Citizen Satisfaction with E-Government Falls to Lowest in Three Years

Third Consecutive Quarterly Drop in ACSI E-Government Satisfaction Index

Ann Arbor, MI—Citizen satisfaction with federal government websites has declined for a third consecutive quarter, according to the first quarter report of the University of Michigan’s American Customer Satisfaction Index (ACSI) E-Government Satisfaction Index. The Index aggregate score for the first quarter of 2008 fell to 72.4 on ACSI’s 100-point scale, its lowest score in three years and a full point lower than one year ago.

“These are trying times for the American consumer. Customer satisfaction is declining overall, and the government isn’t doing any better,” said Prof. Claes Fornell, head of ACSI at the University of Michigan.

“Citizen satisfaction with e-government is now slipping like everything else.”

The report cites two possible factors contributing to the decline in satisfaction this quarter. In this election year, there is no clear sense that the level of focus or commitment to improving e-government will be shared with a new administration. Some presidential candidates have mentioned the importance of the Internet to improving the citizen experience, and others have not mentioned anything at all.

“When President Bush made e-government a priority in his management agenda, we saw an improvement in satisfaction. But there’s no telling whether or not that commitment will be shared by a new administration,” said Larry Freed, president and CEO of ForeSee Results and author of the report. “Some government websites may be holding off on putting the necessary resources into improving the citizen experience until they have a better sense of whether or not they’ll be able to finish what they start. Unfortunately, citizens are the big losers when e-government is in limbo.”

A second contributing factor to slipping satisfaction with federal websites is the decline in the category of portals and department main sites, which dropped more than three points to 71.7 since reaching its all-time high in the second quarter of 2006.

Dallas, TX—To the left, Bill Owens, former governor of Colorado, who created innovative private financing of roads, light rail and transit during his two terms as governor, speaks on the topic of solving the infrastructure gap, as he delivers the Opening Plenary during ASPA’s 69th Annual Conference in Dallas, TX.

The conference, which ran from March 7-11, brought more than 1000 public managers, scholars and students to Dallas. With well over 100 workshops, sessions and discussion circles to choose from, attendees were engulfed in five days of non-stop public administration idea exchange and education.

For more coverage of ASPA’s 69th Annual Conference, as well as a student attendee’s perspective, see pages 14-15 and 19.
Despite Looming Shortage of Public Health Workers, Americans Confident Governments Prepared to Deal with Public Health Threats

Poll Highlights Gaps in Safety Net; Need to Cultivate Talent to Fill Critical Public Health Positions

Washington, D.C. - A new poll for the Center for State and Local Government Excellence finds that most Americans are unaware that state and local public health departments are facing a serious shortage of skilled professionals that could put the health and lives of citizens at risk.

As many as 45 percent of public health workers are expected to retire within the next five years, yet only one in three Americans sees this as a major problem for state governments, and only one in four see this as a problem for local government, finds the poll conducted for the Center by Princeton Survey Research Associates International.

“We count on public health professionals to prevent the spread of disease, protect us from bioterrorist threats, make sure our food is safe to eat, and our air is safe to breathe,” says Elizabeth Kellar, executive director of the Center. “Those closest to the public health infrastructure know that the safety net is fragile. The public sector workforce is older than the private sector’s, and state and local governments are facing their greatest turnover ever. Public health is an area that already faces critical shortages, so there is no time to lose.”

The poll of 1,200 adults probed the public’s views of state and local government, including whether they find careers in government attractive. The findings show that:

• Americans see working for state and local governments as a real possibility in the future.

• One in five workers is very interested in taking a job at some point with state and local governments.

• The numbers are even higher within specific areas of public health: two-thirds are interested in working in a hospital or other public health organization, while nearly 30 percent say they are very interested.

“The perception that jobs in public health would be attractive is an important one, for that is an area where a quiet talent crisis is building in state and local governments in the public health area,” according to the survey report, “Facing the Future.” In fact, some states have vacancy rates as high as 20 percent in key public health positions, and turnover rates as high as 14 percent, according to data from the Association of State and Territorial Health Officials (ASTHO).

The most severe shortages are in epidemiology, public health nursing, and environmental health. State health departments estimate they need 47 percent more epidemiologists than they have today, or nearly 1,200 new epidemiologists.

Part of the problem is finding workers to fill these slots.

• More than half the states report that they lack enough qualified applicants and say that 20 percent of their state health agency’s workforce will be eligible to retire within three years, according to 2007 ASTHO data.

• Local governments report similar challenges. Local public health departments say they will have problems finding qualified nursing candidates this year; nurses account for 24 percent of their work force.

• Nearly 40 percent of local health departments also say they will have problems hiring qualified environmental health professionals, who monitor air and water quality.

Some states and localities have provided increased support for education and training, and the federal government can also play a major role. Legislation pending in Congress, “The Public Health Preparedness Workforce Development Act,” would establish loan repayment and grant programs for those pursuing degrees or training in public health preparedness or biodefense. These kinds of efforts have been effective in recruiting prior generations of public health professionals and could be expanded to reach a wide range of public health workers.

Keeping salaries and benefits in-line with the private sector will be another key move. “As even more of the public sector workforce becomes eligible to retire in the next five to 10 years, states and localities will need to sharpen their employment practices and offer competitive compensation and benefits to attract the talent they need,” says Kellar.

Copies of “Facing the Future: Retirements, Second Careers to Reshape State and Local Governments,” are available on the Center’s website at www.slge.org (see under News).

Citizens Want to Use Websites to Conduct Business with Government

From WEBSITES, pg. 1

Portals and department main sites—which serve either as the gateway to a department or to link users to information from external sources—often face the challenge of not being able to control all of the site features and content that affect citizen satisfaction. Citizen satisfaction with the e-commerce/transaction category of federal websites continues to improve. The category climbs 1.5 percent this quarter to 75.7 percent, but not enough to offset the declines from every other category, including news/information (-0.8 percent to 71.7) and career/recruitment (-0.1 percent to 77.1). Despite the improve-

ment, the e-commerce category still lags private sector e-commerce significantly.

“The increasing scores for the e-commerce category of e-government indicate that citizens are eager for government sites to evolve from information sources to conduits for conducting business with the government,” said Freed.

The American Customer Satisfaction Index (ACSI) is the only uniform, national, cross-industry measure of satisfaction with the quality of goods and services available in the United States. In 1999, the Federal government selected ACSI to be a standard metric for measuring citizen satisfaction. Over 100 Federal government agencies have used ACSI to measure citizen satisfaction of more than 200 services and programs. The Index is produced by the University of Michigan, in partnership with the American Society for Quality (ASQ) and CFI Group, an international consulting firm. ForSee Results sponsors the e-commerce, e-business, and e-government indexes.

A copy of the report can be downloaded from ForSee Results at www.ForSeeResults.com.

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Livable Delaware Curbs Sprawl, Protects Quality of Life

Bryan Sullivan

In Delaware, local government land use decisions have significant fiscal impacts on the State’s budget. Governor Ruth Ann Minner’s Livable Delaware initiative seeks to ameliorate these impacts by curbing sprawl and protecting Delaware’s quality of life.

Since 2001, Livable Delaware has provided the legal and strategic foundation upon which the State and local governments work together to address current and future changes of population, demographics and land use (and the investments needed to support these changes) by guiding growth to areas most prepared to accept it. The recently released “Cabinet Committee on State Planning Issues” Report to the Governor and the 144th General Assembly, January 2008” produced by the Office of Management and Budget confirms these actions.

Delaware is different from most states in that it provides its citizens with many of the public services and infrastructure that are typically provided by municipal and county governments. The State provides social services, prisons, courts, roads, bridges, transit, the State’s largest police force, and approximately half of the funding for schools, libraries and paramedic services.

In terms of land use, the more spread out development is, the greater the costs of providing these items. Thus, local decisions impact all of Delaware’s taxpayers. Guiding growth to areas where services and infrastructure already exist (generally urbanized areas) means that expenditures for new infrastructure costs can largely be avoided.

Land use, primarily a local government function, is significantly supported by State funds. Delaware’s three counties and 57 municipalities are granted the authority to craft comprehensive development [land use] plans and adopt the regulatory measures needed to implement these plans. The State government funds a significant portion of the infrastructure that supports this local growth and development. The State is responsible for maintaining nearly 90 percent of all roads in the State.

Guiding growth to areas where services and infrastructure already exist (generally urbanized areas) means that expenditures for new infrastructure costs can largely be avoided.

Since Fiscal Year 2002, over $2.0 billion has been spent on the State’s transportation system’s capital needs; most of which is for system preservation due to increases in numbers of licensed drivers, registered motor vehicles and number of vehicle miles traveled. The State supports 70 percent of public school operation costs (nearly one-third of the State’s $3.3 billion operating budget) and 60 to 80 percent of funding for public school capital costs (over $100 million annually in seven of the past eight years).

The growth in student enrollment in the State’s public schools is one of the main drivers of these expenditures. In terms of public safety, the State funds the largest police force in Delaware—the Delaware State Police. This budget has increased by 46 percent to $110.8 million since Fiscal Year 2002 as authorized strength increased from 598 to 665 troopers. The State also provides 40 percent of the funding for paramedic services across the State, some $38.5 million between Fiscal Years 2002 and 2007. Finally, between Fiscal Years 2002 and 2008, the State expended over $43.4 million on water and wastewater projects in each county and the City of Wilmington from three State programs that supplement federal support for community water service projects.

“Delaware Strategies for State Policies and Spending,” adopted in 2004, forms the basis for State and local government coordination for land use and guides State investment decisions. The five principles supporting Livable Delaware are:

- Guide growth to areas that are most prepared to accept it. Guiding growth has resulted in improved local government comprehensive plans subject to State certification of these plans; annexation reform; State agency review and comment on development projects through the Preliminary Land Use Service (PLUS) Process; and coordination and support of locating public school facilities in growth areas.
- Preserve farmland and open space. Agriculture and outdoor recreation are significant contributors to Delaware’s economy so to preserve farmland and open space dedicated revenue streams have been established up to protect and acquire additional acreage. Since Fiscal Year 2002, funds have been appropriated to protect 66,666 acres of farmland and 10,800 acres of open space.
- Promote infill and redevelopment. To discourage additional development in rural, undeveloped areas there are several initiatives to encourage infill and redevelopment of existing investments in infrastructure in developed areas (towns, cities) with excess capacity or underutilized properties. Among these initiatives are the Brownfield Redevelopment Program in which matching grant funds are awarded to defray costs of environmental assessment and remediation and the associated Brownfield liability protection and the Uniform Environmental Covenant Acts.
- Facilitate attractive, affordable housing. To accommodate a wider range of housing choices in terms of lifestyle and affordability, Livable Delaware seeks to facilitate attractive and affordable housing. Additional funding has been appropriated to the Housing Development Fund to preserve 252 units of affordable housing and the Live Near Your Work Program, a partnership of State and local governments and employers, provides assistance to employees purchasing a home near their place of employment.
- Protect our quality of life while slowing sprawl. Additional State investments have been made to protect Delaware’s quality of life, among them funding beach preservation efforts to protect Delaware’s shoreline; supporting drinking water and wastewater treatment projects and enacting a comprehensive revenue package to support the Transportation Trust Fund and several critical road and bridge projects.

The State is committed to these principles: State agencies are directed to support only those projects that are in compliance with these strategies. Delaware’s population is anticipated to increase in terms of numbers and geographic location. According to the U.S. Census Bureau, Delaware’s population increased by nearly 20 percent between 1990 and 2000 to 783,600 persons, much of this in unincorporated areas. Delaware’s population is estimated to increase by another 33 percent between 2000 and 2030, to a total of over 1,000,000 persons. Where these additional 260,000 persons locate themselves will have a significant impact on the extent of State investments needed to support this growth. More and more residents have been choosing to live outside the State’s incorporated municipalities on comparatively larger lots. From 1940 to 1949, roughly nine percent of the State’s population lived in single-family homes; by 1990 construction took place on lots larger than one acre. Between 1995 and 2000, this figure was roughly 23 percent.

A consequence of growth is that Delawareans are spending more time in their cars than they used to; between 1990 and 2000, 90 percent of Delawareans drove to work. In the same timeframe, the median time spent commuting to work increased from a 15 to 19 minute range to a 20 to 24 minute range. Concurrently, the number of persons spending more than one hour in their commute doubled. As noted elsewhere this generates higher transportation costs.

Having Livable Delaware in place will help the State address the anticipated fiscal impacts of future population growth. Recently recommended future actions under Livable Delaware include:

- Adopting legislation that continues to guide growth to areas prepared to accept it. Legislation has been prepared to enhance concurrent transfers of development rights (TDR) from rural areas to more urbanized areas for credit for more intense development. Legislation should be adopted to address mobility friendly design that enhances efficiency of transportation through community planning, consideration of transportation issues and the design and location of public facilities.
- Further connect land use activity into the budget process. To connect land use activity and the budget process a comprehensive set of livability indicators that track trends and locations should be developed along with an inventory of State discretionary funding provided to local governments and comprehensive plan fiscal notes.
- Examine and reevaluate state policies that impact development. The reevaluation of State policies includes policies to withhold permits when development is inconsistent with certified comprehensive neural planning or the State Strategic Plan.
- Train State employees to incorporate Livable Delaware principles into funding decisions. All State employees influencing policy decisions need to be aware of the principles of Livable Delaware that coordination of resources can be assured; such training could start with the Delaware Strategies for State Policies and Spending.
- Enhance intergovernmental coordination efforts. Intergovernmental coordination efforts can be enhanced by devoting more resources to master planning, primarily ensuring that development is phased consistently with the provision of needed infrastructure improvements.

