Population of Elected Officials Differs Greatly from National Population

Richard L. Clark and Craig R. Smith

Recent survey findings suggest that the population of county elected officials differs significantly from the national population in terms of race, gender and political identity. The National Association of Counties (NACo) Survey of County Elected Officials, conducted in 2004 and 2005 by the National Center for the Study of Counties (NCSC) at the University of Georgia, provides the most comprehensive portrait of county elected officials to date. In general, politically conservative white males dominate county leadership positions across the country. When viewed in the aggregate, counties appear to be among the least representative government bodies—second only to the U.S. Senate whose size presents barriers. This holds true especially in terms of female representation.

Expanding and Changing Roles
In his recent Public Administration Review article, “An Assessment of Research on American Counties,” J. Edwin Benton suggests that counties have been “rediscovered from both a practical and a scholarly perspective.” County governments are evolving beyond their traditional role as local administrative arms of the state to incorporate more discretionary authority and more direct service delivery. Services once reserved for municip-
Does Representativeness Matter in County Government?

From SATISFACTION, pg. 1

cal governments—planning/zoning, libraries, fire protection, etc.—are now often provided by county governments. Regional issues such as natural resource conservation and mass transit are also more frequently falling under county government purview.

These changing roles, coupled with the expansion of the home rule movement, have spurred many counties to alter their structures to better meet the new demands. More and more counties are choosing an elected county executive to oversee the administrative functions in lieu of the more traditional board of commissioners’ structure where board members are responsible for both the executive and legislative duties.

Women in County Government
Women’s role in American government has expanded in recent decades. It is also clear, however, that women are still vastly underrepresented in elected and administrative leadership positions. For example, the last two presidential cabinets (current Bush cabinet and final Clinton cabinet) consisted of only four women (25 percent) who actually held executive or cabinet-level positions. Furthermore, Hispanics comprised the same percentage of African Americans and Hispanics as found in the NACo surveys. State legislatures, moreover, are dominated by male elected officials. Women occupy only slightly more than 15 percent of the elected positions in county government—with African Americans comprising 8 percent, Hispanics 3 percent, and 2 percent choosing “other.” At the national level, the two largest minority groups—African Americans and Hispanic Americans—currently occupy slightly more than 1 percent the seats in the U.S. House of Representatives, but only 3 percent (three seats) of the U.S. Senate.

Unlike the case with women, minority representation in county government matches representation in city and state governments. James Svara, in the “Two Decades of Continuity and Change in American City Councils,” that women comprise slightly more than 28 percent of the positions in the nation’s city commissions. It appears that the size and location of a county are important considerations in gender representation. Women in larger counties (100,000 or more) and western counties, for example, comprise a larger percentage of county elected officials—22 and 23 percent, respectively, whereas smaller counties (10,000 to 25,000) and counties located in the South have less female representation—10 and 12 percent, respectively.

Minorities in County Government
Minority representation in county government is similar to other government bodies. Overall, minorities occupy only 13 percent of the elected positions in county government—with African Americans comprising 8 percent, Hispanics 3 percent, and 2 percent choosing “other.” At the national level, the two largest minority groups—African Americans and Hispanic Americans—currently occupy slightly more than 1 percent the seats in the U.S. House of Representatives, but only 3 percent (three seats) of the U.S. Senate.

Based on a National Conference of State Legislatures’ 1999 report, “The Case for Representative Democracy: What Americans Should Know about Their Legislatures,” African Americans and Hispanics comprised the same percentages of state legislatures as city commissions and county leadership positions.

It should be noted, however, that while county governments match city and state governments, they do not mirror the general population. According to the 2000 Census, African Americans and Hispanics comprised 12 and 13 percent of the U.S. population, respectively.

Larger counties, which are presumably more sparsely populated and racially diverse, are not surprisingly more representative. African Americans, for example, occupy 13 percent of all county elected positions in counties with populations over 100,000. This constitutes 40 percent of all African American officials. It is also not surprising that nearly 80 percent of all African American officials reside in southern counties.

Political Identity
County elected officials are much more conservative than liberal. Slightly more than 62 percent of county officials identify themselves as “very conservative” or “conservative,” whereas only 20 percent identify themselves as “very liberal” or “somewhat liberal.” The imbalance in political ideology, however, does not result in large imbalances in political party. Only slightly more county elected officials identify themselves as Republicans compared to Democrats—45 to 42 percent, respectively.

Nearly 13 percent consider themselves independents. Taking an average from Gallup Polls conducted in the months of May and June 2005—roughly the same time the Surveys of County Officials were conducted—the general public is almost evenly divided among Independents (32 percent), Republicans (32 percent), and Democrats (34 percent), and Independents are more likely to lean Democrat than Republican (by about 5 percentage points). Thus, county elected officials appear to be more Republican than the general population.

One of the more surprising findings is that nearly one in three (31 percent) officials who identify themselves as a Democrats also identify themselves as “very conservative” or “somewhat conservative”, whereas only 20 percent identify themselves as “very liberal” or “somewhat liberal.” The most probable explanation is that most counties are rural and that rural areas are typically more conservative than urban areas.

Implications and Future Research
Does representativeness matter in county government? The representative bureaucracy literature provides some evidence that when government officials mirror the characteristics of the citizens they serve, they will actively represent them through the decisions they make (see Sally Selden’s 1997 book Promises of Representative Bureaucracy). Given that county officials are often engaged in both legislative and administrative duties, representativeness—or lack of—may impact county level decisions and policies. In fact, the majority of counties are still governed by a board of commissioners where this is true.

The data presented here provide considerable evidence that counties warrant a closer look. Why is it that the most local level of government, in most cases, looks like the American people when viewed in the aggregate?

While we are confident that this sample of counties provides a good approximation of the county elected officials at a macro level, it would be more useful to have micro level information. One potential option in the future is to conduct a census of county elected officials. Future research might also explore the pool of candidates running in county-level elections and what motivates these individuals to seek office.

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Individual Liberties vs. Administrative Power

Elizabeth S. Overman

A government which can maintain America’s place in the world and solve national problems is also capable of threat-ening our individual liberties, as political scientists Theodore Lowi and Benjamin Ginsberg have long maintained. This is especially the case when government finds itself threatened from outside. Those who exercise great political power can persuasively tie their causes and tactics to the public good and strategic necessity.

Periodically it is useful to review the theoretical reasons societies form govern-ments and maintain democracies. James Madison, fourth president of the United States, wrote that if human nature were consistently providential, we would have no need for a government. Governments are framed, then, by default. Successful government first seeks to control the governed while simultaneously acknowl-edging the “obligation” to control itself.

Madison followed Thomas Hobbes who argued in Leviathan that capable govern-ment can do good just as well as evil. Hobbes successor John Locke suggested that the reason we voluntarily give up our “free state of nature” is that without government “the enjoyment of it is very uncertain.” So we combine with others for mutual “preservation of our lives.”

Even though our government is presumed to be limited in its reach, the psychic energy propelling the call to make the current recissions of our civil liberties permanent vis-à-vis The Patriot Act followed by the discovery of warrantless wiretaps exceeding the 72 hour limit only serve to remind us that freedom from intrusion exists at the discretion of the government.

Although these extraordinary procedures jeopardize the contract as specified in the Constitution, they remind us, the citizens, that the relationship of the people to their government is still experimental in nature. Sometimes government, for its part, needs to be reminded that emergencies arrive, absorb our attention and although we view them with alarm, they are seldom more compelling than the claims of the citizens to their liberties.

Maintaining the balance between strong and restrained government is a dynamic balance as government has a variety of powers and individuals have an assortment of liberties. A government without power could not provide the citizenry with the necessary collective goods and services which we are unable to attain on our own.

Government is necessary to maintain order, protect property and provide public goods. Government has the power to order people around, to get people to obey its laws, and to punish them for not doing so. We could not call ourselves a democracy, however, if the citizens were denied basic liberties. Freedom from governmental restraint, equal in its application, is the foundation of a democracy. Governmental interference with speech, assembly, association, and the press circumvents democratic practices. It is well worth remembering that as a people, we reluctantly submitted to rule by a government, in no small part because of the rough and arbitrary treatment suffered at the behest of successive colonial administrations. The imposition of voting was an inducement by a weak government with no military force to get a people who saw themselves as free to surrender part of their freedom and submit to governance.

The addition of the formal guarantees of civil liberties embodied in the Bill of Rights appeared only when it became evident that the Constitution might not otherwise be ratified. This stance forced the framers to concern themselves with citizens’ rights.

“There are certain things,” wrote Brutus in The Federalist Papers, “which rulers should be absolutely prohibited from doing; because if they should do them, they would work an injury, not a benefit to the people.”

The public had to be persuaded that it needed to be governed. Governmental administrators need to remember that elections are mostly symbolic for the general population and unless there is a referendum on the ballot, direct input into policy is limited. All too often people run for office without disclosing their values, beliefs or political priorities.

Consequently, as Murray Edelman long ago pointed out, elections are “symbolic reassurance” which serve to “quiet resent-ments and doubts about particular political acts, reaffirm belief in the fundamental rationality and democratic character of the system, and thus fix conforming habits of future behavior.” If the population is too disheartened, elections may not be enough to assuage gathering anger and resentment against governmental impropriety.

The long term perpetuation of popular freedom depends upon a literate population that takes advantage of an active, private press which sees itself as the Fourth Estate, vigilantly monitoring the business of government, openly questioning officials, “speaking truth to power,” while providing safe harbor for government officials who speak out when necessary.

The relatively broad distribution of wealth also serves to finance oppositional movements which seek to reclaim threatened or lost liberties as do constitutionally mandated controls on government.

But despite the free press, opposition movements and constitutional guarantees, individual freedom and government power still collide more often then not. We are all familiar with those periodic eruptions which are closely followed in the press. More likely though, individual rights are quietly subsumed by powerful adminis-trators adhering to routine processes.

Governmental officials determine who may and may not enter specific occupa-tions or businesses that they regulate. Other agencies decide what is and is not a religion or political activity or education. Someone develops guidelines for the variety of types of philanthropy allowed to serve the public interest. The mere collection of taxes impacts business decisions, marital plans, childhood and child-rearing decisions, vacation plans and medical care.

Exercising a just displeasure of govern-ment wrongdoing, especially in the realm of individual rights, is a sign that at least 50 percent of us continue to see ourselves as a free people who expect to have access to our democratic freedoms.

Half of the citizenry support the president’s use of unwarranted wiretaps. This both confounds and confirms Alexis de Tocqueville who expressed the fear over 150 years ago that we Americans would become complacent in our belief that the government was carefully ensuring that our rights would not be violated and thus we would relax and openly surrender our liberty. He suggested that if it ever happened, we would be left holding the ends of our own chains. Apply this lesson to what prompted this essay.

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Call for papers to be presented at the September 2006 “Washington Workshop on Global Governance and Public Accountability” hosted by The George Washington University School of Public Policy and Public Administration and the Center for the Study of Globalization.

Papers should be on topics related to the affect that globalization is having on the delivery of public services, the effects of international institutions on the policies of local governance, the networks in which public managers govern, and the growth of partnerships between the public and private sectors. Works should focus on public accountability in public service as it relates to intergovernmental, intersectoral (for-profit and non-profit) relations, and the geographic aspects of globalization.

Please submit proposals to Dr. John Forrer via e-mail jforrer@gwu.edu by April 1, 2006. Authors selected to present at the workshop will be asked to submit work for inclusion in a forthcoming book in this area of study.
September 11 and the War on Democracy

David Schultz

The war on terrorism has also affected a war on democracy and civil liberties. These assaults on rights point to the dramatic power that administrative agencies such as the National Security Agency, the Federal Bureau of Investigation and the Central Intelligence Agency can levy.

Under reported in the news, however, are the legal reasons to justify the actions. At the core of decisions to reclassify captured al Qaeda and Taliban as enemy combatants, to ignore the Geneva Convention Relative to the Treatment of Prisoners of War ("Geneva III") and the Convention Against Torture, or to detain American citizens and listen to their phone conversations, is a view of presidential power located in a unified executive with near absolute power in foreign affairs and national security issues.

Four Justice Department memorandums frame the arguments. They assert inherent presidential power to respond to terrorism. These memoranda are the September 25, 2001, John Yoo memorandum describing presidential war making powers; a January 22, 2002, Office of Legal Council Memorandum addressing the treatment of al Qaeda and Taliban detainees; an August 1, 2002, Office of Legal Council discussion reviewing the classification and treatment of al Qaeda held outside the United States; and a January 19, 2006, Department of Justice Memorandum supporting the decision to order the warrantless wiretapping of telephone conversations by the National Security Agency. All four Memoranda rely upon a common view of the president, that the constitutional text creates a unified executive power, or presidency. It is this unified concept of the presidency, along with the conveynance of executive power in the president, and a historical viewing of war powers and foreign policy activity as an executive function, that gives this office the exclusive power that it has in national security and defense issues.

Second, judicial and executive construction also endorses a strong view of presidential power in national security issues. In terms of executive construction, part II of the Yoo Memorandum outlines numerous occasions where Attorney General or the Justice Department opinions have supported presidential supremacy if not exclusivity in this policy area. For example, Yoo cites opinions of Attorneys General William Barr, Frank Murphy and Thomas Gregory as arguing the president had inherent constitutional authority to commit troops overseas, or to take military action without congressional approval. Third, historical practice and tradition also support presidential exclusivity in national security matters. Yoo cites to what he claims are at least 125 times in American history where troops have been committed overseas by the president without congressional approval.

