Clinton Answers ASPA’s Questions

Society Poses Questions on Bureaucrat Bashing and Public Administration Related Issues to All Presidential Candidates

Washington, DC—The American Society for Public Administration (ASPA) has sent a series of concerns and questions to all U.S. presidential candidates for their response. In addition to encouraging them to refrain from prejudicial attacks on public servants, the Society has asked them to describe specific initiatives they would take to:

- Encourage the best and brightest individuals to pursue careers in public service;
- Address the imbalance between contractors and public servants at the federal level;
- Promote minimum professional standards for executive administrative positions; and
- Inculcate core public service values and skills.

Please note that these responses are the views of the candidate and not necessarily those of ASPA or its members. Sen. Clinton was the first to respond and her views are printed here. Others will be shared as they are received.

ASPA Concern 1: A major personnel crisis is said to be developing in government because of expected retirements and quality of work-life issues. Specifically, the combination of a “downsizing of democracy” and a dedicated servants has created a “quiet crisis” that is now coming to a head.

Question: What steps would you take as President to encourage the best and brightest individuals in the United States of America to pursue public service as a career choice?

Clinton: I strongly believe that we will have a federal government that is only as strong as the dedicated people who serve in it. For too long, government service has been denigrated, when it should be commended. That is why I have proposed creating a U.S. Public Service Academy, which would...
From CLINTON, pg. 1

Opportunity: Recruiting Baby Boomers Into Government, a report that lays out the case for, and barriers to, connecting baby boomers with federal job opportunities. The primary recommendation of the report is to develop a model for the federal government, which spurred the Transitions to Government pilot project launched today with IBM. Based on a nationwide survey of older workers aged 50 to 65, report findings include:

- Older, experienced workers are planning to continue working...and for quite a while. Seventy-one percent of older workers aged 55–59 surveyed reported they plan to work for at least six years; 29 percent, 11 years or more.
- Old workers’ skills align with government’s talent needs. Many occupational areas where government currently hires higher percentages of older workers—IT, engineering, legal and accounting—are the same occupational areas in which federal agencies say they will have mission critical openings.
- Older workers are interested in government service. Fifty-three percent of older workers surveyed are at least somewhat interested in federal government work—of those, 26 percent are extremely or very interested. Fifty-eight percent of those surveyed agree “there are good jobs for people like me in the federal government.”

From JOBS, pg. 1

Government initiative with the U.S. Department of Treasury. The goal is to identify, recruit and hire interested federal employees who today are seeking retirement and match them to key federal government jobs. Nearly 14,000 mission-critical jobs need to be filled at the U.S. Department of Treasury in the next two years, including 7,950 IRS agents and tax examiners. Working with AARP, Civic Ventures and other stakeholders, the Partnership and IBM will expand the effort to other agencies and encourage other corporate leaders to join the initiative. For IBM, the pilot program represents the next phase of its new Global Citizen’s Portfolio, a suite of programs to help employees succeed in a globally integrated economy. It will serve as a major step in helping our federal employees succeed in a globally integrated economy. It will serve as a major step in helping our federal employees succeed in a globally integrated economy. It will serve as a major step in helping our federal employees succeed in a globally integrated economy. It will serve as a major step in helping our federal employees succeed in a globally integrated economy.
The place and purpose of citizens in public life has been the subject of much debate and discussion, fueled in large part by political scientist Robert Putnam’s “Bowling Alone Hypothesis,” which has focused attention on the relative decline of civic participation in the United States in recent decades.

It was Alexis de Tocqueville who, benefiting from the lens of a societal outsider, observed and celebrated the associational character of the American polity. The classical view of participatory democracy to emerge out of his initial analysis situates voluntary associations as the proverbial grease for the engines of democracy—serving as spaces where citizens meet to discuss and formulate opinions regarding the public issues of the day and ultimately organizing to exert influence over the political system.

Putnam amasses a multitude of statistics to support his argument that American civil society is suffering from severe citizen disengagement. He places the onus of this decline on the citizens themselves, blaming changing work patterns (more women entering the workforce) and increased television viewing as the sources for this decline.

It is doubtful that any of this is new to the readers of the PA TIMES. As we collectively consider “revitalizing civic participation,” it is important to note that harkening back to an era of deeper citizen patrition, “it is important to note that Crenson & Ginsberg, adding, “Today, Western governments have found ways of raising armies, collecting taxes, and administering programs that do not require much involvement on the part of ordinary citizens. Despite the nation’s initial democratic exceptionalism, contemporary political elites have substantially marginalized the American mass electorate and have come to rely more and more on the courts and the bureaucracy to get what they want.”

...the American political system has shifted from mass mobilization to special interest groups that do not need to rely on a large constituency in order to exact influence.

Distinguishing “personal democracy” from “popular democracy,” they explore the ways in which public policy decisions and public administrative systems have evolved into “new techniques of governing,” that “disaggregate the public into a collection of private citizens,” leading them to experience democracy as an increasingly personal rather than collective enterprise.

Political reforms designed to increase citizen participation in governance have resulted in citizens acting alone, as individuals, to access the mechanisms of governance.

Greater individual access to government has allowed Americans, “to get what they want on their own, without hitching their interests to coalitions of like-minded fellow citizens,” say Crenson & Ginsberg. With the growing tendency to treat citizens as customers, government agencies are retooling their services to place an emphasis on customer service—individualizing the point of contact thereby empowering the individual citizen and doing away with the need for citizens to embark on collective action. The scope of the citizen-turned-customer’s dilemmas become personalized.

Not only can citizens-turned-customers access government directly, special interest groups, created to serve collective needs and interests, do not need to rely on mass mobilization to exert political influence. Throughout the subsequent chapters of their book, Crenson & Ginsberg examine the ways in which the focus of the American political system has shifted from mass mobilization to special interest groups that do not need to rely on a large constituency in order to exact influence. A new generation of “policy entrepreneurs” and “private attorneys generals” has evolved, skilled in gaining access to policy makers and manipulating the judicial system in an effort to influence public policy outcomes.

As a case in point the authors cite the civil rights movement, which has evolved from a mass mobilization of citizens intent on expanding the rights and privileges of marginalized groups to the narrowed sphere of affirmative action, a policy initiative that has shifted focus to the litigation process. Within the environmental movement, large associations like the Sierra Club and the National Wildlife Foundation are membership organizations that generally only require their constituents to contribute money to support their cause, allowing citizens to delegate the policy battle to professionals who have the skills and access to influence change.

As a student of public administrative history, it is difficult to argue with the authors’ assertions regarding the personalizing and essentially privatizing effects that the expansion of access to government has brought. The rise of policy entrepreneurs have brought on authentic citizen participation. The major flaw with their argument, I believe, lies in Crenson & Ginsberg’s solution to this problem: namely, their continued insistence on the need for a political elite to mobilize citizens for collective action.

Citing a lack of “spontaneous collective action” in modern American history, the authors hearken back to an era when political movements were powered by the ad hoc mobilization of their constituents to exert influence. “Citizens become politically engaged because states and political elites need them and mobilize them,” Crenson & Ginsberg, adding, “If citizens remain passive, politically indifferent, or preoccupied with private concerns, the reason may be that our political order no longer provides incentives for collective participation in politics…”

Crenson & Ginsberg tend to blur the lines between political elites and the larger political order. If it is the political order that deserves our attention, which I believe it does, then we are not left waiting for the next charismatic political leader to come along to stimulate a mass movement. Rather, we can turn our attention to reforming American institutions, which the authors’ claim, “operate increasingly to disadvantage and depoliticize the demands of citizens.”

Government policies and practices are promoting privatized citizenship because government has increasingly privatized and personalized its functions. Until we tackle these trends, all talk of “revitalizing civic participation” is for naught.

We are certainly not stuck in a static system of public administration. The field is in the midst of shifting from a focus on reforming the public bureaucracy as the unit of analysis, to governance, with the governance network or system as the unit of analysis. The closed “iron triangles” of government, industry and interest groups no longer exist (if they ever did).

The evolution of information technology is giving rise to new forms of co-production that extend well beyond local residents taking their trash to the dump. Such trends as “citizen-science” and “citizen-journalism” hold great promise. Concepts like “collaboration” and “partnership” are more than just jargon that will melt away with the press of time. Cooperative behavior is much more endemic than economists may care to think.

The challenge for public administrators is to envision new ways to harness our cooperative disposition that not only engage citizens in authentic ways, but create new mediating institutions in the process. Such structures will have permeable boundaries and operate as complex, adaptive systems, anchored in democratic norms. Such governance systems or network are a double-edged sword to those of us concerned about citizen participation. On one hand, such networks are hard to pin down. On the other hand, their breadth allows for citizens to access them and indeed actively participate within them through multiple points of entry.

ASPA staff is seeking volunteers to help review book proposals for our new book series, ASPA Series in Public Administration and Public Policy. We are now receiving exciting new proposals, and we need input from ASPA members to help ensure that future books meet our members’ needs. At this time, we are especially seeking practitioners to conduct brief, blind and timely preliminary reviews of book proposals. Each review will take about 20 minutes and includes a short feedback form. If you are interested in helping out, please reply to the Series Editor-in-Chief Evan Berman, at berma@LSU.edu. When responding, please include your primary area of expertise. More information about the ASPA book series is available at www.aspanet.org/scriptcontent/BookSeriesCall.cfm.

Come, please help us out—we want your advice!
Chinese Homeowner Associations: A School of Democracy?

Feng Wang, Terry L. Cooper

Chinese homeowner associations (HOAs) are citizen-initiated and self-governing neighborhood organizations that set goals freely and maintain autonomy from governmental agencies. They emerged in China in the mid-1990s and burgeoned after China’s 1998 urban housing reform largely as a grassroots response to the severe infringement on property rights by local governments, developers, and property management firms. Unlike Western countries where property rights are well established, in China, the principle that “citizens’ lawful private property is inviolable” was not written into the law until the Fourth Amendment to the Chinese Constitution passed in March 2004 (Amendment, Article 21). However, the Constitutional Amendment did not reduce infringements on homeowners’ common properties by developers and management firms. Furthermore, homeowners found that their political rights usually are constrained, which impairs their ability to protect their property rights.

To protect common interests, Chinese HOAs take a variety of actions, such as engaging in demonstrations against government and developers, initiating petitions, advocating for legislation and supporting candidates to run for the Local People’s Congress in competition with supporting candidates to run for the Local People’s Congress in competition with.

Participatory Governing Structure

Our findings show that most Chinese HOAs have created elaborate structures that aim to provide members as many participatory channels as possible by a building captain system, for example, to involve more general members to work for the association, such as sending newsletters and notices to residents. Some Chinese HOAs set up monitoring committees as an institution for residents to oversee the work of HOA committees. Some Chinese HOAs establish a representative assembly where neighbors elect a number of representatives to form a decision-making body. Because these representatives normally represent homeowners living near them, this ensures a formal and regular channel for residents to participate in decision-making processes. One point that needs to be emphasized is that all these forms of governing structures are institutional innovations by Chinese HOAs to encourage resident participation because none of them appear in the governmental regulations.

Operation of Elected Committees

The HOA elected committees normally operate in a democratic manner: Committee meetings are open to residents; The committee actively communicates with members so that residents are well informed on neighborhood issues and have opportunities to provide inputs on important neighborhood issues. Our findings show that most HOA committees (80 percent of committee meetings to all residents although the regulatory rules do not mandate that they do so. In the interviews, when being asked why they did not participate because these HOA committee meetings, no residents said that the lack of venues is a major reason. Our study finds that most Chinese HOA committees make significant efforts to communicate with their residents via different ways, including sending newsletters, reports and public notices or soliciting inputs. Among the surveyed committees, 15 percent of committees communicate with their members more than three times every month, 24 percent of them attempt to reach out to members who own neighborhood issues from one to three times every month, and 25 percent communicate with their members at a rate of between once per month and once every two months.

Civic-oriented Leadership

Most Chinese HOA leaders tend to deal with conflicts in a democratic manner. In the survey, 86 percent of HOA leaders follow a majority rule in decision-making when serious conflicts arise. They also place a high trust in residents’ civic efficacy. Many Chinese HOA leaders trust their residents’ civic efficacy in self-governing neighborhood affairs and changing governmental responsiveness. Eighty-five percent of leaders believe their residents have an excellent, good or moderate ability to self-govern neighborhood affairs and solve neighborhood issues. Only 15 percent do not consider that their residents have self-governing ability.