To see the “Cabinet Committee on State Planning Issues’ Report to the Governor and the 144th General Assembly January 2008” produced by the Office of Management and Budget see http://stateplanning.delaware.gov. For further information on Livable Delaware, visit http://stateplanning.delaware.gov/livedel/default.shtm

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The Case for Mississippi Bureaucracy

Chad Miller

The defining issue for public administration in Mississippi has been the economic recovery from Katrina. Although, it is popular to call the state and local bureaucratic response an “administrative failure,” in the spirit of Charles Goodsell’s The Case for Bureaucracy: A Public Administration Polemic, I would like to argue that the quality of Mississippi governmental administration has been misrepresented in much of the popular commentary and academic discourse.

Considering the magnitude of the disaster, the economic development governance function performed by Mississippi’s public administration in the two years of economic recovery is worthy of study not because it is a case of “administrative failure,” but as a case of public administration overcoming adversity and performing a lead role in governance. There is no doubt that the administrative capacity of local and state government was overwhelmed by the disaster, but the long term response has been noteworthy.

The Magnolia State has traditionally been at the bottom for most economic development measures, but despite enduring the worst natural disaster in American history, Mississippi is starting to economically rebound in large part because local and state government is working well. Although, admittedly, it still has a long way to go.

According to the U.S. Bureau of Economic Analysis, Mississippi was still last in per capita personal income in 2007, but 24th in per capita income growth. Employment is higher than pre-Katrina levels. Since the two-year anniversary of Katrina, several world-class companies have announced new operations in coastal Mississippi.

For example, Rolls-Royce opened its new outdoor jet engine testing facility at NASA’s John C. Stennis Space Center. Small businesses are also recovering at a record pace, as is evident by the number of new and existing small businesses either opening or expanding their operations. The Mississippi Gulf Coast has even been ranked 9th on the 2008 Forbes Top 10 list of fastest growing small metro areas in the nation…in large part because Mississippi public administration is practicing good governance.

The national bureaucracy is facing a more difficult time with economic renewal. They have New Orleans with which to contend and have a different civic culture and community power structure milieu. Whereas, on the Mississippi Gulf Coast the groups most economically impacted were the elderly, Asians, renters, and wealthy homeowners according to the Economic Development Resource Center at the University of Southern Mississippi. The business sectors most extensively damaged were retail, financial, and other services, while manufacturing was largely spared the destruction.

Mississippi economic development political institutional arrangements have given the state an advantage in the recovery. The growth machine has been institutionalized into organizations such as the Gulf Coast Business Council. The casinos and other large employers such as Northrop Grumman Shipbuilding have been actively engaged. Dating back seventy years to the widely misunderstood Balance Industry with Agriculture (BAWI) program, Mississippi has an established economic development structure that was conducive for the recovery efforts.

Many articles in P&AR have argued that regional cooperation is essential for successful economic development in the global economy and this is a practice that Mississippi has followed for many years. Since the BAWI program of the 1930s, the six Mississippi counties nearest the Gulf of Mexico had informal ties and did joint marketing. In 2002, they formalized these ties with the establishment of an independent non-profit partnership, the Mississippi Gulf Coast Alliance for Economic Development.

The regional approach even extends across state lines. Mississippi cooperated with Alabama to attract the $3.7 billion 2,700 employee ThyssenKrupp AG steel mill and the Northrop Grumman-EADS $30 billion Air Force tanker contract to Mobile. The state does face the impediments pointed out in the literature on regionalism, but the Mississippi bureaucracy has worked to overcome these institutional challenges.

Just weeks after the storm, Governor Haley Barbour appointed a Commission on Recovery, Rebuilding, and Renewal to serve as an institution of collaborative governance. In order to shape an economic development vision, the Commission hosted a large charrette including public, private and nonprofit experts from around the world and the community, to develop plans for sustainable living patterns at all income levels and suggest strategies to rebuild.

This created a vision that enabled the Mississippi bureaucracy to support the organic leaders that sprang up in community centers, school halls, and business districts. These new leaders have generally been empowered to make their own decisions, informed by their own, localized wisdom and experience, about how to rebuild.

Some of the coastal communities are rebuilding using innovative approaches, such as “New Urbanism” that was introduced through the visioning. New Urbanism is a redevelopment movement that attempts to transform sprawling city blocks into compact, walkable mixed use neighborhoods with localized features that attract the creative class to live and spend their money downtown, as well as bring in tourism dollars. The “SmartCode” zoning laws that are a key part of the sprawl-fighting principles are running into the messiness of democracy and Mississippi’s bureaucracy is working to develop the dialog necessary to move along these progressive changes.

Institutional lock-in, coupled with recent success, has meant that Mississippi does emphasize traditional first-wave economic development approaches such as industrial attraction. Nevertheless, movements within the economic development bureaucracy are supporting new strategies.

Innovation-based economic development and entrepreneurship promotion are part of the economic recovery. A network of city and county governments, educational institutions, and federal organizations have come together to form the I-59 technology corridor to link the technology-based organizations and resources in the region to the Stennis Space Center technology cluster on the coast. This is part of a large effort to change the way people think about Mississippi.
programs that could result in economically unsustainable deficits over the long term. The fact is: Closing the long-term fiscal gap through economic growth alone would require real double-digit growth every year for the next 75 years. (In contrast, during the 1990s, the economy grew an average of 3.2 percent per year.) You think double-digit growth is simply “pie in the sky thinking?” Since we will not be able to grow our way out of this problem, tough choices will be required.

Our deficits will be driven by the federal government’s long-term liabilities and unfunded commitments for our large entitlement programs: Social Security, Medicare and Medicaid. In addition to the key challenges I mentioned earlier, America’s staggering fiscal challenge may also be affected by other trends, which we don’t have time to discuss this morning, many of which have no geopolitical boundaries, for example,

- pandemics,
- globalization of trade,
- immigration patterns,
- energy supplies,
- pollution, and
- growing gap between the haves and the have-nots.

And, I’m sure there are others that come to your mind.

Two key observations on the changing component of federal spending over the last few decades are:

- defense spending has declined by more than half to 20 percent of the U.S. budget in 40 years, on the other hand,
- Social Security and Medicare/Medicaid spending has grown by more than a third to 40 percent in 20 years.

This means that approximately 60 percent of our budget is on autopilot.

Many of the federal government’s spending programs and tax policies are based on social, economic, national security, and other conditions straight out of the 1950s and 1960s. Another fact: If discretionary spending grows at the same rate as the economy and all expiring tax provisions are extended, federal revenues could be adequate to cover little more than Social Security benefits and interest on the federal debt by 2040. At the end of fiscal year 2007, the U.S. government’s major reported fiscal exposure—that is, its liabilities and unfunded commitments exceeded $2 trillion dollars; 6 years ago it was $2.4 trillion dollars, an increase of 150 percent in just 6 years.

If we wanted to put aside today enough to cover these promises, it would take $175,000 for each and every American or approximately $455,000 per American household.

And, the $2.4 trillion does not take into account the future costs associated with Iraq and Afghanistan. What does trillions mean to you personally? If we wanted to put aside today enough to cover these promises, it would take $175,000 for each and every American or approximately $455,000 per household.

Another fact: GAO’s fiscal models show that balancing the budget in 2040 could require actions as significant as:

- cutting total federal spending by 60 percent or
- increasing federal taxes to double what they are today.

Under such a scenario, higher interest rates and inflation are certain. As the U.S. Government is forced to borrow more money to finance its debt, less money will be available for U.S. companies to innovate, improve, and compete. Eventually, long-term economic growth will suffer and, along with it, American jobs,

- our standard of living, and
- even our national security.

The demographic tsunami, which had been silently building, arrived this January with the early eligibility retirement of baby boomers. Yet, our debt continues to pile up at record levels. As the baby boomers retire, federal spending on retirement and health programs will grow dramatically, taking up a bigger share of the pie and constraining the nation’s fiscal future even more.

The work force will shrink. This is further evidence that we cannot grow our way out of this problem.

Today, the two factors that drive economic growth—a growing labor force and national savings—are low by historic standards.

- The decrease in the size of the labor force will lead to slower growth in the economy and to slower growth of federal revenues, which, in turn, will only increase the overall pressure on the federal budget.

Again I repeat, it is not only the government that is not “saving.” The record low of personal saving by households is something to worry about as we tackle the problem of an aging population, since it will also impact our ability to fund Social Security. In the last 2 years, our annual personal savings rate has been at low levels not seen since the great depression.

- Some of you may be thinking—yes, but our economy has continued to grow—that’s true, in part, because the United States has been able to invest more than it saved by borrowing abroad. While this may be okay in the short-run, relying on foreign lenders means that returns on these investments also flow abroad. The high productivity gains seen in recent years do not compensate for such a low saving rate and minute growth in the labor force which again demonstrate that we cannot possibly “grow our way out of this problem.”

Let’s talk about one of the other challenges I previously mentioned—growth in health-related spending—which is something we have personally experienced.

Despite spending more on health-related care than other nations, we rank far below them. In 2004, we ranked 28 out of 30 countries for life expectancy at birth, 26th in infant mortality, and in 2002, we ranked 23 out of 26 countries in overall life expectancy.

We have not accomplished broad access to care:

- Tens of millions of Americans remain uninsured or underinsured.
- Each year, more Americans lose their health insurance coverage. It is becoming too expensive for both employers and individuals.

Today, total health care spending (both private and public) is over 16 percent of GDP and is expected to be over 20 percent by 2015. This is absorbing an increasing share of the national economy.

Another example of how we cannot grow ourselves out of this problem.

- Health care per capita spending growth has outpaced growth in the economy by 2 percentage points, which suggests that growth in the economy cannot offset the growth in health care spending per capita.

With the last challenge I mentioned at the very beginning, which is increased spending on mandatory programs, I am sure you realize how important it is for the average person to be financially literate. Not just literate about their own finances, but also about the state of the nation’s finances as well. A knowledgeable citizen is a key element in improving the economic health of our nation for current and future generations. Again, we cannot grow ourselves out of this problem.

With the necessary help from people such as yourselves, we can have an impact on educating citizens to take their responsibilities for their own financial well-being.

And, certainly individuals need to better plan for their own future.

Now that I have highlighted our fiscal sustainability challenges, what do we do about it?

GAO believes that the first order of business is restore fiscal discipline by implementing a three pronged approach. When you find yourself in a hole, stop digging.

The three prongs are:

- Strengthen budget and legislative processes and controls
- Improve financial reporting and performance measures
- Reexamine and transform government for the 21st Century

The first prong, we need to strengthen our budget and legislative processes. Actions we can take now are:

- Consider restoration of statutory PAYGO.
33 States and Puerto Rico Advancing Common Approaches to Protecting Electronic Health Information

Washington, DC—Most states have made substantial progress in defining their privacy and security approaches for electronic health information exchange, according to a report released by the Office of the National Coordinator for Health Information Technology (ONC) and the Agency for Healthcare Research and Quality (AHRQ), both part of the U.S. Department of Health and Human Services. The 33 states and Puerto Rico make up the Health Information Security and Privacy Collaboration (HISPC), which was formed as part of the ONC-AHRQ co-managed Privacy and Security Solutions Project for Interoperable Health Information Exchange contract (Privacy and Security Solutions Project).

During the past 18 months, HISPC participants have gained a greater understanding of and ability to address the variation in business practices, policies, and state laws that affect the electronic exchange of health information. The Impact Analysis Report provides an assessment of the progress made by states since the inception of the project by comparing the current landscape for privacy and security to the baseline as reported by the state teams in early 2006. The report discusses the impact of work among and between participants in five key areas: legislative, executive orders, leadership and governance, stakeholder education and knowledge, and development of health information exchange networks. The analysis also describes the collaborative work between states in seven key areas and it provides a state-by-state discussion of recent progress.

The report is the seventh in a series of progress reports produced by the Privacy and Security Solutions Project. “The report released is evidence of the significant role and impact that states and territories can have in advancing health information technology while preserving and promoting privacy and security protections,” said Dr. Robert Kolodner, national coordinator for Health IT. “The broad participation of stakeholders at all levels in the HISPC has provided each participating state and territory with the foundation, awareness, and buy-in to develop comprehensive plans to protect health information in an electronic environment.”