Finally, Yoo points both to the War Powers Resolution and a September 18, 2001, congressional resolution authorizing the president “to use all necessary and appropriate force” against terrorists as having given the president inherent power to act. To substantiate the presidential powers described in the Yoo Memorandum are invoked in three subsequent memoranda. Reclassification of captured al Qaeda and Taliban as “enemy combatants” is justified by giving the president inherent power to interpret and suspend treaties, including the Geneva III. The same logic allows the president to interpret what constitutes torture under the Convention Against Torture. Finally, the authority of the president to order wiretapping of telephones without warrants and apparently outside the requirements of the Foreign Intelligence Surveillance Act (FISA) rests upon the September 18, congressional resolution augmenting and authorizing him to use his inherent power to act in the name of national security.

The four memoranda justify near unlimited extra constitutional powers to act in the name of national security. However, they are wrong in their characterization of presidential power. For one, Justice O’Connor wrote for the Supreme Court in Hamdi v. Rumsfeld that the president’s power is not unlimited. Forgotten also in these memoranda are the concepts of a limited government of checks and balances and separation of powers inherent in the very notion of what constitutionalism stands for. The assertion of presidential power by invoking specific parts of the constitutional text ignore both how they must be read in conjunction with other parts of the Constitution and that whatever powers were intended in 1787, the subsequently adopted Bill of Rights must be read as a limitation on the government, including presidential power. Overall, the new post September 11, 2001, threats to civil liberties by administrative agencies are enabled by a flawed and imperial notion of presidential power that is wooden and inconsistent with the fabric of constitutionalism and limited government.

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U.S. Cities Report Improving Fiscal Conditions But Remain Cautious for 2006

Despite overall signs of improving fiscal health in 2005, half of the nation’s cities have been forced to raise new revenues to address gaps created by rising employee health care and pension costs, as well as increases in public safety and infrastructure needs, according to a National League of Cities (NLC) survey.

Results from City Fiscal Conditions in 2005 show that nearly half (48 percent) of the cities surveyed increased fees and charges for city services in order to balance budgets in 2005. Only twenty-six percent say they relied on increases in property taxes, while even smaller numbers increased sales tax rates, income tax rates, and other tax rates.

For the first time since 2001, city fiscal conditions are showing improvements. But ongoing revenue constraints and concerns over potential declines in property tax revenues resulting from slowing real estate markets leave many city officials cautious as they draw up their budgets for 2006.

“Results from this most recent survey reveal a positive outlook for city fiscal conditions with more than half of city finance officers predicting that their cities will be better able to meet financial needs in 2006,” said NLC President James C. Hunt, council member from Clarksville, West Virginia. “Yet it is clear that we will need to proceed with caution. Uncertainty over issues such as fluctuating energy prices, unemployment, and projected declines in the real estate market could place added strain on city budgets.”

Findings from the survey include:

- More than three in five city officials say their cities were better able to meet financial needs in 2005 than in previous years.
- Nine in ten city finance officers cited employee health benefits and employer expenses as the top factors affecting city budgets in 2005.
- Increases in employee health care and wages, public safety needs and pension costs were cited as having the most negative impact on the ability of cities to meet their fiscal demands in 2005. Reductions in state aid were also cited as having a negative effect.
- One in four officials reported they increased public safety spending in 2005, while half (53 percent) reported increases in spending on infrastructure needs. Forty (40) percent of officials increased spending on human services.

Finance officers in cities that rely on sales taxes or income taxes were more likely to report improved conditions for 2005 than those cities that rely exclusively on property taxes.

Looking ahead to 2006, finance officers in cities that rely more on property taxes were more likely to predict improving conditions for 2006, compared to those that rely on property taxes and income taxes.

Finance officers in the largest cities were less optimistic for 2006 than those in other sized cities; with finance officers in the South more hopeful than those in the Northeast, West and Midwest.

City Fiscal Conditions in 2005 is a national mail survey of finance officers in U.S. cities. The survey is conducted on behalf of the National League of Cities by Michael A. Pagano, professor of public administration and director of the Graduate Program in Public Administration at the University of Illinois at Chicago. Survey data was drawn from 276 cities, with a representative sampling across city size. This is the 21st year that NLC has conducted the survey.

Central European University, Budapest

Master’s of Public Policy Program

Central European University is an international non-state institution of post-graduate education in the humanities and social sciences located in Budapest, Hungary. Established in 1991, CEU attracts nearly 1000 students annually from 60 countries, primarily from Europe, Central Europe and the Former Soviet. 60% are enrolled in Master’s level programs while the remainder are doctoral students. CEU is accredited by the Hungarian government and the Middle States Commission of the USA. It remains in the network of institutions and foundations in the framework of the Open Society Institute of George Soros. The language of instruction and communication at CEU is English.

The MPP is a two-year old program with an important and growing market of students in this region that seek careers in the public, private and non-profit sectors. The MPP degree is accredited with the Board of Regents of the New York State Department of Education. This year there are 27 students in attendance selected from 185 applications. While the majority of MPP students are from this region, students are also here from the U.S., Europe, Asia and Africa. CEU offers student housing nearby and apartments are available in Budapest at very reasonable rates.

The MPP is unique in providing a truly international public policy and administration experience. Both the curricula and faculty are genuinely international, combining the best of theory and practice. The curricula combines analyses of transitional country experiences with provision of policy analysis tools and skills necessary for work in government, policy centers or non-governmental organizations. The program is demanding and expects students to finish their coursework, internship and thesis in one calendar year. While the faculty and courses are international in content, teaching styles are interactive, participatory and innovative.

Students must first complete a set of core courses in: microeconomics, and macroeconomics, quantitative research methods and policy process, after which they may specialize in one of three areas:

- Fiscal decentralization and intergovernmental relations;
- International public policy; and
- Media, telecommunications and information policy.

Faculty and staff from other departments within CEU and the Open Society Institute-Budapest provide resources to MPP students. For example, the fiscal decentralization stream profits from closely links with the staff, research efforts and training programs of OSI’s Local Government and Public Service Reform Initiative (LGI).

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- Alex Fischer, (Ph.D, University of Lausanne, Switzerland), Policy process, telecommunications policy, and international public management.
- Adrian Ionescu, Visiting Professor, Director, OSI Local Government and Public Service Reform Initiative, Budapest (MBA, University of Quebec, Canada) Local government management and finance
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- Diane Stone, Marie Curie Chair, (Ph.D, Australian National University), Ethics and governance
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For further information on application deadlines and other related matters, please contact: Henriett Gries, Program Coordinator, Mailing address: CEU/MPP, 1051 Budapest, Nador u. 9., H-1051 Hungary, telephone 00-36 1 327 3000 ext. 2493; Email: griesek@ceu.hu ; or consult our website: http://www.ceu.hu/mpp/index.html
“Improved Public Service through Strategic Budgeting and Improved Analytical Capacity” was the theme of the 1st International Public Management Summer Institute in Sigulda, Latvia during the last week of July. Attendees included seventy mid and upper level managers and staff from state bodies and NGOs from thirteen countries.

The Institute was the product of discussions in July 2004 between Raymond A. Rosenfeld, head of the Political Science Department at Eastern Michigan University; Julia Melkers, associate professor of public administration at the University of Illinois, Chicago; and Gunta Vezmane, director of the State Chancellery of Latvia. At the time Rosenfeld and Melkers were in Latvia under the auspices of Fulbright grants, and both returned for the Institute in July 2005 with Fulbright Senior Specialist awards.

Central to the planning was Agrita Kiopa who was working in the State Chancellery in the Policy Coordination Department and had been a doctoral student working with Rosenfeld at the University of Latvia in the EuroFaculty Program. Kiopa missed the Institute because she is now studying for a MPA degree at Syracuse University with a Fulbright Grant.

The Institute was organized by the State Chancellery of Latvia, the Latvian School of Public Administration, the Stockholm School of Economics in Riga and Vidzeme University College, with support from the U.S. Embassy in Latvia, the British Council, United Nations Development Program (UNDP), the Open Society’s Local Government Institute in Budapest, the Soros Foundation and the Ministry of Foreign Affairs of the Republic of Latvia.

Keynote speakers included Barry Boezen, Regent’s Professor of Public Policy at Georgia Tech in Atlanta; and Philip Joyce, professor of public policy and public administration at The George Washington University in Washington, DC. Other presenters included Rosenfeld; Melkers; George Guess, director of Research at the Open Society’s Local Government Institute in Budapest, Hungary; Aidan Rose, associate head of the department of law, governance and international relations at London Metropolitan University; Una Klakalne, deputy director of the State Chancellery of Republic of Latvia; Baiba Petersone, deputy head of Policy Coordination of the State Chancellery of Latvia; Ugis Sics, former deputy head of Policy Coordination of the State Chancellery of Latvia; Agita Kalvina, director of the Coordination of the State Chancellery of Latvia; and Gianni La Ferrara, public administration consultant in the Western Balkans.

Participants in the Institute came from Armenia, Azerbaijan, Byelorussia, Czech Republic, Estonia, Finland, Georgia, Latvia, Lithuania, Moldova, Slovakia, Turkey, and Ukraine. They represented Ministries of Finance, Economy, Agriculture, Industry and Trade, Justice, Treasury, Welfare, Transport, Environment, Culture, and Health; State Chancelleries; Office of Public Defender; Civil Service Administration; State Employment Agency; State School of Public Administration; and several universities.

The emerging NGO sector was also represented by a Public Finance Monitoring Centre, Association for the Protection of Women’s Rights, Transparency International, Centre for Training and Consultancy, Resource Center of Human Rights, TACIS project “Capacity Building in Social Policy Reform.”


The planners included a reception in Riga hosted by the Hon. Artis Pabriks, Latvia’s Minister of Foreign Affairs. In his address to the audience, the minister noted that Latvia must make use of all of the EU instruments, including those available in the financial sector, to promote welfare and development of the economy and the state on the whole. Mr Pabriks considered it important that the experience that Latvia had accumulated by integrating into the European Union and carrying out comprehensive state and economic reforms be passed on to the neighboring countries that are currently undergoing such reforms.

The Institute was built on a recognition of the need for tools-based education and the need for public administrators in the region to have access to leading thinking in public management from the region, the United States and Europe. Thus, the emphasis was on “best practices” from regional countries to demonstrate and share accomplishments in public management.

Preliminary planning has begun for the 2nd International Public Management Summer Institute in Latvia with a possible theme of human resources management.

ASPI member Raymond A. Rosenfeld is head of the Department of Political Science at Eastern Michigan University. E-mail: raymond.rosenfeld@emich.edu

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Authors must submit (by email) a brief abstract or request the draft Table of Contents to jackpink@nova.edu or igpp@nova.edu. Please reference the code(s): HHS, HDM or both and email on or before June 1, 2006.

Jack Pinkowski, Ph.D., Nova Southeastern University - SBE, Institute of Government and Public Policy, 3301 College Ave., DeSantis #4105, Fort Lauderdale, FL 33314-7796; fax 954-262-4241.
Working Together to Safeguard America

Roger L. Kemp

It was only a few short years ago that the terrible terrorist attacks took place at two of the primary symbols of America—the World Trade Center in New York City, and the Pentagon in our nation’s capital, Washington, DC.

Since this time, I have tracked the best practices in homeland security among the various levels of government, and reflect on what I believe is one of the finest examples of intergovernmental relations that has evolved in this field.

Cities and counties are at the forefront of forging best practices in this new field. States are doing their best to create administrative agencies to better design and implement strategies to protect their respective areas from possible future terrorist attacks. Periodic meetings are held that include, among others, public safety representatives from various public and nonprofit agencies. They meet to discuss precautions, safeguards, and best practices, to protect their respective jurisdictions from possible future terrorist attacks.

Representatives from the following public, special district and nonprofit agencies, typically meet to discuss topics of mutual interest relative to homeland security for their respective jurisdictions and public service responsibilities:

- Federal Government
- State Government
- Municipal Government
- Special Service Districts
- Regional Transit Authorities
- United States Postal Service
- United Nations
- Tribal Nations
- Special Service Districts
- National Guard
- Military, both state and federal
- Tribal Nations
- United States Postal Service
- Regional Transit Authorities
- Special Service Districts
- Other intelligence and law enforcement agencies

Representatives from federal agencies may include the Bureau of Alcohol, Tobacco, Firearms and Explosives; the Federal Air Marshal Service; the Federal Emergency Management Agency; the Immigration and Customs Service; and the Transportation Security Administration. Other federal agencies involved in this process include the FBI, EPA, IRS, Marshal Service, Secret Service, and as well as the Social Security Administration. Branches of the national military service are also included on these advisory councils.

State government agency representatives usually include public health and safety, homeland security, emergency management, the Attorney General’s Office, other criminal justice administration agencies, as well as the National Guard. Other members often include representatives from public colleges and universities, as well as state and international airports.

Public safety representatives from other nonprofit agencies include independent water and utility districts, nuclear power plant companies, regional transit authorities, special service districts, as well as public health and safety professionals from major private hospitals and universities.

During these meetings held by each State’s USAO’s Anti-Terrorism Advisory Council, representatives from all levels of government, as well as special districts and nonprofit agencies, discuss items of mutual concern related to their respective agency’s homeland security practices. These meetings provide an invaluable forum for the open exchange of ideas about mitigation, preparedness, response, and recovery practices as they relate to emergencies, such as those brought about by a possible terrorist attack.

Some of the precautions and safeguards examined during these meetings include, but are certainly not limited to, the following components of the public infrastructure. These facilities should be protected from anti-terrorist activities to safeguard our citizens, as well as to ensure the continuity of ongoing governmental operations and public services.