As for leader attitudes towards resident external efficacy in changing governmental responsiveness, 84 percent of leaders consider citizen participation can extremely, very much, or moderately improve governmental responsiveness to neighborhood issues/needs, while 16 percent do not trust citizen participation can improve governmental responsiveness.

To promote common interests, Chinese HOAs take a variety of actions, such as engaging in demonstrations against government and developers, initiating petitions, advocating for legislation and supporting candidates to run for the Local People’s Congress...

Theses findings are striking because the authoritarian tradition rooted in Chinese society does not provide cultural support for citizen participation nor does the current political system provide institutional support. Moreover, the findings contrast with the HOAs in the United States, which often are criticized for their autocratic operations and negative impact on civic participation. One reason for the difference is that Chinese HOA committees do not have power as substantial as the boards of HOAs in the United States. Because regulations of Chinese HOAs do not clearly specify their power and responsibilities, Chinese HOA committees obtain their legitimacy and define their authority through a bottom-up democratic process, which requires active citizen participation. Another reason that Chinese HOAs are more likely to adopt democratic characteristics in their internal governance compared to their counterparts in the United States is that they have a different governance focus. In the United States, internal neighborhood issues are the major focus. To deal with issues within the neighborhood, a certain degree of regulation is required. By contrast, Chinese HOAs are mostly occupied with dealing with external parties (developers and property management firms) to protect common property rights. Compared to local governments and property management firms, HOAs have fewer economic and political powers. As a result, organizational power from member support and participation is critical to HOA committees. Establishing more open and democratic internal governance is an effective way to mobilize resident participation and obtain more organizational power. Our study also finds that HOAs with a more democratic internal life are more likely to promote civic awareness and neighborhood participation. The findings suggest that in large neighborhoods that normally have difficulties with active resident participation, Chinese HOAs need to develop more formalized and democratic governing structures such as a representative assembly system, to encourage residents to participate in neighborhood governance. Moreover, HOA committees should make more effort to communicate with residents.

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Announcing...

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by H. George Frederickson

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

Students preparing for public service careers will benefit not only from the wisdom and insight in Public Administration with an Attitude, but from the pervading theme of the honor and dignity of public service. Practicing public servants will enjoy the rich use of examples, the telling of great public administration stories, and especially the descriptions of public administration heroes and heroic moments.

This book is a lot more interesting than a spreadsheet (…and more accurate)!
Engaging Communities: Albania as an Example

Barbara A. Coe

How can citizen participation be encouraged—and useful? Even in “transitional” former communist countries, people with little experience can participate effectively. In Albania, one of the poorest countries in Europe, real citizen participation was prohibited under the 50-year communist dictatorship. Residents were left mistrustful of government and skeptical about engagement.

People were, however, successfully encouraged to participate through a project known as Communities Engaged in Social and Economic Development of Albania (CESEDA). The project, which aimed to encourage poor, rural residents to participate in revising and implementing Albania’s poverty-reduction strategy was conducted by World Learning for International Development (WLID) from 2003 to 2005, funded by WLID and USAID.

It provides one example of a proven process, with results significantly exceeding the targets. Government responded positively to 52 percent of the priorities presented by villagers. Furthermore, community groups, sometimes with government, and sometimes solely on their own, completed 58 projects in 50 villages including roads, bridges, schools, cemeteries and sewage treatment facilities. Villagers usually did the work themselves while sometimes (but not always) receiving materials and/or equipment from government.

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Perhaps most important, as one participant in a women-only group (who preferred to be unnamed) said: “By organizing a network of women, [CESEDA] empowered and taught us how to work in a team. This was an education to us. …Every time we come up with an idea we gather to discuss it. First it is a small group, meaning the network of the women created by CESEDA. But when we see that the idea could be actualized, then we expand the discussion to the women of the village.”

Process

A report card process to evaluate local public services first attracted participants and taught them how to work together and how to influence government policy and operations. Then, an action planning process enabled participants to prioritize complex local conditions and develop and implement actions to realize their goals.

• Report card process. Field coordinators (in male/female teams of two) contacted informal and formal village leaders—village heads, physicians, teachers, and school administrators— to convene groups of 16 to 20. After an initial information meeting, groups met and evaluated services and conditions and identified priorities. Field coordinators consolidated the report cards for the village. A small group of citizens selected by the larger group presented the results to government officials, who revealed any resources or plans for addressing the priorities.

• Action Planning. Field coordinators then led an action planning process. First, groups identified the desired outcome or goal, such as a fully functioning potable water system. Second, they described the current conditions, or baseline, and resources available. The third step was taking action, experimentally, and then observing the result, not following a rigid plan. At the end of a project, completion and celebration energized people for next goals.

This approach contrasts sharply with those with a problem focus. Although problem-focused approaches sometimes do name goals, a negative focus tends to disempower and discourage participants. Groups focusing on problems often become sidetracked and stalled.

Alternatively, communities report that imagining a positive outcome enlivens people and encourages them. Big goals can be broken into sub-goals to avoid overwhelm. Objectively describing the current state enables people to understand what action steps will be needed. Also, by making evident the difference between the desired and present state, energy is generated that draws the community to action. When groups learn how to stay focused on a clear goal, they are able to sustain progress.

Challenges and Lessons Learned

Challenges in the CESEDA Project were considerable: The first was stimulating participation, particularly by women, economically disadvantaged, or those with a problem focus. Although problem-focused approaches sometimes do name goals, a negative focus tends to disempower and discourage participants. Groups focusing on problems often become sidetracked and stalled. Alternatively, communities report that imagining a positive outcome enlivens and encourages them. Big goals can be broken into sub-goals to avoid overwhelm. Objectively describing the current state enables people to understand what action steps will be needed. Also, by making evident the difference between the desired and present state, energy is generated that draws the community to action. When groups learn how to stay focused on a clear goal, they are able to sustain progress.

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A Proposal for a National Service Learning Program

Sheri Baxter

As a world leader for democracy and an active civic culture, the United States must ensure its position as a model for other nations and ensure its internal health remains prosperous. With the decline of active citizenship throughout the nation and its communities, revitalization of this civic culture can create a sustainable foundation for continued leadership in altruism, service, and democracy.

The United States’ democratic strength and global leadership depend on its ability to serve others, to create an environment of tolerance and understanding, and to build collaborative partnerships to foster social capital. In addition to the declining civic culture in the United States, the education system has shown consistently decreasing academic results from its youth. Recent educational reforms mandating standardized tests show minimal progress, but hinder broader educational growth to ensure the nation’s competitive academic edge.

Remaining a global leader in academics will contribute to the nation’s capacity to ensure scientific and technological development, research and innovation. Establishing a National Service Learning Program will assist with educational and civic reform, while fostering social capital in the nation’s communities.

Mission, Purpose and Goals

The National Service Learning Program would be a compulsory, integrated learning program incorporated into every public school. Service learning is a teaching strategy that incorporates the application of academic concepts and theories into community service projects as a core part of classroom instruction. It engages students in social and political problems, community issues, problem solving and service through the application of course concepts in real-life experiences that provide a true benefit to the community and its residents. Service learning is not an additional educational component, but a teaching approach integrated into the curriculum to enhance every child’s learning experience. This proposal focuses on the education of our youth, in addition to their cognitive and personal development, as well as implementing social change and revitalizing our national civic culture.

A National Service Learning Program will provide the following benefits:

• Higher test scores and grades, more likely to be continued to college.
• Improved development of low-achieving children or children of low socioeconomic status, which can assist in closing achievement gaps.
• The involvement of students in the community will create “expert citizens” that are more civically minded, more interested and knowledgeable on political and social issues, more likely to become active adult citizens, and exhibit a greater sense of empowerment to foster social change.
• The experiences of service learning will improve communication and leadership skills, problem-solving and decision-making abilities, self-confidence, and personal values and ethics to create a nation of young adults with a more qualified skill set, social attitudes and stronger work ethic for increased success in college, career, and life.

Establishing a National Service Learning Program will assist with educational and civic reform, while fostering social capital in the nation’s communities.

• Service learning will fulfill established social and political needs in the community to support the social, physical, health, or developmental needs of individual community members or groups to promote social change.
• Service learning will develop multiple partnerships in communities between schools, public agencies, nonprofit organizations, community members, and businesses to increase the social capital of communities and providing an arena ripe for social change.
• Service learning will create stronger partnerships with parents involving them in their child’s education at a greater level. These goals are consistent with those established by the No Child Left Behind Act of 2001 and its preceding law, the Elementary and Secondary Education Act of 1965, to ensure high academic assessments, meeting the educational needs of low-achieving students, providing youth with a more valuable and enriched education program, increasing the quality of teaching in the nation’s schools, increasing participation of parents in their children’s education and promoting school-wide reforms for more effective education programs.

Program Structure and Requirements

The number and rate of service learning programs established in colleges and public schools in the United States has increased tremendously over the past few decades. This boom in service learning programs has resulted in an influx of research that has discovered the critical components for successful service learning programs. Administration, structure, and evaluation. The following characteristics will be included for the administrative development, evaluation and standards of the National Service Learning Program:

• The incorporation of service learning in the mission, goals, school requirements, and culture of state education programs, school districts, and local schools.
• The establishment of a designated service learning office or individual in each state’s education department and local school district to support the administration, funding, resources, technical assistance, and training to ensure successful implementation.
• Technical assistance and training for teachers and administrators to ensure appropriate and ongoing training and support to ensure educators are adequately prepared and knowledgeable to implement service learning in their classrooms.
• A National Service Learning Technical Assistance Center to develop and disseminate information and resources and provide technical assistance which will assist in the development and institutionalization of service learning.
• Administration will be conducted at the federal level, but flexibility will be provided for individualization of programs by state, school districts, and individual schools.
• Establishment of a National Service Learning Board to develop national program standards, objectives, and outcome, and a formal evaluation process.
• Informal and ongoing evaluations at the local level to assess program functioning and outcomes.

Program operations. The following are required components for a national program in regards to its operational attributes and the academic curriculum:

• Service learning projects must be linked with course concepts and to the overall educational curriculum to ensure the greatest academic benefits to students.
• Community service projects associated with service learning programs must be meaningful to the student’s learning and provide an authentic and identifiable need for the community and its residents.
• Inclusion of students in the planning of service learning activities, to a level appropriate to the child’s developmental age and grade level, to create improved cognitive outcomes and personal development.
• Collaboration with community-based and nonprofit organizations, community members, business, foundations, and parents.
• The inclusion of ongoing, formal, and informal reflection pieces to allow for the discussion of course concepts, their application to service projects, conceptualize the experiences of students in the service projects, and provide a forum to allow for individual growth.

Presently and in the upcoming years, the United States will continue to face social and political challenges to its development as a nation and as a global leader.
Transparency vs. Efficiency: The Quandary of Public Participation

Earl Mathers

In Gallatin County, MT, involving the public in the governance process is not discretionary. Indeed, public officials, elected and appointed, are strongly committed to public participation and believe that the quality of decisions will be improved through authentic discourse and deliberation with citizens. There are ample opportunities for the media, interest groups and the general public to be involved in a variety of local government issues and forums. Ensuring transparency and engaging citizens at various levels is routine in Gallatin County as it is in most jurisdictions today. If representative democracy in a former era was characterized by the politics-administration dichotomy, deliberative democracy of the 21st Century should be portrayed as a “politics-administration-public trichotomy.”

The ascendency of public participation in Gallatin County is driven by a variety of factors including an informed and educated citizenry as well as a compelling set of public policy debates. In addition, value factors including an informed and educated public trichotomy.

Earl Mathers is county administrator for Gallatin County, MT. Email: Earl.Mathers@gallatin.mt.gov

Service Learning Program Proposed

From PROGRAM, pg. 6

We will be further challenged globally by other countries around the world in economic, scientific and technological advances. To maintain liberal democracy, competitive advantage and position as a world leader, we need to ensure we have the tools to ensure our nation’s success. Building upon the fact that our citizens are our greatest resource, creating a foundation for the development of a strong future of youth citizens will create a vital and active citizenry, higher academically performing students and more capable and prepared citizens to take this nation into its future. A National Service Learning Program will invest in the education and development of our youngest citizens, preparing the country for the future and also builds social change for a stronger, more capable nation today.