Progress made during the past two years includes:

- 23 states cite increased awareness of privacy and security issues among stakeholders as a key component of success in the development and sustainability of statewide Health IT and Health Information Exchange (HIE) plans;
- 14 states indicated the Privacy and Security Solutions Project has served to increase support for planned HIEs;
- 11 states reported legislative activities aimed at updating and aligning privacy and security statutes to prepare for electronic health information exchange with four states having already passed some legislation;
- Three state governors have issued executive orders formalizing support for the HISPC in their state and have provided members of their state HISPC teams with leadership roles in other initiatives; and
- Seven collaborative work groups involving 43 states and 2 territories are now focused on implementing shared privacy and security solutions.

For more information regarding the Impact Analysis Report, visit: http://healthit.ahrq.gov/privacyandsecurity. The ONC-AHRQ-sponsored report was prepared by RTI International, which is implementing the Privacy and Security Solutions Project.

Saving Future Requires Hard Choices

From GARCIA, pg. 5

Discipline on both sides of the ledger. Why statutory instead of rules? The answer is enforcement and duration. It may be easier to waive a rule than ignore a law, and a law can carry a penalty designed to encourage compliance.

- Implement “triggers” to alert policymakers to excessive spending and facilitate reform of mandatory programs and tax expenditures.
- Develop, impose, and enforce rules for how to effectively manage items, such as earmarks and emergency supplemental appropriations.
- Require more explicit information on the long-term costs of spending and tax bills—before Congress votes on them.
- Second prong, we need to improve financial reporting and performance metrics. We can take the following actions now:
  - Improve transparency and completeness of the President’s budget proposal.
  - Return to 10-year budget estimates and include long-term cost of proposals, that is, beyond 10 years.
  - Require an annual OMB report on existing fiscal exposures.
  - Require more complete financial statements on long-term commitments, such as Social Security and Medicare.
  - Develop key results-oriented national indicators to chart the nation’s progress relative to other nations on benchmark issues, such as health care, housing, education, economy, and the environment.
  - Ensure tax expenditures are subject to review.

And, the third prong, we need to reexamine and transform government. As the saying goes, “the nearest thing to eternal life we’ll ever see on this earth is a government program.”

Actions we can take now are:

- Restructure existing entitlement programs.
- Reexamine the base of all other spending.
- Expand scrutiny of proposed programs, policies, and activities.
- Strengthen and systematize congressional oversight processes.
- Reengineer internal agency structures and processes, including more emphasis on long-term planning, integrating federal activities, and this is where you come in, partnering with others both domestically and internationally.

Developing key national indicators can help determine the performance of a national government by looking at the contributions of federal agencies. What do I mean by national indicators? A portfolio of economic, social, and environmental outcome-based measures for assessing the nation’s and other governmental jurisdictions’ position and progress.

Transforming the U.S. government won’t happen overnight. Elected, appointed and career officials will need to work together for a sustained period of time—perhaps a generation or longer.

The two things I want to emphasize and leave you with are:

- Saving our future requires tough choices today and
- We cannot grow ourselves out of this problem, or put another way, this problem is not going to grow away.

It will take patience, persistence, perseverance, and even pain before we finally prevail in our overall transformation efforts. But, prevail we must, if we are to leave anything for our children and grandchildren.
The Effects of Rising Gas Prices in Huntsville, TX

Sarmistha R. Majumdar, Richard D. Lindsey

The price of regular gasoline has steadily climbed from $2.25 a gallon in 2006 to $2.85 in 2007 and currently is above $3. The price hikes have led to an increase in our cost of transportation and compelled people to look into alternative means of transportation to reduce their gasoline consumption and save money. With no signs of immediate relief at gas pumps and daily speculations on gas supply and demand, energy cost concerns have become one of our utmost domestic concerns today.

Last year, the Energy Independence and Security Act was passed to help offset the rise in transportation costs by raising fuel efficiency standards from 25 to 35 miles per gallon. Unfortunately, it does not help solve our current problem. We do not get such individuals, an online survey of millions in automotive technology have emerged as the most favorable option to commuters, respondents were asked to what extent they would use if it were to be developed. Although only 13 percent of the respondents admitted they would never use it, about 16 percent replied always, 45 percent said sometimes, and 17 percent answered seldom. Further, to assess the importance of those factors that play an important role in individuals’ interest in development and use of public transit, respondents were asked to rank several factors separately.

In such a scheme of ranking, savings in travel costs received the highest support (81 percent) for development of public transit followed by its ability to provide greater accessibility to jobs (80 percent), safe park and ride facility (70 percent), time savings (69 percent), reduction in harmful emissions and oil imports (each 58 percent), increase in road safety (57 percent), and opportunity to do other things while riding the bus (51 percent). In conclusion, it can be stated that there exists much interest in the development of a demand based public transit system in cities that lie in rural transit districts. Since some of these cities like Huntsville offer employment opportunities to communities in the urban fringes of metropolitan cities, the development of a public transit will help to provide significant cost and time savings and many other benefits associated with its use to commuters both in the city and neighboring urban fringe communities.

This study was funded by a grant from the Town Center Improvement District of the Woodlands Township, Texas. Also, the authors are thankful to the support they received from Sam Houston State University, Huntsville, Texas.

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The city’s location outside Houston’s non-attainment area of ozone and the service area of Metropolitan Transit Authority means that its commuter population has no access to public transit. Only a specialized transit system exists in Huntsville to meet the transportation needs of the elderly and the physically disadvantaged population. Also, limited vanpooling and ride sharing facilities meet the transportation needs of a very small fraction of the population who commute to Huntsville from the urban fringes of Houston.

The online survey was administered to 3,409 individuals, comprised of 1,700 randomly selected students and the population of faculty (808) and staff (891) at the university, with a response rate of 17 percent.

Surveying the university community in Huntsville allowed for a number of useful observations regarding the population’s current driving and commuting trends. It was evident from the survey that 52 percent of commuters resided in Huntsville, 47 percent in the urban fringes of Houston, and 3 percent from other vehicles. Also, advancements in automotive technology have helped to reduce gas consumption and save money. With no signs of immediate relief at gas pumps and daily speculations on gas supply and demand, energy cost concerns have become one of our utmost domestic concerns today.

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King County, WA—The King County Council recently enacted an innovative public outreach program called Countywide Community Forums to enhance citizen participation, civic engagement, and citizenship education in government. The program’s design is based on a network of volunteers who organize small, community-based discussion forums countywide to communicate, discuss, and provide feedback on public policy issues affecting the county.

Auditor’s Office staff and a volunteer program coordinator and deputies will collaborate with County Councilmembers, the County Executive, members of the program’s steering committee, and program volunteers to identify and select public policy issues that will be discussed through countywide discussion forums.

Forum participants meet in small groups of 4-12 people, three or four times a year, at times and places convenient to them during a thirty-day participation window. Because participants meet in small groups in homes and workplaces, there is time for participants to share their opinions before the open discussion period begins.

The small group meetings are networked together in two ways. First, everyone watches the same short video and reads the same summary of the key facts and the different perspectives on the issue under discussion. Second, everyone fills out a detailed survey that asks for participants’ views and opinions on the topic, as well as which topic they would like to discuss next. The surveys are then tabulated, with the results posted on the Web and shared with government officials and the media.

One of the features of this program is a steering committee that will advise the county auditor on topics for discussion at the community forums. Members of the steering committee include public officials from county and other local governments as well as representatives from higher education, K-12 education, regional transportation and the county’s rural areas.

At the first Advisory Steering Committee meeting held in December 2007, many topics were discussed and considered. Following an engaging brainstorming and prioritization process, the county auditor Cheryle Broom selected “Transportation; Public Priorities, Options, and Funding” as the topic for the first round of community forums. Those forums are planned to occur in the spring of 2008. The entire program, including county staff positions, is funded through voluntary donations. An initial $20,000 has been received to begin program start up, and full implementation will begin once at least 1,000 volunteer participants have signed up. The program will be led by the volunteer Coordinator, Dick Spady and two volunteer Deputy Coordinators, Jim and John Spady, who are the authors of the initiative that created this program.

They were appointed to these positions based on their extensive knowledge of the Citizen Councilor Network model of civic engagement. The Auditor’s Office is hiring a project manager who will oversee program operations and ensure the integrity of data collection processes and management controls over program funds. The program manager will also serve as the public’s primary county government contact for the program.

This is a new program based on a model developed principally by Richard (Dick) J. Spady, president of the Forum Foundation. As discussed in The Leadership of Civilization Building that he co-authored, the purpose of the techniques associated with this model is to enable citizens to participate meaningfully in providing feedback to public officials on issues of importance to the community.

King County also has two other county-wide endeavors designed to engage the public. One is the County Council’s Priorities for People. This process, first initiated in 2007 and enhanced in 2008, involves extensive outreach to solicit the public’s input on budget priorities to guide the council’s budget process (www.kingcounty.gov/council/budget/citizen_engagement.aspx). For 2008 that process included focus groups, community forums, and online polling. Concurrently, the County Executive has a new performance management website, AIMS High (www.metrokc.gov/aimshigh), which uses community indicators to describe community conditions and performance measures to show King County agency performance. This year, with support from a grant from the National Center for Civic Innovation, the executive’s performance management director, Michael Jacobson, is organizing two focus groups to get feedback on its public performance publications, including a proposed “citizen’s scorecard.”

In addition, the County Auditor’s Office leads the council mandated Countywide Performance Measurement Work Group (www.metrokc.gov/auditor/PMC/index.htm). This work group, which represents the three branches of county government and all of its offices headed by separately elected officials, is moving forward with plans for the county to implement countywide strategic planning, performance measurement, and public reporting. Citizen engagement is a primary component and the work group will be considering how to integrate the Countywide Community Forums with the work group’s objectives.

More information on the program is available at www.metrokc.gov/auditor/PMC/index.htm and www.CountywideCommunityForums.org

Lessons Learned in Mississippi

From MISSISSIPPI, pg. 4

Mississippi has an image problem emanating from it troubled historical legacy in particular with its race relations. However, even in this area the state seems to be making some progress. For example, the Mississippi Development Authority Tourism Division is erecting a Civil Rights Trail to highlight historically significant sites around the state.

Nevertheless, Mississippi’s public administration needs to remain vigilant in its duty to ensure social equity. This is particularly crucial as economic development in the state. Instead the economic recovery from Katrina should be considered the defining issue for public administration in Mississippi.

The economic recovery has been far from perfect, but Mississippi bureaucracy on the whole provided the necessary economic development governance. The state provides an interesting case for the limits of public intervention for economic development in the U.S. system rather than “administrative failure.” As William Faulkner was reported to have said, “To understand the world, you must first understand a place like Mississippi.”

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Public Service Recognition Week May 5-11, 2008

Celebrate Your Local Public Servants!
John Richard, the recently retired mayor of Ft. Wayne, IN, was a huge advocate of Lean Six Sigma even before he took office in 2000. During his eight years as mayor, he infected the city’s employees with his enthusiasm. Even the city’s nine unions joined the effort. More than 100 projects led to over $30 million in savings for the city—and better services. In fact, they claim pothole repairs that used to take 48 hours to repair are now fixed within three hours of being reported!

Where did this new “miracle drug” come from? Like most new management innovations, Lean Six Sigma began in the private sector. It started in manufacturing and moved to services in the 1990s. Since 2000, it has been growing in government at all levels. In fact, over two-thirds of the organizational units within the Defense Department are currently sponsoring Lean Six Sigma initiatives.

What Is It?
Lean Six Sigma, according to George Washington University business professor Shivraj Kanungo, is “a set of tools, techniques and a methodology that helps organizations improve their efficiency as well as their effectiveness.” It is a blend of two corporate methodologies. “Lean” is a set of methods, initially developed by Toyota, used to ferret out waste, or non-value-added steps, in any repeatable process. This might translate to tax collection, pothole filling, or delivering mail. “Six Sigma” developed by Motorola, is a set of methods that are used to reduce variation in any repeatable process. Together, the two methods eliminate waste and reduce variation in order to cut costs and improve quality.

While the rigorous technical methods involved tend to be the focus of many observers, the crux of its value is that it empowers people closest to a particular business process to improve operations. In addition, Lean Six Sigma requires a cross-enterprise view of the sum of all the individual processes, so employees can see how what they do fits into the bigger picture. So, for example, instead of just focusing on improvements in the finance office, finance improvements are developed in the context of the overall efforts of the larger organization’s mission.

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According to Richard, Lean Six Sigma assumes that work occurs through processes, every process has customers and the customers define quality. It also assumes that decisions should be based on data and that, in order to achieve quality, you have to use data to control variations that can occur in processes. Lean Six Sigma methods are used to distinguish between value-added and non-value-added work (or waste), such as waiting in line, service delays, excess inventory, over-engineering, etc.

How it Evolved in Ft. Wayne
When businessman Graham Richard became mayor in 2000, he was already trained in Lean Six Sigma processes. This training includes certifications in the development of systematic analyses and interpreting statistical trends. However, his goal was not to deploy Lean Six Sigma methods throughout the city. His goal was to make the city government more effective. With his leadership team, he developed a series of priorities after taking office. He involved employees as well as unions. Together, they piloted Lean Six Sigma techniques. Based on several quick successes, the number of projects and trained facilitators grew. Corporate leaders in the Ft. Wayne metro area saw the value of what he was doing and lent the city some of their experts in the techniques to help support the training.

