Health Initiatives Widely Supported

But, Iraq Remains Public’s Overwhelming Priority

Washington, DC—A new national survey finds widespread support across the political spectrum for a number of health initiatives likely to be taken up by the new Congress, as well as a widely-held view that government should do more to address the high cost of health care. At the same time, the war in Iraq continues to play a dominant role among the public’s priorities, with economic and health concerns following distantly.

The poll, conducted November 9-19 by the Kaiser Family Foundation and the Harvard School of Public Health, included a nationally representative sample of 1,867 adults. The survey looks at the public’s priorities and views on health issues as a new Democratic majority takes the leadership of Congress and as the 2008 presidential campaign begins to take shape. It focuses, in particular, on differences and similarities among Democrats, Republicans, and those who identify themselves as Independents or something else.

Washington, DC—President Bush urged the U.S. public to give his unpopular Iraq strategy a new lease on life and to focus on health care during his State of the Union address January 23, 2007, in the House Chamber of the U.S. Capitol in Washington, DC. Bush urged the U.S. public to give his unpopular Iraq strategy a chance to work, warning that failure would allow a "contagion of violence" to infect the entire Middle East.

The Congressional Agenda and the Public’s Priorities

While there is debate in Washington about whether and how to do it, substantial majorities of Democrats (92%), Independents (85%), and Republicans (74%) support allowing the government to negotiate drug prices under Medicare (85% overall, including 65% strongly and 20% somewhat favoring it).

Survey Reveals Weaknesses of Federal Workplace

Washington, DC—U.S. Office of Personnel Management (OPM) Director Linda M. Springer today announced the results of the latest Federal Human Capital Survey, a massive biannual study of the federal workforce which OPM conducts to gauge employee perceptions as well as the management challenges the federal government faces.

The good news is that in many areas, the improvements since 2002 have been sustained or solidified,” said Springer, noting “the management challenges the federal government faces.

ASPA National Council Election Results

Find your new District Representatives, Page 15

Paul Posner Elected ASPA Vice President

ASPA member Paul Posner has been elected by his peers to the seat of vice president of the Society and will assume the position of president in 2009. For more information see interview with Posner on page 15 of this issue.
Health Care #2 Priority for Americans

From HEALTH CARE, pg. 1

Health Care #2 Priority for Americans

There is also widespread support for permitting Americans to buy lower-priced prescription drugs from Canada (79%, including 55% strongly and 24% somewhat). Eight in 10 people believe drug price negotiation will make medications more affordable, while 31 percent believe it will result in less research and development by U.S. drug companies.

“Many of the health policy proposals currently on the congressional agenda are broadly popular with the public, from drug price negotiation to reimportation to children’s health insurance,” said Drew Altman, president and CEO of the Kaiser Family Foundation. “Health care is well positioned to emerge as a top national issue in 2008 and beyond, but only if the situation in Iraq stabilizes and presidential candidates spark a national discussion about health reform.”

More than half of Americans support broader federal funding for stem cell research, though with sharp partisan divisions: 67 percent of Democrats and 61 percent of Independents favor it, compared to 57 percent of Republicans. The public in general favors greater government support for medical research. When asked to pick a public health priority, 67 percent chose increased spending to develop treatment and cures for diseases such as cancer, heart disease, and diabetes, compared to 14 percent who pointed to prevention and treatment of HIV/AIDS and 13 percent who said better preparation for public health threats like avian flu.

Overall, Iraq by far tops the list of policy priorities for the public, with 46 percent naming it as one of the two issues they would most like the president and Congress to act on next year. Health care and the economy came next but followed far back at 15 percent each.

When asked to pick their top health care priority, most people point either to expanding coverage for the uninsured (35%) or reducing health care costs (30%). Fewer (18%) choose improving the Medicare drug benefit.

And, while policymakers struggle with the budget deficit, few people (6%) rank reducing spending on government health programs as their top priority. But partisan differences emerge on priorities, with Democrats placing a much higher priority on expanding coverage, and Republicans emphasizing reducing costs, and Independents split.

The public is most likely to prioritize coverage for children over other groups of the uninsured if Congress judges that guaranteed health insurance for everyone is not affordable, an issue likely to arise with reauthorization of the State Children’s Health Insurance Program on the horizon.

Looking Ahead: The Broader Health Reform Debate and the Beginning of the Presidential Campaign

See HEALTH CARE, pg. 7

Federal Employees Committed to Job Even Though Feel Unappreciated

From SURVEY, pg. 1

asked for employees’ views on such questions as talent capacity, performance culture and leadership quality within the federal work environment. The response rate of 57 percent was the Survey’s highest ever.

Among the findings, Springer noted the capacity and commitment of federal employees for their work remains high:

• 90 percent believe their work is important
• 83 percent know how their work relates to agency goals and priorities
• 83 percent say their co-workers cooperate to get the job done
• 79 percent say they are held accountable for achieving results

At the same time, Springer noted the survey shows many federal employees still do not believe high performance is properly recognized, nor are steps taken to deal with poor performers:

• 49 percent are satisfied with recognition for doing a good job
• 39 percent say creativity and innovation are rewarded
• 30 percent believe performance differences are recognized in a meaningful way

• 22 percent see a link between performance and pay raises

• 29 percent believe steps are taken to deal with a poor performer who cannot or will not improve

On the positive side, Springer noted federal employees are very satisfied with their benefits. “88 percent are satisfied with their paid vacation,” she pointed out.

“86 percent express satisfaction with paid leave for illness, including family care, and 78 percent say they receive support to balance work and family,” she added. The OPM Director indicated 61 percent of respondents said they’re also satisfied with their retirement benefits.

In view of the retirement wave facing the federal government, Springer also noted the Survey yielded several results which point to a high degree of satisfaction and intent to stay on board:

• 83 percent say they like the kind of work they do

• 73 percent say their work gives them a feeling of personal accomplishment

• 66 percent say their supervisor/team leader is doing a good job

• 62 percent say they have real opportunity to improve their skills in their organization

• 62 percent say their talents are used well in the workplace

The OPM director called upon leaders throughout the federal government to “pay attention to these indicators of engagement and commitment to continued service.” She announced that on January 30, OPM will release the agency-by-agency results of the Survey.

Springer said the Survey’s results will help OPM and the agencies work together to identify needed program or policy changes. “The follow-up work that needs to be done fits hand-in-glove with the President’s Management Agenda, which is precisely about promoting a culture of achievement throughout the federal government,” Springer said.

For the complete set of governmentwide survey results, go to www.fcbx2006.0pg.gov.
Do it Yourself Citizen Participation?

John B. Stephens

Your sink is leaking. Are you a do-it-yourself (DIY) repairman, or do you call in an expert? One analyst of citizen participation argues that DIY citizens are pushing the experts—including many public administrators—for more engaged and deliberative experiments in civic problem-solving.

Is the next development of U.S. democracy going to depend on a Home Depot model more than public administration graduates? I offer a review and critique of a recent book to comment on whether public administration experts can help, or simply need to get out of the way, of citizen engagement in the 21st century.


At the least, Leighninger offers a counter-balance to the dominant thinking on “citizen participation”: how can public officials and civic leaders mobilize citizens to satisfy the officials’ needs for “input”? Leighninger presents a number of experiments in civic engagement, separate from elections and the maligned methods of public comment and public hearings.

Across some 20 years, the overlapping fields of conflict resolution, citizen participation, dialogue and deliberative democracy have spawned an array of models, organizations and practices. These efforts and forms range from the adaptation of administrative procedures, such as “regulatory negotiation,” to broader civic engagement and community problem-solving orientations such as Study Circles (see www.studycircles.org). Past national organizations vary from the International Association for Public Participation, to the International Association of Facilitators, the Assoc. on Public Participation, and the National Coalition for Dialogue and Deliberation.

Leighninger is part of the institutionalization, however loose, through the Deliberative Democracy Consortium (see www.deliberative-democracy-consortium.org). Previously, he was employed by the Study Circles Resource Center, and continues there as a senior associate. Academic study of some of these practices is becoming more prominent, as evidenced by the Public Administration Review special issue on Collaborative Public Management and the Institutionalized Collaborative Democracy Network.

Leighninger argues that citizens are pushing hard for shared governance. Moreover, local elected leaders are inclined to join the bandwagon in response to their frustration with gridlock, outdated and limited resources. “We are leaving the era of expert rule,” Leighninger contends, where direct citizen involvement, and real influence, on policies and programs constitute the next evolutionary stage of U.S. democracy.

While public administrators will not be put out of business, the question raised is: How much DIY is possible—and advisable—through civic organizations, “government by nonprofit” or other bases for community governance separate from government?

Leighninger covers the familiar territory of citizen mistrust of politicians and public managers, and institutionalized forms of participation that are ill-fitting. He sees most neighborhood associations as awkward hybrids: not enough resources and authority to be a formal institution, but trying to be more than an informal club. Leighninger argues that such intermediate citizen groups need as much, or more, reform than government.

Moreover, he neatly summarizes the common vision of “being a good citizen”: someone who is self-sacrificing, worthy and appreciated by neighbors, but is also a model most people stay away from due to the frustration of time consuming meetings, dealing with entrenched bureaucracy and few concrete results.

Leighninger pithily applies the “seven deadly sins” to critique how government officials, civic theorists and community organizers divide up real people into slices of citizenship. Appeals are made to people in one of seven roles: as voters, consumers, socializers, volunteers, advisors, deliberators or as dispossessed people.

While each slice, or stereotype, is based on good intentions, Leighninger thinks these common citizen participation mobilizations obscure the need for citizen involvement to be more holistic and, dare we say, fun. A healthy democratic governance should satisfy social needs, as well as civic and economic concerns as well as street beautification.

The book provides many strong examples of citizen engagement in new forms and with less government direction. Leighninger covers examples in race relations, land use and sprawl, and education. Beyond city- and county-level action, the statewide “Balancing Justice in Oklahoma” chronicles one of the larger scale engagement projects.

Leighninger thinks we need to move from discrete experiments to build shared governance institutions at all levels to partner with citizens’ issues, needs and dreams.

Leighninger has worked with groups such as the National League of Cities, National School Boards Association, NeighborWorks America, International City/County Management Association, and National School Public Relations Association. He is heartened to see these intermediary associations helping local officials with their experiments. The same groups can assist academics and consultants with their work.

Several public administration schools are making democratic governance part of their core curriculum, according to Leighninger. He notes a concentration on “Community Leadership and Public Engagement” for master’s students at Suffolk University in Boston. Leighninger observes the irony, and potential danger, of the professionalization of the admittedly local and democratic governance field. After all, wasn’t the professionalization of planning, public finance, law enforcement, public management and other fields the cause for alienation between citizens and government?

My work in public dispute resolution and citizen participation makes me a part of this “civic field.” I agree that many of the goals are worthy: building the skills of public servants in negotiation and problem-solving as well as and revising the procedures of citizen involvement are both important.

Moreover, there is a healthy tension between changing the mechanics of community-government interaction, and a more activist focus on democratic values, accountability and justice which leads to protest, civil disobedience and more adversarial citizen actions. Public administrators in various roles learn from, adapt to and seek to be “partners” rather than “experts,” I offer a few cautions.

I think there are clear limits to the trend toward shared governance and greater citizen involvement. First, the tangled web of federal-state-local rules and funding make the government connections to community problems necessarily complex. I believe that the power of bridging people through common news sources is currently one of the weaker dimensions in building shared governance. For instance, the role radio serves for social and political purposes among many Hispanics in the United States seems to be ripe for study, and activism, in connection with the institutionalization of democratic governance Leighninger promotes.

Finally, how does everyone—regardless of role—wrestle with the hurry-up, divided attention society of the X-box, automated teller, text-messaging, and shopping by phone or computer? There are strong influences toward narrowcasting, rather than broadcasting, and being more selective in their associations rather than encountering people far different from ourselves in a physical, public square.

Robert Putnam focuses on these influences, including two-income parents and electronic entertainment, but argues that the greatest factor in the decline of social capital is generational change. Leighninger notes these atomizing influences, and rightfully points to the on-the-ground examples of bridging civic engagement and the modern age of “multi-tasking” is not an insurmountable barrier.

Leighninger and other shared or collaborative governance analysts and advocates have a lot to offer for how the public administration profession will adapt to more muscular forms of citizen engagement. Balancing his thoughtful argument with contrary trends and attitudes will be a common challenge for citizens, public servants and their shared, democratic government.

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Citizen Participation, Performance Measurement and Reporting, Three-Fold

Barbara Cohn Berman

Isn’t it strange, when we come to think of it, that the prevailing practice in developing government performance measures and reports has been for government managers to consult with one another but not with the public, the ultimate user of government services?

At the Center on Government Performance at the Fund for the City of New York and its affiliated organization, the National Center for Civic Innovation, we have been looking for evidence based on conditions when the public gets involved in these important government functions in three different ways. Here is a brief description of what we did and what we found.

1. Obtaining Citizen’s Measures of Government Performance

What we did: We worked with a highly experienced, nonpartisan social research organization to develop and conduct 30 focus group sessions with a diverse group of people who live and work throughout the City of New York. We asked that members of each group tell an impartial moderator if they make judgments about the wide array of local government functions and services, and if so, what cues, standards or evidence these citizens use to determine how well government functions are performed.

We found, consistently, that the public:

• Does care about government operations and has opinions about how well government work is being performed. Their personal experiences are the primary basis for their judgments.
• Uses a number of performance standards and measures that are different from the typical measures governments employ. For example, governments produce performance statistics agency-by-agency, whereas the public sees a larger picture that often cuts across agency lines.
• People are interested in the quality of service delivery and the outcomes that result from government work; governments produce workload numbers.

Our methodology and findings are further described in the book, Listening to the Public: Adding the Voices of the People to Government Performance Measurement and Reporting. See our website, www.fcnyc.org, for further information.

2. Involving Citizens in Measuring Government Performance

We found in the focus groups that people consider the condition of the city’s streets and roadways to be very important. Indeed the streets and roadways are highly visible proxies for government performance in general.

