching Public Administration Annual Conference (co-sponsored by ASPA's Section on Public Administration Education, SPAE)
City: Fort Walton Beach, FL
Contact: Dr. Ellen Rosell at erosell@troyst.edu

March 2005

3-7 UN60 Commemoration and UNA-USA Biennial Convention
Location: New York Marriott East Side, New York, NY

9-13 59th International Atlantic Economic Conference
City: London, UK

April 2005

2-5 66th Annual ASPA National Conference
Theme: Advancing Public Service Performance: Innovations in Research and Practice
City: Milwaukee, WI

6-8 9th International Research Symposium on Public Management (IRSPM IX)
Location: Bocconi University, Milan, Italy
Contact: Stephen P Osborne at s.p.osborne@aston.ac.uk

7-11 Midwest Political Science Association 63rd Annual National Conference
Location: Chicago Palmer House Hilton Hotel, Chicago, IL

29 2005 Florida ASPA Conference
Theme: “Public Administration: Addressing the Needs of a Growing State”
City: Clearwater, FL
Contact: Claire Mostel at cte1@miamidade.gov

June 2005

2-5 Ethics and Integrity of Governance: A Transatlantic Dialogue
[Co-sponsored by ASPA’s Section on Ethics]
City: Leuven, Belgium
Contact: Jeroen Maesschalck at jeroen.maesschalck@soc.kuleuven.ac.be

9-11 18th Annual Meeting of the Public Administration Theory Network
Theme: “More Perfect Unions? Public Administration in an Era of Political and Economic Integration”
Location: Krakow, Poland
Contact: Frank Scott at fscott@cshayward.edu

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