By 2005, there were more than 100 projects underway across the city. In addition to improving pot hole repair, the city sewer treatment plant improved its operations. In the past, each shift operated the sludge machines differently. With a 20-year history of experience. But in an effort to increase sludge processing, the efficiency of the machine was measured continuously over a period of time and results were compared across the different shifts. For the first time, shift operators saw the results of their fine-tuning techniques quantified and compared them. Soon they began to use the same process once they saw whose techniques worked best.

This fact-based approach was repeated in different departments, gradually changing the way the city did its work. When Richard retired in January, the local newspaper, the News-Sentinel, editorialized about his term: “Mayor Richard has reduced crime to its lowest rate in over 20 years, kept taxes low and dramatically increased government efficiency with the implementation of Six Sigma, where millions of dollars have been saved and government jobs, such as filling potholes, have been reduced from 48 hours to three hours after the initial contact.” His successor, Tom Henry, has continued the city’s Lean Six Sigma efforts.

Use in Other Governments
Lean Six Sigma is being adopted in other cities as well, such as Buffalo, NY; and in counties, such as the Lane County, OR, vehicle maintenance department. It is being used in state government, such as Florida’s Department of Revenue, as well as the federal government, such as the National Nuclear Security Administration.

The biggest adopter is the Defense Department. According to Brian Robinson, a writer for Federal Computer News, “the methodology has become the Department of Defense’s ‘tool of choice’ for business transformation.”

An April 2007 directive from Deputy Secretary Gordon England triggered a Department-wide effort. The Army has been the biggest adopter to date, with more than 770 projects that have already resulted in savings of $1.2 billion. Some projects underway in Defense even reach outside the Department, such as the government-wide effort to streamline the security clearance process.

Lessons in Using Effectively
Former mayor Richard says the “issue isn’t commitment, it’s engagement.” While top leaders may be committed to a Lean Six Sigma initiative, the real test is whether employees use it in their day-to-day work. Professor John Maleyeff, who wrote a report, “Improving Service Delivery in Government with Lean Six Sigma,” for the IBM Center for The Business of Government, found that successful Lean Six Sigma initiatives were focused on three elements: developing an infrastructure, applying the technical methods on individual projects and ensuring implementation.

In creating a Lean Six Sigma infrastructure, leaders must be able to communicate the importance of the initiative and be willing to engage employees in the process before launching an initiative. By focusing on program improvement, leaders begin to focus the organization on being more data-driven and results-oriented. Richard found that he wished he had better communicated efforts both inside and outside the city government, and that he had started sooner in building a culture of learning for broader business skills. He created a leadership development roundtable to help managers be better sponsors and champions of initiatives, but wished he’d done it sooner.

In applying the technical methods of Lean Six Sigma, Richard wished he had incorporated Lean Six Sigma sooner and emphasized managerial-level use of data. If he had to do it again, he said he would have better tailored training to government employees. Deployment of the initiative was easier in some city functions than others. He also found that strategic oversight was critical.

In implementing a Lean Six Sigma program, Maleyeff found, it is important to create a centralized focal point. While a new office may not be needed, a steering committee chaired by the top leader may be an important catalyst for attention. Also, the leader and the steering committee need to encourage organization-wide, involved with training, champions in each organizational unit.

Should You Use It?
Lean Six Sigma is seen as just the latest management fad by some observers. However, Richard says that the key is to “create a team-based, disciplined approach” regardless of the name and methods adopted. There are universal commonalities with other management techniques like Total Quality Management and other process improvement efforts. The availability of a tested set of methods that have been successful both inside and in a wide range of environments makes such an initiative easier to adopt, in many cases. Richard is sold on its value. In fact, he hopes to create a High Performance Government Network to promote its use among elected officials.

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You can get a free copy of John Maleyeff’s study at: www.businessofgovernment.org
Information Searches That Solve Problems

Washington DC—People who have faced one of several common government-related problems in the past two years are more likely to consult the internet than other sources, including experts and family members.

In a national phone survey conducted by the Pew Internet and American Life Project, respondents were asked whether they had encountered 10 possible problems in the previous two years, all of which had a potential effect on the government or government-provided information. Those who had dealt with the problems were asked where they went for help and the internet topped the list:

- 58 percent of those who had recently experienced one of those problems said they used the internet (at home, work, a public library or some other place) to get help.
- 53 percent said they turned to professionals such as doctors, lawyers or financial experts.
- 45 percent said they sought out friends and family members for advice and help.
- 36 percent said they consulted newspapers and magazines.
- 34 percent said they directly contacted a government office or agency.
- 16 percent said they consulted television and radio.
- 13 percent said they went to the public library.

The survey results challenge the assumption that libraries are losing relevance in the internet age. Libraries drew visits by more than half of Americans (53 percent) in the past year for all kinds of purposes, not just internet-related problems. Libraries were the most likely to use libraries for government or government-provided information.

The big message in this survey is that those without access to the internet (23 percent of the population) and those with only dial-up access (13 percent of the population) find they are being left behind. According to the Pew Internet & American Life Project, 61 percent of those who consulted professionals and experts were very successful.

A major focus of this survey was on those who had dealt with the problems were asked where they went for help and the internet topped the list:

- 65 percent of those who approached the government for help said they were very successful.
- 64 percent of those who went to the public library were very successful.
- 63 percent of those who used the internet were very successful.
- 61 percent of those who consulted professionals and experts were very successful.

Among the sources consulted, the internet was the source that was most often cited as the one that provided a lot of the information people were seeking.

“It is important to stress, though, that even as our data show the internet is ascending, we also find that large numbers of people do not use the internet and this low-access population prefers getting information and assistance from sources other than the internet,” noted Lee Rainie, Director of the Pew Internet & American Life Project, and one of the study’s authors.

Jean-Pierre Wolff, who earned his Walden Ph.D. in 1998, dreamed of owning a vineyard. So he quit his job and bought one. Now he’s a successful “winegrower,” noted for both his four-time gold-medal-winning Petite Sirahs and the sustainable manner in which they’re made.

For more of Dr. Wolff’s story, visit WaldenStories.com.
In 1992, Massimo Balducci, a professor of organization theory at the University of Florence, described the public administration aspects of the European Union as “bureaucratie sans frontières” (“bureaucracy without borders”).

Bordered geographic territory is a core assumption in the logic of democratic jurisdictions and state sovereignty, and much of the logic of traditional public administration is based on that core assumption. So also are the assumptions of bureaucratic legitimacy based on constitutions, laws, formal appointments, titles, tenure, and authority. How, then, can there be bureaucracy without borders?

In modern (some would say postmodern) world all the characteristics of the state and of the jurisdiction are in play. Borders are porous to people, money, disease, and pollution. People are increasingly mobile, less-and-less attached to one place, one jurisdiction, or one nation. Business is increasingly regional and global. Modern transactions are virtual, accomplished electronically without respect to national boundaries. Business transactions are increasingly difficult to tax and regulate. Wealth has less and less to do with fixed property and the production of goods, and more and more to do with information and ideas. Information and ideas are difficult for the state or jurisdiction to contain and manage because they have little to do with borders or sovereignty.

Enemies of the state might be other states, but they might, as the United States learned on September 11, 2001, be stateless movements or groups. As Jean-Marie Guéhenno puts it, the modern state is “too remote to manage the problems of our daily life… and too constrained to confront the global problems that affect us.” Some refer to all these forces as the “end of geography.” The estimable James N. Rosenau refers to a new epoch of “distant proximities,” in which the interacting forces of globalization and localization frame the challenges of governance. These challenges to the capacity of the territorial state and jurisdiction to exercise legitimate authority are being met with a dizzying array of responses, many of them primarily bureaucratic. The subject is too large to cover here, so I propose to consider three typical forms of bureaucratie sans frontières. Each of these forms is a response to the limitations of geographically bounded states or jurisdictions.

The first and most obvious are the so-called “global governance organizations” (GGOs) such as the United Nations, the International Monetary Fund, the European Union, the World Intellectual Property Organization, the International Standards Organization, and the Internet Corporation for Assigned Names and Numbers.

Although no two of these are alike, they do dozens more like them, are increasingly important instruments of governance. Lumping them together as “hybrids” or “quasi-governments,” the remarkable Jonathan G. S. Koppell writes that these “hybrids touch the lives of virtually every American… To borrow the words Arthur Miller penned for Linda Loman, attention must be paid… Although hybrid organizations are not new, they are increasingly common features of the governmental landscape.”

In a brilliant recent article on the subject of global governance organizations, Koppell refers to their “democratic deficits,” that “observers point to the lack of elections, absence of opportunities for participation, by affected communities, and insulation of organizational leaders and bureaucrats from consequences related to their actions…” These faults undermine organizational legitimacy, a critical flaw. Legitimacy is understood to be at the foundation of democratic authority.

Democratic legitimacy, however, following Koppell, often competes with the effective exercise of organizational authority. “The conflict between authority and legitimacy may seem esoteric and removed from the daily activities of GGOs. It is not… A severe critic of GGOs might argue that the common element across GGOs is the lack of accountability. It is, in reality, the same observation. In everyday discussion of global governance, the accountability critique is the embodiment of the legitimacy-authority tension.”

The second form of bureaucracies without borders is networks. In a splendid recent article on network governance, Keith G. Provan and Patrick Kenis describe networks as “three or more legally autonomous organizations that work together to achieve not only their own goals but also collective goals.” Networks have differing forms of governance, including participant-governed networks, lead organization-governed networks, and network administrative organization. These differing forms exhibit different patterns of network trust, goal consensus, need for network legitimacy, and capacity to add members. Based on these distinctions and a review of the network empirical literature, Provan and Kenis set out a number of provocative propositions to be tested by network analysts.

For the purposes of this essay, it seems evident that networks of organizations are established so that together organizations can attempt to accomplish more than they could accomplish alone. It is in this sense that networks are bureaucracies working beyond their borders.

The third form of bureaucracy without borders is The Regional Governing of Metropolitan America, the title of an exceptional book by David Y. Miller. In it, Miller describes the remarkable organizational and managerial creativity of American local governments as they move toward “metropolitan regionalism.” Metropolitan regionalism leaves in place the patchwork of cities, counties, school districts, and special districts with their jurisdictional politics, taxing powers, and land use authority.

Layered over that patchwork are, following Miller, on-going systems of interjurisdictional cooperation represented by metropolitan councils of government, and administrative regionalism represented by area wide special districts for particular purposes such as air pollution control or rapid transit. This is one of the fastest growing forms of metropolitan regionalism. Some metropolitan areas also have systems of fiscal regionalism by which jurisdictions cooperate in tax base sharing and revenue equalization. Finally, Miller describes systems of metropolitan area structural change including annexation, city-county mergers, and consolidations.

The point is that American metropolitan areas are highly malleable, adaptable, and dynamic. To be sure, almost all this regionalism leaves in place the cities and counties and their boundaries and powers. But, those jurisdictions turn out to be the building blocks of regional approaches to solving regional problems. Who organizes and manages these systems of metropolitan regionalism? Bureaucrats. Bureaucrats without borders.

These descriptions are far from exhausting the range of bureaucratic (and political) responses to the challenges of states and jurisdictions with fixed boundaries. Global governance organizations, networks, and metropolitan regional systems all ways to attempt to mitigate the mismatch between formal states and jurisdictions on one hand and the problems they face together on the other hand. And who is it that is engaged in this mitigation? Bureaucrats. Bureaucrats without borders.
Information or Advocacy: Is There a Difference?

As the city manager of a small community (population of 4,300) facing the prospects of a $124,000 shortfall in property tax revenues if the voters statewide approve the tax referendum, Save Our Homes cap of 3 percent assessment increases, you are distressed about what the impact will be on the quality of life for residents. You know that it will be necessary to cut services severely which will surely lower the quality of life in Lake Alfred. You muse, “what can I do about this? Should I mount an information drive to alert residents of the situation? Should I be a public advocate urging voters to vote “no” on the referendum? You decide to write a letter to the editor of your local newspaper. What should the letter say? Vote “no” on amendment 10? Describe the cuts in services that will follow? As an appointed city official, is it your job to advocate against the amendment? Do city managers have the duty to voice what they believe is in the best interests of the community? Is there a bright line between providing information and advocating a policy preference, even if you feel it is the right thing to do?

What would you do if you were the city manager of Lake Alfred?


ASPA member Donald C. Menzel is a former ASPA president and professor emeritus of Northern Illinois University. Email: donmenzel@tampabay.rr.com

You consider the following options:

• Call for a town hall meeting and forcefully present the case against the referendum
• Put pro/con information about the referendum in the residents’ utility bills.
• Post flyers around town at such places as city hall and the utilities department drawing attention to the service cuts.
• Write a letter to the editor of the local newspaper.

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• Write a letter to the editor of the local newspaper.
Update of Seminal Report on Poverty, Inequality, Race and Crime Gives Nation a D+ on Progress

Little progress has been made in reducing poverty, inequality, racial injustice, crime and inaccuracy over the last 40 years, finds the Eisenhower Foundation in an update of the seminal Kerner Commission.