What we did:

• We developed/applying two new measures of the condition of city roadways that reflect the public’s point of view: a Smoothness Score and a Jolt Score.
• We had some members of the original focus groups ride on randomly selected roadways with varied degrees of roughness and smoothness and then they
defined how they categorize and rate the roadway segments.
• We applied their assessments to the readings of an instrument that objectively and accurately measures roughness and jolts (a profilometer). We then produced easy to understand Smoothness and Jolt Scores for 59 community districts and the city as a whole. Again, see our website for two reports: “How Smooth Are New York City’s Streets?”

• We developed what is probably our most popular program—Computerized Neighborhood Environment Tracking (ComNET)–which enables community groups to systematically and accurately collect and report, using handheld computers, about the wide variety of street level conditions that trouble the public (refuse, graffiti, potholes, broken benches, etc.) and are the responsibility of many different government agencies.

Community assets are also collected. Citizens using ComNET are, in effect, gathering data for a new type of performance measure that they consider very important and that cuts across many governmental lines. This program has been introduced into 70 different neighborhoods in six cities and continues to grow. It enables the public to:

i. supplement governments’ limited resources by identifying where problems are;
ii. present their factual findings and community improvement priorities to government, unemotionally and accurately in clear professional reports;
iii. undertake some projects themselves when they learn that they are not government’s responsibility or that government has other more important priorities;
iv. track changes in community conditions over time.

3. Producing Performance Reports with Citizens’ Input

What we did: Starting in 2003, our National Center for Civic Innovation has worked with over 20 local, state and county governments that are recipients of a demonstration grant program that, among other things, requires them to disseminate their performance reports to their citizens, consult with their public about the reports and incorporate some or all of the public’s recommendations into their next annual, widely disseminated report. Our NCCI website, www.civicinnovation.org, provides more information and the governments involved.

What we found:

• Initially, government staffers were unsure about how to reach out to the public. This was a new role for them. Some adopted, as we had research techniques and learned from professionals in that field. Listening to the public was a non-defensive, non-confrontational environment was also new to them, but revealing.

• Similar to the findings in New York, grantees found that their citizens wanted outcome and quality measures. They also wanted reports that were accessible, meaningful and without “spin.”

• Twenty-three governments are now producing and disseminating reports that include some, if not all, of their citizens’ requests. Along the way, many governments have found that their time-honored performance reports contain data that they no longer use or need. The new reports have a new look and new content.

• Grantees have found that the citizen engagement experience provided new opportunities for them to be creative and responsive to the public need. One grantee said: [This program] “has enabled us to communicate to the residents of our city in a way we would not have dreamed of three years ago.” We have learned and seen, in governments large and small, all around the country, that listening to and otherwise involving the public in the work of government, when done with forethought and in an open manner, is satisfying, worthwhile and useful to both parties. Problems are shared, explained, and tackled in new ways. Trust, respect and understanding are some of the many positive results.

Does citizen engagement need to be encouraged? We have found that when people feel that their viewpoints will be listened to and acted upon or if they get information that helps explain why things are the way they are, and if all citizens are treated with courtesy and respect and told the truth, they are likely to want to participate. Try it!

It may take a bit of time for trust to develop on both sides but we are finding that it does happen and it is well worth the effort. After all, our government is “by and for the people,” isn’t it?

Our work is supported by grants from the Alfred P. Sloan Foundation. ASPA member Barbara Cohn Berman is vice president of the National Center for Civic Innovation and its affiliated organization, the Fund for the City of New York. She is the founding director of their Center on Municipal Government Performance. Email: bcborn@fcny.org.
Maximizing Citizen Participation in the Recreation Master Planning Process

Steven N. Waller, Sr.

Citizen participation is the active, voluntary involvement of individuals and groups to change problematic conditions in communities, and influence the policies and programs that affect the quality of their lives or the lives of other residents. One area in which citizen participation is crucial is in the development of master planning for park and recreation services. Citizen involvement strengthens resident participation in democratic processes, assists groups in advocating for their needs, and builds organizational and community problem-solving resources and capacities. Citizen input is a vital segment of the master planning process and the first critical link in forcing governmental accountability, and creating shared responsibility for sustaining crucial recreation and park resources in communities.

Public participation should inform and educate the general public about problems related to the recreational interests or needs of the community. It informs decision makers of the impacts, values, etc. associated with a proposed action, and identifies conflict while providing a process through which conflict can be resolved.

Common Methods for Obtaining Citizen Input in Recreation Master Planning Process

Over the last two decades obtaining public input in the master planning process has become more strategic. Traditional methods such as personal interviews and print and telephone surveys have proven useful in collecting data. Technology has created new methods for obtaining valuable feedback from citizens via web-based surveys and the use of kiosks located in government operated buildings. Focus groups are frequently convened as a part of the citizen input process to triangulate data obtained from other sources. Using a multi-method approach to garner public input will produce a realistic picture of the community’s recreational needs. The key is to let the public know they have an opportunity to express their needs and concerns.

Recently, IBM and Neighborhood America combined efforts to develop an innovative strategy for improving and fully supporting citizen participation. The IBM – Neighborhood America Public Comment® Service (www.publiccomment.com) enables planners and project managers to collect, moderate, and report public comments. The public comments collected both on-line and by traditional means such as fax, phone and public hearings.

The Web-based system also simultaneously enables project teams to create and manage project records, and empowers these teams to easily publish content to dedicated public involvement web sites or government portals. The IBM – Neighborhood America Public Comment® Service has been used in small projects such as downtown master plans, and large, complex projects such as environmental, transportation, and regional planning. The National Park Service, United States Department of the Interior recently used the service in its “Flight 93 Memorial Project” with a high degree of success.

Public Meetings

The most productive method to determine the leisure time needs is to solicit input through public meetings. Public meetings provide the citizenry with opportunities to give their ideas and comments on the proposed park and recreation master plan. The following are examples of the types of public meetings which can be conducted:

- Neighborhood meetings. This type of meeting educates, informs and solicits input on a community level.
- Meetings with key community leaders. Provides local officials with unique perspectives from long-standing residents or influential stakeholders related to the recreational interests or needs in a given community.
- Meetings with service organizations and community groups. Allows user groups to provide collective input into the planning process.
- General public meetings. Residents are invited to comment on the proposed draft of a comprehensive recreation master plan. At least two general public meetings should be held to review the proposed master plan. Enlisting the support of local television stations, cable access channels and radio stations to announce and actively cover and support public meetings helps to promote and validate the process.
- Charettes. Engage citizens in a short, intensive design or planning workshop designed to stimulate ideas and involve the public in the community planning/design process. It is a valuable tool for laying the foundation for the development of a recreation master plan.

Barriers to Citizen Participation in the Master Planning Process

Toward maximizing public participation in the recreation master planning process, emphasis should be placed on removing potential barriers to participation. Some of the most common barriers to participation include the following:

- Posting information related to public meetings on agency websites. Despite the progress that has been made in reducing the technology gap across socio-economic strata, many households do not own computers, therefore cannot access information nor provide input electronically.
- Failure to place information in the most common places that people frequent. In many instances, as an oversight, officials fail to place information in places such as supermarkets, churches, dry cleaners, Laundromats, or in and on various modes of public transportation to announce the meeting.
- Time and place. Periodically, meetings are scheduled to begin directly after the standard 9:00-5:00 p.m. work shift, without regard to the post-work activity of families or for those who work non-traditional work schedules. Additionally, the proximity of the meeting site may have an adverse impact on meeting attendance. Optimal, neighborhood locations, within a one mile radius of impacted residents will yield good results.
- Residents’ perceptions of demands on an individual’s time. A major resource of small voluntary organizations, such as neighborhood organizations, is the participation of its members, including their time and energy which must be mobilized into active participation and performance of tasks. Therefore, it is important that residents believe that their time is valued and they have the capacity to make a difference.
- Failure to focus on the relevant issues by neighborhood and community. People will attend and provide “lively” comment on issues that relate to “quality of life” concerns in their own neighborhood.

Consideration for Diverse Participation As communities become more diverse, avoiding “single voices” becomes an imperative. Inclusiveness in the process is critically important to both its validity and success. As forethought, recreation users and nonusers, individuals with disabilities, seniors, racial and ethnic minorities and special interest groups who have a vested interest in the plan and its future implementation must be engaged. This way, there will be a plurality of viewpoints engaged on the front end of the planning process.

To protect the integrity of the citizen participation process and to avert undue criticism stemming from “exclusivity” or limited access to various facets of the public, the process must be well documented. Documentation must include
Taking Pulse of Neighborhood Councils

Rosalynn Silva

The neighborhood council system in Los Angeles is not representative of the social and economic diversity of residents, according to a report issued by the USC Civic Engagement Initiative.

The report also found that many of the city’s neighborhood councils continue to struggle with outreach and infighting, which prevents them from addressing key community issues.

The findings, unveiled at a conference held Dec. 16, were based on citywide surveys of various stakeholders and on the Civic Engagement Initiative’s 10-year study of the Los Angeles neighborhood council system, which was designed to allow participation in governance at the grassroots level.

The event was sponsored by the USC School of Policy, Planning, and Development and drew city commissioners, elected officials, neighborhood council members and community leaders. Although the conference revealed significant findings about the current system, it also served as a forum for community members to voice their opinions about ways in which the current system can be improved.

“It was a lively and constructive morning that provided research data on the accomplishments of the L.A. neighborhood councils to date as well as those areas where further work needs to be done,” said Terry L. Cooper, SPPD’s Maria B. Crutcher Professor in Citizenship and Democratic Values and director of the Civic Engagement Initiative.

“Members of the Neighborhood Review Commission, neighborhood council leaders, elected officials and their representatives, and scholars had an opportunity to talk together about this major innovation in urban governance that L.A. has undertaken,” Cooper said.

Over half of the city’s 86 neighborhood councils were represented at the conference. Following the session, participants were able to attend various workshops, where issues of neighborhood council diversity, capacity building, empowerment innovations and city department collaboration were discussed.

The Civic Engagement Initiative hopes to incorporate these discussions into its research before releasing its final report early next year.

“We were delighted that nearly 100 community and civic leaders were sufficiently interested in our research findings to turn out on a rainy Saturday in mid-December,” said Carol Baker Tharp, deputy director of the USC Civic Engagement Initiative. “We received excellent, thoughtful feedback on our research, and we will be incorporating public comments from the workshop into our final papers.

“The news coverage of the event is giving us additional opportunities to discuss and disseminate our reports,” Tharp said. “We are proud to be part of the public conversation reviewing the Los Angeles neighborhood council system, and are pleased that the 10 years of research investment we [and our donors] have made is now able to influence the policies governing the system.”

The Civic Engagement Initiative is an interdisciplinary research group that examines the interaction between individuals and institutions, and studies the network of relationships that shape civic identity and people’s connection to government. It holds workshop series throughout the academic year on democracy, civic participation and governance reform.

Findings based on citywide surveys and a USC Civic Engagement study are unveiled at SPPD-sponsored conference. Rosalynn Silva is communications associate for the Civic Engagement Initiative at University of Southern California. E-mail: rksilva@gmail.com

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January

Election Management
(Sales mg./Fiscal mandates/Electronic voting/Poll worker training, quality)

February

Citizen Participation
(Case studies/Encouraging participation/Making participation useful)

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State and Local Economic Development
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Public Infrastructure in the 21st Century
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IT Security: An Oxymoron or Viable Goal?
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Advancing Ethical Administration
(Cases/Cases of Ethics/Workplace ethics programs/Values of all kinds)

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Useful Ph.D. Are We Paul E-mail, Web pages and Subscriptions
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Congress Will Feel More Pressure to Address Health Care Costs

From HEALTH CARE, pg. 2

What the public would like to hear from presidential candidates largely mirrors the priorities for the new Congress, with the war in Iraq mostly pushing aside other issues at this point. Among health care issues, the public cites the twin issues of coverage and costs as top priorities, with similar partisan splits as for the congressional agenda. Medicare’s drug benefit remains of lesser concern.

Democrats, in particular, say they are looking for more far-reaching proposals from candidates—73 percent say they would like to see a health proposal from a candidate that makes a major effort to provide near universal coverage even with a substantial increase in spending, compared to 18 percent who would prefer a more limited plan and 7 percent who prefer a plan that maintains the status quo. Far fewer, though still a majority (55%), of Independents would like to see a major plan proposed, along with 37 percent of Republicans.

“The public shows some appetite for the kind of broader health measures that have largely been absent from the agenda for many years, but that interest could wane in a full-fledged debate when critics mount opposition campaigns or if people come to believe that a plan would threaten their own medical arrangements,” said Mollyann Brodie, vice president and director of Public Opinion and Media Research for Kaiser.

The poll also finds a strong desire among the public for initiatives to address health care costs.

With previous polls showing health care affordability topping the list of personal worries for Americans, it is not surprising that substantial majorities see health care prices as unreasonable compared with other goods and services, including hospital charges (86%), brand name drugs (83%), health insurance premiums (70%), nursing home charges (63%), and physician fees (59%). But the public does discriminate—just 20% see the prices of generic drugs as unreasonably high.

Perhaps more unexpected is that almost two-thirds (64%) of the public believes government can do a lot to address the cost of health care, and people across the political spectrum believe government should try to address health care prices—65 percent of Republicans, 74 percent of Independents, and 86 percent of Democrats, among the large majorities who say any health-related prices are unreasonable.

“These findings suggest that we are likely to see more public pressure on Congress to address the health care cost issue in the years ahead,” said Robert J. Blendon, professor of Health Policy and Political Analysis at the Harvard School of Public Health and the Kennedy School of Government.

When faced with a choice between the government trying to solve the health care cost problem by dealing directly with providers and insurers and limiting what they can charge versus giving consumers tax incentives to buy high-deductible coverage and encouraging them to shop for lower prices and better quality, most people (59%) choose direct government action over the more market-oriented solution (34%). That was true across the board for Democrats (66%), Independents (58%), and Republicans (52%).