- Train stations, both local and regional.
- Nuclear power plants.
- Municipal harbors and ports.
- State and municipal airports.
- National and state military installations.
- Tribal nation properties, such as major gambling casinos.
- Major post offices and mail handling centers.
- The locations of private military contractors.
- Major intra- and inter-state transportation centers and corridors.
- Special districts and their facilities.
- Other government properties with “target rich” environments.

Having attended some of these meetings, I am duly impressed by the efforts of the ATAC to promote and enhance intergovernmental cooperation in this important field. In a democratic society, this valuable exchange of ideas and information has helped protect our nation, and its citizens, during these uncertain times. All of the ATAC’s throughout the nation should be congratulated for their efforts to promote state-of-the-art homeland security practices within their respective states.


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There is a theory which lurks around the edges of academe and forms part of the folklore of public management—everything moves in cycles. If we are in favor of decentralization right now, you can guarantee that centralization will be back in fashion soon. ‘Small is beautiful’—OK, but only for the moment, big is better will be right back.

The so-called ‘New Public Management’ (NPM) became the main subject of policy and academic debate in the early 1990s. There are many and various definitions of what NPM means, but one of the central tenets which nearly everyone agrees with is that big government organizations are bad, breed bureaucracy, create unnecessary delays and complications, fail to focus on clear missions and give managers very little latitude to actually manage. The cures included decentralization and disaggregation—or, more simply, “unbundling government” as we put it in the title of a book Christopher Pollitt and I edited only a couple of years ago. The new, emerging, model (if there is a single model) is not exactly the same as the old public bureaucracy. There is a strong element of ‘regionalism’ (large regional structures) in many of the new arrangements. There is also some degree of internal decentralization (at least in theory) in some of the new proposals (e.g. police). But that there is a high degree of ‘aggregation,’ or in most cases ‘re-aggregation,’ is beyond doubt.

This could be just a U.K. phenomenon—but I doubt it. The Volcker Commission had no pretension to have made no pretension to have any agency-like characteristics (which is curious, because in the official “Civil Service Statistics” they are still described as working on agency lines).

So we have an interesting trajectory: centralized multi-functional bureaucracy (times two); decentralized and partially disaggregated departments (times two); re-centralized and re-aggregated departments (times two); centralized department (times one). (This, incidentally, reduces the number of U.K. civil servants working in agencies from a high-point of around 80 percent to just over 50 percent now.)

An isolated case, I here the NPM enthusiasts mutter. Well not quite. In the past few years the United Kingdom has seen a wave of aggregations, with more to come. The HMRC merger was only undertaken because in the official “Civil Service Statistics” they are still described as working on agency lines).
Creating Grassroots, Bottom-Up Pressure for Results

John Kamensky

“I don’t believe a thing they say,” is the common reaction citizens have to annual performance reports from their local governments, or from state or federal agencies. Meanwhile an increasing number of people are turning to Jon Stewart’s The Daily Show for their news. This seems to reflect Americans’ natural skepticism of government. But where can Americans turn for information that they might trust about how their government is working?

Increasingly, community-level performance indicators are being developed and reported by independent, third party providers, such as non-profits or government audit agencies. The Alfred P. Sloan Foundation’s Ted Greenwood is an advocate of this trend. He says the strength of this approach is that it focuses on things people care about. But the weakness is that often there is no link to actions that can make a difference. In contrast, he says, when government measures its performance, it tends to select things to measure that are action-able, but not necessarily things people care about. He sees a hybrid approach as the best of both worlds.

In December, leaders of community indicator projects from across the country streamed to Burlington, Vermont for a conference showcasing best practices which are available on their website, www.communityindicators.net. What is interesting is that this conference highlighted the intersection between community indicators and government performance measures.

This intersection serves as a bridge between citizen aspirations and government accountability. For example:

- In Reno, Nevada, “Truckee Meadows Tomorrow” is a non-profit created in 1993 out of the ruins of a failed regional planning effort. It develops a biannual community well-being report that helps identify and guide solutions to the region’s social, economic, and environmental problems. This non-profit group engaged 4,000 citizens in developing 6 goals and 30 indicators to measure progress toward those goals. The group encourages citizens and businesses to join an “adopt-an-indicator” program. The adopter pledges to help improve the performance of that one indicator. While the adopter is not responsible for moving the indicator, he or she is responsible for tracking, developing a strategy, identifying who are the key players, and serving as a convener among stakeholders, when possible. Karen Hruby, the group’s executive director, says, “We’re all about change.” She says this comprehensive, participatory program uses recognition and awards, not rules and regulations, to get change to happen.

- The Vermont Regional Partnerships initiative helps drive the priorities of the state’s Agency for Human Services. The Agency organizes its efforts around a set of social well-being outcomes, such as reducing crime by boosting high school graduation rates and ensuring livable wages. It delivers its services through 12 regional partnerships. The state team of 200 employees supports the regional partnerships, which are responsible for delivering results. There are conveners in each community responsible for addressing specific challenges, with performance indicators and accountability for action.

- The St. Louis “Region Wise” effort, sponsored by the Danforth Foundation, produces a “One Region” report covering five goal areas based on a region-wide visioning effort covering 16 counties and 2.7 million people. While this effort measures regional change in areas such as voter participation and economic development, the challenge is how to make these measures actionable by individual citizens. The RegionWise organization publishes periodic white papers on topics such as watershed management and election reform, and develops a fact-based campaign-like strategy to get action on these issues.

- For more than a dozen years, Charlotte, NC, has sponsored a neighborhood quality of life initiative across its 173 neighborhood areas. Every two years, the city, county, and school system examine 20 local variables that address social, crime, physical and economic conditions in the city. It then ranks the neighborhoods as “stable,” “transitioning,” or “challenged.” Variables include the percent of substandard housing, the percent of persons receiving food stamps, high school drop out rates, and the juvenile arrest rate. With these rankings in hand, the city’s “neighborhood council” of key city officials come up with comprehensive strategies targeted to each neighborhood, focusing especially on those rated as challenged. This council works with neighborhood-level revitalization teams comprised of government, nonprofit and citizen members.

Many of these performance measurement efforts are sponsored or supported by foundations or non-profit groups. In addition to the Sloan and Danforth Foundation sponsorships, local level United Ways are also major supporters of these efforts. For example, the United Way in Western Michigan has been a sponsor of that community’s indicator efforts and has used the results to both drive change and set its own priorities. As one observer notes, the growth of these independent, non-governmental measurement efforts “makes sense – after all, students don’t grade their own papers and tests in school.”

Other active players include the Urban Institute and the Brookings Institution. The Urban Institute sponsors the National Neighborhood Indicators Partnership, which is a consortium of 26 communities committed to developing and using neighborhood information systems in local policymaking. Brookings sponsors the Urban Markets Initiative, which is committed to improving the quality of information available on urban communities, with the goal of using information to drive change.

Another interesting trend is that while indicator initiatives have been launched at the national and state level the active buzz around this issue is happening at the grassroots, or community level. For example, the state-local Governmental Accounting Standards Board has been sponsoring the development of government performance measures, called “Service Efforts and Accomplishments,” which are intended to supplement traditional financial reports. And the National Academy of Sciences has been supporting the development of Key National Indicators, which will describe how we as a nation are doing. But both have been slow to gain momentum.

Perhaps there is more traction at the local level, because there exists a clearer path for these various initiatives are creating a foundation of community-based indicators of performance, and some are successfully using this information to pressure their local governments to improve. Still, there continues to be a need for better links between useful information and its use.

A new IBM Center for The Business of Government report by Carolyn Lukensmeyer and Lars Hasselblad Torres, “Using Deliberative Democracy: A Manager’s Guide to Citizen Engagement,” describes the spectrum of tools government managers can use to engage citizens in substantive dialogue about how to participate as a community in making informed decisions, for example in zoning for new construction, as well as how to be better informed in making individual choices, such as how to better plan for retirement. The techniques in this report, along with the performance indicators being developed in hundreds of communities across the country, are pointing the way toward a more engaged citizenry in getting results that matter to both individuals and their communities.

ASPA member John Kamensky is a senior fellow with the IBM Center for The Business of Government, where he recently co-edited Managing for Results: 2005. He is also an associate partner with the IBM Business Consulting Services.

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Administrative Discretion and Guerrilla Government

Sixty-five years ago Herman Finer and Carl Friedrich framed one of the classic debates in public administration—Finer argued that bureaucratic discretion is a critical element of effective government, countering that effective administration requires bureaucratic expertise and the discretion to apply that expertise. Over the years public administrators have inclined rather strongly in the direction of Friedrich’s position, favoring granting a broad range of discretion to bureaucrats. These days the positions of Finer and Friedrich tend to be debated in terms of multiple forms of accountability: accountability to elected officials, the constitution and laws, one’s public service profession, the greater good, one’s conscience—and public administrators still favor Friedrich’s position believing they should have the discretion to make tough choices and to be held accountable for those choices.

This week a vivid description of the extremes of the long-standing debate over what ought to be the proper range of administrative discretion has reached my desk; Rosemary O’Leary’s splendid new book The Ethics of Dissent: Managing Guerrilla Government. Although the title, The Ethics of Dissent, is lofty and grand, it is the subtitle, Managing Guerrilla Government, that best describes what the book is all about.

Guerrilla government is O’Leary’s term for “the actions of career public servants who work against the wishes—either implicitly or explicitly communicated—of their superiors. Guerrilla government is a form of dissent typically carried out by those who are dissatisfied with the actions of public organizations, programs, or people but who typically, for strategic reasons, choose not to go public with their concerns.” Based on more than three dozen actual cases—the cases are mostly rather brief first-person accounts and stories—which include the names of the guerrillas, what they did, and how they did it, O’Leary provides a powerful and very readable empirical base for her findings and generalizations.

O’Leary’s guerrillas include Mark Felt, the “Deep Throat” of Watergate fame and Chiune Sugihara, the Japanese diplomat stationed in Lithuania, who, in the summer of 1940, against the policies of the Japanese government, issued visas to over 10,000 Jews, enabling them to escape the Holocaust.

Unlike Felt and Sugihara and other high-profile guerrillas, most of O’Leary’s guerrillas are garden variety nameless and faceless civil servants. There are more bureaucratic guerrillas than one might think, and guerrilla warfare in the bureaucratic trenches is far more common than one might think.

Indeed, “guerrilla government happens all the time in the everyday, often mundane world of bureaucracy. Sometimes guerrillas fail to correct superior’s mistakes and let them fall. Sometimes guerrillas fail to implement orders they think are unfair. At times guerrilla government manifests itself as the ghostwriting of letters and testimony for interest groups. At other times it may mean forging secret links with nongovernmental organizations. It may mean leaking information to the news media. There are as many variations of guerrilla government as there are variations in guerrillas.”

The guerrilla repertoire also includes these familiar tactics: going over your supervisor’s head, and over that supervisor’s head, and so forth; filing a lawsuit; obeying in public, disobeying in private; cultivating the media; leaking to the media; creating or arrange for the creation of documents; scientific studies, and scientific papers that support a particular position; forging links with professional nongovernmental, and citizen organizations; lobbying; testifying; contacting the White House of the State House; stalling; holding clandestine meetings; tying your cause to a crisis or event; raising funds. It is clear that guerrilla government is not an easy-wins; it is, instead, a rough game played by tough policy partisans.

As O’Leary puts it, “all guerrilla activity is not created equally.” She describes, for example, the guerrilla who had a long-running battle with superiors that began when a consultant refused a reimbursement for a five-dollar hamburger and the guerrilla then “waged a clandestine war to have the consultant barred from future state contracts and his supervisor fired.”

But most of O’Leary’s cases are about serious matters associated with policy differences, questions of fairness, and interpretations of laws and regulations and how they should be implemented. She reports the results of a survey of Fellows of the National Academy of Public Administration who almost unanimously agreed that “dissent, when managed properly, was not only positive but essential to a healthy organization.”

Sean O’Keefe, the former administrator of the National Aeronautics and Space Administration, indicated to O’Leary that “embracing dissent means inviting diversity of opinion from the people around you. My first rule is to never surround myself with people who are just like me. My second rule is always to insist upon someone voicing the dissenting opinion.”

At their best, guerrillas are the canaries of government, the early warning system. Instead of discussing guerrillas as problematic and plotting how to get rid of them, we can think of guerrillas as messengers coming to tell a manager something important about the organization, the policies, and the way of operation… The real challenge is to see if we can listen to the guerrillas’ messages, sift through the canaries and the zealots, really hear them and take them heart, that is, make the concept to the broader reality of public management and policy challenges at hand more fully.”

O’Leary’s primary findings and conclusions are grounded in a synthesis of her cases and are these: (1) guerrilla government is here to stay; (2) guerrillas can do it to you in ways you will never know; (3) all guerrilla activity is not created equal; (4) most public organizations are inadequately equipped to deal effectively with guerrilla government; (5) the tensions inherent in guerrilla government will never be resolved. These findings will disappoint those looking for breakthroughs or easy answers, but they are a clear-eyed and accurate description of how bureaucratic dissent actually works.

Having made these findings and conclusions, O’Leary turned to the pros for advice. O’Leary quotes Charles O’Keefe’s advice is: (1) create an organizational culture that accepts, welcomes, and encourages candid dialogue and debate; (2) listen; (3) understand the formal and informal organization; (4) separate the people from the problem; (5) create multiple channels for dissent; (6) create dissent boundaries and know when to stop.