"Although there are some notable exceptions, we give America a D+,” said Eisenhower Foundation chair Fred Harris, one of the only two living members of the original 1968 commission, and Eisenhower Foundation President Alan Curtis in a joint statement. “But the good news is we know what works. Solutions fit American values of freedom through opportunity to every citizen.”

Among the notable exceptions the update concludes that compared to the late 1960s, substantial African American and Latino middle classes have emerged, the number of minority entrepreneurs has greatly expanded, and there are large numbers of minority local and state elected officials.

Nonetheless, the report finds the U.S. has a long way to go to improve wealth, America is the most unequal country in the industrialized world and the report notes that poverty has deepened for those who have remained poor. The proportion of the population that is below the poverty line was about 30 percent in 1975 and 43 percent in 2006. The child poverty rate is no exception. Racial disparities are more acute today, the update notes. The Kerner Commission found in its original report that unemployment and underemployment were the most important causes of poverty, yet African American unemployment has continued to be twice as high as White unemployment during each of the 4 decades since 1968.

Stressing “we’re all in this together,” Harris and Curtis called for policies advanced by the Economic Policy Institute in Washington, DC, that include tighter labor markets through strengthening of the Humphrey Hewitt Full Employment Act and passage of the Employee Free Choice Act for union organizing. They also called for passage of an Employment Training and Job Creation Act “that will benefit not just the poor but also workers and middle class citizens.” The update also advocates the Education Equity Act to provide all public school students an equal chance and to reorient federal aid back to a more grants-based system.

The findings are particularly salient as the presidential race has engaged a public conversation on the role of government, poverty, inequality, race and crime. For more information visit www.eisenhowerfoundation.org/kerner.php

GAO Adds the 2010 Census to "High-Risk" List

Washington, DC—the U.S. Government Accountability Office (GAO) recently added the 2010 census to its “High-Risk” list of federal areas in need of either broad-based transformation or specific reforms to prevent waste, fraud, abuse and mismanagement.

Although a regular update to its high-risk list is set for 2009, GAO decided it was important to flag the census now because of the survey’s impact on everything from the apportionment of congressional seats to the distribution of billions of dollars in federal funds.

GAO added the upcoming census to the high-risk list due to a combination of long-standing deficiencies and emerging challenges, including shortcomings in the Census Bureau's management of information technology, weak performances by technology that the Bureau plans to use for data collection, uncertainty about cost estimates, and the elimination of several dress rehearsal operations.

Young Nonprofit Leaders Concerned With Pay, Work-Life Balance

Career Seen as Personally Meaningful and Satisfying

Washington, DC—A skilled, committed, and diverse pool of next generation leaders would like to be nonprofit executive directors in the future, according to a new national survey of nearly 6,000 next generation leaders. However, the survey also finds that there are significant barriers: work-life balance, insufficient life-long earning potential, lack of mentorship and overwhelming fundraising responsibilities which may prevent many nonprofit staff from becoming executives.

The survey, “Ready to Lead? Next Generation Leaders Speak Out,” is the largest national survey to date of emerging nonprofit leaders and was produced by the Meyer Foundation in partnership with CompassPoint Nonprofit Services, The Anne E. Casey Foundation and Idealist.org. According to the Urban Institute, there are currently more than 850,000 registered public charities in the United States.

Key Findings

- Salaries and actual or perceived insufficiency in earning potential are barriers to executive leadership (69 percent of respondents feel underpaid in their current positions and 64 percent have financial concerns about committing to a career in the nonprofit sector)
- A higher percentage of respondents who definitely aspire to become executive directors are people of color
- The nonprofit sector is viewed as desirable by people interested in social change
- Most respondents working in the nonprofit sector feel that their work is meaningful and satisfying
- Only one-third of those surveyed have aspirations of becoming executive directors
- Of those who aspire to become executive directors, 40 percent reported that they are ready either now or within five years
- Lack of mentorship and support from current executive directors in helping to pave a career path is a source of frustration (only 4 percent of nonprofit staff are explicitly being groomed to become their organization’s leader. Women are being developed as leaders at a lower rate than men)

The complete 28-page report can be downloaded at www.meyerfoundation.org or www.compasspoint.org.

PERI Announces New Website for Risk and Emergency Management Information and Resources

Fairfax, VA—The Public Entity Risk Institute (PERI), a nonprofit research institute focused on risk management, this week launched a new and improved Website designed to ease access to an extensive collection of risk management publications, programs, and tools. Among the enhanced features of the new Website at www.riskinstitute.org is an expanded Resource Library organized by topic, audience, and type of resource for more user-friendly research.

The new website, found at www.riskinstitute.org, features:

- A Resource Library with publications, articles, reports, tools, symposium papers, training programs, and links to other useful resources from organizations and government agencies on a wide range of risk management topics.
- An E-Training Center, which includes numerous free and low-cost online training courses on risk management and emergency management topics.
- A Symposium Center in which PERI will periodically host online forums to explore solutions to current risk management issues.
- The PERI Data Exchange, which is PERI’s benchmarking and performance measurement program. The Data Exchange aids public sector organizations in benchmarking their liability and workers’ compensation claims experience against similar organizations.
- A News and Announcements page providing links to the latest news from PERI and from the risk management industry, as well as PERI news releases and PERI’s quarterly newsletter PERIScope.
- PERI’s Enterprise Program, which was created to help bring innovative products and services to market.
- An online Bookstore, where Website users can purchase publications, training courses, and Data Exchange services using PERI’s secure check-out process.

To learn more, visit www.riskinstitute.org.
Clockwise from top: 2008 Founders’ Forum Fellows pose with ASPA executive director and several officers.; Carl Stenberg (L) poses with NPSA Award Winners David Smith and Theresa Parker, as well as ASPA President Harvey White; ASPA President Harvey White passes the gavel to ASPA President-Elect Don Klingner as Klingner assumes the role of ASPA president; ASPA member Patria Julnes (foreground) gives a dance lesson during the Latin-Caribbean Dance event; ASPA President-Elect Don Klingner serves coffee to past ASPA presidents Mary Ellen Guy (left) and Naomi Lynn and others at their table during the Section for Women in Public Administration Award Breakfast. Photos by Caneka McNeil unless otherwise noted.
More than 1000 Attendees Answer Theme’s Call by Attending Conference

“The public service be a proud and lively career. And let every man and woman who works in any area of our national government, in any branch, at any level, be able to say with pride and with honor in future years: ‘I served the United States government in that hour of our nation’s need.’” —PRESIDENT JOHN F. KENNEDY, 1963

The 2008 ASPA annual conference was held in Dallas, TX, March 7-11, 2008, within walking distance of Dealy Plaza, home of the famous “grassy knoll” and site of the assassination of John F. Kennedy, our nation’s 35th president.

Upon learning the conference theme of A Call to Public Service and location several months ago, the above quote came to mind. It all just seemed to fit together, but would the actual conference do the theme and location justice?

The answer is a resounding “yes.”

With a Student and New Professional Summit dedicated to facilitating successful entry into the public service, as well as ASPA’s tradition of inviting sponsorship of student conference attendance through the Founders’ Forum Fellowship program, the 2008 conference answered the call to public service issued by its theme and challenged others to do the same.

The Opening Plenary of the conference was delivered on Saturday, March 8, by Former Colorado Governor Bill Owens, who, while serving during one of the most economically challenging times in Colorado history, was responsible for initiating innovative private financing for roads, light rail, transit, corrections and hospitals. Speaking on the topic “Solving the Infrastructure Gap,” Owens provided an interesting and informative beginning to the conference.

Saturday also saw the introduction of discussion circles. These were a new feature at the conference, envisioned as a way for smaller, more intimate topic discussions. Attendees, particularly practitioners, reported being very pleased with the format.

The end of the day found attendees enjoying a welcome reception and concert at the beautiful Myerson Symphony Center, sponsored by the local host universities The University of Texas, Austin; University of North Texas and University of Texas, Dallas.

Edward J. Blakely, executive director of recovery management for the City of New Orleans, delivers the annual Elliot Richardson Lecture. Blakely, who spoke on Ethics in a Time of Crisis, challenged attendees to “tell the truth and make the world a better place.”

ASPA and The Public Manager Partner to Host Conference for Practitioners

Agreement Leads to New Benefits for ASPA Members

Matt Rankin

ASPA is pleased to announce that beginning in April, ASPA members will receive complimentary one-year electronic subscriptions to The Public Manager. And this July, ASPA and The Public Manager will host a two-day conference for practitioners in Baltimore, MD.

Free Subscriptions to The Public Manager

The Public Manager is the only journal of its kind—an opportunity for public managers and executives to write and share ideas about critical issues. It is dedicated to encouraging professionalism and high performance at all levels of the public sector and includes in-depth forums and coverage of state, local, nonprofit, and international best practices.

ASPA members will receive a free electronic subscription to this quarterly publication sent to their email address on record. ASPA New Professionals will also receive a print subscription at no additional charge.

To continue receiving this new benefit for the next year, all you have to do is remain a member of ASPA!

ASPA Practitioner Conference July 28-29 in Baltimore

As part of its effort to promote dialogue within the public administration community, ASPA and The Public Manager are sponsoring an inaugural practitioner conference in Baltimore, July 28-29, 2008. This conference is unique in that it focuses on the needs and interests of public service practitioners at all levels. Tracks will address challenges in performance, accountability, human capital, technology, communication, and governance. Complete information and registration information is available at www.thepublicmanager.org/2008Conference/. Of course, ASPA members will receive a discount on registration fees. Act soon though, early bird registration rates end June 15, 2008.

These new programs and related benefits are great examples of why membership in the premier society for public administration is a smart investment. We hope to see you in Baltimore this Summer!

Matt Rankin is ASPA’s senior director for program and service development. E-mail: mrankin@aspanet.org.
An Honor and Privilege to Serve

Harvey White

It was an honor and a privilege to serve as President of “The” American Society For Public Administration. The past 12 months have profoundly affected my life for the better. They have also allowed me to experience the very best of ASPA. The impressive efforts by members, chapters, sections and staff to advance the work of our Society suggest a bright future for our organization. These efforts are not only making ASPA better today than it was yesterday, but also positioning it so those who follow will have an opportunity to make it even better. In this regard, the following is an overview of several activities that were the focus of our efforts the past year:

I. An ASPA Advisory Board
Development of an ASPA Advisory Board was an early focus of leadership activities. A distinguished twelve-member board was established. Board members’ advice and support have been extremely helpful in several areas, i.e., fundraising and advocacy for public service.

II. A Public Service Consortium
ASPA has taken the lead this year, with support from the ASPA endowment, in developing an inter-organizational public service consortium. The consortium is pursuing ways organizations in our profession can better collaborate to enhance excellence in public service. It has met twice and an agreement was reached on an initial activity for collaboration. Advisory board member and ASPA President’s advisor Donna Shalala co-chaired an initial activity for collaboration.

III. Committees, Teams and Taskforces
Five committees, teams and/or taskforces were appointed to focus on special initiatives. These include: The Civil Servants Museum Committee; the Standards and Credentials Taskforce; an Excellence in Public Administration Education Taskforce; the Publications Standing Committee Action Team; and the Nominations and Election Process Task Force.

- An exploratory committee is examining the feasibility of a national civil servants museum. A modest budget appropriation was approved to support this work.
- A Standards and Credentials Taskforce considered the merit and options for an ASPA Committee that has the capacity to review credentials of individuals recommended for executive public service positions. The ASPA National Council approved the Taskforce’s recommendation to establish an ASPA Standards and Credentials Committee.
- The Excellence in Public Administration Taskforce developed a report addressing the use of MPA programs to train individuals for careers other than public administration. The Committee’s report was shared with ASPA officers and the National Association of Schools of Public Affairs and Administration. It is expected to form the foundation for a wider discussion within our profession around excellence in public administration education.
- The Publications Standing Committee Action Team is charged with carrying out the ASPA National Council’s charge to create a standing publications committee within ASPA.
- The Nominations and Elections Process Task Force was established by the ASPA Executive Committee and charged with addressing concerns raised by the ASPA Elections Committee.

IV. Membership Development
Membership development activities were three-fold: Recognition for enhancing ASPA’s membership; Developing institutional memberships; and inviting MPA faculty members to join our Society. Presidential Citations of Merit were given to individuals, during the Annual Conference, who recruited ten or more new ASPA members. The University with the most student members and the ASPA chapter that had the largest increase in membership were also recognized.

More than 150 faculty members who teach in public administration programs and are not members of ASPA have been invited to join. Five new institutions were recruited as institutional members and will pay for ten or more of their employees to become ASPA members. Negotiations are ongoing with other organizations in this regard.

V. Advocating for Public Service
Advocacy for public service was another priority area this year. Meetings were held with members of Congress to introduce them to ASPA. This resulted in a request to consider reviewing credentials of individuals nominated for executive leadership positions in government. Communications were also sent in November to all presidential candidates requesting their response to five questions concerning public service. Responses are published in the PA Times.