The full survey results, including question wording, are available online at www.kff.org.
Consumer-Driven Health Plans Slow To Catch On

New Plans Also Not a Major Source of Coverage for the Uninsured, Survey Finds

Washington, DC—Americans have not yet warmed to consumer-driven health plans, a relatively new kind of coverage that offers reduced premiums but carries higher annual deductibles. Enrollment in consumer-driven plans remains low, and satisfaction continues to lag when compared with more comprehensive health insurance, according to a survey released today by the Employee Benefit Research Institute (EBRI) and The Commonwealth Fund, nonpartisan organizations.

The second annual EBRI-Commonwealth Fund Consumerism in Health Care Survey also finds that, despite the expectations of some policymakers that the lower premiums and tax benefits of consumer-driven health plans (CDHPs) would substantially reduce the number of people without health insurance, adults in these plans were no more likely to have been uninsured before enrolling in their plans than are those with more comprehensive insurance coverage.

Dallas Salisbury, EBRI president and chief executive officer, said, “It will be interesting to see if continually rising health care costs prompt more workers to conclude that the tradeoff of lower premiums for out-of-pocket costs, is worth it.

The survey does find participants in consumer-driven health plans are more cost-conscious. Clearly, the choice becomes easier when some of the drawbacks of first-generation consumer-driven plans are removed, such as lack of protection for prevention and chronic care management within the deductible that may cause patients to delay or avoid getting needed care.”

Karen Davis, Commonwealth Fund president, said, “Despite their tax benefits, consumer-driven health plans are not attracting large numbers of adults without insurance coverage, relative to other insurance. New strategies are needed to provide affordable and meaningful insurance to the nation’s 47 million uninsured.”

The survey defined consumer-driven and high-deductible plans as having deductibles of $1,000 or more for employer-only coverage and $2,000 or more for family coverage. According to the survey, consumer-driven plans also feature one of two kinds of tax-exempt savings accounts: health savings accounts (HSAs) and health reimbursement arrangements (HRAs).

Employees and employers can contribute pretax income to HSAs, while only employers can contribute to HRAs. Employees can use money in the accounts, without tax penalty, to pay for medical expenses not covered by their health plans.

The survey, a nationally representative sample of individuals with consumer-driven and high-deductible health plans and more comprehensive health plans, found that:

• One percent of the privately insured U.S. population ages 21–64, or 1.3 million individuals, were enrolled in consumer-driven health plans in September 2006, unchanged from the year before despite the widespread attention the new plans have received. Another 7 percent, or 8.5 million adults, had plans with deductibles high enough to qualify for health savings account but did not have an account.

• Ten percent of consumer-driven plan enrollees were uninsured before being covered by their current plan, compared with 20 percent among high-deductible health plan enrollees and 24 percent among those with comprehensive coverage.

• A large majority of people with high-deductible health plans do not have a savings account, mainly because they can’t afford to contribute to it. About one-third of the 1.3 million adults in consumer-driven-plans do not receive employer contributions to their accounts, and nearly 1 in 5 does not contribute their own money to the accounts. People with lower incomes who have consumer-driven plans are much less likely to contribute to their accounts than are those in higher-income households.

• People in consumer-driven plans spend large shares of their income on out-of-pocket costs and premiums. Forty-four percent of adults in CDHPs spend 5 percent or more of their income on medical costs and premiums—double the rate of those with more comprehensive coverage. Paul Fronstin, senior research associate at EBRI and lead author of the report, said, “The survey findings reveal that adults in all plan types are searching for information on the cost and quality of providers. A majority of privately insured adults in all plans view the provision of such information as a priority for the health system.”

Sara Collins, assistant vice president at the Commonwealth Fund and co-author of the report, said, “Adults with health problems or with lower incomes bear the largest financial burdens associated with consumer-driven plans. Two-thirds of people in consumer driven plans with annual household incomes of under $50,000 are spending 5 percent or more of their income on medical expenses and premiums and two in five are spending 10 percent or more.”

Consumer-driven plans remain largely unknown to most Americans, the survey found. Nationally, just one in five consumers in this year’s survey was at least somewhat familiar with CDHPs, unchanged from 2005. Additional findings include:

• More than half of adults in consumer-driven plans, including those with coverage through their employers, reported that their deductibles applied to all their medical care—even though the law that created health savings accounts

Outcomes of Meaningful Citizen Participation

The vitality of communities depends upon an informed and involved citizenry. One of the most important outcomes of meaningful citizen participation in the recreation master planning process is collective efficacy. The term describes residents’ perceptions related to their ability to work with their neighbors and local government officials to intervene in neighborhood issues to maintain social control and solve problems.

Where there is significant citizen input, a master plan can be developed which reflects the shared vision of local officials and the citizenry. Finally, where the contributions of the citizenry are solicited and valued, the pragmatic side of advancing the implementation of plan can be discussed and agreed upon with little dissent.

ASPA member Steven N. Waller, Sr. is an assistant professor in the Recreation and Leisure Studies program, Department of Exercise, Sport & Leisure Studies at The University of Tennessee-Knoxville. E-mail: swaller2@utk.edu
Carry Me Back to Old Virginny

Raising the Bar in Performance Leadership

John Kamensky

I was a bit disappointed last year. Virginia’s flagship performance measurement website seemed to have been abandoned. A new governor had taken office. Did the state’s leadership in this arena evaporate, as happens in so many cases when a champion of change leaves? No! In fact, there’s been remarkable progress that could serve as a model for other states and the federal government.

The new approach—unveiled in early January—is far more strategic than most states, and is being used to inform strategic outcome-oriented decisions, not just agency-level management. In fact, the new governor, Tim Kaine seems to have set a new bar for performance leadership!

Some Background

Three years ago, this column highlighted Virginia’s progress in managing its performance. The story was very encouraging. In 2003, Virginia adopted its version of the federal Government Performance and Results Act, which requires agencies to develop plans, measures, and report on their progress.

Then-governor Mark Warner developed a five-prong performance management system: a statewide long-term vision, via a Council on Virginia’s Future. The 18-member Council, chaired by the governor, recommends long-term objectives and monitors progress; statewide quality of life indicators, developed, tracked, and reported by the Council; agency-level strategic plans; agency-level performance reporting; and agency-level management standards. His goal was to put in place a robust infrastructure for performance management in the state government.

When Governor Tim Kaine took office in January 2005, he wanted to redirect his predecessor’s system to make it more meaningful to citizens. This year, he plans to focus on integrating agency goals by creating collaborative relationships between agencies around common outcomes. He then plans to use these goals and outcomes as the foundation for the 2008-2009 biennial budget he will submit to the state legislature next year. This strategic approach to using performance information seems to be far ahead of both the federal government and as well as other states.

Defining Strategic Outcomes

Governor Kaine publicly launched Virginia’s new strategic approach to performance management in early January. Calling his initiative Virginia Performs, the inaugural website showcases statewide and regional societal indicators, links to agency-level outcome measures, as well as to agency-level management capacity assessments. You can see it for yourself at: www.vaperforms.gov.

The Council on Virginia’s Future maintains the societal indicators website. Governor Kaine says this is “…how we measure the state’s current performance, plan for the future, and monitor our progress.” He says the Council creates “big picture goals that are larger than an election cycle.” The information on the Virginia Performs website, he says, “gives anyone the opportunity to be our governor’s–journalists, policymakers and citizens.

The site has a “scorecard at a glance” that summarizes where Virginia stands in each of seven major areas, such as the economy, education, healthcare, etc. It then describes the status and direction of key indicators under each area, and the degree to which the state government has any influence over the performance of the indicators. For example, under the Education area, it notes that fourth graders are improving their reading and math achievement scores and that the state has had a significant influence over the performance of this indicator.

The website also provides key objective information from metrics, and importantly, provides an ability for the site’s visitors to drill down to specific outcomes and targets. The site also shows how different regions of the state and conduct visitor-defined analyses for selected key indicators. This is a capability that the designers of the Key National Indicators Initiative have talked about as a futuristic vision. It’s here, now, in Virginia!

Determining Agency-Level Outcomes

In addition to broad, societal indicators, Virginia Performs also links to agency-level data for over 70 state agencies. Governor Kaine said that this was where he and his staff invested a lot of time and energy this past year, negotiating with each agency to define a few key objectives, how they would capture information on progress towards those objectives, and when they would achieve them. He asked them for quarterly reports on progress.

Governor Kaine noted that he was directly involved in setting the agency goals in the process, providing “individual, detailed comments on each of the agencies’ drafts.” He thought the exercise helped agencies clarify what their long-term goals were. The early drafts showed that there were a lot of targets and goals not tied to agencies’ core missions or the broader state’s strategic initiatives. Sometimes agencies went through three or four drafts before they were able to clearly articulate their key indicators to his satisfaction. The refining process, he thinks, is a good start, but he thinks the state has some work ahead of it to improve the system, mainly to create links between agency goals, measures, and objectives in strategically improving state performance in the context of the societal indicators.

Reporting on Agency-Level Management Capacity

In addition to mission-related measures, state agencies also report on the status of their capacity to manage their operations against a set of standards similar to the federal-level President’s Management Agenda. Each agency is rated on a red-yellow-green management scorecard that dates back to 2004 under the previous governor. Governor Kaine says that he meets every six months with his cabinet secretaries to apprise their agencies’ progress in areas such as financial management, technology and human capital.

Use in Governing

The most significant impact, however, hasn’t been the refinement of goals, measures, and reports. The real impact has been how Governor Kaine uses them to govern. He took office in January 2006. The state has a two-year budget cycle, so for all practical purposes he had no significant input into the budget he had to submit days after taking office. So the first time he will have a targeted opportunity to influence the budget is in the mid-course corrections in the current, abbreviated session of the legislature. The first time he’ll be able to have an across-the-board impact will be in 2008.

In crafting amendment proposals to the 2006-2007 biennial budget, he will be using information from the Key National Indicators system. For example, he said the state is relatively strong in education and job indicators, but weak in its health-care indicators. As a result, his key initiatives this session of the legislature will be around improving healthcare outcomes.

In the budget process, he asked agencies to identify their key 3-4 outcome measures. He then has used these measures to assess agency budget requests, and agencies’ own goals to prioritize their proposals. The key question: “how effective are their proposals in achieving the outcomes and goals they’ve set?”

He says he plans to write his 2008-2009 budget around the performance process driven by the social indicators. He sees the indicators being a guide for what should be funded, and what should not be funded. He anticipates that by the time the state starts its budget preparation for the next biennial budget, they’ll have sufficient data and time series trends.

Next Step: Connecting the Dots

Going forward, Governor Kaine says that achieving outcomes will be a collaborative effort. He says he will increase his focus on agency management and program implementation after the legislative session is over. He also noted that he wants to enhance cross-agency collaboration in two areas:

• First, his office has identified 9-10 cross-agency opportunities to improve efficiencies around common services—such as property use, water usage, etc.

• Second, he envisions agencies collaborating around common mission outcomes as they relate to the social indicators. He says his goal is to “build into the culture [an] automatic collaboration [between agencies].” He says there are about four “over arching goals” that he has set that all agencies are expected to pursue.

Three years ago, I observed that Virginia was building an infrastructure for managing performance that engages stakeholders, links to the budget, and creates accountability for key political leaders. The open question was: would it drive performance to new levels or devolve into a ponderous compliance arena? The open question was: would it devolve into a ponderous compliance arena? The open question was: would it devolve into a ponderous compliance arena? The open question was: would it devolve into a ponderous compliance arena?

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Three years ago, I observed that Virginia was building an infrastructure for managing performance that engages stakeholders, links to the budget, and creates accountability for key political leaders. The open question was: would it drive performance to new levels or devolve into a ponderous compliance exercise? At that point, I cited Harvard’s Bob Behn observation: it depends on leadership. Indicators to date seem to suggest that Virginia is on the right course in driving performance to new levels, with the right leadership.

ASPA member John Kamensky is a senior fellow with the IBM Center for The Business of Government, where he recently co-authored “Six Trends Transforming Government.” E-mail: john.kamensky@us.ibm.com.

Center reports can be downloaded for free at: www.businessofgovernment.org.
Consumer-driven Health Care Plans
Largely Unknown to Most Americans

From HEALTH PLANS, pg. 8

allows the cost of preventive services to be excluded from deductibles and still be eligible for an HSA. This provision in the legislation was designed to encourage people with high deductibles to get regular screening tests like mammograms and colonoscopies.

• Consumer-driven plan participants are often more cost-conscious in their health care decisions—one of the plans’ objectives. Adults in consumer-driven plans are significantly more likely to say that the terms of their health plans make them consider costs when deciding to see a doctor or fill a prescription, to report that they had checked the price of a service prior to receiving care, and to ask their doctor for a less costly prescription drug.

• Thirty-eight percent of those with consumer-driven coverage said that during the last 12 months they had delayed or avoided getting any type of needed health care because of cost, compared with 19 percent of those with comprehensive insurance.

• When individuals were asked about the frequency with which they used health services over the year and if they had received a selected set of preventive care services, no clear conclusions were evident. For example, adults over age 50 in consumer-driven plans are significantly less likely than those with more comprehensive coverage to have had a colon cancer screening test in the last five years, and all adults in CDHPs were less likely to have had their blood pressure checked in the last year. But adults in CDHPs were also more likely to say that they had had their cholesterol checked in the last five years. And adults with chronic health conditions in CDHPs are no less likely to say that they follow their treatment regimens very carefully than are those in more comprehensive plans.

• Despite the emphasis on the need for information on the cost and quality of providers to enable people in consumer-driven plans to make informed decisions about their health care, adults in these plans were significantly less likely than those in more comprehensive health plans to report that their plans provided such information.

• If they had a choice, 36 percent of those in consumer-driven plans said they would stay with their plan, compared with 63 percent of those with comprehensive coverage. This was a 10 percentage point drop from a year ago in those likely to stay with consumer-driven plans if they had a choice.

• More than half of those in consumer-driven plans said they were not too or not at all satisfied with their out-of-pocket costs, compared with 21 percent of those with comprehensive coverage.