Sheri Baster is a Ph.D. student in public policy and administration at Walden University and has an MPH from the University of Alaska. Email: sheriberry@att.net

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Creating Accountability in Collaborative Networks: Can It Be Done?

John Kamensky

How do you tackle complex management challenges like the response to Katrina, counter-terrorism, watershed management, the Human Genome Project, or going to Mars? Traditional bureaucratic hierarchies don’t seem to work. Market-driven approaches, such as competition and choice, don’t seem to be effective.

The central organizing principle in a collaborative enterprise is ... the mission ... The most important issue is not an individual’s status but rather “can you contribute to the mission?”

The use of collaborative approaches is being touted, but there are concerns about how to ensure their accountability for getting things done. Collaborative approaches seem to hold promise, but their expanded use is being held back, in part because of the unease of leaders in being able to address the accountability issue.

Public administration scholars are busy examining the promises of collaborative networks in getting the public’s work done—Donald Kettl, Robert Agranoff, Myrna Mandell, Michael McGuire, Brent Milward, and Keith Provan have all conducted practical research helpful to public administrators. Even the Government Accountability Office has developed case studies of the use of collaborative networks. Collectively, they are beginning to sketch out some useful practices, and are describing efforts by practitioners to make sense of their changing world.

Interestingly, this same challenge of how to structure large organizations to be more responsive when tackling complex challenges, is alive in the private sector as well.

I’ve recently read a new business book that seems to have some relevance to managing government: The Collaborative Enterprise: Managing Speed and Complexity in Knowledge-Based Businesses, by Charles Heckscher, a professor at Rutgers University. He has found CEOs in large corporations are—like today’s government executives—struggling with the legacy of large bureaucracies that are increasingly less responsive to today’s challenges in a knowledge-based economy. Like government executives, they are experimenting with collaborative approaches in their organizations as ways of overcoming the unresponsiveness of traditional hierarchies. For businesses, it is a fight for survival and relevance.

And like the public sector, a key challenge is how to develop accountability for performance within a collaborative environment. He has found that the private sector doesn’t have The Answer, but neither does anyone else. Still, his observations can be helpful to public managers. Heckscher succinctly describes how the culture created by traditional bureaucratic hierarchical model culture clashes with collaborative cultures. He also describes how to begin to make the shift in part by addressing the need to create clear accountability for performance in collaborative environments.

The Clash Between Bureaucratic and Collaborative Cultures. The traditional bureaucratic culture is comprised of two different patterns. One is the highly rational, disciplined system of hierarchy and defined roles. The other is a paternalistic mindset focused on informal events and the chain of command. For businesses, it is a fight for survival and relevance.

The norms of bureaucracy are stability, homogeneity, conformity, deference, and inwardness. “Good performance” is defined by the boss, who sets targets and evaluates performance. Accountability is to the boss, within the hierarchy.

Heckscher observes that in a collaborative enterprise, people are interdependent with others and, as a result, are intolerant of those who don’t pull their own weight. They put little stock into local attachments and paternalism. Their measure of performance is not the boss’s judgment, but rather “what is expected in collaborative enterprises is performance that helps others and moves everyone toward achieving the collective mission and goal. It is, in short, a notion of performance as contribution.” This is the focus of individual accountability in a collaborative network—contribution to performance.

The central organizing principle in a collaborative enterprise is not the office or the position held by the officer holder, but rather the mission or collective purpose. The core of the values system is your contribution to this mission. The most important issue is your status but rather “can you contribute to the mission?”

The Challenge of Creating Accountability in Collaborative Networks. In a hierarchy, it is relatively clear how to establish accountability, and where to point to when there is a failure in performance. You simply look at the chain of events and the chain of command. For example, the failures in the appropriate treatment of prisoners at Abu Ghraib prison ultimately resulted in punishments for those in the chain of command.

The military reflects the epitome of the traditional bureaucratic hierarchy. But it is also finding that this approach does not work well in fighting terrorism in an urban environment in Iraq. As a result, the military is increasingly adopting the use of collaborative networks, such as with Sunni militias, and is having to navigate the conflicts between the bureaucratic and collaborative cultures.

Milward and Provan, in a 2006 report for the IBM Center for The Business of Government, observed that “the challenges of maintaining accountability is critical for network performance and for continued flow of resources.” Until the accountability issue is resolved, increasing the use of collabora-
tive networks will be difficult. Milward and Provan say “Network managers have a major responsibility to ensure that those who participate in a network are accountable for their share of network activities and are held accountable for their actions.” But what constitutes “accountability” in a networked, interdependent environment?

In an environment of collaborative accountability, according to Heckscher: “people should be judged on their contribution to the mission or purpose of the organization—not on doing a “good job.” This would include the reliability and competence of an individual and the extent to which they add value, not merely meeting targets. But who makes this assessment? Heckscher says there is no single right answer, but that this is oftentimes done via a 360-degree assessment of individuals, including program customers, bosses, and peers.

Collaborative accountability differs from bureaucratic accountability in what is assessed, and how it is assessed.

Collaborative accountability is an assessment based on contribution, by driving strategic awareness throughout the system, and by connecting rewards and sanctions to these broader themes. Heckscher says that assessments should not rely solely on 360-degree appraisals, but also include a system of reputational assessments, not unlike that done via scientific peer reviews.

But what about creating accountability for a collaborative system, not just the individuals in the system? One approach for assessing the performance and accountability of a collaborative system is via a Balanced Scorecard. Scorecards tend to reflect both the perspectives of different stakeholders, as well as the strategies the members of the collaborative enterprise are using. Rather than orienting people to their accountability for narrow pieces of the system, they would be expected to orient themselves based on their contributions to the whole, and be assessed on that basis.

A key element of this working is a high degree of transparency in the performance information produced in this system so all the players—including the public—have insights into what is going on. A 2004 study by Mark Imperial for the IBM Center is an excellent case study of how...
Over the past seven years, the citizen preparedness as a top priority. Since the first survey of state homeland centers—have remained relatively stable and establishing state intelligence fusion interoperable communications systems, States’ top security concerns—developing tively comprise the Governors Homeland highlights the results of an annual survey state homeland security directors and The brief examines the challenges facing ASPA Concern 4: The Comptroller General David Walker also recently suggested the need for a “core set of budget, on contracts and acquisitions and it has become increasingly reliant on private contractors to perform inherently govern-
ment work. For example, private contractors staff 60 percent of the Department’s intelligence office. I will prohibit inherent government functions from being contracted out, to increase competition in contracting. Last year, I introduced and passed into law a provision to block the Bush administration from continuing to contract out essential positions in the Federal Protective Service. I also worked with a number of organiza-
tions to enact language into law to block the privatization of the operation of our nation’s locks and dams. And I introduced legislation to establish a comprehensive national system for skilled construction workers to assist first responders in disasters; I will work to enact this legisla-
tion when I am President. ASPA Concern 4: Comptroller General David Walker and others argue that: “It’s time to reconsider our approach to political appointments. This includes recognizing the differences among policy, operational and adjudicatory types of executive level positions. As they note, “We need capable career executives to help lead this fight [fight against terrorism] because the stakes are very high.” Their call is for the hiring of nonpartisan COOs and CMOs with proven track records, particularly in major entities like the Defense Department or the Department of Homeland Security.”
Questions: What is your position on establishing minimum standards for operational and adjudicatory type executive level positions? And, would you be amenable to external reviews of these appointees’ credentials as a part of the confirmation process?
Clinton: When I am President, I will appoint the most qualified, dedicated, public-minded people to serve in govern-
ment. When we were working to improve disaster response after Hurricane Katrina, I proposed that we require proper qualifica-
tions for the director of Federal Emergency Management Agency (FEMA) and my proposal eventually become law as part of an overall reform package of FEMA.

Clinton Addresses ASPA’s Concerns About Public Service

From CLINTON, pg. 2

shied to all government employees and contractors to ensure normal access to jury trials in federal court to defend themselves when they speak out in the public interest.

• Third, I will create a U.S. Public Service Academy designed to cultivate a new generation of young leaders dedicated to public service.
• Fourth, I will restore the practice of competitive bidding in times of national emergency, ending the abuse of no-bid contracts. I will post every contract online so that Americans can scrutinize the details and hold their government accountable.
• Fifth, I will cut the number of contractors working for the federal government by 500,000 over the next 10 years through an Executive Order.
• Sixth, I will work to restore the Congressional Office of Technology Assessment to provide authoritative and objective analysis of complex scientific and technical issues for the federal government.
• Seventh, I will ensure that the budget and the budget justification for every govern-
ment agency are available online in a timely manner.
• Eighth, I will create a new Results America Initiative to track government effectiveness. The initiative would modernize data collection to address critical gaps in our knowledge and making the findings available on the web so that Americans can get real-time information on a host of issues, from their health to the quality of their schools; and last, to the conditions of critical infrastructure.

ASPA Concern 3: There has been an accelerating use of government contractors and grantees during the last decade. Reports indicate that the federal government uses three times the number of contractors and grantees to provide crucial services than the entire military and Federal Civil Service personnel combined. There is a growing concern that the government does not have the workforce with the skills to manage these contractors who often do 90 percent of the work on essential projects. This trend may also make it difficult for government to provide vital services during a disaster or crisis situation.

Questions: What is your position on this reported imbalance between contractors and public servants? And what steps would you take as President to ensure that government has the capacity to provide vital services during a disaster or crisis situation?

Civil servants serve the public and that work must be respected.

Clinton: Over the past seven years, the Bush administration has steadily outsourced critical government functions to private companies, adding more than 2.4 million private contractors to the federal payroll for a total of 7.2 million. Today, government contractors have essentially become yet another special interest, with the top 20 contracting firms spending nearly $300 million since 2000 to lobby the government. The Bush administration has contracted out vital government services without even running a competition. As we saw in post-Katrina Louisiana and Iraq, that has too often resulted in incompetence, as unquali-
fied people have been put in charge of delivering critical services. When I am President, I will clean up our contracting system by significantly reducing the number of contractors and providing transparency in the process.

I have proposed cutting at least 500,000 federal contractors to save approximately $10 to $18 billion a year. I will put an end to no-bid contracts and I will ensure that in the instances where contractors might be necessary, I will ensure that we run a fair process for evaluating the process. I will also ensure that every government agency publishes its budgets online to ensure that any public service that is contracted out to private contractors will be known to the public and open to scrutiny.

The Department of Homeland Security spends more than $15 billion annually, more than 40 percent of its discretionary budget, on contracts and acquisitions and it has become increasingly reliant on private contractors to perform inherently govern-
ment work. For example, private contractors staff 60 percent of the Department’s intelligence office. I will prohibit inherent government functions from being contracted out, to increase competition in contracting. Last year, I introduced and passed into law a provision to block the Bush administration from continuing to contract out essential positions in the Federal Protective Service. I also worked with a number of organiza-
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But when the President signed it, he specifi-
cally said that he wasn’t going to necessarily follow the directions of having a qualified person lead FEMA. How would you call a signing statement, to pick and choose from the provisions in the law of what he would and would not enforce. When I am President, the entrance to the White House will no longer be a revolving door for just the well-connected— but a door of opportu-
nity for the well-qualified. I will ensure that our government is run by qualified people who have a proven record of success.

ASPA Concern 5: The Comptroller General David Walker also recently suggested the need for a “core set of values and principles” to define the job of the civil servant, “the glue that binds us together.” The American Society for Public Administration, the National Academy of Public Administration, the National Association of Schools of Public Affairs and Administration, the International City/County Management Association, and other purport that these “core values” must include a commitment to effectiveness, efficiency, ethics and integrity and social equity, with the goal of advancing excellence in public service.

Questions: Are these, or other core values you can identify, important to define the job of the civil servant? And if so, how would you help inculcate “core values” in the civil service during your presidency?

Clinton: Yes, I believe that those core values are important to define the job of a civil servant. My plan to reform our government is rooted in those same values—a commitment to effectiveness, efficiency, ethics and integrity and social equity, with the goal of advancing excellence in public service.

Civil servants serve the public and that work must be respected. I will also ensure that federal departments are adequately funded and staffed, which is not the case today and sends the wrong message. I am fully committed to strengthening our government, which will send the right message— that civil service is important. Moreover, I will ensure that government jobs are filled by qualified and experienced people.