VI. Chapters and Regional Meetings
Visits with ASPA chapters and members were also a focus this year. While only a small percentage of invitations for visits and speaking engagements could be honored, supporting the work of our chapters and section is a high priority for ASPA’s leadership. More than fifteen invitations to speak with chapters and regional meetings were accommodated. This includes visits to Albany, NY; Trenton, NJ; Birmingham, AL; Seattle, WA; Los Angeles, CA; Phoenix, AZ; Tampa Bay, FL; Austin, TX; Dallas, TX; San Antonio, TX; Houston, TX; Pittsburgh, PA; Durham, NC; Columbia, SC; Richmond, VA. The visits were well received.

VII. Representing ASPA at National and International Meetings
Representing ASPA at national and international meetings was another important aspect of the president’s responsibility. This includes greetings, remarks, and keynote addresses at meetings in Istanbul, Turkey; Silver Springs, Maryland; Newark, Delaware; Kampala, Uganda; Bermuda, Barbados; Seoul, South Korea; and Beijing, Chengdu and Guangzhou, China.

VIII. Strategic Use Of The Presidents

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As more than 1,000 attendees descended upon Dallas, March 7-11, for ASPA’s 69th annual conference, a smaller group of 20 students from around the United States and as far afield as Germany also made their way to the city. For these 20 students, awarded 2008 Founders’ Forum Fellowships, lessons in patience, flexibility and fortitude—all important traits in public administrators and leaders—began prior to arrival in Dallas as all attendees braved a rare March snowstorm and the resultant delays en route to North Texas. These leadership traits as well as many others were reinforced throughout conference sessions. As a result, Fellows left Dallas feeling inspired with renewed confidence and energy to continue our academic training and take on leadership roles in public administration. The fellowship allowed selected students the opportunity to attend the national conference with reduced expenses. Fellows gained access to award breakfasts and luncheons that otherwise would have been beyond the financial reach of most.

Witnessing the heroes of our field receiving awards for their accomplishments and learning about their work, inspired Fellows to continue along our selected educational path. We look forward to the day when we too can join awardees in the field, a sentiment expressed by Fellow Shannon Oster, a MPA student at the University of Nebraska at Omaha when she stated, “attending the conference gave me the confidence and motivation to work hard so that I am able to make a difference in public service. More than anything, I want to get to work, so I can do amazing things like the honorees.” Many Fellows’ first encounter with ASPA took place in Dallas. For others, the 2008 conference was not the first time attending an ASPA conference, but attendance as Fellows opened doors and enabled us to view the conference in a unique way. Fellow Regina Winters, a PhD candidate at the University of Nebraska at Omaha and lecturer at Iowa State University reinforced that attendance at the national conference allows Fellows to “meet a lot of people you wouldn’t otherwise meet.” It is this added exposure that made the ASPA conference a more enjoyable and enriching experience.

Conference attendees often sought out Fellows for on-the-spot mentoring, which provided a way to learn about the practice and research of our colleagues. Likewise, the fellowship provided a natural platform where Fellows could engage leaders in our field. University of Delaware MPA student and Fellow Shelley Cook emphasized this point by stating that “attending the conference as a Fellow gave me confidence to approach public administration leaders and ask questions and advice when I might otherwise have been hesitant.”

Just as important as learning from big names in public administration, Fellows had an instant peer group with whom to navigate the complexities of the national conference. Many of us bonded right away and stuck together throughout the conference. As we quickly developed friendships that felt as though we had known one another for longer than just hours or days, we drew inspiration from each Fellow’s life and educational experience.

Fellow Eric Raymond, a MPA student at the University of Memphis also drew inspiration from the other Fellows and gained many valuable lessons about our academic programs. As a result, Raymond commented, “the fellowship solidified my path.” Fellow Mira Schankman, a MPA student at the University of North Carolina, Chapel Hill added that the “learning exchange reaffirms why I chose the MPA degree and this field.”

Clearly, inspiration could have been the conference theme for Fellows. While our sharing and growth together may be impressive, it is how we apply those lessons back home that really matters. At the risk of sounding cliché, I am reminded by my visit to The Sixth Floor Museum at Dealey Plaza, which memorializes the assassination of our 35th president John F. Kennedy, of his great call to public service: “ask not what your country can do for you—ask what you can do for your country.” ASPA also joined that call in its conference slogan, “Transformational Public Administration: A Call for Public Service.”

Fellows have been answering that call and are continuing to respond. Cook participated in the Delaware Association for Public Administration prior to Dallas, “but attending ASPA took the work my local chapter is doing and put it into a national perspective.” Cook continued, “I have a stronger desire now to bring what I learned back to my local chapter and make it more active through bigger recruitment campaigns, more seminars and workshops, and most importantly to me, getting more students involved who will one day be our future public administration leaders.”

Likewise, Oster and Raymond are also inspired to answer the call to service. Oster plans to become more involved in her local chapter spreading the word about ASPA among other students. She hopes to be more involved in recruitment campaigns as well and to someday assume a leadership position. As Raymond plans to enroll in a PhD program in the near future, he remains undecided on whether to pursue an academic or public service career path, but he noted that “my home state of Louisiana really needs some good people to make a difference.”

Whether in Louisiana or our home states, it is imperative that “we make America a better place everyday” as was asserted by Dr. Edward J. Blakely, executive director of recovery management for the City of New Orleans, during the Elliot Richardson lecture. During the 2008 Donald C. Stone lecture entitled “The Art of Moral Leadership,” Arizona State University Professor Robert B. Denhardt offered that “leaders connect with us emotionally in a way that energizes us and moves us to act.”

Dallas 2008 connected with Fellows emotionally, pushed us to consider our place in public administration, as future leaders, and energized us to continue our current efforts, while considering what we want our future impact to be on public administration and ASPA. Based on the impressive caliber of the Fellows as well as the other students at the national conference, it should be exciting to watch the future unfold.

If ASPA continues involving and bringing forward similarly qualified and dedicated young people, the association as well as public administration should be in good hands for many years to come. Here’s to the 2009 class of Fellows! I hope to see you in Miami.

ASPA member and 2008 Founders’ Forum Fellow, Rusty Horton is an MPA student at Seattle University and works in the Office of the Registrar at the University of Puget Sound. Email: horton@seattleu.edu

Photo by Russell Horton

ASPA’s 2008 Conference Serves as Introduction to Society for Many of the Founders’ Forum Fellows

Russell S. Horton

Call for Papers

2008 International Conference on Public Administration, 4th Annual ICPA
September 24-26, 2008 • University of Minnesota, USA
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CONFERENCE SPONSORS
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Conference Host: University of Minnesota Humphrey Institute of Public Affairs, Minneapolis, MN

Paper Abstract Submission Deadline: May 1, 2008
Full Paper Submission Deadline: July 15, 2008
Paper Acceptance Notification: July 31, 2008

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

Papers Submission outside China (in Microsoft Word) are to be e-mailed to: donmznzel@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: 001-813-886-6322, Cell: 001-813-951-6079

For more information visit:  www.aspa.org
ASPA welcomes the following new members from the month of February 2008.
Please note: Members rejoining ASPA are not included on this list.

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Sunday brought a second full day of sessions and discussion circles, as well as the seventh annual Gloria Hobson Nordin Social Equity Award Luncheon and the eighth annual Elliot Richardson Lecture. The Gloria Hobson Nordin Social Equity Award Luncheon is given in recognition of distinguished contributions toward achieving fairness, justice and equity in government. The 2008 winner was Addie Mix, co-founder and executive director of Reclaim A Youth (RAY) of Illinois. In 1991, Mix and 25 friends created the organization, after the death of Mix’s son, as a way to make a positive impact in their community.

Following the luncheon was the Elliot Richardson Lecture given this year by Edward J. Blakely, executive director of recovery management for the City of New Orleans. Delivering his thoughts on “Ethics in a Time of Crisis,” Blakely spoke about his experiences in New Orleans as well as his time in Oakland, CA, as a policy advisor to the mayor.

Ending the day was the Founders’ Forum Fellows Reception to honor the 20 full-time undergraduate or graduate students sponsored by various universities, ASPA chapters and individuals. Students received admission to the ASPA conference and were able to participate in all conference events.

Monday found attendees emerged in the third full day of conference events, with the focal points being the National Public Service Awards (NPSA) Luncheon, Donald C. Stone Lecture and the ASPA Awards Ceremony.

Presented by both ASPA and the National Academy of Public Administration (NAPA), the NPSA awards honor outstanding public service practitioners across all sectors of government.

The first 2008 NPSA was given to Theresa Parker, executive director of the California Housing Finance Agency (CalHFA) for her leadership in transforming the agency from a niche lender to a business that has increased its fund equity and now allows more Californians to live in decent rental housing and enter the housing market.

The second NPSA was given to David Smith, Maricopa County, AZ, administrator, for his leadership in moving the county from dire financial straits and a reputation for bad government to one that has high bond ratings and responds to the needs of citizens. Under the direction of Smith, Maricopa county has gone from designing it as one of the two best-run county governments in the nation, less than a decade later.

The 13th annual Donald C. Stone lecture was given by long-time ASPA member and leadership expert Robert B. Denhardt, Lincoln Professor of Leadership and Ethics and director of the School of Public Affairs at Arizona State University.

Denhardt engaged the audience with insights from his recent research into “The Art of Moral Leadership.”

The day closed with ASPA honoring several outstanding public administrators, both academic and practitioner, during its annual awards ceremony.

Tuesday brought the final day of ASPA’s 69th annual conference and was highlighted by the Closing Plenary discussion honoring the Minnowbrook Legacy, a conference held in 1968 to redefine the focus of public administration theory and marked the beginning of the “New Public Administration.”

So, after more than 100 sessions, workshops and discussion circles, the conference comes to a close.

ASPA’s 70th Annual Conference will be held in Miami, March 20-24, 2009. With a theme of “Governance in the Midst of Diversity: Bridging Opportunity and Challenge” it promises to be a good one. For more information on the 2009 conference see page 23 of this issue or visit the ASPA website at www.aspanet.org.

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**From CONERENCE, pg. 15**

**70th ASPA Conference to be Held in Miami, March 2009**

The conference committee invites proposals for panels, papers, and presentations for the 2008 ABFM conference. We especially encourage proposals from local, state and federal practitioners. Potential topics include, but are not limited to:

- Budget innovation and reform
- Budget process
- Budget transparency
- Budget and financial management challenges
- Capital and debt management
- Pensions and OPEBs
- Capital and development financing
- Education finance
- Financial information management and technology
- Financial markets
- Financial and performance reporting
- Funding healthcare
- Intergovernmental finance
- Managing finance departments
- Municipal securities
- Performance budgeting applications and results
- Public accounting and accountability
- Public funds management
- Social security finance
- Tax and revenue policy

For full consideration, please submit proposals by May 2, 2008. Proposals should describe the panel, paper, or presentation and be no more than 500 words. Proposals must include the name of participant(s) or author(s), position/job title, institutional affiliation, address (including email), and phone number. Students should provide their degree program, status (master’s level, Ph.D., ABD), and institutional affiliation. Proposals may be submitted by mail, email, or fax.

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

Please send all correspondence to:

Professor Katherine Willoughby
Department of Public Administration and Urban Studies
Georgia State University
P.O. Box 3992
Atlanta, Georgia 30302-3992
Telephone: 404.413.0117; FAX: 404.413.0104
email: kwilloughby@asga.edu

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**In Orlando, Florida!**

The 2008 Southeastern Conference for Public Administration

**“Surviving Change, Fostering Excellence, and Enhancing Innovation in Public Administration”**

Hosted by the Central Florida Chapter of the American Society for Public Administration (ASPA) & Department of Public Administration at University of Central Florida

Come and spend some time with your colleagues, brush up on the latest in cutting-edge research, and share your success stories with others in the field. After hours, Orlando has so much to offer beyond our great weather. The conference is just a short drive to various Walt Disney World Parks, Universal Studios, Sea World and Discovery Cove, Kennedy Space Center and some of the most pristine beaches on the east coast.

For General Conference Information, Contact the Conference Chair, Dr. Ronnie Korosec (rkorosec@mail.ucf.edu)

A block of hotel rooms has been reserved at $129/night. These may be reserved by logging onto: [www.interationalliaisonorganizations.com](http://www.internationalliaisonorganizations.com). You MUST use code “ASPA2008” to reserve with this rate.

*See you in Orlando in 2008!*
National Council Approved Action Items Determined During Annual Conference

During the National Council Meeting on Saturday, March 8, 2008, the following action items were passed and approved:

• Motion moved and voted unanimously to approve the 2006 Audit Report
• Motion passed in favor unanimously to establish an AD HOC committee to review and examine candidate’s credentials.
• Motion passed unanimously to approve the CenTex chapter as the Secretariat of the National Institute Public Administration (INAP) MOU.
• Motion to amend approval for the Section on Democracy and Social Justice due to further discussion to assess dues and conference registration fees in order to cover administrative cost to ASPA. Motion Approved
• Motion passed by National Council “agreeing in principle” with the five strategic imperatives.