A full report on the survey is published in the December 2006 EBRI Issue Brief. The report is available on both organizations’ websites, www.ebri.org and www.cmsf.org

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A CALL FOR PRESENTERS
2007 SOUTH FLORIDA ASPA CONFERENCE:
BY AND FOR PROFESSIONAL PRACTITIONERS
University of Miami—School of Business Administration, APRIL 27, 2007

The 2007 South Florida ASPA Conference will provide a forum for practitioners, academics, and students to learn about Best Practices in Public Service. Proposals for panel presentations, workshops, and roundtables are sought that address this conference theme with a focus on areas: ethics & accountability, performance measurement, economic development, growth management, customer service, human resources, emergency management, transportation, strategic planning, technological innovation, and housing.

The tracks listed here are suggestive and not inclusive; the program will be shaped by the presentation outlines accepted for the conference and will be determined by the relevance to the conference theme. We encourage you to submit proposals for innovative, creative panels and roundtables. We would like to present best practices that will stimulate discussion and provide value to conference participants.

Submission Guidelines: All submissions must include a one-page description or outline of the proposed presentation and include the following:

Description of the specific best practice addressed by the presentation; please explain how the proposal relates to the conference theme and panels

If you are proposing a panel, please include a list of participants, affiliations and/or qualifications

Special consideration will be given to proposals that are relevant to the conference theme; appeal to a wide audience; link theory and practice; attempt to engage the audience in discussion.

PROPOSAL INFORMATION AND PROGRAM DEADLINES

We are seeking a diverse mix of practitioner presenters. All program panels, including moderators and panel chairs, presenters, and roundtable participants must pay to register for the conference.

Panel will include no more than four (4) papers or presentations to allow for audience participation; papers previously presented are encouraged as well.

All panels will have an academic moderator who is responsible for ensuring that panelists abide by time constraints and allow at least twenty (20) minutes at the end of the session for interaction with the audience.

Program participation is limited to one concurrent session per person, regardless of role (moderator or presenter). Concurrent sessions are ninety (90) minutes long.

The deadline for submission of proposed presentations is Friday, March 7, 2007.

Presentation proposals should be submitted as an e-mail attachment. Please use Microsoft Word as your format.

Please send your proposals to Jonathan West (jwest@miami.edu) for further details please consult: www.aspanet.org/southfla
When Accountability Meets Collaboration

H. George Frederickson

The accountability movement and the advocates, concepts, and practices that gather under its banner, is among the most important developments in modern public administration. Although not as mature as the accountability movement, the collaboration (sometimes called cooperation) movement and the advocates, concepts, and practices that gather under its banner, is likewise an important development in modern public administration. Here is the problem.

The concepts and practices of accountability and the concepts and practices of collaboration may be incompatible. This is why.

First, consider accountability. In practice, accountability is most often expressed through program evaluation and performance measurement techniques. The Government Performance and Results Act (GPRA) require annual quantitative measures of the performance of every federal program and are illustrative of accountability as performance measurement.

Several other pieces of legislation are described as accountability statutes, such as The No Child Left Behind Act, the Accountability for Presidential Gifts Act, and all call for measures of performance. Accountability, thus understood, is a silo accountability by performance measurement. A particular word is on every public sector management consultant’s lips—metrics. A metric is defined as a standard of measurement, and in the case of government, a metric is a quantitative measure of performance. Although not in my dictionary, the singular “metrics” is assumed to mean more than one metric. Not a movement limited within the beltway without someone making reference to an agency’s metrics, a program’s metrics, or the lack of metrics.Metrics is the accountability power word.

Accountability as performance measurement is deeply jurisdictional (city, county, state, nation) and program specific. Measures of agency or program outputs or outcomes presume to describe how accountable that agency or program is to its purposes, most often purposes spelled out in strategic plans. Student testing, for example, presumes to indicate how well a school is teaching mathematics.

Accountability, thus understood, is a silo idea, an idea that reinforces the boundaries and barriers between jurisdictions, agencies and programs. Now consider collaboration. At the center of the concepts and practices of collaboration is the understanding that many public problems do not fit jurisdictional boundaries and agency silos. Therefore, to effectively address public problems, managers must move to the margins of their agencies and collaborate across those margins with their counterparts in other agencies.

On one hand, jurisdictions and agencies are the fixed and permanent houses public managers live in, legally established houses with relatively stable revenues. Cross-boundary collaboration, on the other hand, is usually voluntary. Collaborations have fuzzy boundaries and survive on the time jurisdictionally based managers are willing to give them and on whatever extramural resources their leaders are clever enough to cobble together.

We are told that collaboration is a modern public management imperative. If so, collaboration often amounts to an unfunded imperative. Public managers live in a world of trade-offs, limited resources, and short time horizons. Time and money given to inter-agency or inter-jurisdictional collaboration must be deducted from agency time and money dedicated to specific agency purposes. In the extent to which annual measures of performance are designed to increase agency accountability to specific agency purposes, such expectations are unfriendly toward the prospects of collaboration.

Consider, for example, the case of gang violence. Police officials in the cities in a typical metropolitan area will likely participate in some form of area-wide collaboration to control gang violence. But when, in the name of accountability, a particular city implements an annual series of specific gang violence performance measures, the incentives for police officials in that city to dedicate time and resources to fighting area-wide gang violence goes down.

This form of agency accountability will be even less friendly to cross boundary collaboration when performance measures are coupled with targets, thereby increasing the pressure to be accountable with city boundaries. Police officials have strong instincts in the direction of collaboration because they know that solving problems like gang violence requires it. And, if they have slack resources and enlightened political leaders, they can make headway in reducing area-wide gang violence through inter-city collaboration. But, the application of city-specific measures of gang violence, as a form of police accountability, will usually work against collaboration.

From the perspective of effective public administration, both the accountability and collaboration movements are positive and important. But there should be no illusions as to their incompatibility.

Can we have both effective performance measurement based accountability regimes and cross-boundary collaborations? Yes, but only within the limits of their different purposes.

The key is public service professionalism and competence. First, it should be understood within a particular public service profession, say law enforcement or city management, that collaboration is a standard of professional excellence.

Second, public service professionals engaged in collaboration should work together to devise collective performance measures and data sources that demonstrate accountability both to their jurisdiction and to a larger public as well as a longer range public.

This is a great challenge because it is counter-intuitive to many elected officials to think of accountability beyond their immediate constituents and in terms of both a greater public and a future public. But there are many examples of highly successful inter-jurisdictional and inter-agency collaborations.

The trick will be to creatively draw performance measurement forms of accountability into the existing world of collaboration and see how compatible we can make them.

ASPA member H. George Frederickson is Steene Professor of Public Administration at the University of Kansas and co-author of both The Public Administration Theory Primer and The Adapted City: Institutional Dynamics and Structural Change. E-mail: gfred@ku.edu

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Contact: Christine McCrehin cjewett@aspanet.org
When the Boss Marries a Subordinate

As the city’s (population 25,000) Public Safety Director, you are charged with overseeing the police and fire departments—frequently not an easy job. Nonetheless, you take your job seriously and are constantly concerned about working conditions and equity among the city’s 50 police officers and 30 firefighters. Alas, you meet and fall in love with one of your female police officers, let’s call her Irene, and in time, enter marital bliss. Your wife does not report directly to you but you do have responsibility for signing off on her annual evaluation.

While you do not believe you are treating your officer-wife any differently than other patrol officers in the police department, not everyone agrees. In fact, one of her male colleagues, let’s call him Officer Stone, complained via email several times to her supervisor, Lt. Jones, that your officer-wife, Irene, was receiving preferential treatment. Lt. Jones listened carefully to Officer Stone and eventually brought his complaint to your attention. Somewhat dismayed and convinced that you have done nothing wrong, you feel that Officer Stone is merely stirring up trouble and spreading malicious rumors. Consequently, you reprimand him for unprofessional behavior.

Frustrated, Officer Stone shares his concerns and discontent with his wife, Karen, who decides to take things into her own hands. “I can’t take it any more,” she exclaims. “I am going to write an anonymous letter to the press and community groups about the mis-management and low morale of the department that the Public Safety Director has caused.” In the letter, Karen also charges that your marriage to Officer Irene is illegal as she had unlawfully divorced her husband from a previous marriage.

The letter prompts you to investigate the situation—who wrote it? Officer Stone? Someone else? You bring the matter to the attention of the Ethics Director who concludes that Officer Stone is merely stirring up trouble and spreading malicious rumors. Consequently, you reprimand him for unprofessional behavior.

However, Officer Stone does not write the letter but that he knew his wife had sent the letter.

The city’s personnel policies do not prohibit fraternization among employees, although relatives of the city manager and city council are prohibited from working for the city.

**Questions:**

- What would you do next? Would you reprimand Officer Stone once more?
- Would you fire him for not being forthcoming about your wife’s letter?
- Would you send him to counseling?

**Source:** Based on a real case. The outcome is reported in the Dayton Daily News, October 9, 2006. Submitted by ASPA member Rick Ghere. Richard.Ghere@notes.udayton.edu.

This month’s moment marks the 10th year that the Ethics Moment column has been published. The PA TIMES would like to thank all members who have contributed to this successful column and welcomes future contributions.

**About the series—**

Conceived of and sponsored by the American Society for Public Administration, the ASPA Classics series publishes volumes on topics that have been, and continue to be, central to the contemporary development of the field. The ASPA Classics are intended for classroom use, library adoptions, and general reference. Drawing from the Public Administration Review and other ASPA-related journals, each volume in the series is edited by a scholar who is charged with presenting a thorough and balanced perspective on an enduring issue. Each volume is devoted to a topic of continuing and crosscutting concern to the administration of virtually all public sector programs. Public servants carry out their responsibilities in a complex, multi-dimensional environment, and each collection will address a necessary dimension of their performance.

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

**Featured Report:**
“Vital Partners: Mayors and Police Chiefs Working Together for America’s Children and Youth” highlights successful approaches from cities of all sizes and regions of the country.

The report is the product of an intensive research, data collection and outreach effort by the Police Foundation, with financial support from the Department of Justice’s Office of Community Oriented Policing Services (COPS) Office in partnership with the International Association of Chiefs of Police (IACP). TLC’s Advisory Group on Mayor-Law Enforcement Partnerships helped frame the project’s research design and call key lessons from the 17 city profiles in the report.

The report describes innovative municipal policies and programs that address a range of topics, such as prevention of youth violence, bullying, substance abuse, and delinquency; effective neighborhood policing programs; and safe places for recreation.

[http://www.tlc.org](http://www.tlc.org)

**GAO Reports:**
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- “Highlights of a GAO Forum: Global Competitiveness: Implications for the Nation’s Higher Education System”
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- “Trade Adjustment Assistance: New Program for Farmers Provides Some Assistance, but Has Had Limited Participation and Low Program Expenditures”
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**Vacation? What Vacation?**

**Most Executives Still on the Job While Away From the Office, Survey Shows**

Meno Park, CA—Executives may be checking laptops and PDAs as often as football scores and weather reports this holiday season. In a recent survey, more than three-quarters (76 percent) of executives said they attend to office duties at least a few times a week while on vacation; 33 percent said they conduct business every day when away from the office. When the same question was asked of employees in a separate survey, only one-quarter (26 percent) of respondents said they attend to business matters when taking time off. The majority of workers surveyed (54 percent) said they never work during their vacations.

The two surveys were developed by OfficeTeam, a leading staffing service specializing in the placement of highly skilled administrative professionals. They were conducted by an independent research firm and include responses from 150 senior executives at the nation’s 1,000 largest companies, and 559 full- or part-time workers 18 years of age or older and employed in office environments.

Executives and employees were each asked, “How often do you work while on vacation?” Their responses:

<table>
<thead>
<tr>
<th>Managers</th>
<th>Employees</th>
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<tbody>
<tr>
<td>Every day</td>
<td>33% 10%</td>
</tr>
<tr>
<td>A few times a week</td>
<td>43% 16%</td>
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<tr>
<td>Rarely</td>
<td>20% 18%</td>
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<tr>
<td>Never</td>
<td>4% 54%</td>
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<tr>
<td>Don’t know</td>
<td>0% 2%</td>
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“Executives may find it difficult to completely disconnect from their jobs as they often have a wide range of responsibilities and few people who can assume their duties while they’re away,” said Diane Domeyer, executive director of OfficeTeam. “Advances in technology make it possible to stay connected to the office 24/7, but everyone needs time to recharge or they may return from their breaks as weary as when they left.”

OfficeTeam offers the following five tips for taking the “work” out of vacations:

- **Time it right.** If possible, schedule a break during a traditionally calm time in your office. For example, the last week of December might be quieter than usual because clients and customers also may be taking time off. Submit vacation requests early to secure your desired dates.
- **Get the word out.** Tell clients and customers about your holiday plans and provide the names of team members to contact in your absence. Use your e-mail’s out-of-office function to let people know you’re away.
- **Assign a decision maker.** Designate someone whose judgment you trust to make decisions while you’re on vacation. Let that person know where key information is kept and how your files are organized.
- **Unplug.** While it’s tempting to bring your laptop or PDA with you, consider leaving these devices at home unless absolutely necessary. If you bring them, leave them in your room and check them only periodically.
- **Establish office hours.** If you must check in with the office, plan ahead. Provide your team with the days and times you’ll be checking messages so you can avoid interruptions or the feeling that you’re “on call.”

For more information on OfficeTeam visit [www.officeteam.com](http://www.officeteam.com).

**Where Things Stand**

**84% of Organizations Subject to FMLA Offer Some Type of Paid Family and Medical Leave**

75% of Organizations Find Handling Intermittent Family and Medical Leave Challenging

Brookfield, WI—A recent survey by the International Foundation of Employee Benefit Plans reviews nationwide approaches to family and medical leave. The findings are published in the latest installment in the Survey & Sample Series, Family and Medical Leave.

A noteworthy segment of the respondents offer paid leave for situations beyond the scope of the Family and Medical Leave Act (FMLA).