State Homeland Security Directors Express Concerns in Several Areas

From HOMELAND SECURITY, pg. 1

Association Center for Best Practices (NGA Center).

The brief examines the challenges facing state homeland security directors and collectively comprises the Governors Homeland Security Advisors Council (GHASC).

States’ top security concerns—developing interoperable communications systems, coordinating the efforts of state and local agencies, protecting critical infrastructure and establishing state intelligence fusion centers—have remained relatively stable since the first survey of state homeland security officials was conducted in 2005. This year, states also identified strengthening citizen preparedness as a top priority.

Although survey results showed that more than half of states have “significantly involved local governments in developing strategic plans, including grant funding allocation plans, states expressed concerns in a number of areas related to federal relations and National Guard staffing. Key findings of the survey include:

• States continue to report uneven progress in their relationship with the federal government, specifically with the Department of Homeland Security (DHS);
• Most states said DHS should coordinate policies with the states prior to their release or implementation;
• States need federal funding to support personnel to implement and sustain national initiatives that are carried out locally;
• States want federal agencies to coordi-
The Arc of Bureaucratic Morality: From Loyalty to Treason

H. George Frederickson

Philip Agee died this week in Havana. He was a bureaucrat, but a bureaucrat of a special kind. Agee was a spy. It was Philip Agee who, after a dozen years in the clandestine service of the Central Intelligence Agency, resigned and published Inside the Company: CIA Diary in which he identified about 250 CIA officers, foreign agents and front organizations. There is little doubt that Agee’s disclosures resulted in the punishment and/or imprisonment of persons in the service of the CIA and of the United States. The exposures of Agee and others led Congress to pass the Intelligence Identities Protection Act of 1982. It was the investigation of possible violations of that act in the “outing” of Valerie Plame Wilson that resulted in the perjury conviction of Lewis “Scooter” Libby, the former chief of staff to Vice President Dick Cheney. “When I joined the CIA I believed in the need for its existence,” Agee wrote in CIA Diary. “The CIA was engaged in “regime change” in countries with left-leaning governments as part of the cold war and in countries that were thought to threaten American interests, including Iran, Indonesia, Vietnam, the Sudan, Syria, Guatemala, Ecuador, Guyana, Zaire, Ghana, Greece and the Dominican Republic. “After 12 years with the agency,” Agee wrote, “I finally understood how much suffering millions of people all over the world had been killed or had their lives destroyed by the CIA and the institutions it supports.”

With this understanding Agee turned left and he wrote, “American capitalism, based as it is on exploitation of the poor, with its fundamental motivation in personal greed, simply cannot survive without force—without a secret police force…Now, more clearly than ever, the extremes of poverty and wealth demonstrate the irreconcilable class conflicts that only socialist revolution can resolve.” Based on these political opinions Agee changed sides in the cold war and made the transition from whistleblower to traitor. In the widely accepted language of Albert Hirschman’s Exit, Voice and Loyalty: Responses to Declines in Firms, Organizations and States, Agee went beyond voice and exit to treachery. Agee’s death coincides with the announcement that Tim Weiner’s remarkable book, Legacy of Ashes: The History of the CIA, is a finalist in the nonfiction category for the 2008 National Book Award. Without blowing anyone’s cover or betraying American interests, Tim Weiner insists that reliable intelligence is essential to dealing with those threats. But, he writes, “to survive as an institution in the Washington, the agency had to have the president’s ear. But it soon learned that it was dangerous to tell him what he did not want to hear. The CIA analysts learned to march in lockstep, conforming to conventional wisdom. They misapprehended the intentions and capabilities of their enemies, misjudged the strength of communism and misjudged the threat of terrorism.”

Weiner describes the Clinton Era preoccupation with the electronic technology of surveillance and with getting more for less, pointing out that by September 11, 2001, the FBI had more agents in New York City than the CIA had officers abroad. “It then forfeited its role as a reliable source of information when it handed the White House false reports on the existence of weapons of mass destruction as did H. R. Haldeman, who had delivered a ton of reportage based on an ounce of intelligence. President George W. Bush and his administration in turn misjudged the CIA…turning it into a paramilitary police force abroad and a paralyzed bureaucracy at headquarters.” After George Tenet resigned in the summer of 2004, taking the fall for faulty intelligence in the run-up to the war in Iraq, Porter Goss moved from chair of the House Intelligence Committee to director of the CIA.

According to Weiner, “On his first day of work, Goss began a purge more swift and sweeping than any in the history of the Central Intelligence Agency…The new director surrounded himself with a team of political hacks he had imported from Capitol Hill. They believed they were on a mission from God, that White House— or some higher power— to rid the CIA of left wing subversives…The director issued orders against dissent from the president’s policies…The scouring of the CIA was rightly a question of competence. It wrongly became a question of ideology.”

Porter Goss lasted 19 months. It will take much longer to rebuild the CIA. Twenty-five hundred years ago Confucius claimed that the primary problem faced by public officials is how to serve those in power, particularly if those in power are evil, corrupt, or ignorant. The way to deal with this problem, following Confucius, is to recognize that a good official is above all other things a moral actor in the context of moral action. All public acts are moral acts and all public officials are moral actors. Moral action requires two things—competence and courage.

“The CIA analysts learned to march in lockstep, conforming to conventional wisdom. They misapprehended the intentions and capabilities of their enemies, misjudged the strength of communism and misjudged the threat of terrorism.”

When it comes to CIA competence and courage, the recent news may be good. The National Intelligence Estimates of November 2007 have just been declassified. Under the “Iran: Nuclear Intentions and Capabilities” heading, the estimates are that “we judge with high confidence that in fall 2005, Tehran halted its nuclear weapons program…We continue to assess with moderate-to-high confidence that Iran does not currently have a nuclear weapon…Tehran’s decision to halt its nuclear program suggests it is less determined to develop nuclear weapons than we have been judging since 2005.”

This is a far cry from George Tenet’s claim in 2002 that it was a “slam dunk” that Iran had weapons of mass destruction. At least we have some evidence that the CIA is willing to speak truth to power, when it is clear that the administration would prefer that Iran be portrayed as a nuclear threat. At least in this one matter the CIA appears to have found its voice.

There are still deeply troubling issues of secret prisons, torture, the destruction by the CIA of tapes of prisoner interrogation and other modern practices that are morally questionable. Chief among these troubling reports is the new documentary film “Taxi to the Dark Side.” Directed by Alex Gibney, “Taxi” is a scathing indictment of the justification for torture and the dismantling of habeas corpus by top U.S. officials and what happens when street level bureaucrats are expected to carry out morally reprehensible policy. Competent and courageous intelligence agencies are essential to preventing terrorism. The courage and competence of such agencies is especially important when elected officials and their appointees abuse their oversight responsibilities for political purposes or fail to understand the likely consequences of their actions. That is when we need brave individuals who understand moral action and are prepared to act morally.

ASPA member H. George Frederickson is Stene 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.

Email: gfredsk@ku.edu
Three communities in Northwest Indiana’s Lake County have entered into an interlocal agreement (ILA) to establish the Shared Ethics Advisory Commission (SEAC). All three of the municipalities also adopted a shared ethics code. The municipalities are Crown Point (pop. 23,443), Highland (pop. 26,961) and Munster (pop. 22,340). Crown Point is the County seat and Highland and Munster are suburban communities. Lake county is just south of Chicago. Its principal cities are Gary, Hammond and East Chicago.

The ILA calls for the SEAC to be composed of seven members who should be persons of good character. It presently consists of two retired judges, a retired clergyman, a former banker/lawyer who is a prominent community leader, a university business dean and an ethics professor with one vacancy. The principal activity of the Commission to date has been to conduct ethics training but it may also provide for ethics policy review and ethics code administration.

The key values in the Shared Code of Ethics are:
- **Honesty**/Integrity–to make decisions for the public’s best interests, even when they may not be popular.
- **Respect**/Civility–to work together in a spirit of tolerance and understanding.
- **Accountability**/Responsibility–to make full public disclosure of the nature of any conflict of interest and support the public’s right to know the truth and encourage diverse and civil public debate in the decision making process.
- **Fairness**/Justice–to promote non-discrimination in decision making for our respective community and to make decisions based upon the merits of the issue at hand.

The Northwest Indiana Local Government Academy at Indiana U. Northwest is also promoting ethics in local governance. The Academy’s web site has an Ethics Hall of Fame with 12 communities identified as having adopted codes of ethics (www.iun.edu/~lga/)

Bravo!

Sources: Lloyd Rowe (browe@netnicco.net) and www.iun.edu/~lga/
Microsoft's New E-Gov Platform

John Rendleman

Microsoft has introduced a suite of tools it will provide without charge to local and regional governments worldwide to help them deliver Web-based services to citizens.

Microsoft's Citizen Service Platform incorporates the company's work with local and regional governments over the past several years, and consists of templates designed to run in Microsoft operating environments for the most commonly deployed e-government services.

Microsoft will offer the initial set of online services to governments for customization and integration into their current environment later this year.

Microsoft designed the platform to give local and regional governments the ability to customize the level of sophistication they offer in their e-government services which can range from simple presence offerings that provide static information to citizens to more complex transactional services that enable interaction between citizens and government.

Specific Microsoft products that the platform incorporates include Microsoft Office SharePoint Server, Microsoft SharePoint Portal 2007 and Microsoft Dynamics CRM. As one example of the platform’s capabilities, Microsoft cited a citizen alert system used by the town of St. Mary in Jamaica last year that delivers storm and hurricane warnings via SMS messaging without requiring on-site Information and Communication Technologies (ICT) hardware.

This brief is reprinted from Government Computer News (www.gcn.com).
THE MOST COMPREHENSIVE PUBLIC ADMINISTRATION CONFERENCE OF THE YEAR...

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

This year’s theme: Transformational Public Administration: A Call for Public Service, will focus on behavior programs, activities, institutions and processes occurring in the public sector that enable or constrain human advancement.

Hundreds of public service experts will passionately offer creative solutions to problems you encounter in the workplace. Through keynote presentations, workshops, panels, roundtables and discussion circles, attendees will experience a solid leadership track to elevate the public service profession. Don’t be left out!

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

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Transformational Public Administration: A Call for Public Service

WWW.ASPANET.ORG/2008CONFERENCE
Newman Elected ASPA Vice President

Christine McCrehin

Meredith Newman, professor and director of the School of Public Administration at Florida International University, has been elected ASPA vice president and will become president of the organization in 2010. Newman will officially assume the office of vice president at ASPA’s 69th Annual Conference in Dallas, TX, March 7-11, 2008.

At that time, Donald Klingner, professor, University of Colorado at Colorado Springs, will become president replacing Harvey White, associate professor, University of Pittsburgh, who will become immediate past president. Paul Posner, professor at George Mason University, will become president-elect.

Newly elected National Council members

....
Building on a Bold Beginning:
Standing Up for Public Administration

Harvey White

With few exceptions, efforts to stop the bashing of public servants have not prevailed. Edward J. Curran’s bold presentation on the ABC “This Week” news in 1997 is one of these exceptions. Making strategic use of this media opportunity, he described the failure of leading congressional leaders to be responsive to information and recommendations given to them by professional civil servants.

Curran’s bold defense of his colleagues and agency on a national network, described as the “Beginning of the End” for the passive acceptance of “bureaucrat bashing.” A public servant had finally successfully challenged attempts to make civil servants the scapegoat for problems precipitated by political leaders. The heroic action of this career public servant, who served our country for more than 40 years, stands in dire contrast to normal bureaucratic behavior.

As George Frederickson asserts, Curran’s actions represented “an electric moment, a Sabbath public administration epiphany, one of those rare and beautiful moments about which bureaucrats dream.” His bold action caught many off guard and curtailed undeserved criticism of public administrators.

According to Frederickson, decades from now students will ask: “Who was this man Edward J. Curran, and why is he so important in public administration?” Their professors will answer: “the end of the 20th century, after decades of bureaucratic bashing by Congress, it was Edward J. Curran who would not be bash’d.” This epic moment would be described as “… the beginning of the end of the political advantages that once came from bureaucratic bashing.”