Based on her survey of the pros, O’Leary’s advice is as follows: pro guerrilla management advice is:

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Religious Expression in the Workplace

You are the chief of the State Division of Vehicular Licensing with 1,250 employees located at six district offices. The director of District 2 approaches you about the thorny problem of what to do about providing employees who are Muslims a suitable time of the day to worship. The problem began on October 30th when the state shifted from Central Daylight Savings Time to Central Standard Time. As it turns out, the “fall back” of the clock pulled the Muslim sunset prayer back into the work hours.

A group of Muslim co-workers requested that the District office allow them to conduct their sunset prayer at 5 p.m. The District office closes at 6 p.m. The group said that they would be willing to work from 6:00 p.m. to 7:00 p.m. to make up for the time lost.

The director is unsure what other Districts have done and does not know if state law allows or does not require public agencies to accommodate employees’ religious beliefs. It is, of course, clear to all that public agencies cannot promote religious beliefs and practices but this is not quite the same thing.

As the division chief, you inform the director that other District offices have not faced this issue before. Moreover, state law is reasonably clear; employers (public and private) must accommodate employees’ religious beliefs as long as the requests are reasonable and do not create a hardship for the agency.

As you begin to sort through the situation, you ask yourself is the request by the workers reasonable? Would shifting the sunset prayer hour to 5 p.m. create a hardship for the District Office of Vehicular Licensing? [Remember that the primary work of the District Office is to issue licenses to the public on a first come, first serve basis.] Would agreeing to the request be viewed as favoritism toward one group of employees? If so, would this create morale problems? What recommendation should I make to the district director?

ASPA member Donald C. Menzel is ASPA’s president and professor emeritus of Northern Illinois University.

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Pay-for-Performance Favored as Effective Way to Improve Quality of Long-term Care

From LONG-TERM CARE, pg. 1

moment-age—for nursing home, home health, and assisted living care,” said Commonwealth Fund President Karen Davis. “Health care leaders support strategies to spread these costs widely, rather than place the entire burden on individuals or families.”

When asked about policies to finance long-term care costs, in addition to adding a long-term care benefit to Medicare, majorities of respondents said they favor providing tax incentives for individuals to purchase private long-term care insurance (75 percent in favor), transferring responsibility for Medicaid long-term care from states to the federal government (68 percent), allowing tax-favored medical savings accounts to purchase long-term care insurance (63 percent), and tightening rules and state enforcement of Medicaid asset transfer restrictions (61 percent). More leaders oppose (47 percent) than favor (40 percent) vouchers for elderly and disabled Medicaid beneficiaries to purchase their own long-term care services.

Financing approaches that did not receive strong support included expecting adult children to contribute in part to their parents’ long-term care costs (47 percent in favor), placing responsibility solely on the government (41 percent), expecting employers to contribute to their employees’ long-term care costs (33 percent), and requiring individuals to pay for all or most of their long-term care (26 percent).

When asked about effective ways to assure and improve the quality of long-term care, about two-thirds of respondents said that pay-for-performance (66 percent), consumer report cards (66 percent), and state enforcement against low-quality providers (65 percent) were effective approaches. Majorities also thought increased payment rates to long-term care providers (59 percent) and establishment of staffing requirements for nursing homes (57 percent) could improve quality.

Slightly fewer than half (45 percent) said Medicare Quality Improvement Organizations (QIOs) were effective in improving nursing home quality. Only about one-quarter (27 percent) of respondents were familiar with the “culture change” or “resident-centered care” movement in nursing home care, despite the fact that work on culture change has now been included by the Centers for Medicare and Medicaid Services (CMS) in the eighth scope of work for QIOs.

Results from the survey on long-term care can be found at www.cmwf.org.

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This collection from the pages of Public Administration Review has been edited for use as a supplement for both undergraduate and graduate courses in Administrative Law. The contents follow the standard pattern established by the field’s major textbooks, and each main section begins with introductory text and study questions followed by relevant readings from PAR that will illuminate lectures and textbook material.

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80% Of Country Earned Mediocre or Near-Failing Grades in First-Ever 'Report Card' on State of Emergency Medicine

America Earned a C- in National Report Card; Emergency Care in Every State Suffering Significant Deficiencies

Washington, DC—The state of emergency care in America received low marks in a report released today by an objective panel of emergency medical experts. The first-ever National Report Card on the State of Emergency Medicine finds an emergency care system characterized by overcrowding, declining access to care, soaring liability costs and a poor capability to deal with public health or terrorist disasters.

The nation’s emergency medical care system received an overall grade of C-, which represents the average of grades for all 50 states and the District of Columbia. A task force of experts assembled by the American College of Emergency Physicians used a range of available data to develop 50 measures for grading each state on a scale of A through F for its support in four areas: Access to Emergency Care, Quality and Patient Safety, Public Health and Injury Prevention and Medical Liability Environment.

“Americans assume they will receive lifesaving emergency care when and where they need it, but increasingly this isn’t the case,” said Frederick C. Blum, MD, FACEP, president of ACEP. “Our report found the nation’s support for emergency medical care is mediocre or worse. Most Americans would not accept mediocre support of an emergency medical system that they expect to be of the highest quality when their lives hang in the balance. In a nation that has prided itself on providing the highest-quality medical care in the world, anything less than an A is unacceptable.”

While no state received an overall A grade, California ranked first in the nation, followed by Massachusetts, Connecticut, and the District of Columbia, all earning the highest overall B grades. The report found that half the states were providing below-average support for their emergency medical systems, earning poor or near-failing grades. Arkansas, Idaho and Utah had the weakest support, receiving the worst overall grade of D. The report is now available for download at www.fordfound.org/elibrary/documents/519/loc.cfm.

More American Teenagers Volunteer Than Adults, Study Finds

According to a new report issued by the Corporation for National and Community Service in collaboration with the U.S. Census Bureau and Independent Sector, 55 percent of American teenagers volunteered last year, compared to only 29 percent of adults.

Based on a survey of 3,178 youths between the ages of 12 and 18, the report, Youth Helping America—Building Active Citizens: The Role of Social Institutions in Teen Volunteering, found that 15.5 million teenagers contributed more than 1.3 billion hours of service in 2004 and that approximately 10.6 million teens—or 38 percent of the youth population—had engaged in community ser-vice as part of a school activity. Of those, 65 percent had also participated in related activities typically associated with service learning, such as planning a service project or writing about it in class. Only 5 percent of youth attributed their volunteer activities to a mandatory school requirement.

“This study suggests that the 9/11 generation may offer the antidote to declining levels of civic participation in our country,” said David Eisner, CEO of the Corporation for National and Community Service. “Too often, young people are seen as the recipients of service. Instead, they should see themselves—and be seen—as leaders and assets who can make powerful contributions to their communities. By starting early and unleashing the energy and idealism of young people, we can help meet pressing needs and create a generation of lifelong citizens.”

To read or download a copy of the report (24 pages, PDF), visit http://fconline.fdncenter.org/pnd/5002125/nnalservice

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If you have a press release for "Where Things Stand," contact Christine McCrehin at cjmccrehin@aspanet.org.

"Working on Next Steps" a Bit Misleading

From TALBOT, pg. 8

(5 the one on National Public Service) has as its first recommendation: “The federal government should be reorganized into a limited number of mission-related executive departments.”

There is a small footnote to this story, both amusing and serious. At the seminar where I presented my paper on HRMC there were two senior managers from one of its predecessor departments present. After I’d finished they both commented that whilst I’d gotten it mostly right the bit about them “working on Next Steps line” was a bit misleading.

They had, they both said, merely done that to “keep the Cabinet Office off their backs” and it was never real. Indeed, one of them added, some of the managers of the supposedly more autonomous ‘executive’ units thought it was real, but “we soon slapped them back into line.”

But, of course, it also means that systematic lies were told (and are still being told)—about what happened to IR and HMCE–to parliament and the public (not to mention academics). At the risk of being a kill-joy, is that really a good thing? ASHA member Colin Talbot is professor of public policy and management and co-director CPPM, Manchester Business School, University of Manchester. E-mail: colin.talbot@mbus.ac.uk
The most comprehensive public administration conference of the year will be held March 31 through April 4, 2006 in Denver, Colorado. Hundreds of public service experts will be on hand to offer creative solutions to the problems you face. Don’t miss this opportunity to learn new skills, make new connections and advance your career.

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Klingner Elected ASPA Vice President

Donald Klingner, professor, University of Colorado at Colorado Springs, has been elected ASPA vice president and will become president of the organization in 2008. Klingner will officially assume the office of vice president at ASPA’s 67th National Conference in Denver, CO, March 31- April 4, 2006. At that time, Wendy Haynes, associate professor, Bridgewater State College, will become president replacing Don Menzel, professor emeritus, Northern Illinois University, who will become immediate past president. Harvey White, associate professor University of Pittsburgh, will become president-elect. Newly elected National Council members will also assume their seats at the conference (see list to left).

Klinger, a life-member of ASPA, has served the society on both the local and national levels. He has also served the Society and profession on an international level. After receiving the news of his election, Klingner 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.

Heddi Salati

At this very moment I have exactly 70 days until I pull myself away from my cozy office at ASPA’s National Headquarters and make my way to the airport and head off to conference (you have 72 days). It is not until I put this in writing that I am hit with the reality that I have less time than the gestation of a squirrel (44 days in case you were wondering) to get it all done. So here I am finalizing the schedule, plugging in activities, moving, removing, finalizing contracts and in the middle of all this I have my PA TIMES article du mois and I couldn’t be happier because this is my last chance to get you on an airplane and into the Denver Marriott Tech Center for five fun filled days that are sure to change your life!

Seriously now. This conference will not be your usual ASPA conference. We have added features such as Professional Development Opportunities, Super Sessions, and Mobile Workshops that compliment the conference program such as a trip to NorthCom.

Also new to the conference is the creation of a “threaded” structure to allow attendees to follow a particular area of interest. For example, let’s say you are interested in the Environment. Your schedule may look something like this:

**Workshop to Explore HR Issues and Employment Law**

“Current Issues in Labor & Employment Law and Human Resource Management” sponsored by ASPA’s Section on Public Law & Administration (SPLA) and Section on Personnel Administration and Labor Relations (SPLAR) is a combination of “how to” employment training and an overview of legal and practice issues. The workshop will be held Sunday, April 2-Monday, April 3.

On day one, Christine Lamb, partner, Hale Friesen, LLP, Denver, CO, leads a panel discussion on the “Legal Alphabet Soup,” which will look at issues from hiring to firing and examine how managers of public organizations function in an environment defined by legal requirements; Ann Hess, staff director, Boston City Council, will go over the dos and don’ts of recruiting and hiring a diverse workforce; and Demetra Koelling, partner, Hale Friesen, LLP, Denver, CO, will focus on the legal issues around supervision and management as well as the skills and techniques that managers and supervisors need.

On day two participants will explore the “hot issues” expected to have significant impacts on human resources management and labor relations with Al Hyde, of The Brookings Institution, Washington, DC.

To see a complete schedule for this workshop, our other professional development workshops, and to learn more about the ASPA conference visit www.aspanet.org.

72 Days and Counting...

ASPA’s 67th National Conference Begins March 31 in Denver, CO

Heidi Salati

How does it feel to be elected vice president of ASPA? My feelings are relief that the campaign is over, elation at the outcome and awareness that this will mean a lot of work over the next few years. Doing this job well will require good health, energy, imagination, commitment, courage and humility. I’d like to thank all those who cared enough about ASPA and the quality of its leadership to participate in the campaign and vote in the election. This means not only those who supported me but also those who supported other candidates, because in the end elections like this are more about ASPA than about the candidates.

What are the issues or goals that you plan to address once in office? I’d like ASPA to be a vital organization that supports public administration and public service globally from a U.S. perspective. After all, we are the American Society for Public Administration, not the Society for American Public Administration. But because strength begins at home, I’d like to see Chapters and Sections continue to provide valued services to current and new members. This requires a...
How many times have you been told to “just shut up and have a happy life?” Well, maybe no one has ever said that to you in so many words but I would guess that it has been said to you and others in subtle ways. Indeed, you may have even said it to yourself. On the one hand, it’s a survival philosophy. On the other hand, it can be an escape hatch for ducking responsibility in uncomfortable situations.

And it is universal. Recently, for example, the son of a senior government official in a rural Chinese village lamented the fact that it was risky for him to speak out about problems brought on by rapid development. As he put it, he could “just shut up and have a happy life” or he could do something about it so that the next generation would have “a better and cleaner place to live.”

ASPA and the profession have had their own ups and downs in confronting challenging issues. ASPA’s history, as documented by Darrell Pugh in Looking Back-Moving Forward, shows that from the very earliest days ASPA leaders were skittish about the Society speaking out on public policy or political issues.

In fact, he describes ASPA as adopting a “policy of silence” as early as 1947 when the U.S. Civil Service Commission asked ASPA to study recruitment standards in the federal civil service. National Council, while very interested in the project, backed off for three reasons.

First, some members believed that ASPA could not promote a nonpartisan public service (a cherished professional value) while at the same time advocating a policy of silence. Thus, ASPA ran the risk of being something of a non-collegial renegade if it broke the code of silence.

Third, over the years, ASPA leaders feared that position taking would embroil the organization in controversy and create divisions among the members.

The 1940s, however, was a time of considerable change and many challenges. Herbert Simon proceeded to demolish the politics/administration value dichotomy with his PAR article “The Proverbs of Public Administration.” Administration is value laden, he argued, but a science of systematic, empirical investigation of the world as it is, not as we will it to be.

Moreover, the politics-administration dichotomy floundered with the reality of policy makers who administered war time programs and administrators who were heavily involved in policy making. Planning, coordinating and executing programs and policies were not driven by scientific principles but by the necessity to get the job done quickly, efficiently and effectively.