- 25% of organizations that allow paid family and medical leave offer it for the care of a seriously ill domestic partner.
- 23% offer paid leave for the care of a seriously ill family member outside what is specified in FMLA, such as a grandparent, grandchild, sibling or parent-in-law.
- 31% offer paid leave for other reasons, such as nonserious health conditions, parent–teacher conferences, medical procedures not covered by FMLA and doctor appointments for family members.

In addition to handling intermittent leave, respondents found numerous other aspects of FMLA administration challenging, including recording and tracking use of leave; determining what constitutes a serious health condition; communicating with physicians and other health care providers; and coordinating FMLA with workers’ compensation, long- and short-term disability, state laws and the Americans with Disabilities Act.

The report includes 70 sample family and medical leave policies, forms and checklists. Results are compiled from 241 responses of U.S. corporate benefit managers, public employers and professional service providers.

For more information, visit [www.ifbbe.org/surveysample](http://www.ifbbe.org/surveysample).

If you have a press release for "Where Things Stand," contact Christine McCrehin at cjewett@aspanet.org.
The most comprehensive public administration conference of the year...

will be held March 23 through March 27 at the legendary Omni Shoreham Hotel in Washington, DC. Hundreds of public service experts will be on hand to offer creative solutions to the problems you face. Don’t miss out on the opportunity to learn new skills, make new connections and advance your career.

This year’s conference, Monumental Possibilities: Capitalizing on Collaboration, will focus on collaboration across sectoral and governmental lines and explore ways to collaborate for the advancement of the common good. We are featuring can’t miss sessions on accountability and performance, succession planning, ethics, multisector workforce, issues in the federal service, social equity, threat and disaster response and many, many more. Practitioners and academics alike will benefit from ASPA’s professional development workshops.

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

Who should attend the American Society for Public Administration’s National Conference?

Each year more than 1,200 Federal, State and local government officials and employees, scholars, practitioners, new professionals, and students come together at the “public administration conference of the year” for training, networking, exchanging ideas, and learning about best practices in the field.

SAVE $100 Off the Full Registration By Registering Today!

WWW.ASPANET.ORG

Advancing excellence in public service...
Posner Elected ASPA Vice President

Paul Posner, professor, George Mason University, has been elected ASPA vice president and will become president of the organization in 2009. Posner will officially assume the office of vice president at ASPA’s 68th National Conference in Washington, DC, March 23-27, 2007.

At that time, Harvey White, associate professor, University of Pittsburgh, will become president replacing Wendy Haynes, associate professor, Bridgewater State University, who will become immediate past president. Donald Klingner, professor, University of Colorado at Colorado Springs, will become president-elect. Newly elected National Council members will also assume their seats at the conference (see list to left).

Posner, a life-member of ASPA, has served the society on both the local and national levels. After receiving the news of his election, Posner agreed to take a few moments to tell PA TIMES readers a bit about the goals he has for his tenure as an ASPA officer.

How does it feel to be elected vice president of ASPA? I feel deeply honored to have earned the trust of the ASPA membership. I am excited about the potential that we can all bring by working together on emerging public issues and I look forward to working together in marshalling ASPA as a revitalized leader in public sector leadership.

What are the issues or goals that you plan to address once in office? The great overriding issue is how ASPA can contribute to revitalizing the public service for the challenging years ahead. Whether it be an aging workforce, the broadening of the public sector to encompass many other nonprofit and private players, or the future fiscal outlook, those of us in the expanded public service will be tested as never before. To be an effective part of this response, ASPA itself will also be tested—to bring together the many parts in our increasingly specialized community in joint endeavors to articulate a renewed vision for public service.

What will you do over the next two years to ensure your goals can be achieved? Over the next two years, I look forward to first learning more about our membership—what are our values, where do we collectively want to be over the next decade, how should we get there? I have gotten to

Past ASPA President Phil Rutledge Passes

Former ASPA President and Professor Emeritus, Indiana University, Philip Rutledge died unexpectedly January 26, 2007.

“We are deeply saddened by news of Phil’s passing. He was a true prince of a man and an inspiration to many. He will be sorely missed and forever appreciated for his many contributions to the art and science of public administration. He helped us understand,” reflects ASPA President Wendy Haynes, “On a very personal note, I’ll never forget how welcome he made me feel at COMPA conferences when I had the disconcerting experience of being in the racial minority in that fine venue. He did not need to take the time, but he did. As ASPA president, I have counted on his counsel and sterling example of what it means to lead in heart, in mind, and by example. Our heart-felt sympathy to his family and many friends who will miss him.”

Rutledge became the first African-American to serve as president of the American Society for Public Administration (ASPA) in 1974. Where his service to the Society included leadership of the selection committee for ASPA’s Gloria Hobson Nordin Social Equity Award, service on ASPA’s Strategic Planning Committee, a revival operation for the ASPA Indiana Chapter after it had fallen on hard times, and a flock of speaking engagements on behalf of the “cause,” e.g., his presentation of the Donald C. Stone Lecture at ASPA’s 2002 annual conference with its focus on public administration’s “Unfinished Business.”

Student Recalls 2006 ASPA Conference

Michelle Bohler

“The Sky’s the Limit, Idealism and Innovation in Public Service”–this was the title for ASPA’s 67th annual conference held in Denver, Colorado March 31–April 4, 2006. As a fairly new MPA student with a background almost exclusively in the private sector, this conference seemed like the ideal opportunity to pair my new academic knowledge with experiences, teachings and observations of leaders in the field.

By way of a grant from Bridgewater State College (along with two other of my student colleagues), I was able to head out to Denver and experience the sensory overload associated with a national conference and its thousand participants and 150 sessions and workshops as well as the unique and beautiful backdrop of Denver and the Colorado Rockies.

Arriving Thursday afternoon I checked into the Marriott Tech Center and collected my conference packet, at which point I headed upstairs to read through the offerings and settle in. Friday morning, I attended a professional development workshop on “New Urbanism” with a focus on transit oriented development.

This session, paired with “Energy
Wendy Haynes
In late January 2007, I had the great pleasure of chatting by telephone with Robert D. Putnam. Many of us know him from his stint as president of the American Political Science Association and head of the Saguaró Seminar.

Ordinarily, Bob resides in his office at Harvard in Cambridge when he’s not traveling around the globe. But for the next months, he will be on sabbatical at Princeton under a demanding production time table for writing his next opus, this time on the topic of religion in American life. He had just returned from overseas and was in his Princeton domain when we spoke.

At the beginning of the final chapter of Bowling Alone, Putnam notes the following: “Creating (or re-creating) social capital is no simple task. It would be ceased by a palpable national crisis, like war or depression or natural disaster, but for better and for worse, America at the dawn of the new century faces no such galvanizing crisis...”

Putnam’s comments pre-date the tragic events of September 11, 2001, and the war in Iraq, but his words still ring true. I hope you will find them of interest.

Bowling Together... Join in ASPA’s Strategic Planning Process

Suzanne Gilmore
Miami, FL
R. Scott Fosler
Cherry Chase, MD
Susan C. Paddock
Madison, WI

Supporting Contributors
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Chesterfield, VA
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Jennifer Alexander
Cleveland, OH

Sustaining Contributors
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Founders’ Forum Fellows

Antoinette Samuel

One of the core values of the American Society for Public Administration is the belief in, and promotion of, professionalism within the field of public service. One manner in which ASPA demonstrates this value is through our focus on and commitment to the study of public administration. In particular, and in a very meaningful way, we support those who have dedicated themselves to the study of public administration, the student. Students are a valuable asset to ASPA and the future of professional public management in our communities and nation.

ASPA offers many avenues for students to benefit from the resources of our association and the expertise of our members. One major opportunity for engagement by the student is ASPA’s annual conference. The annual conference is our primary professional development, networking, and community-building activity.

The 2006 ASPA’s national conference in Denver incorporated a new initiative to attract more students to the conference, the Founders’ Forum Fellowship (FFF) Initiative. Founders’ Forum fellowshipships were awarded to full-time undergraduate and graduate students studying in any field relevant to public management. The fellowships enabled students to attend the Founders’ Forum Dinner during the 2006 conference. In addition, student registration fees were waived allowing students to participate in the conference, as a whole.

The Founders’ Forum Fellows initiative was a great success! So much so that ASPA committed to the development of the Founders’ Forum Fellows project as a permanent program within ASPA. Therefore, a special feature of the ASPA 2007 annual conference, to be held in Washington, DC, will be the Founders’ Forum Fellowship Program. The program’s objective is to increase student participation through the selection of Founders’ Forum Fellows. The participation of the Fellows will focus on engagement with the Founders’ Forum program sessions during the conference. In addition, the Fellows will be recognized at special events and entitled to participate in the entire conference. In addition, for 2007 we have expanded the program to include additional benefits for the Fellows. They include:

• Full conference registration
• Admission to ASPA’s two-day Student and New Professionals Summit
• A one-year student membership to ASPA
• Paid admission to the Social Equity Award Lunch
• Paid admission to the National Public Service Award (NPSA) Lunch
• Paid admission to the Section on Women in Public Administration (SWPA) Breakfast

The continued support from our members, chapters, sections and our university community has helped to make the ASPA conference a success, and in particular our Founders’ Forum events. We are proud of this support and commitment to ASPA. We hope you will accept our invitation to support our wonderful selection of 2007 Founders’ Forum Fellows through a generous contribution. Your financial support will assist ASPA in achieving its goal to expose our future professional public servants to the wealth of knowledge, experience, and sense of “community” offered by ASPA.

To contribute, feel free to contact me at 202 585-4307 or at tsamuel@aspanet.org; or, Duane Crawley at 202 585-4308 or dcrawley@aspanet.org.

Join me in congratulating our 2007 Founders’ Forum Fellows:

• Reem Abdelrazek University of Tennessee, TN
• Patrick W. Antonen University of South Dakota, SD
• Veronica Arroyave Virginia Tech, VA
• Kristin B. Atkinson University of Center Arkansas, AR
• Ashley C. Barriner-Byrd Pennsylvania State-Capitol College, PA
• Wendy Baudoin Pennsylvania State University, PA
• Marcus A. Bevier The University of South Dakota, SD
• Alesya Bogaevskaya Virginia Tech, VA
• Amy A. Bynum

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University of North Carolina, Chapel Hill, NC
• Sean P. Coffey University of Texas, Dallas, TX
• Abra Nusser Virginia Tech, VA
• Tracy Cooper Virginia Tech, VA
• Jamie Freeman Oakland University, MI
• Donald Friesner, AZ
• Crystal Gary The University of Akron, OH
• Lindsey Gorgalski Arizona State University, AZ
• Ian Hagerman Arizona State University, AZ
• Jessica Erin Henning The University of Akron, OH
• Nadezda Ivanova Pennsylvania State University, PA
• Hyungchang Kang University of South Dakota, SD
• Alan Kopetzky University of South Dakota, SD
• Sung-Wook Kwon Florida State University, FL
• In Won Lee Florida State University, FL
• Barbara Lewkowitz Arizona State University, AZ
• Alicia Makaye University of Texas At Dallas, TX
• Katie E. Ortego Louisiana State University, LA
• Michelle C. Pauz Virginia Tech, VA
• Jason Pierce University of North Texas, TX
• Rhiannon Prisock The University of Texas At Dallas, TX
• Giselle C. Shorter Long Island University, NY
• Melissa H. Simpson University of Arkansas-Little Rock, AR
• Mark Speicher Arizona State University, AZ
• Randall Van Bemmel University of South Dakota, SD
• T. Chanel Winston Georgia State University, GA
### New ASPA Members

ASPA welcomes the following new members from the month of December 2006. Please note: Members rejoining ASPA are not included on this list.

<table>
<thead>
<tr>
<th>Name</th>
<th>State/City</th>
<th>City/Region</th>
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<tbody>
<tr>
<td>Angela Camos</td>
<td>Alaska</td>
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<td>Leah Kritzer</td>
<td>Arizona</td>
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<td>Hobert Capps</td>
<td>At Large Member</td>
<td>Los Angeles Metro Area</td>
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<td>Matthew McCrickard</td>
<td>At Large Member</td>
<td>Maryland</td>
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<td>Peter C. Rizzo</td>
<td>Buffalo Niagara</td>
<td>Maryland</td>
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<td>Henry Arredondo</td>
<td>Centex</td>
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<td>Yolanda Bueno</td>
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<td>Robert B. Garcia</td>
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<td>Robert L. Hooks</td>
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<td>Nicolas Horah</td>
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<td>Machicek Lucas</td>
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<td>Paula Kay Olivarez</td>
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<td>Adina A. Schreiber-Garza</td>
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<td>Alana K. Scott</td>
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<td>Lynda H. Sutherland</td>
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<td>Daniel Vargas, Jr.</td>
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<td>Sheldon Watson</td>
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<td>Ruthanne Williams</td>
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<td>Cynthia M. Rios</td>
<td>Central Florida</td>
<td>New York Metropolitan</td>
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<td>Maria Ryan</td>
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<td>Jonalan Brickey</td>
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<td>Roselle Drahushak-Crow</td>
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<td>Linda Kimberling</td>
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<td>Julia M. Mastronardi</td>
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<td>Ashley E. Plosky</td>
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<td>Jessica Schaeffer-Helmecki</td>
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<td>Jennifer Messana</td>
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<td>David P. Conroy</td>
<td>Empire State Capital Area</td>
<td>Piedmont Triad</td>
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<td>DoHan Kim</td>
<td>Empire State Capital Area</td>
<td>Research Triangle</td>
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<td>Charles A. Ledford</td>
<td>Evergreen</td>
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<td>Julie Crozier</td>
<td>Georgia</td>
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<td>Connie Stokes</td>
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<td>Douglas Kooper</td>
<td>Gold Coast</td>
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<td>Evelyn Burnett</td>
<td>Greater Akron</td>
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<td>Kalinda Frazier</td>
<td>Greater Akron</td>
<td>Sacramento California</td>
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<td>Linda Githsiora</td>
<td>Greater Akron</td>
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<td>Shannon Brower</td>
<td>Greater Cincinnati</td>
<td>San Francisco Bay Area</td>
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<td>Alana Swartz</td>
<td>Greater Cincinnati</td>
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<td>Jessica Cranford</td>
<td>Greater Kansas City</td>
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<td>John Curran</td>
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<td>Malenga Mari Garner</td>
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<td>Hector A. Yanapa</td>
<td>Gulf Coast</td>
<td>Southern Illinois</td>
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<td>Curtis T. Langley</td>
<td>Hampton Roads</td>
<td>Southern Nevada</td>
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<td>Donna Blackmon</td>
<td>Indiana</td>
<td>USC Los Angeles Affiliate</td>
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<td>John Canaday</td>
<td>Inland Empire</td>
<td>USC Los Angeles Affiliate</td>
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<td>Sara Jordan</td>
<td>International Electronic Membership</td>
<td>Chris Crowley</td>
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<td>Matthew Rehder</td>
<td>Kansas</td>
<td>Stephan Lavertu</td>
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<td>Sue DeRosa</td>
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When I arrived at the University of South Dakota (USD) in August, 2003, I asked about ASPA activities. I learned that the Siouxland Chapter had been inactive for several years. I then requested a copy of our membership roster from ASPA’s national office. I learned we had less than 25 members throughout the State of South Dakota and there were no members west of the Missouri River which cuts the state in half. Our students had heard of our organization but they were not joining. We needed leadership and teamwork. With the help of Chapter members Matt Fairholm and Mike Card at USD and our area representatives, John Barte and Michael Gershovitz, we were able to rebuild the chapter, excite our students about public administration and increase our membership.