Unfortunately, more than ten years after Curran’s “epic” actions, the bashing of public servants continues to be endemic in the political arena. Numerous politicians and pundits are building their careers by perpetuating stereotypes, falsehoods and hyperboles about a “growing bureaucratic Leviathan that pathologically abuses its power.” This “Phantom bureaucracy,” as it were, is still the scapegoat for many of our social, economic and personal woes. Many political leaders are as quick as ever to blame policy and administrative failures on civil servants and as slow to take responsibility for any of the maladies that occur during their terms in office.

Given the persistence of bureaucratic bashing that pervades our society, students studying public administration in the future may be more inclined to ask: “What did individuals and organizations do to build on Curran’s bold beginning?” What did they do to advance public administration? Why did they fail to seize this epic moment for our profession? How will we respond?

Much has been done to advance public administration. More needs to be done. We are not responsible for what was not done by those who precede us; nor can we control what shall be done by those who follow us. We are accountable, however, for today. Unprovoked attacks on public administrators are taking place during our moment in time. It has been evidenced in the current presidential campaign and it is not the prerogative of individuals from one particular persuasion or political party. How shall we respond? How shall we advance Curran’s epic stand for public administration.

Much has been done to advance public administration. More needs to be done.

We are not responsible for what was not done by those who precede us; nor can we control what shall be done by those who follow us.

We are accountable, however, for today.

How shall we build upon his beginning and restore the respect for and pride in the public administration profession it merits. It is ASPA’s challenge, along with other public service organizations, to find ways to expand this epic beginning.

Frederickson attributes to Curran. We must, during our moment in time, make sure that our profession is better today than it was yesterday. We must leave it positioned so that those who follow us can make it even better during their day. This is what Curran did through his bold beginning. This is our challenge today.

We do not expect nor would it be appropriate for most public servants to follow Curran’s bold actions. As was clear to him, however, no one is likely to stand up for public administration except public administrators. We also do not expect public servants to deliberately embarrass elected political leadership. This is not our purpose. Nevertheless we can and should do as William Armstrong, a distinguished British civil servant, suggests and “operate on the edge of politics without being political” to help “reposition political leaders” on issues that are detrimental to our profession (Frederickson).

In this vein, ASPA is addressing bureaucratic bashing and other issues germane to public administration with all current presidential candidates. Whether raising issues of concern in public forums or indirectly through communications with staffers, the ASPA leadership team’s initiatives are successfully bringing public administration related concerns to candidates’ attention.

Our recent effort in this regard was a series of concerns and questions sent to all candidates for their responses. In addition to encouraging them to refrain from prejudicial attacks on public servants, we have asked them to describe specific initiatives they would take to:

• Encourage the best and brightest individuals to pursue careers in public service;
• Address the imbalance between contractors and public servants at the federal level;
• Promote minimum professional standards for executive administrative positions; and
• Inculcate core public service values in the civil service during their presidency.

We have indicated in our communications with these candidates that their responses will be shared with our members, via the P.A. TIMES and postings on our website. The first report of their responses is printed in this edition. Others will be shared as they are received.

All major presidential candidates have also been invited to bring greetings during our national conference in Dallas. Candidates from both political parties have received invitations. As the availability of candidates is made known to us, we will make this information public.

As we move forward in this presidential election year, we must seize every opportunity to advance the interest of public administration. In forums, we must ask questions relative to our interest. We should respond to inaccurate information that presents those in our profession in a prejudicial manner. Also, we should not hesitate to develop position papers and use other nonpartisan methods to help enhance excellence in public service. In other words we should “operate on the edge of politics without being полити” to help “reposition political leaders” on issues that are crucial to our profession.

Equally important, we must assist the next president, however possible, in recruiting and selecting the very best and most talented individuals to serve our country. We should help set high standards and expectations for those in public service.

Further, we must demand of ourselves and all members of our profession the highest level of ethical behavior, integrity and professionalism. This includes advancing social equity.

Thus, when students read about what we did in our moment, it should be clear that everything possible was done to advance Curran’s bold beginning to end the bashing of public servants. It should be clear that we built on this bold beginning by standing up for public administration, when and wherever we could. They should know that, during our moment in time, we made public administration better today than it was yesterday; and our efforts positioned this noble profession so that those who followed had an opportunity to make it even better in their day.

Our efforts during this presidential election year are designed to help achieve these objectives. We shall continue to boldly advance the interest of ASPA and our profession.

I look forward to greeting each of you at the Dallas Conference, March 7-11.

ASPA member Harvey White is ASPA president and an associate professor at the University of Pittsburgh. Email: hwhite@asuouthal.edu (please copy rnichtols@asuouthal.edu on all correspondence).

Contact Duanne Crawley at dcrawley@aspanet.org
ASPA Announces Winners from 2007 Award Program

Recipients Will Receive Recognition at National Conference in Dallas, TX, March 7-11, 2008

Washington, DC—ASPA is pleased to announce the winners from our 2007 Awards Program. Winners will be recognized during special ceremonies during the Societies 69th Annual Conference in Dallas, TX, from March 7-11, 2008.

Following is a listing of the awards and awardees:

Charles H. Levine Award—Presented by ASPA and the National Association of Schools of Public Affairs and Administration (NASPAA), this award recognizes a public administration faculty member who has demonstrated excellence in three major areas of the field of teaching, research and service to the wider community.
- John M. Bryson

Donald C. Stone Service to ASPA Award
This award pays tribute to ASPA members who have contributed outstanding services to the Society.
- RaJade M. Berry-James

Dwight Waldo Award
Presented to persons who have made outstanding contributions to the professional literature of public administration over an extended career.
- James L. Perry

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

Gloria Hobson Nordin Social Equity Award
Sponsored by the ASPA Endowment, this year's presentation marks the sixth annual Gloria Hobson Nordin Social Equity Award to a public administrator in recognition of distinguished contributions toward achieving fairness, justice, and equity in government.
- Addie Mix
Co-Founder and Executive Director, Reclaim a Youth (RAY)

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

2007 PA TIMES Best Article Award
This award recognizes the one PA TIMES article which best meets the selection criteria of being informative, provocative, creative and well-written.
- “Is Public Administration Dead?”
Carol Becker

Paul P. Van Riper Award for Excellence and Service
Presented to an individual who has made significant contributions to both the academic and practitioner communities of public administration. Sponsored by the ASPA Endowment.
- Albert C. Hyde

Public Administration Review (PAR) Awards
- Marshall E. Dimock Award
Presented for the best lead article in Public Administration Review during a volume year.
- Donald Moynihan, Sanjay K. Pandey

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

ASPA Conference Scholarships
These scholarships are intended to provide students financial assistance to attend the ASPA national conference. Sponsored by the ASPA Endowment.
- Tobey Zinberg
New York State Assembly

Conference Scholarship for Graduate Students
- Lisa I. Ganesh
Chapter/Section Newsletter Awards
Given annually to recognize newsletters as a vital means of communication and a valuable service offered to chapter and section members.
- Magdalena Blanco, Division II
- Denise Wells, Section for Women in Public Administration (SWPA)

James E. Webb Award
Presented to the person(s) who gave the most outstanding paper at ASPA’s National Conference.
- Beth Offenbacher

Call for Papers

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Conference Co-Sponsors: The School of Public Administration of Moscow State University and the Chinese Public Administration Journal

Conference Host: University of Minnesota Humphrey Institute of Public Affairs, Minneapolis, MN

Paper Abstract Submission Deadline: April 1, 2008
Full Paper Submission Deadline: July 1, 2008

Paper Acceptance Notification: July 15, 2008

Paper Submissions within China (in Microsoft Word) are to be e-mailed to: Abstracts-2008icpa@163.com, Full Paper–icpa@uestc.edu.cn

To the attention of: Zhao Shu-rong, School of Political Science and Public Administration, University of Electronic Science and Technology of China, P.R. China, Chengdu, Sichuan, P.R.C, Post Code: 610054, Tel:0086-28-83208367, Fax:0086-28-83205258

Paper Submissions outside China (in Microsoft Word) are to be e-mailed to: donnmenzel@tampabay.rr.com

To the attention of: Donald C. Menzel, Ph.D., Past-President: American Society for Public Administration 2005-06, 3930 Americana Drive, Tampa, Florida 33634, USA, Tel: 001-813-886-6332, Cell: 001-813-951-6079

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www.aspanet.org
ASPA welcomes the following new members from the month of December 2007. Please note: Members rejoining ASPA are not included on this list.
We invite you to all of the SWPA events, particularly on Monday, March 10 at the SWPA National Awards Breakfast to greet one another and celebrate the role of women in public administration.

For information on the SWPA National Conference participation contact Phin Xaypangna at phin.xaypangna@mecklenburgcounty nc.gov.

SWPA would also like to congratulate the winners of the 2008 SWPA Conference Scholarships. Started in 2001 to honor outstanding students in public administration, this program awards each scholarship recipient $500 to help defray the costs associated with attending the SWPA annual conference. While this year’s outstanding recipients are all MPA students, these scholarships are open annually to students in public administration at all academic levels.

Scholarship Award winners will not only be recognized at the SWPA National Awards Breakfast, but they also have been invited to serve on the SWPA Roundtable “Transitions” panel to be held on Saturday, March 8. Please stop by and offer your congratulations to these women at the SWPA Members meeting, the SWPA Roundtable “Transitions” Session, and the SWPA Breakfast.

Melanie Helser is an MPA student at the University of Alabama at Birmingham. She received her Bachelor of Arts degree in Foreign Languages and International Trade from the University of Alabama in Huntsville. While working on her graduate degree, Helser is also employed by the UAB Institutional Review Board responsible for ensuring legal, procedural, and ethical compliance with matters pertaining to research. Helser’s graduate career goals include working with a public or non-governmental organization focused on advancing multicultural and/or multinational relations.

Shinika McKiever is an MPA student at North Carolina Central University. She received her Bachelor of Arts degree in Political Science from UNC Greensboro with a minor in African American Studies. McKiever is currently employed by the Duke University Medical Center where she performs research and assists with grant management and delivery. In addition to these activities, Shinika remains an active volunteer in both her church and her community, and her career goals are to enhance public service by advancing the values of honesty, integrity, perseverance, respect, and meritocracy.

Gail M. Nehls is an MPA student at the University of Colorado at Colorado Springs. She received a Bachelor of Science degree in Business Logistics from Penn State University at University Park and has completed coursework toward a nursing degree. She is a mid-career student with strong professional experience in the public, private, and non-governmental sectors. Nehls has served as project manager and cultural liaison for two medical mission trips to China, as a member of numerous school committees in Hong Kong and in the US, and is currently the Secretary/Administrator for the Colorado Springs Chinese Language School. Gail’s professional goals are to redefine healthcare delivery through information technology to address the issues of quality, safety, and cost.

Scholarship Committee: Dana Baldwin, Suzanne Discenza, Sharon Mastroiacco and Jerri Killian (Chair).

SWPA would also like to announce winners of the other awards to be given during the SWPA Breakfast:

Audrey Mathews (emirita from the University of California San Bernardino) will receive the Joan Pits Bishop Award. This is awarded to an individual who, by example and action, as promoted increased participation of women in the public service profession, exhibits a defined contribution to increased involvement in the public sector, innovative leadership and accomplished professionalism in the individual’s own public service career, and commitment to the public administration profession.

Marilyn Rubin (from John Jay College of Criminal Justice) will receive the Rita Mae Kelly Award. This award recognizes outstanding research contributions to gender-related issues. The nominee shall have performed research on an issue significant to the role of women in public administration and made an impact through that research on women's lives.

Oprain Soeokchok (Commissioner of Public Sector Reform in Thailand) will receive the Julia B. Henderson Award. This award honors a woman who has made substantial contributions to public administration in an international setting. The honoree is to have, in an international context, promoted the role of women in public services and developing societies.

The Marcia Crowley Award will also be given, but the recipient will not be announced until the SWPA Breakfast.

Chair of the SWPA Awards Committee: Patricia Alt
Sponsorship and Exhibitor Opportunities Available at 2008 ASPA Conference

ASPA has an array of sponsorship and exhibitor opportunities at the Annual Conference being held March 7-11, in Dallas, TX. At the Fairmont Dallas Hotel. More than 1,200 federal, state and local government officials and employees, scholars, practitioners, new professionals, and students will come together for training, networking and learning about current practices in the field. Be a supporter of advancing excellence in public service!