Alongside the Simon challenge was the emerging ideological debate that pitched world-wide Communism against capital-ism and liberty as embodied in Western style democracies.

Loyalty programs began to pop up in state and local governments raising concerns about the civil liberties of “career public servants who were subjected to ceaseless probing and harassment by publicity-seeking politicians” (Pugh).

ASPA once more was called to task as the issue surfaced during the 1949 annual business meeting. A recommendation was put forward that ASPA “take action to ensure that the individual civil liberties of career public servants were not violated” (Pugh). After much intense debate, the recommendation was withdrawn and a policy of silence once more ruled supreme.

The silence included the absence of a formal written policy or phrasing in the then Constitution that addressed whether ASPA should take positions on public policy issues. The written silence, however, had a short life. In 1952, National Council was forced into adopting a formal policy. This occurred when a chapter in formation submitted a constitu- tion that enabled the chapter to take a public stand on any issue. Council reacted with the following policy:

The Society regards the objective interchange of information and the nonpartisan discussion of problems of administration to be its unique functions...the Society appoints no committees that can speak for or bind it on substantive matters and as a Society it adopts no resolution on such matters. It asks its chapters also to refrain from the official advocacy of particular solutions to public questions.

Fast forward to the 1960s and early 1970s. The Great Society that LBJ envisioned began to collapse as the civil rights movement challenged segregation-ist policies in the South and North, air and water pollution worsened, consumers demanded protection from faulty products, urban riots rocked every city in America, and the destruction and devasta-tion in Vietnam continued to mount.

The turbulence of the 1960s left no one untouched. ASPA abandoned its policy of silence in 1963 at the urging of the National Capital Area Chapter. National Council approved the policy that ASPA and chapters could “adopt resolutions on public issues which affected the improve-ment and advancement of public adminis-tration, as long as these resolutions were not tied directly to specific pieces of legislation or lobbying activities.”


Still, the question reverberating in the public administration community was loud and clear—“are public administrators relevant?” A group of young academics gathering in upstate New York at a retreat called Minnowbrook responded with the call for a “new” public administration that challenged administrators to accept responsibility for promoting social justice and equity. Just shut up and have a happy life was not an acceptable alternative.

ASPA too began to stir. Twenty-six resolu-tions were adopted in the 1970s. Topics included whistleblowing, sunset legislation, merit reform, political activities of federal employees, the Hatch Act, and equal rights for women which ASPA went on record as favoring the Equal Rights Amendment (ERA) to the U.S. Constitution.

The 1980s also brought forth much ASPA policy position taking as 28 public policy positions were adopted between 1981-1984. They primarily fell into three categories: equality of opportunity, public administration and management and legislative initiatives. Examples include a denunciation of apartheid, approval of establishing affirmative action programs, support for general revenue sharing, and resolutions supporting fair housing, education and civil service reform. “The increasing frequency with which the National Council relied on position taking...”
Since joining ASPA, as its executive director, there have been no words that have resonated the purpose of our Society as poignantly as these—“advancing the science, process and art of public administration.” As stated by Darrell Pugh, “[our] organization has sought to enhance the art and science of public administration by supporting the improvement of both theory and practice within the field.”

It is with this goal in mind, and our commitment to our core purpose, that ASPA volunteers and staff shaped the program for ASPA’s 67th Annual Conference. It is our objective to bring “together” theory and practice. In essence, we intend to harness the knowledge and experience of our field, in order to improve our field!

Our founders set the foundation for our Society, and in doing so gave us our “North Star”—to improve both theory and practice for the elevation of science, performance and the public good. As stated by Charles Beard, “The future...rest upon our ability to develop a science and a philosophy and a practice of administration competent to discharge the public functions of civilized society.”

I invite our readers to participate in the 2006 ASPA Conference March 31st through April 4th, and take advantage of what it has to offer: a rich and diverse program; professional networking opportunities; and resources to advance your career. Through the conference program, we have attempted to address the depth of public administration research, the wealth of best practices and our own self-evaluation of the successes and failures in our field.

We have taken on the challenge of thread-ing throughout the conference program and events, ties that bind both the research and practice within a particular area of interest (see article by Heidi Salati, pg. 15). We have purposely devoted time and effort to this endeavor, because we believe in its value.

Our conference is focused upon actually demonstrating the vision of our founders—to seek the enhancement of the art and science of public administration by supporting the improvement of both theory and practice within the field. Throughout ASPA’s history we have sought, and we will continue to seek, to improve this intrinsic relationship between theory, research, practice and performance. At times we get it right, other times we come up short. This matters little compared to our commitment to keep trying—together.

As a Society dedicated to the advance-ment of public administration in both science and practice, we will not make a choice to sacrifice one for the other. What we will do is honor the wisdom and foresight of our founders to “sustain the spirit of high idealism which enables human beings to seek improvement in the purposes to which they are committed and by the desire to share new and useful information and promote meaningful collegial relationships...” (Pugh).

So, join us in Denver. Be a part of helping us to get it right!

ASPA member Antoinette Samuel is the executive director of ASPA.
E-mail tsamuel@aspanet.org.

Since 1939...Placing the Highest Priority on Advancing the Science, Process and Art of PA

ASPA Vice President Elect: Listening, Learning and Linking

From KLINGNER, pg. 15

A national organization built on effective teams and strong working relationships among ASPA staff and volunteer leaders.

I’d like to strike a balance between respect-ing precedent and tradition, and encourag-ing risk and innovation. In a sense, we are like a developing country that often must rely on human resources (social capital) to advance good government and public service because we will never have enough money. This means learning from our colleagues in the United States and other countries, valuing each of our member’s contributions and recognizing the parallels between diversity at home and comparative administration abroad.

What will you do over the next two years to ensure your goals can be achieved? At a personal level, I will need to re-balance my professional and personal priorities, cut back on research, writing and other service activities and spend more time on ASPA matters. In terms of job preparation, I will make every effort to embody the qualities I believe are vital to ASPA’s future—listen- ing, learning and linking with other organizations and individuals.

I will work closely with Don Menzel, Wendy Haynes, Harvey White, National Council members, Section chairs, Chapter presidents and anyone else who supports my core beliefs that public service values are essential to civic engagement and a good society, and that good government is essential to sustainable economic develop-ment, social justice and environmental protection.

As a National Council member, I will encourage this body to focus on strategic alignment of ASPA’s mission, vision, policies and programs while supporting and valuing the work done by steering groups and individual members. Lastly, I will support efforts to market ASPA, grow our membership and learn from the “smart practices” of our own Chapters and Sections, as well as from other professional associations inside and outside the United States.

Where would you like to see ASPA once you finish your term as president?

• Growing: At least 10 percent more members, including an increased percent-age of students and young professionals.

• Financially Solvent: Self-supporting national and regional conferences, additional revenue generation from professional development and training, including web-based courses and profes-sional certification programs.

• A Valued Partner: Strong ties with U.S. organizations like NAPA, NASPAA, ICMA and IPMA-HR, and with ASPA’s international counterparts such as the UN, CAPAM, IIAS and CLAD.

• A Force for Hope and Change: An association that supports, nurtures and empowers all its members—particularly students and young professionals—by helping them learn, grow and connect with the field; an association that models, by what we do and how we do it, the changes we want to see in the world.

Anything you would like to add? Only a prayer for the vision to see what should and can be done, the courage and commit-ment to turn vision into concrete policies and programs, the wisdom to recognize my weaknesses and learn from my mistakes, and the ability to balance these by relying upon the strength and wisdom of others.

ASPA Vice President-Elect Donald Klingen may be reached at his ASPA email address: dklingner@aspanet.org.

PA TIMES wants your stories.

To submit chapter or section best practices, awards dinner briefs, best leaders or other ideas, contact aspatimes@aspanet.org
PA TIMES to Present 2005 Best Article Award at ASPA Conference in Denver

Washington, DC—The 2005 PA TIMES Best Article Award will be presented to Evan M. Berman, Thomas D. Lynch, Cynthia E. Lynch and Maria D. Berman for their October 2005 article, “There was no Plan—A Louisiana Perspective.” The article was written for a special issue of the paper on learning from Hurricanes Katrina and Rita.

The article vividly highlighted the problems that occur in public administration when study, planning and implementation are not genuinely and successfully meshed in any effort being made to serve the public’s interests, most particularly in the field of disaster preparedness. Those reading the article also benefited from knowing the writers themselves were impacted directly by the events surrounding Hurricane Katrina, lending a sense of immediacy and authenticity to what was said.

In the words of one award committee member, “I am particularly glad this article will receive the award. I know [from] my own involvement in New Orleans...it was right on the mark.”

This year’s award will be presented Sunday, April 2, during the annual Awards Ceremony at ASPA’s 67th National Conference in Denver, CO.

Past recipients include: 2004 Best Article Award winner Jim Colvard for his article “Middle Managers Must Be Bilingual” from the March 2004 issue; and 2003 Best Article Award winner James D. Carol for his article “The Right to Privacy vs. the Right to Protection: The Question of Countervailing Power” from the January 2003 issue.

All winning articles may be read on the ASPA website at www.aspanet.org, click on PA TIMES/PAR at the top of the page.

ASPA In Brief

ASPA Delegation Headed to Moscow in 2006

President Don Menzel will lead an ASPA delegation to Moscow, Russia, to participate in an international conference on “Public Administration in the XXI Century: Traditions and Innovations” May 24-26, 2006. Interested ASPA members should contact Menzel for more information at donmenzel@tampabay.rr.com.

ASPA Offers Free Websites to Chapters and Sections

As a service to Chapters and Sections, ASPA offers a free 10MB website. ASPA will serve as the host and pay for the site located at www.aspanetline.org/"yourchaptersection" but you must have your own webmaster. If your Chapter or Section is interested in this opportunity, please contact ASPA Senior Director Matt Rankin at mrankin@aspanet.org.

ASPA Task Force on Hurricane Katrina

A task force will explore the governance issues and challenges that arose when Hurricane Katrina devastated the Gulf Coast region. The Katrina Task Force consists of experienced academics and practitioners with broad based knowledge, expertise, and a commitment to strengthening the emergency management capacity of public agencies.

The task force is co-chaired by Bev Cigler (Penn State) and Bruce Baughman (Director of the Alabama Emergency Management Agency and former national FEMA official). Other members include Louise Comfort (University of Pittsburgh), Frannie Edwards (Director of the Emergency Management Office, San Jose, CA), Greg Gould (Emergency Program Manager, Training and Exercise, State of Alaska), Lennell Henderson (University of Baltimore), D.C. Jensen (Chief Planner, Louisiana Office of Homeland Security & Emergency Preparedness), Carole Jurkiewicz (Louisiana State University) and Bill Waugh (Georgia State University).

The task force will work in concert with more than 70 ASPA members representing all regions of the country who have volunteered to serve as members of the Katrina Advisory Group. This advisory group is still seeking volunteers.

Interesting individuals should contact ASPA’s President, Don Menzel at donmenzel@tampabay.rr.com.

Should ASPA Just Shut Up and Have a Happy Life?

From PREDITENT’S COLUMN, pg. 16

underscored its determination to demonstrate ASPA’s relevance and involvement in solving many of public administration despite the organization’s financial difficulties and membership losses” (Pugh).

ASPA’s relevance as a public policy voice found other expressions in the 1990s. An ASPA National Assembly of delegates was established in 1990 to engage chapter, section and national leaders in issue forums at each national conference. Twenty-four resolutions were passed by the National Assemblies between 1990 and 1996. The resolutions ranged from support for the passage of the Civil Rights Act of 1991, curbing sexual harassment, promoting the reinvention of the government, to controlling violence against public employees. Alas, by the end of the 1990s, participation in the National Assembly began to wane as quarums could not be mustered.

What happened? One can only speculate. Perhaps the historic reasons for the policy of silence were rekindled. Perhaps the membership came to believe that the resolutions dealt with insignificant issues or didn’t have an impact. No one paid attention to them. Perhaps the membership was most interested in putting forward policy positions. Perhaps, perhaps!

The experiment with a National Assembly was abandoned in 1998 when National Council embraced a new strategic plan that called for ASPA to be a recognized voice for issues and values in public policy, management and practice. Chapters and sections were encouraged to develop position papers, bring forth policy issue statements and raise issues of importance to their members. Has this “bubbling” strategy worked? Have “hot” issues bubbled up from chapters and sections that might be deliberated by some sort of reinvented policy forum? No. Laudable efforts by former ASPA President Cherylle Broom (2004-2005) to engage chapters and sections in policy forums did not materialize.

Should ASPA just shut up and have a happy life? Former ASPA President Frank Sherwood (1973-74) provides some food for thought about this: “The American Society for Public Administration is composed essentially of individuals who are in the organization of their own free will. While we are bound together by our concerns for the public service and the interests it seeks to serve, we are free to identify those obligations in highly individual ways. We are not representatives of anyone but ourselves” (Pugh).

Although Frank Sherwood’s assessment cannot be dismissed as without merit, I believe that ASPA can and should be more than the sum of its parts. As the lyrics of the hit song “I Hope You Dance” by country music star Lee Ann Womack goes, “and when you get the chance to sit it out or dance, I hope you dance.”

What say ye ASPA members? Do you want to sit it out? Or do you want to dance? Let me hear your thoughts about the role that ASPA should play in addressing significant public policy and management issues.

I would like to thank immediate Past President Cherylle Broom, National Council Member Stephen Rolandi and President-elect Wendy Haynes for providing helpful comments and information for this column. Of course, all errors of omission and commission belong to me.