During the National Council meeting Tuesday, March 11, 2008, the following noted reaffirmation of motion passed:

• On Tuesday, President Don Klingner requested a motion reaffirming the vote passed by National Council on Saturday “agreeing in principle” with the five strategic imperatives. The motion was made and seconded. After much discussion, a motion to table was made, seconded and passed. This motion effectively holds the motion to reaffirm until someone who voted in favor of the motion to table takes the original motion from the table and the National Council votes on it. Motion Approved

CenTex Chapter is Secretariat for ASPA-Mexico MOU

ASPA is proud to announce that the CenTex Chapter of ASPA has been selected to serve as the Secretariat for ASPA’s Memorandum of Understanding (MOU) with the National Institute of Public Administration (INAP) in Mexico. The purpose of this agreement with INAP is to implement and promote public administration programs of mutual interest across the U.S.-Mexico border.

Announcement of a New ASPA Section, Democracy and Social Justice

A new ASPA section has been created and we want to invite you to join us. The section is called Democracy and Social Justice (DSJ), reflecting issues that have been important in public administration since its inception. These issues are of interest to many ASPA members, particularly in a time when political and economic conditions challenge us to rethink our commitment to public service.

Although the professional public service implements policies adopted by elected leaders, it also plays a significant role in public understanding of societal conditions and in shaping policy formulation and implementation. Members of the new section will explore administrative and political alternatives at all levels of government and promote constructive social change through teaching, research, practice, conference participation, and publications.

If you would like to join DSJ, please write Richard Box, University of Nebraska at Omaha, rbox@cox.net. We will put you on our membership list and you can check the section box for DSJ when you renew your ASPA membership.

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. This session’s 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 everyday lives.

Florida is a very diverse state, not just in ethnicity, but in other demographics, including age and income; we also are comparing quality of life issues in small coastal and large ones, small cities and large, metropolitan areas.

For state conference information, including hotel information, please visit our web site at http://aspaoilng.org/floridaaspaconference. Please send proposals to Claire Mostel at c vrai@ufl.edu.gov.

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 complied 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.

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, contact Series Editor-in-Chief Evan Berman, berman@jwu.edu.

News About PAR Online

Electronic access is available for all members! As we all continue to make the transition into the 21st century, electronic access is critical to our daily lives. PAR Online is here to help, with every article from Public Administration Review available for download. Step 1: Join ASPA; Step 2: Create an online account; Step 3: Get any PAR article you need at PAR Online at aspao.org.

The Foundations of Public Administration Series is Growing! If you haven’t been looking at the FPA series being developed by PAR, it’s time to start. The first contribution, on Human Resource Management, is currently available, and more will be appearing throughout 2008. Short summary articles in the foundational topics of public administration, along with references and model syllabi, will allow you to enhance course design, complement publication research and provide an entry point for those looking at a topic for the first time.

“We’ve been talking to you! PAR has been conducting informal interviews with authors to learn more about the thoughts and feelings behind the publications. Despite the fear that we would all become distant from one another in this electronic age, PAR online is bringing us closer together. In the most recent interview, Irene Rubin talked about her Academic-Practitioner Exchange, ‘The Great Unraveling: Federal Budgeting, 1998-2006,’ which appeared in the July/August 2007 issue of PAR.

Send comments and questions about PAR Online to James Heichelbech, web content coordinator, jheichelbech@mindspring.com

Call for Nominations

Robert A. Kline Award

The Robert A Kline Award recognizes the most outstanding masters’-level student paper accepted for presentation at the SECoPA conference.

Papers may be co-authored with other students, but NOT with faculty members. To be eligible, students must be currently enrolled in a university within the SECoPA region and the paper must be accepted by the SECoPA Conference Program Chair. The winner will be given a $300 cash award, along with a plaque, and have his or her conference fee waived.

Papers must be sent to BOTH the SECoPA program chair, Ronnie Korosec, SECoPA@mail.ucf.edu AND the Kline Award Committee Chair, Saundra J. Reinke, sreinke@aug.edu, by May 2, 2008.

For more information: Saundra J. Reinke, Kline Award Committee Chair; sreinke@aug.edu.

If you have a Chapter or Section announcement, contact Christine McCreren at cjweigt@aspao.org.

Call for Papers


October 23-24th, 2008 in Cleveland Ohio.

ASPA and ARNOVA have joined to co-sponsor a symposium directed to one of the most pressing challenges of public administration today: accountability and performance measurement in public nonprofit partnerships. This symposium invites research directed to the challenges articulated by practitioners who are struggling with the complexities of accountability and performance measures in the new environment of the third sector government, New Public Management and Sarbanes-Oxley legislation. Selected papers will be published in Administration & Society and a special symposium of Nonprofit and Voluntary Sector Quarterly.

SUBMISSIONS:

The abstract should explain the relevance of the proposed research to the symposium themes. Proposals that are co-authored by teams of academics and practitioners will receive special consideration.

IMPORTANT DATES

Abstract of 500 words to be submitted April 15, 2008
Notification of accepted submissions May 15, 2008
First draft due August 1, 2008
Deadline for early registration August 15, 2008
Full paper to be submitted September 30, 2008
Symposium October 23-24, 2008

FOR MORE INFORMATION regarding the symposium, including registration, accommodations, scheduled registration fees, and case study postings of practitioners, contact the ASPA website www.aspao.org

Or contact Share Connor, Program Coordinator, Center for Nonprofit Policy & Practice, Cleveland State University, s Connor@csuohio.edu
New Section For Certified Public Management (SCPM) Opens with Major Program at ASPA Annual Conference

Speakers Include Former Texas Lt. Governor William P. Hobby, Former U.S. Ambassador and Senator Robert Krueger and Current Director of the U.S. Bureau of the Census Steve Murdock

Howard R. Balanoff

On Saturday March 8, 2008, ASPA's new Section for Certified Public Management (SCPM) conducted its initial program at the 2008 ASPA National Conference in Dallas, TX. The Conference was sponsored by Texas State University’s William P. Hobby Center for Public Service and the official SCPM Journal, The Public Manager.

The SCPM Program featured four (4) speakers. Former Texas Lt. Governor William P. Hobby provided an introduction to the history of the census and then introduced Steve Murdock, the new director of the U.S. Census Bureau who delivered a presentation on the census past, present and future challenges. Murdock answered numerous questions in the audience concerning the future 2010 census. Key areas of concern by the audience were the undercount of minorities and the methodologies to be used by census employees conducting the survey. In addition to Murdock’s presentation, former U.S. Senator and Ambassador to Burundi and Botswana Robert Krueger spoke at length about his new book, From Bloodshed to Hope in Burundi, which he co-authored with his wife Kathleen Krueger. Ambassador Krueger held the audience spellbound as he recounted his harrowing experiences as Ambassador to Burundi during the years of the genocide. After his presentation Ambassador Krueger autographed copies of his book for the participants at the SCPM Program. Completing the presentations for the program was Heather Neubof Gatin. Gatin provided the participants with an in depth picture of disaster planning on the Gulf Coast and how a “case management process” was helping to rebuild lives and human networks in the area after Katrina. Gatin, an MPA graduate of Texas State University is vice president for Lutheran Social Services of the South, Inc.

Upon completion of the SCPM Program, the Section held its first business meeting to discuss ways in which the new Section can provide professional development and training services to ASPA members. The overarching goal of the SCPM is to conduct activities that promote quality public administration education activities and professional development programs through ASPA Chapters and ASPA’s national, regional and state conferences. An additional goal of the Section is to promote the concept of Certified Public Management through high quality seminars, workshops, and publications. The focus is on approving the applied skills, knowledge and abilities of public and not-for profit manager.

CPM Section Officers are:
- Chair—Howard Balanoff, Texas State University, San Marcos, Texas
- Vice Chair—Erik Bergrud, Park University, Parkville Missouri
- Treasurer—Steve Rolandi, John Jay University, New York, NY
- Secretary—Bob Shick, Rutgers University, Newark New Jersey

Media Director (Newsletter Editor)—Warren Master, Editor, The Public Manager, Washington DC

Membership Services Coordinator—Barbara Beach, Management Concepts Inc. Vienna VA

SCPM Board Members are:
- Bill Solomon, Dade County Florida; Mike Steklovicz, University of Nebraska, Omaha, Nebraska; David Tees, University of Texas at Arlington, Arlington Texas; Claire Mostel, Dade County Florida

Please note that additional SCPM Board Members may be added in the near future. For additional information about ASPA’s new CPM Section (SCPM) contact Howard Balanoff, professor & director of Texas State University’s William P. Hobby Center for Public Service at 512/245-3435 or hb02@txstate.edu, or visit the SCPM website at www.aspanline.org/scpm/

For additional information about the 2008 ASPA National Conference, please visit www.aspanational.org or www.aspanational.org/scpm.

Cross-cultural Research Exchange Between the U.S. and Turkey

Immigration, Culture, Public Policy, and Society: Cross National Issues and Perspectives

June 24, 2008-July 2, 2008
10th Annual International Cross Cultural Research Exchange Conference
Hosted by:
Center for Global Studies
Yildiz Technical University, Istanbul, Turkey
And
The Conference of Minority Public Administrators (COMP)

Call for Papers and Presentations: Presentations are sought on the topic of Immigration, Culture, Public Policy, and Society. Presentations should specifically examine integration in the context of health, education, poverty, the economy, discrimination, marginalization, public services and public program and other areas. Presentations from the USA will be paired with presentations from Turkey on Panel Sessions. Proposals should be emailed to Professor Mitchell Rice, Texas A&M University, College Station, Texas—mrice@tamu.edu—deadline date for proposals Friday, April 11, 2008. A fair submission of your proposal a $500 Conference space deposit should be made payable to COMP and mailed to:

Turkey Conference Conference of Minority Public Administrators P.O. Box 17476 Ft. Worth, Texas 76117 TAX ID#745 COMP – 52-10454

Professor Rice (979-845-6785 Office) will also have information regarding conference costs and registration. The USA group is expected to depart from the USA and return to the USA as a group.

SECoPA 2008 in ORLANDO, FL!

Call for Proposals

“Surviving Change, Fostering Excellence, and Enhancing Innovation in Public Administration”

The Southeastern Conference on Public Administration will be held September 24-27, 2008 in Orlando, Florida, and hosted by the Central Florida ASPA Chapter and the Department of Public Administration of the University of Central Florida. We encourage proposals that emphasize innovative approaches to nonprofit management.

To submit a manuscript or panel proposal, please visit www.ce.ucf.edu/secpoa2008 to download the proposal form and provide a 500 word abstract of your paper. Proposals should be submitted electronically by May 2, 2008.
ASPA Conference Sponsors

ASPA would like to thank all of our 2008 Conference Sponsors. With your support, this year’s conference was a tremendous success. We look forward to your continued support in 2009.

Arizona State University
Askew School – Florida State University
ASPA Evergreen Chapter
The Bush School of Government and Public Service – Texas A & M University
Clark Atlanta University
George Mason University – MPA Program
Graduate School of Public and International Affairs, University of Pittsburgh
Park University
RSB Greenwich Capital
Rutgers School of Public Affairs & Administration
Starbucks Coffee Company
Steve Condrey
Texas Southern University, Barbara Johnson – Mickey Leland School of Public Affairs
The University of Nebraska, Omaha
The University of North Carolina, Chapel Hill
The University of North Texas
The University of Pittsburgh
The University of South Alabama College of Medicine
The University of Texas – Arlington
The University of Texas at Dallas
The University of Texas – Pan American
The University of Utah
Walden University
Wiley-Blackwell

Public Service Recognition Week
May 5-11, 2008

Chapters/Sections: Email your PSRW event article to cjewett@aspanet.org

Public Voices
Journal of the Section on Historical, Artistic, and Reflective Expression (SHARE)

Public Voices is a unique journal that focuses on historical, artistic and reflective expression concerning public administration and the public service. Unlike traditional social science journals, Public Voices publishes unorthodox, controversial perspectives on bureaucracy in particular and the public sector in general. The material is not limited to analytical articles but also includes original fiction, poetry, photographs, art, critiques of existing works, and insights based on experience, observation and research. Among the journal’s contributors are public servants, writers, artists, and academics in all fields.

Public Voices Symposium:
Public Service in the Mind’s Eye: Positive Images of Public Servants in Movies, TV Shows, Commercials and on the Internet

Call for Manuscripts

A long time ago Mark Twain held an opinion that institutions did not serve us well, and several generations later we still seem to agree with him. There are many among us who, at one time or another, felt unjustly wrongdoing or heartlessly let down by an uncaring, or cynical, or downright corrupt bureaucrat. No wonder that throughout time and over all continents bureaucrat bashing has been a favorite public pastime.

And yet, there are those, like Charles Goodsell, who firmly believe that American public service “has been greatly misrepresented in this country’s popular contemporary and academic discourse.” (“The Case for Bureaucracy,” 1994, p. x). We invite you to continue almost a century-long academic discussion that centers on the role of popular culture in creating messages about governmental institutions and people who work there. We are looking for the material provided by cinematography, television and the World Wide Web that highlights positive administrative experiences and depicts public servants as effectively serving the public interest.

For manuscripts, submit an electronic copy, with the author’s name and affiliation on a separate cover page, to Iryna Illash, Managing Editor, at Illash@pegasus.rutgers.edu.