Sponsorship opportunities are almost endless and designed to fit your budget. They include educational and professional development programs, Founders’ Forum Fellowships, receptions, Internet café, coffee breaks, and USB sticks just to name a few. Act now to sponsor the item of your choice!

This year’s Exhibit Hall will be larger and offers extended hours to ensure plenty of visibility for you. In addition to more than 33 exhibitors, there will be book signings, resume critiques, prize drawings, the Hallway of Heroes and sponsored refreshment breaks.

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

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

ASPA Chapter and Section Website Template Can Help Promote Activities

This past June, ASPA had a “user friendly” website template designed for your use. The template allows for tailoring the pages of your site with pictures and content that reflects the uniqueness of your chapter or section. It is very easy to maintain and update without expensive tools or extensive knowledge of HTML.

Since then some of the chapters and sections have used the template to either launch a new site or to redesign their current site. Check out some of the chapter and section sites at www.aspanet.org/scriptcontent/sectemplates.cfm and see how they are using their websites to promote activities including conferences.

Should you have any questions about using the template contact Matt Rankin, mrankin@aspanet.org, or 202-585-4312.

To view the other online marketing tools available for promoting your chapter’s or section’s activities visit www.aspanet.org/scriptcontent/index_common.sh?templateid=1.

ASPA Section on National Security is Proposed

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

The first step in the process is to determine if there is an interest among the entire ASPA membership in establishing such a section. Interest must be verified by a minimum of 1 percent of the membership (approximately 90 members) agreeing in writing to join such a section. Once that commitment is made, the other administrative details will have to be compiled with.

If you are interested in creating or joining such a section send Ray de Arrigunaga an email at rdearrig@bellsouth.net expressing your support.

2008 Florida ASPA Conference

The fourth annual Florida ASPA conference will take place in Lakeland, Florida on Friday, May 2, 2008. Please join us to kick off Public Service Recognition Week with stimulating and thought provoking sessions to address the conference theme: “The Challenge to Public Service in Times of Reduced Resources - Making Less Equal More.”

This year’s state conference will feature the professionals, academics, and students that tackle issues that affect the quality of life of residents in Florida. These issues mirror situations that public administrators are facing every day across the country: sustaining standards of services that our residents are accustomed to receiving and enhancing our every day lives.

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

For state conference information, including hotel information, please visit our web site at http://aspanet.org/floridaaspaconference. Please send proposals to Claire Mostel at ctel@miamidade.gov.

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

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

ASPA has a great opportunity for members to publish books that will shape the field through new ideas and those that find application among practitioners.

Books will address practical matters of interest to practitioners and policymakers, and offer excellent examples of how our field applies theory to the practice of public administration, public policy and governance.

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

ASPA Chapter, Section Public Relations Toolkit Online

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

It provides helpful guidelines on how to establish relations, information on how to get the media’s attention, ten tips for maximizing media coverage and sample press releases. If you have any questions, please contact Caneka McNeil, Public Relations Administrator, at 202-593-7878, ext. 200 or at cmceenl@aspanet.org.

If you have a Chapter or Section announcement for this column, contact Christine McCrehin at ejwvettt@aspanet.org.

ANNOUNCING FOR FALL ADOPTIONS

Profiles of Outstanding Women in Public Administration

Edited by Claire L. Feltinger and Wendy A. Haynes

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

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

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

This book is a must have for any Introduction to Public Administration, Ethics, Women in Politics, Gender Studies or Diversity class.

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The M. E. Sharpe classic that inspired this year’s ASPA Conference theme –

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Note: Items in parentheses are intended as subject ideas for monthly topics. Authors are not limited to these subjects and are encouraged to write in their specific areas of expertise/interest.
The PA TIMES requests that articles be between 1000-1300 words. Contact cjewett@aspanet.org for author guidelines. Deadlines for each of the 12 issues are listed below. Recruitment advertising questions may be directed to recruiter@aspanet.org. Press releases, announcements, article inquiries, and display advertising questions may be directed to advertising/Article Deadline: December 31, 2007
Advertising/Article Deadline: January 20, 2008
Advertising/Article Deadline: February 20, 2008
Advertising/Article Deadline: March 20, 2008
Advertising/Article Deadline: April 19, 2008
Advertising/Article Deadline: May 22, 2008
Advertising/Article Deadline: June 20, 2008
Advertising/Article Deadline: July 23, 2008
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Advertising/Article Deadline: December 21, 2007

PA TIMES 2008 Editorial Calendar

January
Challenges in Immigration Policy
Advertising/Article Deadline: December 31, 2007

February
Activating Civic Engagement
Advertising/Article Deadline: January 27, 2008

March
Why a Public Service Academy?
Advertising/Article Deadline: February 19, 2008

April
Leadership Development and Succession Planning
Advertising/Article Deadline: March 26, 2008

May
Changing the Guard: How Administrators Handle Relationships with Newly Appointed/Elected Bureaucrats
Advertising/Article Deadline: April 1, 2008

June
Balancing Personal Ethics and Public Duties
Advertising/Article Deadline: May 22, 2008

July
Managing Contracts/Contractors
Advertising/Article Deadline: June 23, 2008

August
State of Emergency Management
Advertising/Article Deadline: July 23, 2008

September
Gender Issues in PA

October
International PA: Emerging Governments
Advertising/Article Deadline: September 21, 2008

November
Strategic Resource Management: Doing More with Less
Advertising/Article Deadline: October 20, 2008

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PA TIMES 2008 Editorial Calendar

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Newman Discusses Goals for Her Term as ASPA Vice President

From NEWMAN, pg. 15

opportunity, especially given the national strategic orientation working session held this past weekend in Miami. While we will be hearing much more about this effort in the coming months, I am excited to report that “ASPA is on the move!”

What are the issues or goals that you plan to address once in office? My goal is to work with our leaders and members to build relationships across our membership in order to advance a more visible and active advocacy role for ASPA; to support public service and the professionalization of public administration; to give voice on behalf of the public sector by articulating the broader issues facing public administration; to attract and retain transitional students and young professionals by providing “value-added” to their membership in terms of mentorship and professional development opportunities; to be member- and community-driven, with an emphasis on practitioners, chapters, and sections. But most of all, my greatest goal is to reawaken in people the realization that public service is a noble calling.

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

Increasingly relevant, strong, inclusive, focused, more technologically savvy, fiscally sound, with more vigorous chapters, a more engaged community of members, and a general sense that the promise of “ASPA on the move” is being realized.

Anything you would like to add?

I am passionate about the promise and purposes of ASPA. I would not be the professional I am today without ASPA. During the campaign process, I had the privilege of interacting with members who want to play a larger role in ASPA. I am excited about their energy and commitment and I will be calling on each of you!

ASPA Vice President-Elect Meredith Newman may be reached at her ASPA email address: mnewman@aspanet.org.
Tamie S. Myers, Battalion Chief, Sandusky (OH) Fire Dept.

What is your Job? I am a career, full-time firefighter, employed by the City of Sandusky (OH) Fire Department, holding the rank of Battalion Chief. I was the second woman hired by the SFD and the first SFD woman firefighter to reach the rank of Battalion Chief—making me one of less than a dozen women chief officers in the State of Ohio.

Hired as a probationary firefighter in March 1988, I successfully completed the following State of Ohio public safety certification courses during my first two years of employment: Firefighter I and II, Basic EMT, Paramedic and Fire Safety Inspector. Over the course of my nineteen-year career I’ve received three promotions—Lieutenant in 1992, Captain in 1997, and Battalion Chief in 2001. I also served as SFD’s Director of Fire Prevention from 1996 to 1999.

My responsibilities as the #3 Shift Commander include leading three company officers and twelve firefighters, directing fire and rescue operations at emergency scenes, writing grant applications and managing awards, administering the Department’s EMS billing system, and advising the Fire Chief on financial and budgeting issues. I am a successful grant writer, with $419,343 in Federal funds received from the Assistance to Firefighters Grant program through DHS/FEMA. I also give fire safety presentations to older adults, women’s civic groups and health care workers.

What do you like best about your job? Early in my career I enjoyed fighting fires, or the fire suppression part of the job. Responding “lights and sirens” to the report of a “working fire,” riding in the jump seat of a speeding fire engine, and making entry into a roaring structure fire with a charged hose-line were the best parts of the job! Most firefighters are adrenalin junkies and I was no exception—thrilled on the excitement provided by fires, traumatic EMS calls and intricate rescue calls.

As I progressed through the ranks, however, I began to appreciate different aspects of the job, ones that didn’t necessarily involve “putting the wet stuff on the red stuff.” As a certified fire safety inspector and director of fire prevention, I conducted fire inspections of commercial properties, reviewed plans and made recommendations regarding fire suppres-

sion systems. I learned how different types of building construction and mechanical systems (such as HVAC—heating, ventilation and air conditioning) affected fire spread in a structure.

For those interested in pursuing a career in the fire service, my advice is to get ready well in advance of the civil service testing procedures.

I also gave many fire safety presentations, and was pleased to learn that an attendee at one of my talks saved her family from a fire because of what she remembered in class—she shut the basement door and confined the fire to that room of the house as she, her husband and daughter quickly exited the structure. That action undoubt-
edly saved most of her home and kept the deadly smoke away from the family as they left the house—pretty clear thinking at 3am! Therefore, while I still get that “adrenalin rush” responding to working structure fires, I believe I most enjoy educating the public about good fire safety practices. After all, it’s easier to fight the fires before they start—an important consideration as I get older!

What motivated you to pursue a career in public administration? The motivation for my public administration career was economic—I needed a job! After graduating in 1985 from Heidelberg College (Tiffin, OH) with a degree in economics, I attended graduate school at Bowling Green State University; however, graduate school was not right for me at that time, and I left to return to Sandusky. An advertisement in the local paper caught my eye—“Apply to take the City of Sandusky Fire Department civil service exam.” I thought being a firefighter sounded like an intriguing career choice, so I applied, took the test, and after a year-long process that included interviews before the Civil Service Commission and fire chief, an extensive background check, and physical and psychological exams, I was finally hired on March 31, 1986.

Unlike some of my coworkers who knew they’d be firefighters from the time they were in their mothers’ wombs, I never had dreams of joining the fire service, or of working in the public sector in general. It was a case of serendipity for me—I was in the right place at the right time.

What advice might you offer to others interested in a public service career? For those interested in pursuing a career in the fire service, my advice is to get ready well in advance of the civil service testing procedures. Some issues to consider before submitting an application include the following:

• Obey the law. Firefighters are held to high ethical, moral and legal standards. We enter homes and businesses, usually at times when families are experiencing the worst disaster of their lives. They trust us with their homes, their lives and their belongings. To misplace that trust by stealing, incurring DUs or otherwise breaking the law (on- or off-duty) conflicts with the responsibilities of the job. Cultivate high standards in your personal and professional life long before you apply.

• Develop a physical fitness/training regime. Firefighting is intensely physical and demanding work. Strength training (especially body) and public capacity training will enable candidates to do well on the physical agility test as well as on the job once hired.

• Research a variety of fire departments and learn about the department—all-career, or does it employ part-timers? Does the department operate the EMS? Is it paramedic standard-of-care? Are preference points given to residents, candidates with fire and EMS training, veterans? What is the financial situation of the governmental entity? It can be beneficial for candidates to apply and test for multiple departments to improve their testing abilities as well as to increase their chances for hiring.

• Finally, conduct a self-assessment that includes your pros and cons of being a firefighter. Why do you want to be a firefighter? This question inevitably comes up in interviews, and the answer should be more than, “I want to help people.” It’s important to realize that actual firefighting comprises less than five percent of the job. Training, station and equipment maintenance, inspections, public education, and routine medical calls make up most of a firefighter’s 24 days. And those 24 days mean that family time—including on holidays and other special occasions—will be impacted, especially for newly-hired firefighters with no vacation time and little seniority. Of course, the pros include good wages, pensions, insurance plans and schedules that allow for second jobs, as well as the intangible benefit of being a member of a well-respected and proud profession.