We began the rebuilding process by hosting the 2004 Region 5 Conference in Sioux City, Iowa. Academics and practitioners visited our area for the two-day event and we helped plan the next event for the next two years. Several MPA students from USD volunteered at the local event. They met with other MPA students, potential employers, ASPA officials, and Ph.D. program coordinators from around the region.

William Farber, one of the last surviving founders of our organization, was our keynote speaker. Upon their return, these students told others about their opportunities at the conference. This encouraged other students to ask about ways to become involved with the program. I soon realized our students were essential to our regional chapter’s success.

Fairholm worked with to create an on-campus group. They formed Students of Public Administration or SOPA, produced monthly newsletters and hosted speakers and helpful recruiting mixer the following semester. With their input, I informally surveyed the student body and asked them about their primary interest areas. I contacted leading practitioners and academics to speak with our students on a variety of subjects facing the Siouxland area. We hosted a series of brown-bag lunches in Sioux Falls and created a Dinner with Dignitaries Program in Vermillion.

For the course of the next year, we had experts meet with our students and faculty on a variety of issues concerning our region and state. These topics focused on issues like: growth management in an ever-expanding Sioux Falls area, educational diversity, government and the arts, city management, and two roundtable discussions with state legislators. Several of these presentations led to internship opportunities for our graduate and undergraduate students in subsequent semesters.

These speakers-turned-internship providers saw the value in our students and began an open dialogue with me, as the internship supervisor, to develop a steady rotation of MPA and undergraduate students who were interested in their administrative field. This was particularly true with area city managers. Working closely with Fairholm and Card, we met with all city managers at the South Dakota City Managers Association. We developed internship opportunities for all students who have an expressed interest in local government.

For those students who were interested in state, national, or international administration, I worked with them to locate and apply for internship opportunities that took our students to places they had only dreamed of visiting—former governors and mayors of New Mexico and the Department of Defense, the governor of Idaho, or a regional director in a federal agency.

These ongoing activities. Our work with regional Ph.D. programs has allowed us to meet many of the students who are contemplating academic careers to be involved in public administration theory. They saw us as practice what we preach in the classroom. These three students returned and became our strongest recruiters among all of the MPA students.

Student interest in both ASPA and SOPA increased with our incoming MPA students and our membership grew. SOPA honored the MPA faculty at the end of the year and hosted an end-of-year banquet that included our faculty, spouses, children and other students. They announced the newly-elected SOPA members who immediately developed new ideas we could communicate with them about departmental news, internships and job opportunities.

This year, the students used our on-campus Web CT program to announce these ongoing activities. Our work with regional Ph.D. programs has allowed us to meet many of the students who are considering academic careers to be involved in public administration theory. They saw us as practice what we preach in the classroom. These three students returned and became our strongest recruiters among all of the MPA students.

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Discussion of public management reform has been riveted by claims that a new paradigm, a corporate-inspired New Public Management, is replacing traditional bureaucratic government on a global scale. By examining the evolution of managerial structures, practices and values in France, Germany, the United Kingdom and the United States, 2006 Dwight Waldo Award winner Lynn values in France, Germany, the United States, 2006 Dwight Waldo Award winner Lynn disputes that claim, illuminating historical, institutional, and political factors that are essential to understanding contemporary public management practices and reform processes.

Constitutions and constitutional institutions, legislatures, and courts, he argues, regulate the evolution of managerialism, and the triumph of democracy, not of capitalism, is in the fact the most influential of recent global developments shaping public management reform.


This book places new emphasis on the importance of ethical leadership and provides case examples—discussion questions—of real-world ethical dilemmas facing local government decision makers. You get practical tools design ethics management policies and programs and resolve ethical dilemmas.

Energy in the Public Interest. Irvin “Jack” White. Published by the Association of State Energy Research and Technology Transfer Institutions (ASERTTI).

In Energy in the Public Interest the author summarizes and analyzes the energy research, development, demonstration, and deployment (R&D&D) undertaken in the public interest from the 1970s to the present. After setting the overall energy context, he provides an overview of national and state governments’ investments in energy R&D&D.

He calls attention to the often overlooked key role the states play in energy. And he introduces readers to five representative state energy R&D&D organizations, offering insights into what these organizations do, who leads and staffs them, how they do their work, and how successful they have been in contributing to the public interest. He argues that the nation would benefit from better communication, cooperation, coordination, and collaboration among the public, private, and non-profit spheres. Finally he makes recommendations and suggestions for achieving this overarching goal.

To access a PDF of the book online, visit www.energyinthepublicinterest.com/

From Other Sources


Meeting the Challenge of 9/11 is a top-to-bottom guidebook for improving government organization and performance. While it specifically addresses the key issues of homeland security (biodefense, border security, immigration control, and infrastructure protection), it has a broader agenda—the renewal of an effective, well-managed government. The chapter authors have extensive senior-level experience in managing government organizations or in analyzing government organization and management. Most are Fellows of the National Academy of Public Administration and active participants in NAPA’s Standing Panel on Executive Organization and Management.


This book is based on the papers and findings of the International Experts Meeting on “Approaches and Methodologies for the Assessment and Transfer of Best Practices in Governance and Public Administration” which was organized by UNDESA, through its Division for Public Administration and Development Management. The Meeting took place in Tunis, Tunisia in June 2005.

Its overall objective was to explore, discuss and agree on approaches and methodologies that are appropriate for the transfer of innovations in governance and public administration within, and across, countries and regions. More specifically, the Meeting aimed to: (a) enhance the knowledge and understanding of the concept, potential and adaptation of successful practices and innovations in public administration and (b) provide the opportunity for an exchange of views on how the United Nations, together with other relevant partners, can more effectively assist governments in the area of sharing and replicating best practices.


This book will help HR professionals and those responsible for implementing recruitment strategies within an organization: modify their recruitment and selection process to avoid rejecting culturally different candidates for reasons that are not related to their ability to do the job, and develop and promote culturally diverse employees to ensure that they retain and capitalize on the new ideas that these employees bring.

Posner Ready to be ASPA’s VP

From POSNER, pg. 15

know many members through the years, but I look forward to learning more about many others through the coming years.

I hope to begin talking with people at the upcoming annual meeting in Washington about how we can better work together to serve our members and our profession. I also hope to work with other allied organizations, such as the National Academy of Public Administration (NAPA), to learn how we might form effective partnerships to make a difference.

Finally, I look forward to working with the current leadership team to promote continuity and build on their initiatives as we move forward.

Where would you like to see ASPA once you finish your term as president? I would hope that ASPA would be viewed as a leader for those of us in public service as well as those who depend so much on the public sector.

This means conferences that are eagerly anticipated by our members and others for their role not only as networking opportunities, but also for their contribution in defining new questions and providing better answers to the challenges facing the public sector.

It also means an organization that continues to provide the best in scholarship to our membership, both through PAR and section sponsored journals, as well as other special publications, bringing new thinking to light, whether it be from academics or practitioners.

Finally, it means a stronger network of chapters, sections and other venues where our members’ professional needs can be effectively addressed, be it through meetings, new kinds of conferences or new kinds of publications.

Anything you would like to add? I would like to encourage members to email me to discuss any issues they would like to bring to my attention. I have much learning ahead of me, and the sooner that people share their views, the better for all of us. I can be reached at ppposner@gmu.edu

ASPA Vice President-Elect Paul Posner may be reached at his ASPA email address: pposner@aspanet.org.
Public Service Recognition: Advancing Public Purpose

Laurie DiPadova-Stocks

In the September 2006 issue of PA TIMES, ASPA President Wendy Haynes challenged ASPA members, sections and local chapters to participate in Public Service Recognition Week (traditionally held during the first Monday through Sunday in May).

As the Pride Steering Group of ASPA, led by Audrey Mathews, is collecting best practices of service recognition within ASPA, President Haynes further suggested that ideas for such activities be emailed to (ldipadovastocks@park.edu) for dissemination. Please email me any ideas you might have, including how we might be of assistance with launching a public service recognition program.

As we collect ideas and initiatives, we will follow up with other articles in PA TIMES, highlighting plans of chapters to recognize public service.

Ideas for What to Do

Here are a few suggestions that have been suggested regarding what ASPA chapters can do with Public Service Recognition:

- **Public Service Recognition Week**
  
  Does not have to be celebrated in May. If May is not convenient, we can celebrate it locally at any other time of the year--or launch an ongoing program of Public Service Recognition.

- **Many government agencies will be celebrating Public Service Recognition Week.** Local ASPA chapters might connect with local Federal Executive Boards or other government offices and plan a joint activity or event. This link is to materials that provide assistance with outreach to local schools, the community, and the media.

- **Host an essay contest for some local schools.** The essay title can be relevant to some aspect of public service; ASPA members can judge the contest and host the winner(s) at an annual banquet.

- **Coordinate local ASPA members’ visits to the schools, where members speak to classes on public service.** Individual students can also be invited to visit individual ASPA members at work.

- **Connect with service-learning students in local schools, colleges, and universities and explore with them the linkages between service-learning and public service in a democratic society.** Many such schools have service-learning personnel, who would likely welcome connecting with ASPA on this issue.

- **Promote local examples of outstanding public and community service.** The Public Employees Roundtable, housed at the Council for Excellence in Government, is urging all agencies and government employees to celebrate Public Service Recognition Week. Their website of outstanding resources can be found at: www.excelgov.org/index.php?key=43bda2ade1cb.

Why We Recognize Public Service

With Public Service Recognition Week, we honor the practitioners who make this democracy work. They implement often very complex requirements within a framework of profound values, including life, liberty, equality, justice, transparency, truth accountability, and the common good. In honoring these practitioners, we are calling needed attention to these vital values of our nation.

Practitioners at all levels and in all sectors--federal, state and local, private, nonprofit and public--elected, appointed, and careerist and in all fields, from disaster and emergency management to law enforcement to social services to the military, to contractors--all of them play a vital role in keeping our democracy vibrant and relevant. They keep it, in President Lincoln’s phrase from the Emancipation Proclamation, “Of the People, By the People, and For the People.”

Perhaps one challenge of Public Service Recognition Week may be that public employees can find it awkward to call such attention to themselves, and to “toot their own horn,” so to speak.

We need to recognize that Public Service Recognition initiatives constitute a great educational service to our country. Many citizens simply do not realize the vital and complex work--at times heroic and life-threatening work--performed by public employees.

Recognizing the Values of our Democracy

At the same time, the responsibilities of citizenship in our Republic are grounded in the same fundamental values of public service. Many citizens are politically and civically engaged, and are working to serve others, strengthening our nation.

Public Service Recognition Week is an opportunity to honor those values that bind us together as we work for the common good. In the words of the Preamble of the Constitution of the Commonwealth of Massachusetts:

The body politic is formed by a voluntary association of individuals: it is a social compact, by which the whole people covenant with each citizen, and each citizen with the whole people, that all shall be governed by certain laws for the common good.

Written in 1780, the Constitution of Massachusetts is known as the oldest working Constitution in the world and greatly influenced the U.S. Constitution, according to David McCullough. Article VII of the same Constitution defines clearly the purpose of Government:

Article VII. Government is instituted for the common good; for the protection, safety, prosperity and happiness of the people; and not for the profit, honor, or private interest of any one man, family, or class of men: therefore the people alone have an incontestable, unalienable, and indefeasible right to institute government; and to reform, alter, or totally change the same, when their protection, safety, prosperity and happiness require it.

Running a government “instituted for the common good” is a magnificent endeavor! Securing the “protection, safety, prosperity, and happiness of the people” is complex, challenging, rewarding--and vastly under appreciated.

Public Service Recognition honors our common democratic values as well as the men and women who make those values work. I believe that we as ASPA chapters, districts, and individuals do the nation a great service by reminding the public of these values and of the hard work it takes to implement them.

ASPA member Laurie DiPadova-Stocks is dean of the Hauptmann School for Public Affairs at Park University and newly elected representative of ASPA’s District IV. E-mail: ldipadovastocks@park.edu
Chapter News

Evergreen Chapter Hosts Post-Election Event

Panelists Explain What Led to Change of Direction on Capitol Hill

Todd D. Haskins

Were the 2006 election results a product of issues, or voter fatigue? That was the central question debated by local political experts at the 2006 Post-Election Event, moderated by former Seattle Mayor Norm Rice and put on by the Evans School of Public Affairs. The panel consisted of Republican consultant Todd Myers, Democratic consultant Christian Sinderman, pollster Andrew Thibault, and Brian Jones of the University of Washington.