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Workshops to Feature Local Projects

Half-day mobile workshops being held in and around Denver during the 2006 ASPA National Conference will give participants the opportunity to explore what is going on outside the conference venue, and to examine issues in the areas of transportation, new urbanism, homeland security, health care and the environment.

Transportation Mobile Workshop
March 31, 2006 • 12:30-5:30pm • $40.00
From TREX to FaSTracks: Partnerships in Public Transportation will give participants the opportunity to see how public-private partnerships have transformed public transportation in the Denver metropolitan area. For additional information, visit the TREX and FaSTracks websites at: www.trexproject.com and www.fasttracks.denver.com (click on the FaSTracks icon).

New Urbanism Mobile Workshop
April 1, 2006 • 8:00am-12:30pm • $40.00
New Urbanism, Smart Growth, and Public Health Mobile Workshop A Stapleton Urban Development Site will take participants on a tour of the Stapleton Development Community. The group will meet experts at several stopping points, exit the bus for tours and discussion of some of the most salient cutting-edge projects that are emerging at Stapleton. For more information visit the Stapleton website: www.stapletondenver.com.

Homeland Security Mobile Workshop
April 2, 2006 • 8:30am-3:00pm • $55.00
NorthCOM’s Role in Homeland Security—Formally NORAD gives attendees a rare first hand look at critical efforts being undertaken to protect the U.S. Attendees will have the opportunity to tour the U.S. Northern Command (NorthCOM) facility. The U.S. Northern Command was established in September 2001, to unify military efforts with respect to homeland security and civil defense. For additional information at NorthCOM, visit: www.northcom.mil.

Environment Mobile Workshop
April 3, 2006 • 8:00am-12:00pm • $40.00
See first hand how planning, partnerships and on the ground actions help balance the conflicts of the park’s mission with urban realities. Recreation development at this urban oasis is centered on its key feature, the reservoir. The park is surrounded by two of Colorado’s largest cities, Denver and Aurora. Urbanization has led to a reservoir that is approaching eutrophication (excessive algal growth), which will severely limit the park’s intended uses. For more information on Cherry Creek State Park, visit: www.parks.state.co.us.

Healthcare Mobile Workshop
April 3, 2006 • 12:15-5:45pm • $40.00
Experience the transformation of the Fitzsimons Army Military Base to a 21st century health, education and research facility. The workshop will include an opening introductory session, tours of the facility and discussions with several of the key players involved in this redevelopment effort. Jay Gershen, executive vice chancellor of the University of Colorado at Denver and Health Sciences Center, will lead the workshop. For more information about the project, visit: www.uchsc.edu/fitzsimons/
Diary of a Mad Professor with Political Aspirations, Part 2

Icarus*

*Please note that this is the beginning of an occasional series. The author has requested anonymity in order that he may write freely about his experience campaigning for a local office.

Why in the world would a public administration professor run for municipal office? It was so nice sitting there in my pleasant ivory tower. I could study all this political behavior from a safe distance. I could rant at my students—telling them to get involved. What a delightfully easy place to sit.

Unfortunately, I decided to get down in the mud of reality and actually run. So here I am. Yesterday was the last day to withdraw from the race, so my name is going to be on the ballot regardless. I guess I had better actually campaign.

Being the policy wonk that I am, one of the enjoyable things about this is studying up on local issues. I get to interview local officials and study planning documents. I get to figure out why things work the way they do. This is the fun part. And I can rationalize it by knowing I need to be able to answer questions about issues. I want to sound more knowledgeable, more informed than the other guy. And I know how to interview.

My campaign manager, Mike, however, along with my advisors Sande and Bill, say my main goal has to be to raise money. Any spare time should be spent going door to door introducing myself. Every hand I personally shake is more likely to vote for me.

One other subplot that I have watched from the sidelines. Tammy, one of my MPA students, is running for a different seat on the City Council. She is an energetic young lady who has worked for several campaigns, including a US Senate seat. She has been talking about this race for months, and filed a letter of intent with SPOC (State Political Office Commission) a month before official filing opened.

However, in this “no party no primary” election format three other candidates filed for the same seat. Two are conservative, and one (Bob) is more liberal (like Tammy). As the final date for withdrawal draws near, the local pols pressure the Tammy (and Bob) to withdraw and she refuses. She is young and conservative to win. The democratic pols call on Tammy to withdraw and she refuses. She wants to “speak his own mind” but ultimately is controlled by his “handlers.” On a much smaller scale is that what is happening to me?

Friday [E minus 39]
Tonight was my first major event, a fundraiser at a downtown restaurant. We got a list of previous liberal donors from the SPOC public records and have sent letters to almost 1,000 persons. We have also ordered catered food from the restaurant which costs (including the room rental) about $1,000. So we don’t make a dime until donations pass that mark. Will anybody come? Will we even pay expenses?

I had breakfast this morning with Jane, the candidate for another seat (also an MPA grad of mine). The first thing she asks me is “Have you been having trouble sleeping?” And the answer is yes. This is so weird. I have never had trouble sleeping. I don’t get that kind of stressed at things. But now I am waking up at all hours, having trouble getting back to sleep, and almost all my dreams relate to the election. This is so bizarre.

So the fundraiser happens—we get a reasonable crowd of maybe 50 or 75 over the two hours—and we pull in about $2,000. A huge amount of effort went into the organizing of this, with letters and follow up phone calls. Bottom line—we gained $1,000. That’s the measure of it all—how much did we take in. But no time to think much—on to the next events.

Wednesday [E minus 34]
Tonight was my first “House Party.” A friend who is very active in progressive circles and has a big e-mail list, invites everybody to come and “meet the candidate.” I write up a little piece to send with her follow up e-mail. I like this because it is easy and cheap. I don’t have to do more than show up and talk to people about what I believe good is provided by my friend as a donation. We get about $300 in donations and with no expenses, that is all to the good.

SPOC filings require us to report all expenses and all donations of whatever amount plus any in-kind donations. So anybody who provides a pizza or a pizza has to write down for us the amount spent, which must be reported along with their name and address. I am reasonably happy with the event—but my advisors and other local pols tell me events like these are rarely worth my time. They fix me with a steely glare and say to me—whether you like it or not, you HAVE to call people up directly and ASK them for money. They call it “dialing for dollars” and say that is the only way money is raised. The big events are as much about publicity as money. I am defeated and continue not to sleep well.

Thursday [E minus 31]
The local paper prints another article about the local election and buried in the last few paragraphs of the article are quotes from me about “good government” and “open process” and “making the system work better.” I get calls from my advisors—“Booowoooring!” They tell me they do not win elections by running for “good government.” “Everybody wants good government. You’ve got to tell them what you will get them if you are elected. You’ve got to promise some ‘stuff.’”

Tonight my wife and I watch the old Robert Redford movie, “The Candidate.” It tells the story of an idealistic young lawyer who is ultimately co-opted by the system. He wants to “speak his own mind” but ultimately is controlled by his “handlers.” On a much smaller scale is that what is happening to me?

Friday [E minus 32]
We have managed to recruit a small cadre of volunteers from the University—mostly staff employees. By golly one thing for sure—I have nailed down the university librarian vote! However, most of my faculty peers seem to have kept a wide distance. They do not mention what I am doing—as if it is slightly distasteful to be involved in the tawdry affair of the common people. Aren’t we academicians above all that? Conversely, to the rest of the world I am a pointy headed intellectual from the ivory tower who doesn’t know anything about the real world. What an interesting netherworld I am in.

This week marks the beginning of the semester. I feel guilty about my lack of focus on classes. Plus, I am chair this year and I have not been paying enough attention to departmental things. In fact, I think I could say the key word for me is “scattered.”

Still, I manage to get through the first Intro to PA class. And why not. I’ve done it often enough. I have to be careful not to say anything about my candidacy to students and staff so I can accuse me of campaigning on university time.

We sent off postcards for our second major fundraiser—a barbecue on the beach for next Friday. My mind is constantly on this. I am not sleeping well. And for what? A lousy city council seat. Is this what I really want to do?

Saturday [E minus 31]
I have been told again and again that one of the things I have to do is go door knocking—walk the neighborhoods and introduce myself. One previous Assembly member talked of how he knocked on virtually every door in the entire city. That is just a tad intimidating.

Anyhow, today I go out for the first time and just knock on the doors of my neighborhood. “Hey I live right over there (play on the relationship— I am a regular guy) and I am running for City Council.” I have a little flyer I give them. It is not too bad.

Most people are relatively friendly. About one-third of the people can’t be reached. Another third say thanks, with a sort of blank look on their face and the final third want to talk to me about everything. It is hands-off, however, I know that I have to be careful not to say anything about my candidacy to students and staff, so I can accuse me of campaigning on university time.

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The Mad Professor Runs for Political Office, Part 2

From MAD PROFESSOR, pg. 20

go...
An ASPA Member’s Reassessment of National Security Policy and the Blame Factor

Ronald J. Stupak

“In a dark time, the eye begins to see.”—Theodore Roethke

Major General Robert H. Scales, former commander of The Army War College, reports that, “After the Vietnam War the Army sent 4,000 officers to fully fund graduate education. Today that figure is 396.” He attributes this educational downturn to Congress, the Army and the Bush Administration, but he mostly chastises the elite universities for allowing their vibrant defense studies programs to atrophy because of a “politically correct” academic climate that is inhibiting research and teaching that ignoring the study of war will make wars go away. This is supported by Samuel P. Huntington’s story reported in 1996 that “…the president of, arguably, the world’s leading university vetoed the appointment of a professor of security studies because the need had disappeared.”

Indeed, these reasons for throwing national security oriented courses off major campuses are intellectually, politically, and sociologically tragic since they narrow the professional military’s strategic frameworks for redefining warfare in today’s transformed environment; create a civilian, academic elite who have been denied the educational opportunity to engage and dialogue with future military leaders; and nourish an impoverished, public policy, domestic-oriented ASPA agenda that (until the current Iraq conflict) reneged and/or became indifferent to an in-depth understanding of national security policy, the Straussians and the Republicans. ASPA members) and segued into the national security arena (as did many of my Democratic Party and Democratic Party policy leaders. In effect, the current set of national security “blunders”, Defense Department “glitches”, military “failures,” and strategic “mistakes” are as much my fault as they are the fault of the Bush administration: I (and others like me) moved into the “comfort zone” of domestic social policies, while permitting the like minded warrior class to define the critical areas of defense, war, and national security policy during the last decade of strategic redefinition.

Let’s quit blaming others and proactively recommit ourselves, our expertise, our involvement and our principles to the national security environment: clearly the questions of war, terrorism, national defense, and military strategy are too important to leave solely in the hands of any isolated warrior class, or maybe it is even more tragic to leave it all in the hands of insensitive, politically correct, ideologically biased amateurs.

ASPA member Ronald J. Stupak is a life member of ASPA, a recognized authority on national security policy, decision making, strategy and organizations undergoing major change. As a federal civil servant, he taught and managed at the Federal Executive Institute in Charlottesville, VA.

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AJ1305
### ASPA Members

ASPA welcomes the following new members in the month of December 2005. Please note: members rejoining ASPA are not included on this list.

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**Career Center**

**Ride the Federal Hiring Wave**

*Lily Whiteman*

The federal government is about to be hit not just by a retirement wave but by a full blown retirement “tsunami,” says Linda M. Springer, Director of the US Office of Personnel Management. Indeed, 50 percent of federal employees will be eligible to retire within the next five years. Partly because of increased retirements, the nation’s largest employer will hire over 200,000 professionals in 2006.

**Special Recruitment Programs**

To groom the next generation of managers, the federal government has been rolling out new internship and recruitment programs for students, recent graduates, minorities, and women faster than new Starbucks has been opening up new coffee shops. These programs offer opportunities to pursue virtually every public administration specialty—including strategic planning; regulatory analysis; budget management; and compliance.

To give you an idea what these hiring programs offer, here are descriptions of several of them:

- **The Federal Highway Administration’s Career Intern Program** is hiring college and masters degree graduates who want to specialize in the planning and management of transportation systems and their environment, land-use, safety, funding and civil rights aspects.
- **The Government Accountability Office** (GAO)—a watchdog agency—offers summer internships for undergraduates and a two-year Professional Development Program for recent graduates. Participants in both programs help investigate federal agencies for violations of other Human Capital Institute webcasts in the series, and for a list of other Human Capital Institute webcasts, please visit Events, at www.opm.gov/ses/fedcdp

**Finding Target Openings**

If you want to ride the federal retirement wave, regularly check www.usajobs.gov for announcements of job openings and career fairs that may feature on-the-spot hiring. Also review agency websites because they may announce jobs, career fairs, internships and special hiring programs that are not announced elsewhere. (All agency websites are links provided on www.usajobs.gov.)

As you explore opportunities, keep in mind that—contrary to popular belief—federal salaries are not low; they usually meet or beat their private sector counterparts. Nevertheless, salaries and benefits for comparable jobs vary widely from agency to agency. Here’s why:

- **There are two administrative categories of federal agencies:** Civil Service agencies that use the Civil Service pay scale, and Excepted Service agencies that use their own pay scales, which are usually higher than the Civil Service scale. (Excepted Service agencies are listed at www.csres.usda.gov/programs/ccpi/) Some agencies offer up to $60,000 in student loan repayments. Some agencies allow new recruits who are experienced professionals to accrue vacation time at the same rates as entry-level employees, instead of at entry-level rates.