However, it’s vital to recognize that most days are not like 9/11 (thankfully), but are usually filled with training evolutions, false alarms and work details—with the occasional traumatic EMS call or “worker” thrown in for variety. While some larger departments can be significantly busier (think: FDNY, Chicago FD or LA County FD), many smaller departments can go months without a working structure fire. Candidates who are knowledgeable about the activity of the department to which they apply will be better prepared for the challenges they will face upon being hired.
Federal Student Aid to Undergraduates Shows Slow Growth, While Tuition Prices Continue to Increase

Washington, DC—Increases in published prices for two-year and four-year public institutions in 2007-08 were slightly larger than in 2006 but lower than the average rates of growth over the past five years. Nearly half a million students received awards in 2006 under two new federal student grant programs. Though higher than the previous year, total federal grant funding to undergraduates was still lower in 2006-07 than it was three years earlier, after adjusting for inflation. The College Board based these and other higher education pricing and aid statistics today in its annual “Trends in College Pricing 2007” and “Trends in Student Aid 2007” reports.

At private four-year colleges and universities, where prices have risen somewhat less rapidly in recent years than they have in the public sector, the 2007-08 increase is similar to last year’s, but higher than the average over the past five years. At all institutions, the average net prices that students pay after considering grant aid are lower than the published prices. Although the dollar increases in net price are significantly smaller than those of published prices, the net price rate of growth has been comparable to that of published prices in the private sector over the past five years, and more rapid than growth in published prices in the public sector.

In 2006-07, the most recent year for which data on student aid are available, estimated growth in student borrowing slowed. Borrowing from private sources continued to increase as a share of education loans but grew more slowly in 2006-07 as federal PLUS Loans became available to graduate students.

College Pricing

This year’s annual data show the following increases in average college tuition and fees for academic year 2007-08:

- At public four-year institutions, in-state tuition and fees average $6,185, or $381 more than last year, a 6.6 percent increase. In 2007-08, average total charges (which include both room and board and tuition and fees), are $13,589, a 5.9 percent increase over last year. The average full-time undergraduate student receives about $3,600 in grants and tax benefits, which lowers the average tuition and fees to a net price of about $2,600.
- Tuition and fees for out-of-state students at public four-year colleges and universities average $16,640, which is $862 more than in 2006-07: a 5.5 percent increase. Average total charges (including room and board and tuition and fees) are $24,044, a 5.4 percent increase from 2006-07.
- At private four-year nonprofit institutions, tuition and fees average $23,712, or $1,404 more than last year, a 6.3 percent increase. Average total charges (including room and board and tuition and fees), are $32,307 in 2007-08, which is 5.9 percent higher than in 2006-07. The average full-time student attending a private college receives about $9,300 in grants and tax benefits, which reduces the average tuition and fees to a net price of about $14,400.
- At public two-year institutions, tuition and fees average $2,361, a $95 or 4.2 percent increase. The average full-time student in this sector receives about $2,040 in grants and tax benefits, lowering the average tuition and fees to a net price of about $320.
- At for-profit institutions, tuition and fees average $12,089, or $703 more than last year—a 6.2 percent increase. The report documents increased enrollment over time at for-profit colleges. In 1995, 2 percent of full-time students were enrolled in for-profit institutions. Ten years later, that share had risen to 8 percent. The largest shift into the for-profit sector came from public four-year institutions.
- Average tuition and fee figures conceal considerable differences across sectors of higher education, across states and regions of the country, and even within these categories. There is also significant variation among price increases. For example, 20 percent of full-time undergraduate students at public four-year colleges experienced less than a 3 percent increase in 2007-08, while 22 percent attend institutions that raised tuition and fees by 9 percent or more.

Student Aid

In 2006-07, about three-quarters of full-time undergraduates received some form of financial aid. For the first time, “Trends in Student Aid 2007” reports separately on all forms of aid for undergraduate students. In 2006-07, undergraduate students received $39.7 billion in financial aid, 74 percent of total aid to postsecondary students. The two largest sources of aid to undergraduates are federal loans, which make up 40 percent of the total, and grants from colleges and universities, which comprise 21 percent of the total.

In 2006-07, almost 60 percent of Pell Grant recipients were independent of their parents. Among dependent recipients of Pell Grants, two-thirds came from families with incomes below $30,000. The average Pell Grant per recipient, which failed for the fourth year in a row to keep pace with inflation, was $2,494 in 2006-07. In 1986-87, the maximum Pell Grant covered about 52 percent of the average published price of tuition and fees and room and board at a public four-year institution and 21 percent at the average private college. In 2006-07, it covered 32 percent at a public four-year college and 13 percent at a private college.


What Americans Want From a Job: Health Care and Security

Washington, DC—A new poll shows that health insurance and security are at the top of Americans’ list of desirables in a job, while pay ranked much lower.

The national poll, conducted by Princeton Survey Research Associates for the Center for State and Local Government Excellence, surveyed 1,200 adults age 18 and older.

Whether security comes from health insurance, job security, the promise of a retirement income, or clear work policies, Americans say it is a lot more than just a paycheck from their employment.

Given a list of 15 benefits and characteristics that may be important in choosing a job:

- 84 percent of Americans ranked health insurance at the very top.
- Job security and clear policies and procedures (82 percent each) were ranked next in importance; the retirement or pension plan (76 percent); and a flexible, family-friendly workplace in fifth place (71 percent).
- Pay ranked tenth with 65 percent, trailing such matters as getting quick decisions on issues (69 percent); working with talented managers (68 percent); having the potential for promotions (66 percent); and being creative and intellectually stimulated (66 percent).

In another key set of findings, Americans say state and local government jobs offer better benefits, job security, and chance to make a contribution to society, while jobs in the private sector offer better opportunities for innovation, greater chances to work with the best people, and better opportunities for promotion. They are divided on which sector offers the best compensation.

The poll, which surveyed participants by landline and cellular phone within the continental United States from October 24-November 4, 2007, had an overall margin of sampling error of plus or minus three percentage points.

For the full report, visit http://tinyurl.com/yq54z7
Pay It Forward...

Career Advice from an ASPA Member

John R. Bartle

I am pleased to offer some advice to students and young professionals in the ASPA network. Here are a baker’s dozen of pointers that I hope will serve you well.

• Communicate. Almost all great leaders, and many lesser leaders, communicate well. Good oral and written communications are essential and require hours of dedicated practice. Make this investment; otherwise you will never realize your full potential.

• Listen. Most people like to talk, and many talk too much. You almost always can learn more from listening carefully than from talking. Good listening skills improve your ability to understand a person’s interests and therefore to craft a solution.

• Do your homework. In many meetings I have seen relatively junior people wield disproportionate influence simply because they have done their homework. If the subject of the meeting is a written document, read it carefully more than once. Read the footnotes and appendices, and examine the data carefully to determine whether it is correct and supports the conclusions. If the subject is not a document, do what it takes to get as much information as possible.

• Be kind. All people deserve your respect and attention. People lower in the hierarchy have an amazing amount of “ground level” knowledge about how things work—don’t and often some good ideas about how to fix things. Establish a relationship with them and listen to their ideas. Similarly, citizens with poor access to power deserve to have their voice heard. Listen to them and help them make their case. You might be the only person who is in a position to do so.

• Ask for help. Many senior people are eager to mentor a young person. Find one or more mentors with whom you are comfortable. Then when you are asked to do a new task, ask for help from your mentors and other people you know who have done the task. You may not do it exactly their way, but you will have a map to guide you.

• Continue learning. Successful leaders never quit learning. Develop a reading program to broaden yourself. History and biographies are two great starting points because most every situation you will encounter has a historical antecedent. See how leaders of the past dealt with similar problems and try their approaches.

• Do the right thing. It is usually not hard to know what the right thing to do; it is often far more difficult to do the right thing. Summon your courage and do it. People will remember your integrity (or lack thereof) more than they will your successes. As Mark Twain said, “Always do right. This will gratify some people and astonish the rest.”

• Seek a solution, not a win. If you are competitive, it is easy to get caught up in wanting to win the battle just to win. Avoid this. Park your ego and work toward a solution.

• Make no enemies. Partisan politics and office politics can cause people to break into factions. You will be a valued employee and friend if you talk to people from both camps and try to blur these divisions. Abraham Lincoln once said to an angry dissenter, “Do I not destroy my enemies when I make them my friends?”

• Balance family and work. Your family and relationships are more important than your job, so be sure to balance work with family time.

• Join one or more professional associations. Most professional memberships are inexpensive relative to the pay-off in terms of professional development, networking, and leadership opportunities. Most have student discounts, and often your organization may be able to pay some or all of the cost. Try out some different associations and find at least one you are comfortable with.

• Go beyond the call of duty. In work or in professional associations, many people will not do much extra work. Do not over-commit yourself, but do go out of your way to do some good for the organization, or society more generally. You will have accomplished something important, and others will take notice.

• Listen to Ol’ Satch. The legendary baseball pitcher Satchel Paige had some rules for staying young. One was: “Don’t look back. Something might be gaining on you.” Enough said.

ASPA member John R. Bartle is a professor and director of the School of Public Administration at the University of Nebraska-Omaha. He has worked in city and state government, and for nonprofit research organizations at the federal and state level. He is a member of ASPA’s national council, and past chair of the Association for Budgeting and Financial Management. He also is a Visiting Professor of Public Administration, Sun Yat-Sen University, Guangzhou, China. He teaches and does research in the areas of public finance policy and management, public budgeting, transportation, and sustainable development. Email: jbartle@mail.unomaha.edu

ASPA to Provide Professional Development for New and Future Public Servants at Conference

ASPA’s Dallas Conference Offers Several Events for Students and New Professionals

Matt Rankin

ASPA doubled the amount of programming for new and future public service professionals at the 2007 ASPA annual conference in Washington, DC. The turnout for each event exceeded expectations and attendance consistently ranked Summit programs in the good to excellent range.

Based on the response, the ASPA Student and New Professional Summit will again be a feature of our 2008 annual conference in Dallas. The Summit is geared toward undergrads, MPA students, doctoral candidates and new public service professionals.

Students have always been able to attend the conference at a reduced rate. This year, ASPA New Professionals can also take advantage of a special reduced rate and save $140 off the cost of the entire conference. Students have always been able to attend the conference at a reduced rate. This year, ASPA New Professionals can also take advantage of a special reduced rate and save $140 off the cost of the entire conference. Students have always been able to attend the conference at a reduced rate. This year, ASPA New Professionals can also take advantage of a special reduced rate and save $140 off the cost of the entire conference.

The Summit will also include a panel of career counselors discussing how to search and apply for jobs in public service and administration. Later, a workshop on “The Three C’s of Ethics Management” will focus on practical ideas to aid in managing an organization toward ethical problem solving. ASPA will introduce a new feature for the 2008 Summit. Students and ASPA New Professional members can have their resume critiqued by career counselors for free at the conference.

Pre-registration for Summit events is not required, except for the resume reviews. Seats are limited and available on a first-come, first-served basis. The schedule for each day of the Summit can be found in the “Special Events” section of the 2008 ASPA Annual Conference website at www.aspanet.org/2008conference.

Matt Rankin is ASPA’s senior director for program and service development. E-mail: mranking@aspanet.org

View Job Ads Online

www.PublicServiceCareers.org

Council for Excellence in Government Spring Fellows Program begins April 2008

Cultivate your leadership skills this spring. The Excellence in Government Fellows Program is a hands-on leadership development program specifically designed for government professionals at the GS 14-15 level (high performing GS 13s are encouraged to apply).

Based in Washington DC, the Fellows Program fulfills the interagency training requirements necessary for OPM-approved career development programs. Learn how to grow your leadership skills this spring.

Visit http://www.excelgov.org/ for more information.
The Recruiter

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American Society for Public Administration

UNIVERSITY POSITIONS

Daniel Patrick Moynihan Chair in Public Affairs
The Maxwell School, Syracuse University

The Maxwell School of Syracuse University invites nominations and applications for the newly established Daniel Patrick Moynihan Chair in Public Affairs. This highly visible professorship—made possible by a generous gift from the Leon Levy Foundation—is intended to honor the legacy of the late Senator from New York, who both began and ended his extraordinary career on the faculty of the Maxwell School.

In addition to generous supporting resources, the Chair will provide the occupant with unique opportunities for furthering public dialogue across a broad array of policy concerns. Candidates may be qualified on the basis of traditional academic criteria and/or distinction in public life; but they should have an exceptional record of intellectual engagement with domestic issues of particular interest to Pat Moynihan, such as poverty and welfare policy; urban redevelopment; Social Security and health care; the integrity of governmental processes; the future of the family; immigration, ethnicity and assimilation. Applicants should also be enthusiastic about interaction with students, particularly with those preparing for careers in academia and public service.