The most educational part about the Post-Election Event was each panelist's analysis of what happened on a micro-level of this election cycle. The professor said, not loyal partisans. Either way, we can be certain that the war in Iraq is having a significant impact on the national mood.

Exit polls nationwide indicated that the Iraq war was the number one concern. Therefore, although the election underscored the huge political divisions in America, we can all agree on an analytical level that the Iraq war is a huge player in electoral politics.

ASP member Todd D. Haskings is a Board member of the Evergreen Chapter.
E-mail: toddhaskins82@hotmail.com

Members on the Move

Evan M. Berman—was recently appointed editor-in-chief of the Taylor & Francis Book Series in Public Administration and Public Policy.

Robert T. Golembiewski—recently received the Exceptional Lifetime Achievement Award from the International Conference on Advances in Management (ICAM).

Terrance A. Johnson—was recently chosen as the new secretary of ASPA's Ethics Section.

Sylvester Murray—The Ontario Ministry of Municipal Affairs and Housing has appointed Sylvester Murray to its Advisory Committee on Municipal Management. The Committee's charge is to "help set a vision of what is needed for municipal management and leadership" in the Province of Ontario.

Irvin “Jack” White—recently had his book, Energy in the Public Interest, published by the Association of State Energy Research and Technology Transfer Institutions (ASERTTI).

If you have an announcement for Members on the Move, contact Christine Jewett McCrehin at cjewett@aspanet.org.

Penn State Harrisburg

30th Annual Teaching Public Administration Conference

Harrisburg, Pennsylvania
May 24-25, 2007

“You’re Teaching Public Administration in Times of Turmoil”

For information on submitting proposals, papers, schedules and accommodations go to:

www.teachingpa.org

The Harrisburg Conference offers opportunities for practitioners, faculty and students to share their research, experience and success stories through informal discussions, presentations and workshops. Please join us to share and learn. The conference will be held in conjunction with the Public Administration Theory Conference—May 26-27, 2007.
Interdisciplinary Focus of ASPA Conference Appreciated

From STUDENT, pg. 15

I also had the opportunity to take the RTD Light Rail from the race finish back to the start, which proved especially relevant when I later attended a session on public transportation and mega projects (relating to the expansion of the Light Rail system and U.S. 25) in the Denver area.

I wandered back to the Denver Tech Center around noon, figuring it was time to get back to the conference. I was able to take the Friday afternoon to attend “The Greening of Local Government” and “When Bureaucracy Works: New York City Transit.”

The greening of local government offered a good presentation on the collaboration and changes taking place in Miami-Dade County in Florida as well as the public outreach program in Oakland conducted via a ten-part TV series entitled “Don’t Do The Green Thing.” The NYC Transit presentation actually ended up being about homelessness within the NYC Subway system. The presentation focused on the laws, current outreach programs and progress of those programs. Although the title was a bit misleading, the presentation was impressive and informative.

With Sunday evening came the ASPA Welcome Reception, held at the Hyatt in downtown Denver. In a packed upper-level room lined with windows and impressive views, conference participants took the opportunity to meet, greet and chat with old friends and new.

While I enjoyed the views and the turn out, I found that more networking occurred while waiting for and traveling on the bus to and from the event, where I was able to converse with several interesting and engaging individuals.

Monday brought another busy, session filled day. The morning offered a workshop on citizen engagement in “Results that Matter: Engaging Citizens, Measuring Performance, & Getting Things Done.” From this fairly hands-on session, attendees took away the beginnings of an assessment of the quality of an organization’s citizen engagement process.

Immediately following this presentation, I was off to “Sustainable Societies” and then “Denver’s T-Rex Transportation Project.” The latter focused on the collaboration and political engineering inherent in a transportation mega project as well as a brief comparison with the “Big Dig” mega project in Boston, Massachusetts.

The conference provided an excellent opportunity to network with other students, scholars and practitioners. It was enlightening to really converse with an educator from New York, a DEP employee from Colorado, an MPA student from Kansas City, a PhD student from Washington and a multitude of other individuals from many walks of life. These conversations provided such a wide range of insight and viewpoints. The perspectives were broad and the value immeasurable.

After a full four days, I headed back to Massachusetts on Tuesday morning arriving in Boston in the evening. The time passed very quickly in Denver and I came away impressed by the variety, range and setting of the conference. In retrospect, I see how closely all of the conference sessions relate to each other.

While I tend to be drawn to the topics of sustainability and the environment, the sessions relating to these subjects could just as easily have been viewed as addressing transportation and community planning, social equity, citizen engagement, performance measurement, budgeting and funding, political scenarios or program evaluation.

No matter the topic, as a student of public administration, it is easy to see the application and overlapping themes within different discussions. This interdisciplinary mode, as well as conversations with other participants is what I am most pleased to come away with.

ASPA’s upcoming conference will be held in Washington, DC, certainly an ideal location for ASPA. I hope to be able to attend again, with more education and experience under my belt. I would like to register with Bridgewater State College for enabling me to enhance my educational experience via the ASPA conference.

The support and foresight of the political science department, the dedication of everyone else who provided this opportunity to the three of us is greatly appreciated.

ASPA member Michelle Bohler is a student at Bridgewater State College.

E-mail: MBOLHER@bridgetech.edu

Obituaries

Anita F. Alpern

Passed away October 30, 2006. Alpern was a distinguished adjunct professor in residence in the School of Public Affairs at American University for more than 20 years. She taught graduate courses, supervised the school’s internship program, and was largely responsible for the success of the school in placing an exceptional number of graduates in the President’s Management Program (PMP) program. She was a wonderful mentor for the many students who were fortunate to benefit from her wisdom.

Prior to joining the faculty at American University, Alpern had a distinguished career as a part of the highest ranking women in the federal career service. She came to Washington during World War II to work as a labor market economist with the Bureau of Economic Security. The capstone of her federal career was her position as assistant commissioner at the Internal Revenue Service. In every capacity she held, she was an outstanding role model for all who seek to do the public good.

Jack Rabin

Passed away November 13, 2006. For many of us, Jack has been a pivotal part of our lives and our careers for four decades. His creativity, collegiality and commitment to public administration and collaboration made it possible for countless people to generate information and share knowledge about our profession and all its specializations, in multiple formats and venues. His willingness to expand the methods of publication into new realms, particularly the online format, opened the doors to a global village that has benefited from his work and further connected us to each other. His prodigious and prolific contributions to our field, and his ability to connect us to each other, and his unselfish hard work have set an example for those entering our profession and generations to follow.–Anne Osborne Kilpatrick

Fred Thayer

Dr. Thayer, 82, of Mt. Lebanon, died December 23, 2006.

“Fred Thayer possessed a passionate interest in challenging the establishment and asking tough questions that others were unwilling to pose. I had the privilege of working with him over a period of three years in his role as an ASPA online columnist, and Erik Bergrud, special assistant to the president at Park University who served on the ASPA staff from 1997-2005.

“Fred pushed the envelope in many of his columns and practically dared me to confront him on a few occasions. He taught me to enhance my educational experience under my belt. I taught my colleagues, his students and me the values of intellectual curiosity and academic freedom. In a different era, Fred might have become a blogger. His temperament and writing style are a natural fit for today’s blogosphere.”

Readers can access an archive of his ASPA online columns at http://64.91.242.87/publications/COLUMN NS/archives/index.html#thayer.

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Call for Papers, Presentations, and Panels

ABFM

Association for Budgeting and Financial Management

19th Annual Conference

October 25 - 27, 2007

Washington, DC

The conference committee invites proposals for panels, papers, and presentations for the 2007 ABFM conference. We especially encourage proposals from local, state, and federal practitioners. Potential topics include, but are not limited to:

- Financial condition
- Budget innovation & reform
- Performance budgeting
- Intergovernmental finance
- Tax & revenue policy
- Debt management & financing
- Education finance
- Capital and development financing
- Financial technology
- Financial markets and investments
- Financial departments
- Public accounting & accountability
- Current & future challenges in public budgeting, finance, and financial management at all levels of government.

For full consideration, please submit proposals by April 1, 2007.

Proposals should describe the panel, paper, or presentation and be no more than 500 words. Also include the name of all participants or authors, addresses (including email), and phone numbers. Proposals may be submitted by mail, email, or fax.

Also visit our website for more information about the conference as it becomes available: http://www.abfm.org.

Please send all correspondence to:
Professor Rebecca Hendrick,
Public Administration (MC 278), 412 South Peoria St.
University of Illinois at Chicago,
Chicago, IL 60607-7064
Phone: 312/355-0305; FAX: 312/996-8804
e-mail: Hendrick@uic.edu

ASPA in Brief

New Benefit for Members

ASPA has reached an agreement with publisher M.E. Sharpe to provide all members with a special discount of 20% off the normal retail price on M.E. Sharpe books authored or edited by an ASPA member.

The agreement allows us to put you in touch with the latest, cutting-edge publications in the field at discounted prices. The books cover key issues and research in the areas of administration, leadership, financial management, budgeting, policy, ethics and local government.

To review the list of books and to order, visit ASPA’s website at www.aspanet.org and click on the link for Membership or contact Steve Dunphy at sdunphy@aspanet.org.

Nebraska Chapter Announces Publication of Social Equity Leadership Conference Proceedings

In February of 2006, the ASPA Nebraska Chapter was a sponsor for the Fifth Social Equity Leadership Conference in Omaha. The National Academy of Public Administration Standing Panel on Social Equity in Governance was the primary sponsor of the conference, which was hosted by the University of Nebraska Omaha College of Public Affairs and Community Service. Antoinette Samuel, Executive Director of ASPA, was a panelist and coordinated one of the breakout groups.

The theme of the conference was Taking Social Equity to the Streets. The conference focused on disparities in health care access and quality of care and disparities in the criminal justice system in Omaha and nationally. The proceedings of the conference are now available to ASPA members at no charge. You may order a copy by contacting Melanie Kiper at 402-561-7585 or mhayes@mail.unomaha.edu.

RFP for International MOU Coordination Issued

ASPA is seeking partner organizations to assist in coordinating the Society’s international memorandums of understanding with the following associations:

- Commonwealth Association for Public Administration and Management
- Free State Society for Public Administration and Governance (FRESPAG) of South Africa
- Hong Kong Public Administration Association
- Institute of Public Administration of Canada
- Slovenian Society of Public Administration

URL: http://www.aspanet.org/scriptcontent/word/mou2007.doc

Review of Public Personnel Administration Names New Editorial and Advisory Teams

The Review of Public Personnel Administration: The Journal of Public Human Resource Management, sponsored by ASPA’s Section for Personnel Administration and Labor Relations, has named a new editor-in-chief. Stephen E. Condrey of the University of Georgia, who previously served as ROPPA managing editor, succeeds outgoing Editor-in-Chief Mary Ellen Guy, Florida State University. Condrey is joined by Associate Editors Meredith Newman, Florida International University and Douglas Watson, University of Texas at Dallas. Rex Facer, Brigham Young University, will continue in the role of book review editor and will be assisted by Jerrell Coggburn, University of Texas at San Antonio, as associate book editor. Shelly Peffer, Long Island University, will serve as legal briefs editor. Ilka Decker, Elizabeth Winnock, McAuliffe and Gregory Reeser will continue to provide management and production support.

Another new addition will be an Advisory Board, which will advise ROPPA’s Board of Editors on the strategic direction of the journal and its outreach to the public HR profession. The following individuals have agreed to serve as members of the Advisory Board: Ann Hess Braga (City of Boston), Keon Chi (Council of State Governments), John Crum (Merit Systems Protection Board), Mary Ellen Guy (immediate past Editor-in-Chief), Steven Hays (founding Editor-in-Chief), Albert Hyde (The Brookings Institution), Robert Lavigna (Partnership for Public Service), Neil Reichenberg (IPMA-HR), and Vidu Soni (ASPA’s Section on Personnel Administration and Labor Relations). Several other Advisory Board invitations are still pending.

ROPPA publishes cutting-edge, research-based public human resource management scholarship and invites your submissions. For submission guidelines and to find out more about the journal, please visit http://rop.sagepub.com/

SWPA Website Launch

ASPA’s Section for Women in Public Administration (SWPA) is proud to announce the launch of a new SWPA website. You can view it at www.aspaonline.org/swpa/.

Eleanor Clift to Speak at SWPA Annual Breakfast

Eleanor Clift will be the speaker for this year’s SWPA annual awards breakfast at the ASPA national conference in Washington, DC. Eleanor Clift is a Newsweek Contributing Editor and former Newsweek White House correspondent. Her weekly column, “Capitol Letter,” is featured on www.newsweek.com and MSNBC. She is a frequent panelist on the talk show, The McLaughlin Group, and also serves as a political analyst for Fox News.

To register for the conference online, go to the ASPA web site (www.aspanet.org) and log in using your user name and password. When you register, be sure to indicate that you will be “attending” the SWPA awards breakfast using the drop-down box.

If you have a Chapter or Section announcement for this column, contact Christine McCrobin at ccjewett@aspanet.org.
Assistant/Associate Professor of Public Administration

The Department of Public Administration
University of Nevada, Las Vegas

RESPONSIBILITIES

The Department of Public Administration invites applications for a position: rank open. For the Assistant or Associate level it is a tenure-track position and a tenured position at the Full Professor rank. This is a full-time, 9-month position beginning Fall 2007. A primary responsibility is teaching in the MPA program as well as the Ph.D. program in Public Affairs; some undergraduate teaching may be required. The Department is looking for applicants with teaching and research interests in core public management areas including but not limited to public budgeting and human resource management. An interest in a policy area would also be beneficial. Other responsibilities include: developing and maintaining an active research program leading to publications in nationally recognized journals; advising students; and participating in appropriate levels of service at the department, college, and university level as well as the community and profession.