**Impressing Hiring Managers**

Once you identify your target jobs, craft winning applications for them by:

- Tailoring each application to the opening: By narrowing each application’s focus, you will broaden its appeal.
- Formatting your resume for easy skimming. Why? Because harried hiring managers read job applications FAST—not word for word, as if they were suspense novels. So format the names of your employers, job titles and degrees to STAND OUT. Also, confine each job description to a concise list of quick-read, achievement-oriented bullets.
- Tempting though it may be, don’t skip those tedious essay questions (commonly known as KSAs). If you do, your application will almost certainly get rejected; those KSAs are the most important part of federal applications.
- Writing winning KSAs by including in them success stories that feature the following components: 1) A problem that you solved or a goal that you reached, and why it mattered; 2) your actions; 3) obstacles you conquered; 4) your results; and 5) positive feedback—including high grades, academic honors, individual and team awards, enthusiastic annual reviews and promotions. Also mention written and oral praise from professors, managers, colleagues, and clients; and positive ratings from attendees of your trainings and presentations.
- Preparing accomplishment-oriented, employer-centric answers to common interview questions. By doing so, you will virtually guarantee that you will ace at least 50 percent of your interview questions. Here are some particularly common interview questions: Tell me about yourself; What are your strengths? Why do you want to leave your current job? And why should we hire you? And as for that loathsome standard: What are your weaknesses? Answer: “I have never worked here before, so I have a lot to learn about this organization, but I offer a fresh perspective and lots of energy.”

That answer recently helped an IT expert land a White House job.

**Lily Whiteman is the author of Get Hired! How to Land the Ideal Federal Job and Negotiate a Top Salary; the career columnist of Federal Times; and a career coach at the Treasury Department. Her website is www.Get-Hired.biz.**

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**Human Capital Institute and Jobster Launch New eLearning Series:**

*"Unleashing the Power of Employee Referral"*

Washington, DC—The Human Capital Institute (HCI), a professional association and educator in talent management strategies, announced today that it is launching a new Webcast Series called, "Unleashing the Power of Employee Referral." The four-part interactive learning series will examine the most powerful referral acquisition methodology available today: employee referral programs.

The session will examine the best-designed employee referral programs—how they are constructed, how they encourage participation, and how they constantly strive to measure impact on the bottom line. Among the thought leader panelists scheduled to participate are senior representatives from Electronic Arts, Expedia, The MITRE Corporation, and other best practices companies, as well as industry experts and consultants.

Studies show that employee referral remains one of the most effective methods of hiring. But not all employee referral programs are alike. Organizations that know how to tap into 21st century tools like professional networking sites, blogs, and virtual web communities to automate the employee referral process are ahead of the competition in the war for talent.

Participants are eligible to receive re-certification credits from HRCI for each webcast. Those who complete the course by attending all four sessions will gain re-certification credits toward HRCI’s Human Capital Strategist designation.

To register for this and subsequent webcasts in the series, and for a list of other Human Capital Institute webcasts, please visit Events, at www.humancapitalinstitute.org.

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**Grants**

A new grant opportunity available through USDA’s Cooperative State Research, Education, and Extension Service (CSREES).

CSREES has announced the availability of grant funds and requests applications for the Community Food Projects Competitive Grants Program (CFPCGP) for fiscal year 2006. Community Food Projects should be designed to: (1) meet the food needs of low-income people; (2) increase self-reliance of communities in providing for their own food needs; and (3) address the consequences of responses to local food, farm, and nutrition issues; and/or (2) meet specific State, local, or neighborhood food and agriculture needs for infrastructure improvement and development; planning for long-term solutions; or the creation of innovative marketing activities that mutually benefit agricultural producers and low-income consumers.

The total amount available for support of this program in FY 2006 is approximately $4,600,000, with individual awards ranging from $10,000 to $300,000.

This grant opportunity is available to a variety of organizations, including faith-based and community groups. If you wish to apply, you will need to submit a Letter of Intent by February 13, 2006. Grant applications are due by April 13, 2006.

For more information on this grant opportunity, please visit the following USDA web page:

http://www.csrees.usda.gov/programs/ccpi/
Pay It Forward...

Career Advice from an ASPA Member

Erik Bergrud

Being asked by ASPA to provide career advice in PA TIMES strikes me as both a wonderful honor as well as incredibly ironic since I recently resigned from my employment at ASPA to rejoin the staff at Park University. Proving that life often operates in a circular fashion, I worked for Park University for six years in the 1990s before coming to work for ASPA. A colleague of mine at Park University, ASPA member Laurie DiPadova-Stocks, dean of our Hauptmann School for Public Affairs, likes to say that we have a responsibility to prepare students for “an unscripted future.” Those words ring true for me and remind me of the uncharted course at each career path has taken. Interestingly enough (and again ironically), when I accepted the position at Park’s MPA program administrator in 1992, my boss told me to use the networking opportunities available to me and plan to find a position in the field of public administration when the time was right. Not only did Park pay for my ASPA membership, but it encouraged me to accept local and national leadership responsibilities which assisted me tremendously in marketing myself to the ASPA executive director Mary Hamilton. In recent issues of PA TIMES, several of my ASPA colleagues have provided valuable career advice based on their experiences in the realms of government service, academia and the twilight area of “pracademia.” Rather than attempting to repeat what has already been written, I want to focus my suggestions as they relate to preparing oneself for “an unscripted future.”

Public Administration: Yesterday, Today and Tomorrow

The field of public administration has evolved significantly in the twelve years since I earned my MPA degree. Many MPA programs attract students interested specifically in nonprofit management or health administration. I continue to come across public administration professionals transitioning between sectors (public to private, nonprofit to public, public to health care). As many of us (myself included) transition between vastly different organizational types, we will need to recommit ourselves to “lifelong learning.” I recognize that phrase is overused but let me suggest a concrete application. My MPA program did not offer any courses on contract management. Were I interested in pursuing a career in the public sector or in corporate governmental affairs, I would read as many books and articles I could find on the subject and pursue continuing education opportunities via ASPA or similar entities. Fortunately for many of you, several ASPA chapters stage workshops or seminars on cutting-edge topics, and the national organization has made a major commitment to focus on professional development at its annual conference and at other Society-sponsored events.

Read, Read, Read

I remember asking an MPA classmate what she planned to do with all her spare time after graduation. She told me that she was going to find the trashiest novels she could get her hands on. I don’t recall reading any trashy novels that summer, but I do remember pouring myself into contemporary fiction. As I have gotten older, my reading tastes have evolved and have become more eclectic. I do continue to read public administration literature, but I also find great inspiration in biographies and management books. My continued service as editor of two electronic newsletters, ASPAnet This Week and UNPAN Newsletter, has required me to stay informed about an eclectic array of subject areas. I subscribe to a few dozen electronic newsletters on topics ranging from international NGOs to faculty development. Most electronic newsletters are free, and they provide access to a wealth of ideas.

Find a Mentor or Two or Three or Four

I can attribute every position I have ever been offered to successful networking. My mentors have been instrumental in making tough decisions and in considering a new range of possibilities for career growth. Do you have a mentor or two or three or four? If so, stay in close communications with her, him or them. If not, you really need to find one. Contact the ASPA office, your alumni association or me, for that matter, for assistance.

The road ahead will take you in some strange and wonderful directions. Fasten your seat belt and prepare yourself for “an unscripted future.”

ASPA member Erik Bergrud served on the Society’s staff for seven years before accepting a position as director of the International Center for Civic Engagement and special assistant to the president for University Projects on Civic Engagement at Park University in Parkville, MO.

E-mail: erik.bergrud@park.edu

Jump Start Your Career...

Advice from College and University Career Counselors

Layne Prenger

Right now you are holding a copy of the latest PA TIMES and reading the section on jump starting your career. Past topics have addressed resources for career decision making, the importance of networking and the value of seeking information from multiple sources, among others. As a career development professional with over ten years of experience, I do not want to downplay the value of this advice; but, today I would like to take these ideas a step further. I want you to do some “creative visioning” and look into the future. Think in terms of your “dream job!” After all, dreams will never become reality without some effort on your part.

Let’s begin:

You are one semester from graduating and to this point have been successfully meeting your career goals academically; but have you taken the time to really identify what you want to be “doing” while working as a public affairs professional. There are many career options within this field, but the factors that can lead to job satisfaction or dissatisfaction often have more to do with the answers to the “Who”, “What”, “When”, “Where” and “Why” of your particular career choice.

Get a pen and piece of paper, take a deep breath, remove all preconceived notions about previously defined career choices, and let’s envision your first day in your “dream job.”

• What does your work attire look like? Are you wearing a suit or khakis or jeans?
• Are you heading for work at a very punctual 8 am start time, or does your job have an undefined start time?
• Are you working in an office or are you at various locations throughout the day?
• If in an office, is your desk in a shared space or separated from others?
• Is your trip to work within 10 miles of your residence or an hour away or somewhere in between?
• Is your work done mostly in an indoor or outdoor setting?
• Do you have an office or are you working from your home or car?
• Are you in a major city or a small town or a foreign country?
• Does your work involve interacting with people or working with data or ideas, or some combination of the three? If it is a combination, what is the mix? 75 percent people, 15 percent data, 10 percent ideas?
• Are you working with people, do they have economic resources? Are they educated or uneducated? Are they young, old, or middle aged, or does it matter?
• Does your work offer opportunities for creative problem solving? Is this important to you?
• Are you a challenging, fast-paced environment or a slower, more predictable environment?
• Is your work environment neat and ordered or unstructured, yet stimulating?
• Is the environment quiet or noisy, clean or dirty?
• Are deadlines a regular part of your day?
• Are you making leadership decisions or are you taking direction from someone else?
• If you are working at a computer, is it a laptop computer or in an office cubicle?
• Are you advocating for policy changes or working to insure compliance with policies?
• Do your daily actions have a direct impact on other people?
• Is decision making a regular part of your daily actions? If so, are you comfortable with this?
• Are your answers making you think differently about your future? Are they providing insight that will help you as you define your career path?

Let’s continue:

• Does your work require physical challenges such as heavy lifting or working in extreme temperatures?
• Are you regularly working in other locations due to travel requirements of your position?
• Do you have writing and research deadlines?
• Are you giving presentations to large or small groups?
• Are you working alone or as part of a team?
• Are you working with well-defined knowledge or with very ambiguous information?
• Is the environment safe or is there risk involved?
• Does your job offer a chance for continued learning?
• Does your job require regular training in order to be effective?
• Is flexibility in your work schedule important?
• What is your compensation? Is this an important factor in your job satisfaction?
• Is your manager a hands-on or hands-off person?
• Are you the “go-to” person or are you working “behind the scenes”?
• Are you receiving continuous feedback, intermittent feedback, or little to no feedback?
• Is recognition a common occurrence in your new job?

As Laurie DiPadova Stocks, dean of the Hauptmann School for Public Affairs (HSPA) stated, “Jobs will exist in five years that do not exist today.” Because of this, it is important to define your career objectives so you will be prepared for what the future holds.

The Hauptmann School for Public Affairs at Park University prides itself on preparing students for multiple career choices by offering a liberal arts program which educates students across all sectors including business, government, and non-profit organizations. HSPA in collaboration with the Park University Career Development Center can help you more clearly define your career aspirations and provide resources to bring you one step closer to making your dream a reality.

Layne Prenger is director of career development at Park University in Parkville, MO.

E-mail: layne.prenger@park.edu
Executive Director
School of Public Affairs, University of Baltimore

The School of Public Affairs (SPA) is seeking to fill the position of Executive Director for its well-recognized and expanding program effective August 2006. The school offers a full range of programs at the undergraduate, MPA (conventional and web-based), and PhD levels, as well as BSMS programs in Health Systems Management. In addition, an integral component of the school includes the Schaeffer Center for Public Policy, a comprehensive research center that, for FY 2005, generated approximately $5 million in grants and contracts under the guidance of a full-time director and staff. Candidates for the position should currently be holding the rank of senior associate or full professor. They must be able to demonstrate a leadership capacity capable of guiding and integrating the SPA’s range of programs as listed above. Candidates’ areas of teaching and research concentration are flexible, although candidates whose interests are congruent with the University’s urban commitment and SPA’s management/public affairs mission are especially encouraged to apply. Send vita and list of references to: Ms. Nancy L. Hayworth, Search Committee Coordinator, School of Public Affairs, University of Baltimore, 1304 St. Paul Street, Baltimore, MD 21202, nhayworth@ubalt.edu. Screening for the position will begin February 15, 2006, and will continue until filled. The University of Baltimore is an Equal Opportunity/Affirmative Action Employer.

Justice Studies Position
Methodist College
Fayetteville, NC

Methodist College, an AASHE, Department of Justice Studies/Master of Justice Administration Program, seeking a full-time tenure track position to begin July 1, 2006. Teaching responsibilities will be in both the undergraduate and graduate programs. A Ph.D/DPA in Public Administration with a specialization in criminal justice administration is preferred. Experience in teaching, program development, and research is preferred. Teaching experience at the undergraduate and graduate level is required. Minimum qualifications for this position include a Ph.D/ DPA in Criminal justice with specialization in the administration of criminal justice organizations. Ability to work in a team environment is required. Excellent communication skills, verbal and written, are also required. Send vita and names of three references to: Dr. Hadi H. Shomroni, MBA, Chair, Department of Justice Studies, Methodist College, 5400 Ramsey Street, Fayetteville, NC 28311. Review of applications will begin on February 15, 2006, but will be accepted until the position is filled.