The Maxwell School is home to renowned professional programs in public and international affairs and the social science disciplinary departments of Syracuse University. For more information, see our web site at: www.maxwell.syr.edu/.

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

Applicants should send a letter, curriculum vitae, and the names of three references.

Syracuse University is an AA/EOE. Members of traditionally underrepresented groups are encouraged to apply.

Tenure Track Assistant Professor or an Associate Professor
The Maxwell School of Citizenship and Public Affairs, Syracuse University

The Department of Public Administration at the Maxwell School of Syracuse University is reopening its recruiting for a tenure track assistant professor or an associate professor with a specialty in public budgeting. Candidates should also have a specialty in urban policy and should be able to teach and conduct research in budgeting in the public and non-profit sectors. An international focus and the ability to teach courses in one of the following areas are also desirable: financial management, statistics, information technology, and public management. The position will remain open until filled.

Founded in 1924, the Maxwell School of Syracuse University is the U.S. News & World Report’s top-ranked graduate program in public affairs, and home to the nation’s longest-running professional degree program in Public Administration. This program operates alongside a similarly rigorous and esteemed International Relations program, as well as doctoral degrees in an array of social sciences (e.g., political science, geography, sociology, economics, history, and anthropology). As a result of this diversity, Maxwell hosts eight interdisciplinary study and research centers, where faculty members conduct research on a broad range of topics in public policy, global affairs, democratic governance, conflict resolution, and collaborative management, among other categories.

The Maxwell School is an Equal Opportunity Employer and encourages applications from women and minorities.

Please send a cover letter, vita, 2 letters of recommendations, and writing samples to: Public Budgeting Search Committee, Department of Public Administration, The Maxwell School of Syracuse University, 215 Eggers Hall, Syracuse University, Syracuse, NY 13244.

The Maxwell School of Citizenship and Public Affairs, Syracuse University

Assistant Professor
Department of Public Administration
College of Health and Public Affairs
University of Central Florida

The Department of Public Administration invites applicants for an Assistant Professor position in Public Administration. This is a tenure track position beginning August 2008. The Department offers a B.A./B.S. in Public Administration, a NASPAA accredited Master of Public Administration, a completely web-based Master of Nonprofit Management as well as web and face-to-face courses for our undergraduate minor and graduate certificate programs in Urban and Regional Planning and Emergency Management and Homeland Security. Faculty also participate in the Ph.D. Program in Public Affairs, an interdisciplinary program within the College of Health and Public Affairs.

The University of Central Florida is the seventh largest university in the United States, with a student population of over 47,000. It emphasizes a strong community partnership mission. Faculty in the Public Administration Department have significant opportunities to work with dedicated community professionals in a wide range of policy and management areas.

Required: Candidates must have a completed Ph.D. or D.P.A from an accredited institution. Doctorate is required by time of appointment.

Preference: Applicants for this position are expected to demonstrate high potential for scholarly research and publication as well as teaching excellence. Teaching areas are open to all subfields of public administration and nonprofit management.

All applicants should submit a letter of application, a curriculum vitae, original transcript, and names, addresses, and phone numbers of three professional references. Consideration of applications will begin on February 15, 2008 and the position will remain open until the appointment is made. The application package should be sent to: Department of Public Administration, University of Central Florida, Attn: Search Committee Chair, Position # (38990), Health & Public Affairs Building II, Room 238, Orlando, FL 32816-1395, Phone: 407-823-2605, Fax: 407-823-5651

UCF is an Equal Opportunity/Affirmative Action Employer. UCF makes search documents available under Florida’s open-records statutes.

Director of Research
The Dubai School of Government
Dubai, United Arab Emirates

The Dubai School of Government (DSG), a research and teaching institution focusing on public policy in the Arab world, is seeking a Director of Research. At present, the research agenda of DSG focuses on public administration and governance; gender and public policy; e-government; and, issues related to youth inclusion including marriage, unemployment, and education.

Duties and Responsibilities:
The Director of Research will coordinate the ambitious research agenda of the Dubai School of Government. The work includes managing ongoing research initiatives and projects, identifying promising new research areas, organizing DSG researchers and faculty members on the design and implementation of projects, developing and writing policy papers, evaluating research methodologies, and editing of report drafts. Additional responsibilities include managing and developing strategic institutional relationships, recruiting talented scholars, attending conferences and other events to raise awareness of DSG and its work, and assisting DSG scholars to obtain research resources as needed.

Required Education, Experience and Skills:

Ten years of experience conducting and managing research projects, with a distinguished record of accomplishments and proven leadership skills. A postgraduate degree, preferably a doctorate, in an academic discipline related to economics, political science or public policy is required. The successful candidate will be fluent in issues related to public policy and governance in the Arab world, and will have an abundance of expertise about research methodology and quantitative analysis. Outstanding organizational and planning skills are required, as well as excellent written and oral communication skills and a high level of vision and attention to detail.

To apply for this position, please submit a letter of application and your curriculum vitae to Recruitment at The Dubai School of Government, Convention Tower, Level 13, P.O. Box 72229, Dubai, United Arab Emirates. The information can also be e-mailed to recruitment@dsg.ae

Tenure-Track Faculty Position in Public Policy and/or Public Management
Andrew Young School of Policy Studies
Georgia State University

The Department of Public Administration and Urban Studies seeks a strong researcher and teacher for a tenure-track position beginning fall 2008. This line is most likely to be the assistant professor level, but rank is open.

The department offers a NASPAA-accredited MPA, master’s and undergraduate degrees in public policy, and, in partnership with Georgia Tech, a doctorate in public policy. The Andrew Young School ranks 26th overall among graduate programs in public affairs in the US News rankings, as well as 5th in public budgeting and finance, 12th in urban policy and management, 16th in public administration and management, and 21st in public policy analysis. Our highly productive faculty, recently listed as the 5th most prolific in public administration journals over the past decade, supports junior colleagues in building academic careers. We are located in downtown Atlanta, at the heart of a vibrant public and nonprofit sector, which provides excellent opportunities for applied research that contributes to policy-making and management at a levels of government.

Candidates should submit a letter of interest, curriculum vitae, graduate transcripts, three letters of recommendation, a sample of scholarship, and any teaching evaluations to Chair, Faculty Search Committee, Department of Public Administration and Urban Studies, P.O. Box 3992, Georgia State University, Atlanta, GA 30302-3992. The position requires a doctorate in an appropriate field of study from an accredited university by August 2008. Consideration of applications will begin on February 25 of 2008 and will continue until the position is filled.

Information about the Andrew Young School is available at www.gsu.edu/spa. Georgia State University, a unit of the University System of Georgia, is an equal educational institution and an equal opportunity affirmative action employer.

Assistant Professor
Division of Public Administration
Mark O. Hatfield School of Government
Portland State University

The Division of Public Administration is seeking to fill an Assistant Professor tenure-track position for Fall 2008 (or preferred by candidate as early as Spring 2008) to teach in the MPA and Ph.D. programs, and pursue scholarly agendas and self-funded program development with community partners. The position will be a nine-month appointment providing base funding at .51 FTE with an expectation to generate .49 FTE in enterprise funding through activities that may include contracts, grants, and self-support programs.

Portland State University is an Affirmative Action Equal Opportunity Institution and, in keeping with the President’s diversity initiative, welcomes applications from diverse candidates and candidates who support diversity. Candidates must meet the following qualifications:

• Earned doctorate in Public Administration
• Track record of published scholarship and self-funded activity
• Experience teaching advanced methods courses

The position will be expected to:

• Teach in the division’s programs
• Advise students
3-Year Visiting Instructor
Department of Public Administration
College of Health and Public Affairs
University of Central Florida

The Department of Public Administration invites applications for an Instructor position at the Orlando Campus to begin August 2008. Selected candidates will teach courses in the general public administration and/or nonprofit management curriculum, undergraduate and graduate programs. The faculty members being recruited will also be expected to assist in departmental administration and community outreach. PhD in Public Administration or DPA preferred. MPA Minimum Requirement.

The Department offers a NASPAA accredited Master of Public Administration program, a completely online Master of Nonprofit Management, and undergraduate public administration degrees along with graduate and undergraduate certificate programs or minors in (American Humanities, Emergency Management and Homeland Security, Nonprofit Management, Public Administration, and Urban and Regional Planning) on multiple campuses, including a virtual campus. The Department participates in a multidisciplinary PhD program in Public Affairs. The Department is one of the largest program in the Southeast and has active partnerships with state and local government and community nonprofit agencies. The Department of Public Administration is housed in the College of Health and Public Affairs and occupies a state of the art facility with access to fully equipped multimedia classrooms.

Consideration of applications will begin February 15, 2008 and continue until the position is filled. All applicants should submit a letter of application, a curriculum vita, original transcript, and names, addresses, and phone numbers of three professional references. The application package should be sent to: Department of Public Administration, University of Central Florida, Attn: Search Committee Chair, Position # (37467). Health & Public Affairs Building II, Room 238, Orlando, FL 32816-1395, Phone: 407-823-2604, Fax: 407-823-5651. UCF is an Equal Opportunity/Affirmative Action Employer. UCF makes search documents available under Florida’s open-records statutes.

Senior Scholar
The Maxwell School of Citizenship and Public Affairs
Syracuse University

We are a leading department in the field of public administration, with an intellectually diverse and multidisciplinary faculty whose research encompasses a wide range of public management and public policy issues. We seek a senior scholar with demonstrated research and teaching interests in security studies, who uses social science methods in conducting rigorous research relevant to public policy and management. This person would be expected to provide leadership in the security area and to contribute both to our masters and doctoral programs, as well as to our masters level National Security Studies Certificate Program. The department is located in the Maxwell School of Syracuse University. Founded in 1924, Maxwell is U.S. News & World Report's top-rated graduate school in public affairs. It is home to the nation's longest-running professional degree program in Public Administration, and houses a strong professional program in International Relations as well. The Maxwell School also houses the University's social science departments (political science, geography, sociology, economics, history, and anthropology) and their graduate degree programs. As a result of this diversity of faculty strengths, Maxwell hosts eight interdisciplinary research centers, where faculty members conduct a wide range of individual and collaborative research on topics which include issues of public policy, global affairs, democratic governance, conflict resolution, and community development, among others.

Candidates are asked to apply online at www.suosopps.com. The Maxwell School at Syracuse University is an AA/EOE and encourages applications from women and minorities. Please send a cover letter, vita, 2 letters of recommendations, and writing samples to: Security Studies Search Committee, Department of Public Administration, The Maxwell School of Syracuse University, 215 Eggers Hall, Syracuse University, Syracuse, NY 13244, (January-March 2008)
CONFERENCES

February 2008

1 7th Annual Nonprofit Management Conference, The Changing Face of Nonprofit Management Location: Orlando, FL Hosted by Central Florida ASPA Chapter and the Nonprofit Advisory Board of the University of Central Florida More Info.: Mary Ann Feldheim mfeldhei@mail.ucf.edu

March 2008

7-11 ASPA’s 69th Annual Conference Transformational Public Administration: A Call for Public Service Location: Dallas, TX More Info.: www.aspanet.org
28 The Changing Face of Public Administration: Innovation in Government 2nd Annual Public Administration Conference Location: University of Central Florida, Orlando, FL Contact: Naim Kapucu, nkapucu@mail.ucf.edu (407)823-2604

April 2008

3-6 66th MPSA Political Science Conference Location: Chicago Palmer House Hilton More Info.: www.mwpsa.org

May 2008

5-11 Public Service Recognition Week More Info.: www.excelgov.org

July 2008

27-30 AGA’s 57th Annual Professional Development Conference & Exposition Building on the Dream: Shaping a Culture of Accountability Location: Atlanta Marriott Marquis, Contact: Ada Phillips aphinllips@agacgfm.org More info: www.agacgfm.org/pdc
28-29 Transforming Bureaucratic Cultures: Challenges and Solutions for Public Management Practitioners Hosted by: ASPA and The Public Manager Location: Renaissance Baltimore Harborside Hotel

September 2008

21-24 ICMA’s 94th Annual Conference Location: Richmond, VA More Info.: www.icma.org

CONFERENCES Calendar

Visit www.aspanet.org/2008conference for more information.