QUALIFICATIONS

For all ranks an earned doctorate in Public Administration, Political Science, or a related field from an accredited college or university is required. For an Assistant Professor evidence of a strong research program or the potential to develop one; and teaching experience. At the Associate Professor level a well developed research program and a consistent pattern of publication is required as well as a record of outstanding teaching. At the Full Professor rank the individual must have a research and teaching record which merits the full professor rank and tenure at a doctoral level institution as demonstrated by a national reputation and professional organizational involvement. A record of securing external funds is preferred.

SALARY RANGE

Salary competitive; contingent on labor market. Position is contingent upon funding.

APPLICATION DETAILS

Application materials must include a current resume, detailed cover letter, and names, addresses, and telephone numbers of three professional references who may be contacted. Applicants should fully describe qualifications and experience, since the initial review will evaluate applicants based on documented, relevant qualifications and professional work experience. The review of materials will begin immediately. Materials should be addressed to: E. Lee Bernick, Search Committee Chair, and are to be submitted via on-line application at https://hrsearch.unlv.edu. For assistance with UNLV’s on-line applicant portal, contact (702) 895-3886 or email hrsearch@unlv.edu.

UNLV is an Affirmative Action / Equal Opportunity educator and employer committed to excellence through diversity.

Research Faculty

The Maryland Institute for Policy Analysis and Research (MIPAR)
University of Maryland, Baltimore County (UMBC)

The Maryland Institute for Policy Analysis and Research (MIPAR) at the University of Maryland, Baltimore County (UMBC) seeks to fill the position of assistant or associate research scientist. The principal responsibilities of this position are: 1) to develop proposals to secure extramural funding for applied and scholarly research, and 2) to direct, supervise and participate in the conduct of such research. There will also be the opportunity, although not required, to teach courses at UMBC’s Department of Public Policy.

The successful candidate will possess the training and relevant research skills necessary to conduct applied and scholarly research appropriate to his or her discipline or substantive area; will have at least one substantive area of expertise within the social sciences; and will have a record of successfully developing proposals for extramural research funding. A Ph.D. in political science, sociology, economics, public policy or other relevant social science and five years post-doctoral experience are required.

This is a 12 month position with full benefits. It will be available after January 1, 2007, and applications will be accepted until position is filled. Salary is competitive. Additional information can be found at http://www.umbc.edu/MIPAR.

UMBC is an Equal Opportunity/Affirmative Action Employer.

Director of the Energy Policy Institute and Associate Director of CAES
Boise State University
AAG-0006-67

The Department of Public Policy and Administration invites applications for a senior level professor to be Director of the Energy Policy Institute (EPI), part of the Center for Advanced Energy Studies (CAES) which is being developed by the Battelle Energy Alliance (BEA) at the Idaho National Laboratory (INL). EPI will be located on the campus of Boise State University and in the CAES building under construction in Idaho Falls, Idaho. Travel will be required. The Director will hold a joint appointment with Boise State University and BEA/INL. Candidates should have a comprehensive and demonstrated record in research in energy/environmental policy at both the theoretical and applied level. The Director of EPI will work closely with partners at BEA/INL, as well as the University of Idaho and Idaho State University. A demonstrated ability to work with multiple constituents in a collaborative manner in order to develop and sustain funded research programs is required. The Director will also be expected to teach two seminars a year and conduct research in areas of energy/environmental policy as well as supervise graduate students and professional staff. Applicants should hold a PhD in Public Policy, Political Science, Public Administration or a closely related discipline, and have demonstrated success working in a university setting.

Boise State University, the largest institution in Idaho's system of higher education, is located in the state capital - the cultural, business, medical and governmental center for a metropolitan area of 475,000 people. Abundant recreational opportunities are only minutes away from campus in Idaho's mountains and waterways. Boise State is designated by the State Board of Education as the lead institution in Idaho for the social sciences and public affairs. Send a letter of application, curriculum vitae, evidence of research and teaching excellence and three professional letters of recommendation to: Stephanie Witt, Ph.D., Search Committee Chair, Department of Public Policy and Administration, Boise State University, 1910 University Drive, Boise, Idaho, 83725-1935

Review of applications will begin immediately and will continue until finalists are identified. Applications received after this date may be considered if the position is not filled from the finalist pool. An August 2007 start date is preferred.

For more information about the department or EPI, see our website at http://ppa.boisestate.edu or contact the Search Committee Chair.

Boise State University is an EEO/AA institution. Veterans preference.

Assistant Professor - Public Policy and Administration
Boise State University
AA-0007-67

The Department of Public Policy and Administration at Boise State University (BSU) is seeking candidates for a tenure-track assistant professor to teach in the NASPAA-accredited MPA curricula to begin in Fall 2007. Candidates will be expected to teach classes related to energy policy and to perform research through the Energy Policy Institute (EPI) and the Center for Advanced Energy Studies, a research collaborative with the Idaho National Laboratory and the Idaho University Consortium. Expertise in foreign policy, urban planning, environmental policy or other areas that intersect with energy are highly desired. Candidates should possess an earned doctorate in public policy, political science, or a similarly related discipline.

Boise State University is an urban university located in the state capital and is the largest university in Idaho. Boise is one of the nation’s fastest growing communities and is the cultural, business, medical, and governmental center for a metropolitan area of 475,000 people. Abundant recreational opportunities are only minutes away from campus in Idaho’s mountains and waterways. Boise State is designated by the State Board of Education as the lead institution in Idaho for social sciences and public affairs. Send a letter of application, curriculum vitae, evidence of research and teaching potential (e.g., teaching evaluations and a writing sample), graduate transcripts, and three letters of recommendation to: Stephanie Witt, Ph.D., Search Committee Chair, Department of Public Policy and Administration, Boise State University, 1910 University Drive, Boise, Idaho, 83725-1935.

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Boise State University is an EEO/AA institution. Veterans preference.

Budgeting and Financial Management
The School of Public Affairs and Administration
Rutgers University, Newark

The School of Public Affairs and Administration seeks to fill a tenured or tenure-track position in Budgeting and Financial Management at any rank, to begin September 2007 or January 2008.

Teaching responsibilities will be in the Masters and Doctoral programs. Experience with, or interest in, teaching students with diverse cultural backgrounds is essential. The appointee will be a core faculty member in a highly-ranked NASPAA-accredited public administration program. Candidates must be able to teach introductory and advanced core courses in public administration, with particular attention to Budgeting and Financial Management seminars. Urban interests are particularly important to the mission of the Campus, and SPA faculty may participate in the School’s National Center for Public Performance.

As a major public university in New Jersey’s largest city, the Newark Campus of Rutgers provides students with the knowledge and preparation necessary for leadership roles in an increasingly complex society. The campus is the most diverse national university in the United States and is ranked twelfth among doctoral degree-granting small universities in the country. The School offers an on-campus M.P.A., an off-campus Executive M.P.A., and a research-oriented Ph.D. Faculty are also involved in a new M.P.H. program, a Not-for-Profit Certificate, and a Certificate in Urban Educational Administration and Leadership. Total enrollment is more than 300 students. Teaching, published research, and public service are important to the School.

Candidates should immediately email a letter of application, curriculum vitae, and three letters of reference to Dr. Marc Holzer, Dean, School of Public Affairs and Administration, at spa@newark.rutgers.edu. Review of applications will begin immediately and will continue until a satisfactory candidate is found. Women and minorities are especially encouraged to apply.

Please consult the School and Campus websites for further information (http://spa.newark.rutgers.edu and http://www.newark.rutgers.edu).

Have you visited ASPA’s web site lately?
www.aspanet.org
Public Administration Faculty Positions
Department of Government
New Mexico State University

The Department of Government at New Mexico State University invites applications for one tenure-track position at the Assistant Professor level effective August 2007 (Requisition #2006005795). The department seeks candidates who have training in public administration and political science, with an interest in working across disciplinary boundaries and seeking creative solutions to complex social problems. New Mexico State University offers the only NASPAA-accredited MPA Program at a university classified by the Carnegie Foundation as a Doctoral/Research University-Extensive near the U.S. – Mexico border. In addition to the MPA degree, the department offers a Master of Arts in Government, and undergraduate degrees in Government and Law & Society. For more information about the department visit our homepage at http://www.nmsu.edu/~govdept/.

Responsibilities include teaching a combination of graduate public administration and undergraduate political science courses, scholarly research and service to public agencies. Areas in public administration are open, although the department particularly seeks applications from individuals with public management specialties. Ph.D. in political science or public administration or D.P.A. is required. Degree must be completed before August 2008 but preference will be given to those with degree in hand by August 2007. Applicants from other disciplines will not be considered. Preference will be given to those committed to interdisciplinary research, Spanish language competency, experience working in state/local government and/or experience with distance education. NMSU has identified five cross disciplinary research clusters including 1) Southwest border region education, health and culture, 2) Natural resource sustainability, 3) 21st century space/aerospace, 4) Information sciences, and 5) Bioresearch/life sciences (for more information see: http://www.nmsu.edu/~ucomm/PageOne/May2005/body.html ). Candidates whose research interest fit into one or more of these clusters are desired.

Salary competitive. Submit letter of application, vita, graduate transcripts, brief writing sample, evidence of teaching ability (if available), and three letters of reference. Review of completed applications will begin March 2, 2007. We will continue to accept and review applications until the position is filled. Please apply to: Dr. William Taggart, MPA Director, Department of Government, New Mexico State University, Box 30001, MSC 3BN, Las Cruces, NM 88003.

NMSU is an EEO/AA employer; members of minority groups and women are particularly encouraged to apply. For more information or to request an accommodation in the application process, call 505-646-4935.

Assistant Professor, Public Administration
The Department of Political Science and Public Administration
University of North Dakota

The Department of Political Science and Public Administration at the University of North Dakota invites applications for a tenure-track position in Public Administration at the Assistant Professor level beginning August, 2007. The successful candidate should be able to teach general graduate courses in the NASPAA-accredited MPA program (specialty open) as well as contribute to the undergraduate Public Administration and Political Science curricula. A.B.D. or Ph.D required and teaching experience is strongly desired. Interested individuals should submit a letter of interest, vita, evidence of excellence in teaching, a writing sample and 3 letter of recommendation to: Search Committee, Department of Political Science and Public Administration, Box 8379, University of North Dakota, Grand Forks, North Dakota 58202-8379. Review of applications will begin immediately and continue until the position is filled. The University is an equal opportunity/affirmative action employer.

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Contact: Christine McCrehin
cjewett@aspanet.org

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.
A Click Through Guide to ASPA’s Web site

Rip, Stick and Click.

Rip out this page • Stick it by your computer • Login and click away

www.aspanet.org

Welcome
ASPA would like to welcome new and returning students to our members’ only area of the ASPA website at www.aspanet.org. Members can update their information and access electronic issues of ASPA’s premier journal Public Administration Review (PAR) from 1940-present. Members have access to current job postings in the Career area of the website and may post resumes online. Keep ASPA current on your mailing and email address by updating your membership information.

ASPA Login
Paid ASPA members must login to access the members’ only areas of the web site.
• You will find your user login on the mailing label of PAR and PA TIMES.
• If you’ve changed your login information use the one you created.
• If you have forgotten your user ID or password, please contact the Member Services Department at (202) 585-4309 or 4310.

Other Online Options
Once logged in, members may update their contact information by clicking on their name or renew their membership by clicking Renewal Reminder.

Public Administration Review (PAR)
Access PAR online, tables of contents from recent issues, article submission information and a complete archive.

Access Articles Published from 1940-1999 (JSTOR)
1. Click the PAR/PATime link on the black tool bar.
2. Scroll down to the area of the page ... Online Access to Public Administration Review ...current ASPA members only.
3. To search by issues enter the volume number in the Basic Search link.
4. To search key words, click to Advanced Search link.

Access Articles Published from 2000-present
5. Click the PAR/PATime link on the black tool bar.
6. Scroll down to the area of the page ... Online Access to Public Administration Review ...current ASPA members only.
7. Click the PAR Issues 2000-present link to (Blackwell Synergy).
8. To search by key words ...insert the title of the article you are searching in the (search) box to your right. This will show articles listed in PAR only. For a complete print copy click the PDF link.
9. To search using the Quicklink ... you will need to know the volume #, all issues published in 2000 start with the #6 followed by the year, for the September/October issue #5 you would enter Vol. 65 Issue 5 and click go.
CONFEREN CE CALENDAR

February 2007

12-13 AGA’s Fifth Annual National Leadership Conference
Theme: Forging New Paths to Improved Accountability
Location: The Ronald Reagan Building and International Trade Center, Washington, DC
More Info.: www.agacgfm.org/nlc

15-17 The National Academy of Public Administration’s 6th Annual Social Equity Leadership Conference
Location: Richmond Omni Hotel
More Info.: www.has.vcu.edu/gov/ selc/index.html

20-25 2007 COMPA National Conference
Location: Memphis, TN
More Info.: www.natcompa.org/

March

21-23 Transatlantic Workshop on Ethics and Integrity - 2007
Theme: New Concepts, Theories and Methods in the Study of Ethics and Integrity of Governance
Location: The University of Maryland System Conference Center; Silver Spring, Maryland

23-27 ASPA’s 68th National Conference
Theme: “Monumental Possibilities: Capitalizing on Collaboration”
Washington, DC
Omni Shoreham Hotel
More Info.: www.aspanet.org

April

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

May

24-25 30th Annual Teaching Public Administration Conference
Location: Harrisburg, PA
More Info.: www.teachingpa.org

June

25-27 AGA’s 56th Annual Professional Development Conference and Exposition
Theme: Creating Exceptional Value in a Changing World
Location: Nashville Convention Center, Nashville, TN
More Info.: www.agacgfm.org/pdc

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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AMERICAN SOCIETY FOR PUBLIC ADMINISTRATION VOL. 30 NO. 2 FEBRUARY 2007

PA TIMES

30 Years • 1977-2007

A Powerful Voice for Public Service . . .

ASPA’s 68th National Conference

Washington, DC • March 23-27, 2007

Monumental Possibilities: Capitalizing on Collaboration


ASPA’s Conference will be held at the Omni Shoreham Hotel in Washington, DC