Visiting Assistant Professor or Visiting Instructor
Health Care Management and Policy
Department of Public Policy and Administration
Rutgers—The State University of New Jersey, Campus at Camden

The Department of Public Policy and Administration seeks a full-time visiting assistant professor or instructor to start in the 2006-2007 academic year. Appointment and teaching begin September 2006. This appointment may continue for up to three years. A Ph.D is required for a Visiting Assistant Professor; a master’s or professional degree for a Visiting Instructor. Qualifications include demonstrated performance in teaching, program development, and research. Ability to conduct research and teach graduate courses in health policy and management is required as is ability to serve as Program Coordinator. A background in Health Care Management and Policy concentration within the MPA program. The Health Care Management and Policy concentration is a joint effort with the University of Medicine and Dentistry of New Jersey’s School of Osteopathic Medicine and involves medical school faculty and Rutgers faculty. Program Coordination and Development also involves the joint MPS program in cooperation with the University of Medicine and Dentistry’s School of Public Health. Experience or demonstrable potential for teaching graduate courses in health care management and health care policy is required as is ability to teach graduate courses in one or more of the following fields: research methods, information systems, public policy, or administrative law. Salary is contingent upon qualifications. Rutgers University is an AAMU member, standing in the top 5% of AAUP rankings of university salary and benefits. The Department of Public Policy and Administration offers MPA concentrations in Public Management, Health Care Management and Policy, International Public Service and Development, and Educational Policy and Leadership (the last two in cooperation with the Peace Corps). The MPA degree is accredited by the National Association of Schools of Public Affairs and Administration. The campus offers close access to Philadelphia, New York, and Washington centers of government and business as well as rewarding opportunities for public service and research. Applications must be received by March 1, 2006 and include: current Curriculum Vitae, evidence of teaching ability (syllabi, course evaluations, etc.), accomplishments in program development, and at least three professional references. Please send to: Faculty Search Committee Graduate Department of Public Policy and Administration Rutgers—The State University of New Jersey 401 Cooper Street Camden, NJ 08102 Rutgers University is an Equal Opportunity/Affirmative Action Employer. Women, minorities, and persons with disabilities are encouraged to apply. For further information contact: Professor James Garnett garnett@camden.rutgers.edu

Assistant or Associate Professor
Public Administration Program
Hawaii Research Center for Futures Studies
University of Hawaii

Assistant or Associate Professor, re-advertisement, Public Administration Program and Hawaii’s Research Center for Futures Studies, position number 84813, College of Social Sciences, University of Hawai‘i at Manoa, 9-month appointment, permanent, full-time tenure track, general funds, to begin 09/01/2006. Position is tenureable in Public Administration and has shared responsibilities with the Center, which is located in the Department of Political Science. Public Administration offers an MPA and graduate certificate emphasizing cohort and interdisciplinary education. Faculty members regularly teach with colleagues. For more information visit www.pubha.hawaii.edu and www.futures.hawaii.edu. Duties: Commensurate with experience and interests, the successful candidate’s work will bridge public administration and futures perspectives. Responsibilities include: teaching Public Administration integrated core year and elective courses, and providing guidance with individual practicum and culminating capstone experiences; developing scholarly and applied work, training programs and workshops in Hawai‘i and the Asia-Pacific region; seeking extramural funding. Minimum Qualifications: Assistant: Ph.D. in Public Administration, Futures Studies, Political Science, or related field. Teaching experience with graduate students and practitioners. Associate: in addition to the requirements for Assistant, four years of teaching experience at the Assistant Professor level. Desirable Qualifications: Interest in emerging public service issues, commitment to innovative pedagogy; multicultural experience; record of relevant scholarly and applied work. Some familiarity with the special characteristics of Hawai‘i and/or Asia-Pacific public institutions is preferred. Interest and capabilities in two or more of the following areas: organizational capacity building and change, networked organizations and indirect government, technology and e-government, futures analysis and methods, public service ethics. The College is committed to excellent teaching, research and application; we welcome candidates who work multi-disciplinarily and collaboratively. The University of Hawai‘i at Mānoa is a Research 1 campus located in an ethnically diverse and cosmopolitan state capital. Salary: Commensurate with experience. To Apply: Send a statement summarizing in some detail the interests and skills you would bring to this position. Include the Curriculum Vitae and the names and addresses of three persons willing to write recommendations to: Chair, Search Committee, Public Administration Program, 2242 Maile Way, Saunders 631, Honolulu, Hawai‘i, 96822. Closing date: Review of applications will begin on 3/21/2006 and will continue until the position is filled. Applications received by that date will be given priority. Inquiries to: pbpubha@hawaii.edu. For full add see http://workuish.hawaii.edu. EEO/AA Employer.

Assistant/Associate Professor Nonprofit Management or Public Administration
Department of Public Administration
University of Central Florida

The Department of Public Administration invites applicants for a tenure-trackied position to begin fall 2006 at the Assistant/Associate Professor level depending on the candidate’s qualifications. The Department offers a completely web-based Master of nonprofit Management as well as web and face-to-face courses for undergraduate and graduate certificate programs in nonprofit management, a BA or BS in Public Administration, and a NASPAA accredited Masters in Public Administration. We seek a candidate who will provide leadership for our nonprofit programs.

Minimum: Candidates must have a completed Ph.D or D.P.A. Doctorate required by time of appointment. Preferred: The preferred candidate will have evidence of potential/accomplishment (depending on level) in nonprofit programs.

Desirable Qualifications: Interest in emerging public service issues, commitment to innovative pedagogy; multicultural experience; record of relevant scholarly and applied work. Some familiarity with the special characteristics of Hawai‘i and/or Asia-Pacific public institutions is preferred. Interest and capabilities in two or more of the following areas: organizational capacity building and change, networked organizations and indirect government, technology and e-government, futures analysis and methods, public service ethics. The College is committed to excellent teaching, research and application; we welcome candidates who work multi-disciplinarily and collaboratively. The University of Hawai‘i at Mānoa is a Research 1 campus located in an ethnically diverse and cosmopolitan state capital. Salary: Commensurate with experience. To Apply: Send a statement summarizing in some detail the interests and skills you would bring to this position. Include the Curriculum Vitae and the names and addresses of three persons willing to write recommendations to: Chair, Search Committee, Public Administration Program, 2242 Maile Way, Saunders 631, Honolulu, Hawai‘i, 96822. Closing date: Review of applications will begin on 3/21/2006 and will continue until the position is filled. Applications received by that date will be given priority. Inquiries to: pbpubha@hawaii.edu. For full add see http://workuish.hawaii.edu. EEO/AA Employer.

Assistant/Associate Professor Probability Management or Public Administration
Department of Public Administration
University of Central Florida

The Department of Public Administration invites applicants for a tenured/racked position to begin fall 2006 at the Assistant/Associate Professor level depending on the candidate’s qualifications. The Department offers a completely web-based Master of nonprofit Management as well as web and face-to-face courses for undergraduate and graduate certificate programs in nonprofit management, a BA or BS in Public Administration, and a NASPAA accredited Masters in Public Administration. We seek a candidate who will provide leadership for our nonprofit programs.

Minimum: Candidates must have a completed Ph.D or D.P.A. Doctorate required by time of appointment. Preferred: The preferred candidate will have evidence of potential/accomplishment (depending on level) in teaching, research, and service. External grant and contract experience are also desirable. Previous academic, applied experience and expertise in nonprofit management is strongly preferred.

All applicants should submit a letter of application, a curriculum vita, original transcript, names, addresses, and phone numbers of three professional references. Consideration of applications will begin on February 15, 2006 and the position will remain open until the appointment is made. Salary and rank are commensurate with qualifications. The application package should be sent to: Ms. Brenda Posey Search Committee Manager Department of Public Administration University of Central Florida Health & Public Affairs Building II, Room 238 Orlando, FL 32816-1395 Phone: 407-823-5718 Fax: 407-823-5651 UCF is an Equal Opportunity/Affirmative Action Employer. UCF makes search documents available under Florida’s open-records statutes.

Have you visited ASPA’s web site lately?
www.aspanet.org
The Montana’s Public Employees’ Retirement Board seeks experienced leader to develop and administer agency programs; interact with legislature, Governor and constituents; conduct strategic planning and policy development; and manage staff of 34 FTE. Requires education and experience equivalent to a bachelor’s degree in business administration or related field, supplemented by a minimum of ten years of progressively responsible experience in municipal administration, seven of which have been in a supervisory capacity, or an equivalent combination of education, training and experience that provides the required knowledge, skills and abilities. Send or email cover letter and resume to: Director of Human Resources, City of Dunedin, 750 Milwaukee Avenue, Dunedin, FL 34698. Jobs@dunedinf.net http://www.dunedingov.com Position open until March 15, 2006.

Executive Director
The Montana’s Public Employees’ Retirement Board
Helena, MT

The Montana’s Public Employees’ Retirement Board seeks experienced leader to develop and administer agency programs; interact with legislature, Governor and constituents; conduct strategic planning and policy development; and manage staff of 34 FTE. Requires education and experience equivalent to a bachelor’s degree in business, public administration or related field, and seven years of experience. $81,505 – 101,882/yr. DOQ.

City Manager
City of Dunedin, FL

(pop. 17,217) Salary: $88,380 - $128,151 DOQ. The city has a city manager form of government with a five-member commission including the mayor. The City Manager performs high-level administrative, technical and professional work in directing and supervising the administration of the city government. The city has a $74-million operating and capital budget, and operates its own water and wastewater treatment plants, fire department, leisure services, library and marina. Position requires a Master’s degree in public administration, urban planning, business administration or related field, supplemented by a minimum of ten years of progressively responsible experience in municipal administration, seven of which have been in a supervisory capacity, or an equivalent combination of education, training and experience that provides the required knowledge, skills and abilities. Send or email cover letter and resume to: Director of Human Resources, City of Dunedin, 750 Milwaukee Avenue, Dunedin, FL 34698. Jobs@dunedinf.net http://www.dunedingov.com Position open until March 15, 2006.

Chief Financial Officer
The Unified Government of Wyandotte County/Kansas City, Kansas

The Unified Government of Wyandotte County/Kansas City, Kansas is searching for a Chief Financial Officer to overseer Budget, Accounting, Treasury and Research Divisions of the Finance Department. The Unified Government has a budget of $269.5 million and has approximately 2300 budgeted positions. Kansas City, Kansas/Wyandotte County is a fast growing tourist destination in the state of Kansas and home of one of the most progressive local governments in America. Over 10 million visitors annually visit VillageWest and the Kansas Speedway. This position is part of the County Administrator’s Executive Management Team and participates in the leadership team for the organization. For a detailed job description and qualifications please refer to www.wycokck.org. Must be a resident of Wyandotte County or be willing to relocate within 12 months from the date of hire. Salary: $80K - $90K/yr. The Unified Government offers a benefit package that includes medical, dental, vision, life insurance and a 457 plan. Please send resume attention Human Resources Director no later than March 1, 2006 or apply at: Unified Government of WyCo/KCK Human Resources Department 701 N. 7th Street, Rm. 646 Kansas City, KS 66101 Or fax resume to: 913-573-5006 Or send resume to: jobs@wycokck.org EOE


The ticket to a dream job might really be a scam. To protect yourself, call the Federal Trade Commission toll-free, 1-877-FTC-HELP, or visit www.ftc.gov.

A public service message from the PA TIMES and the FTC.

Announcing...

a new publication from ASPA

Public Administration

with an

Attitude

by H. George Frederickson

Available for adoption in Spring 2006 classes. To order your review copy, call 202-580-4313. Order now. Review copies are limited.

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

Students preparing for public service careers will benefit not only from the wisdom and insight in Public Administration with an Attitude, but from the pervading theme of the honor and dignity of public service. Practicing public servants will enjoy the rich use of examples, the telling of great public administration stories, and especially the descriptions of public administration heroes and heroic moments. This book is a lot more interesting than a spreadsheet (…and more accurate)!
February 2006

2-3  Social Equity Leadership Conference
     Location: Omaha, Nebraska
     Contact: www.napawash.org

22-26  Conference of Minority Public Administrators
       (COMPA) Annual National Conference
       Location: Marriott Hotel, Winston-Salem, NC

March

15-19  61st International Atlantic Economic Conference in Berlin, Germany
       Prof. dr. M. Peter van der Hoek is organizing sessions on public administration and public finance. If you want to present a paper, please submit your abstract (250-500 words, no full papers) by e-mail to vanderhoek@frg.eur.nl. Submission deadline: November 15, 2005

April

Mar. 31-Apr. 4  67th Annual ASPA National Conference
                  Denver, CO
                  www.aspanet.org

2-9  European Spring Institute 2006 (ESI 2006)
     The Future of Europe: Lobbying in Brussels
     Prague, Czech Republic
     http://www.cpvp.cz/esi/

9-11  2006 IPE CONFERENCE: World Ethics Forum
     Keble College, University of Oxford, UK
     http://www.iipe.org/events.htm

20-23  Midwest Political Science Association 64th National Conference
       Chicago Palmer House Hilton Hotel
       www.mwpsa.org

June

1-3  A Performing Public Sector: The Second Transatlantic Dialogue
     A cooperation of ASPA's SPMM and its European counterpart at EGPA.
     Conference Website: www.publicmanagement.be/performance

8-9  Building Public Service-Oriented Government
     The 3rd Sino-US International Conference for Public Administration
     Beijing, P. R. China
     Host Institute: School of Public Administration, Renmin University of China
     Organizing institutes: ASPA, Chinese Public Administration Society (CPAS)
     E-mail: menzhong@yahoo.com

July

10-11  Excellence in Government 2006
       Washington Hilton
       Washington, DC
       www.excelgov.com

28-30  World Future Society Conference
       City: Toronto, Canada
       Sheraton Centre Hotel
       www.wfs.org/2006main.htm

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

www.aspanet.org

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