Public Service Careers.org

Whether you are looking for a public service job, need career advancement advice or are simply considering a career in public service, PublicServiceCareers.org is your first stop to a brighter future in government, nonprofits, education or consulting.

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Your Source for Professional Jobs in the New Public Sector

Of course, we have jobs, but we are much more than a job board! PublicServiceCareers.org has the tools and resources for you to take your professional public service career to the next level.

EMPLOYERS We have access to thousands of professionals. Post your position and search our resumes with filters that fit your needs.
The focus of the conference is on exploring and developing innovative practices for public administration to address the growing diversity of communities around the country and the world. It emphasizes the importance of context and culture on the sustainability of innovations, and ASPA’s role in supporting public administration globally from a U.S. perspective.

The practice and theory of public administration is at a crossroads. Communities are becoming increasingly diverse due to globalization, market competition, and, in some cases, open borders. Together these phenomena have created new opportunities and challenges that traditional public administration structures and practices are not designed to address. This conference seeks to provide a platform on which to build a new knowledge base that can help inform public administration practice and theory in the midst of diversity.

Soon you will be able to submit your proposals. Proposals will be accepted for traditional panels and paper presentations, and for practitioner-focused Discussion Circles: Ask an Expert sessions. The “Discussion Circles: Ask an Expert” sessions are a new presentation format that promotes dialogue and valuable information exchange among practitioners and scholars in an effort to support public administration practice and theory.

Review of Internationally Submitted Spanish Language Proposals

In keeping with the conference theme, we will solicit and accept Spanish-language panel and paper proposals submitted by scholars and practitioners from outside the U.S., especially Latin America. We will review these based on the same criteria and process as English-language proposals. The Program Committee is not anticipating any problem for refereeing the proposals written in Spanish since the two co-Chairs are both fluent Spanish speakers and there exist a large number of U.S. academics and practitioners who are also fluent in Spanish and will be willing to review these proposals. The Host Committee is exploring potential funding sources to cover the cost of bilingual English-Spanish translation in one room in one day of the conference. If this is not financially feasible, accepted Spanish-language papers could be presented in Spanish. Their authors will make available one-page English abstract during the sessions, under procedures developed by the Conference Management Committee.

Program Chairs
Jean-Claude Garcia-Zamor, Florida International University
Patria de Lancer Julnes, Utah State University

PROGRAM TRACKS

1. Nonprofit Sector
- Exploration of the increasing relationship between the nonprofit and public sectors
- Societal implications of the growing reliance by nonprofit organizations upon public funding
- Strategic planning and marketing in the nonprofit sector
- Financial management of nonprofit organizations
- The internationalization of the nonprofit sector

2. Local Government Finance
- E-commerce
- Outsourcing
- Unfunded mandates: Responding to federal demands with decreasing financial support
- Economic development in global communities

3. Performance Management
- Measuring outcomes in the midst of diversity
- Evidence-based management
- Performance management and accountability
- Developing effective performance measurement systems

4. The Public Administration of Immigration
- How important is diversity to immigration policy and practice?
- How do street-level bureaucrats interpret the law?
- What is the relationship between immigration, border security and homeland security?

5. Governance and Emerging Technologies
- E-governance in the age of diversity
- Effective use of technology in public administration
- The future of e-governance

6. Environmental Issues
- The politics of environmental issues
- The challenges of global warming
- The economic consequences of alternative fuels
- Social equity and environmental justice

7. Emergency Management
- Natural disasters: mitigation, preparation, response and recovery
- Emergency management and Homeland Security
- Bio-terrorism

8. Professionalism and Ethics
- Increasing professionalism in the management of nonprofit organizations and other government contractors
- Democracy and Social Justice
- Ethics, corruption and leadership in a global context
- Accountability and transparency in the public sector

9. Housing Policies and Community Development
- Affordable housing for all: Are we there yet?
- Regulating the mortgage industry
- Addressing the needs of diverse communities

10. Citizen Engagement
- Citizens, customers, or residents: whom should we serve?
- Should legal status make a difference?
- The meaning of civic engagement for contractors and NGOs

11. Personnel Administration
- New approaches in the recruiting, hiring, and retention of diverse workforce
- Women in the workplace: has the glass ceiling been shattered?
- Cultural competency, diversity, and the changing face of public administration

12. Transportation and Communications Infrastructure
- Accessibility versus protection: The dilemma of homeland security
- The aging of infrastructure in the US
- Regional infrastructure and development

13. Reciprocal Learning Across Borders
- “Smart practice” innovations from other countries
- Diffusion and adoption of governance innovations across borders
- Public administration and development in the global village

14. Founders’ Forum
- Research that is academically oriented
- Research that is theoretically robust
- Research that is methodically vibrant
- Research that is historically grounded

Watch the ASPA website for electronic proposal submission information and deadline.

www.aspanet.org
10 Tips to Balance Work and Life

Barton Goldsmith

Many people put work before family and relationships. At times, doing this may be a necessity. If the wolf is at the door, it's understandable. But if you find that work has become your entire life, here are some tips to help you find your balance again.

- If work occupies most of your thoughts, you’ve got your priorities messed up. Start by telling yourself that family comes first. Then do something to start making things up to them. It can be as simple as coming home early one night a week.

- Write important dates (birthdays, anniversaries, and so on) in your calendar and track them at the end of the year when you get a new one. If you use an electronic device, keep a hard copy backup.

- There are times when you need to focus on yourself. If it’s not a terrorist attack, you owe yourself at least ten minutes of peace every day. Just meditate or stare out the window.

- When you come home, leave your Blackberry in the car, so you can keep your attention where it belongs. If this creates too much anxiety for you, it’s a sign your life is not in balance.

- Leave your work at the office, and unless it’s a true emergency, don’t take business calls at home. At the very least, turn off the ringer when you retire for the evening.

- The Internet can be addictive and will eat up precious minutes if you let it. Spend the free time you have with real people who love you, not with some online stranger who might help you make some more money.

- Make sure you dedicate as much time to your relationship as you do to your job. This can be done over time. If you travel a lot, try taking your mate along whenever possible.

- Your loved ones know where your priorities are. Do everything you can to let them see that they are your first choice. Whenever you take a day off to be with family, it will pay you back tenfold.

You owe it to yourself and your family to create a balance between what you do and who you love.

Barton Goldsmith is a keynote speaker, business consultant and author. His columns appear in over 500 publications, including the Chicago Sun-Times, the Detroit News, and the Los Angeles Business Journal. Considered an expert on small business, he has spoken worldwide to groups of 10 to 5,000. He may be contacted through his web site BartonGoldsmith.com.
Pay It Forward...

Career Advice from an ASPA Member

Michael V. Gershowitz

When you were four years old, you wanted to be a public administrator when you grew up, right? If you answered yes, you’re lying. You wanted to be a fireman, a teacher, a doctor, or some other occupation that was visible to you. I can assure you I didn’t tell my mom I would grow up to be a grant writer!

Now let’s fast forward to today. You’re all grown up, you have earned your MPA or MPP or some other public affairs degree and your objective is public service. So of course the place to look is in the public sector. That’s where the jobs are, right? Well…not all of them. ASPA is comprised largely of academics and practitioners. But there’s a third path. I am Case Study No. 1. Let’s take a look:

From the time I was a kid, I wanted to be a reporter, so I majored in journalism, and upon graduating I got a job covering local government for the old Paterson (NJ) Evening News. Not having much content knowledge, and wanting to do better than writing a literate version of the secretary’s minutes of the school board, health board and zoning board meetings I covered, I went on for a master’s degree in government and then a Ph.D. in political science with an emphasis in public policy and then joined a university faculty. This entailed a 25 percent pay cut, so I followed my colleagues’ lead in consulting on the side. I found my consulting niche in grant writing, which used all of my journalistic skills.

By the way, my journalism career consisted largely of covering public affairs. Today, more than ever, all forms of media employ analysts and commentators who write about what’s going on in the public sector and as a group they have lots of influence. From Rush Limbaugh to Maureen Dowd, an understanding of how government works is an imperative.

After 15 years in the classroom, writing a small but steady stream of grants on the side, I moved to the Midwest for lifestyle reasons. In Iowa, I built my grant writing practice into a full-time career, and I love it. I’m a wordsmith, and almost all of my clients are public agencies; the rest are non-profit.

The term “grant writing,” incidentally, is a misnomer. Clients call me when they want money, but you can’t get money without a worthy project, so I must start by helping them assess needs and design a project to address those needs. Understanding public policy and politics helps. I then write a proposal, and if the project is within an area of my competence, often write myself into the project as the external evaluator. All of this obviously fits well with my training in public policy.

Let’s suppose that grant writing and project evaluation aren’t your thing. I’ve met a fair number of people in ASPA who hold jobs in the private sector that serve the public sector and the public. With the trend toward increased outsourcing, private businesses have more and more opportunities and need people with the right preparation.

I served on the National Council with a member who was a partner in a Texas law firm that specialized in serving municipal governments. Another National Council colleague consulted to public agencies but her employer was one of the well-known international consulting firms. Several ASPA members work for the so-called “Beltway Bandits” – a misnomer for profit-making (and profitable) firms that depend on federal contracts. Several ASPA friends of mine are self-employed and also doing very well.

Don’t Get Stuck in Reverse

Robert Wilson

I love this quote by Gandalf the Grey from the book Lord of the Rings by J. R. R. Tolkien, “When we despair we cease to choose well. We give in to short cuts.” It’s so true and we all know that we have been guilty of it at some point in our lives.

It reminds me of the Dot Com Bubble that burst in March of 2000 and caused the stock market to crash, I remember those heady days of “irrational exuberance” as Federal Reserve chairman, Alan Greenspan referred to it. It seemed like everyone was worried they were going to crash, I remember those days of “irrational exuberance” as Federal Reserve chairman, Alan Greenspan referred to it. It seemed like everyone was worried they were going to crash, I remember those days of “irrational exuberance” as Federal Reserve chairman, Alan Greenspan referred to it. It seemed like everyone was worried they were going to crash, I remember those days of “irrational exuberance” as Federal Reserve chairman, Alan Greenspan referred to it. It seemed like everyone was worried they were going to crash, I remember those days of “irrational exuberance” as Federal Reserve chairman, Alan Greenspan referred to it. It seemed like everyone was worried they were going to crash, I remember those days of “irrational exuberance” as Federal Reserve chairman, Alan Greenspan referred to it. It seemed like everyone was worried they were going to crash, I remember those days of “irrational exuberance” as Federal Reserve chairman, Alan Greenspan referred to it. It seemed like everyone was worried they were going to crash, I remember those days of “irrational exuberance” as Federal Reserve chairman, Alan Greenspan referred to it. It seemed like everyone was worried they were going to crash, I remember those days of “irrational exuberance” as Federal Reserve chairman, Alan Greenspan referred to it. It seemed like everyone was worried they were going to crash, I remember those days of “irrational exuberance” as Federal Reserve chairman, Alan Greenspan referred to it. It seemed like everyone was worried they were going to crash, I remember those days of “irrational exuberance” as Federal Reserve chairman, Alan Greenspan referred to it. It seemed like everyone was worried they were going to crash, I remember those days of “irrational exuberance” as Federal Reserve chairman, Alan Greenspan referred to it. It seemed like everyone was worried they were going to crash, I remember those days of “irrational exuberance” as Federal Reserve chairman, Alan Greenspan referred to it. It seemed like everyone was worried they were going to crash, I remember those days of “irrational exuberance” as Federal Reserve chairman, Alan Greenspan referred to it. It seemed like everyone was worried they were going to crash, I remember those days of “irrational exuberance” as Federal Reserve chairman, Alan Greenspan referred to it. It seemed like everyone was worried they were going to crash, I remember those days of “irrational exuberance” as Federal Reserve chairman, Alan Greenspan referred to it. It seemed like everyone was worried they were going to crash, I remember those days of “irrational exuberance” as Federal Reserve chairman, Alan Greenspan referred to it. It seemed like every...
Inviting All Practitioners to the Renaissance Baltimore Harborplace Hotel Baltimore, Maryland

July 28–29, 2008 — Register online now!

Join us as the American Society for Public Administration (ASPA) and The Public Manager present our inaugural flagship practitioner event:

Transforming Bureaucratic Cultures: Challenges and Solutions for Public Management Practitioners

Who should attend? Federal, state, and local practitioners, public nonprofit managers, applied academics, young professionals, and students—if you have an interest in examining and engaging the challenges facing today’s public-sector practitioners, then you absolutely must be at this conference.

Tracked discussions on performance, accountability, human capital, technology, communication challenges, and governance with tremendous opportunity for dialog and networking across conventional lines. Transformational Change Workshops with many practical take-aways on all major topics. An affordable and inspiring experience truly unlike any other conference you have attended in recent years.

Join us in making this a destination capstone event for the summer.

The University of Missouri-St. Louis invites applications and nominations for two Co-Directors for the newly established Center for Ethics in Public Life. The Center, created with funding from the Missouri State Legislature, was established in 2007 to provide ethics education and resources to those engaged in public service as well as to conduct research on issues of ethics in public policy and administrative settings, especially at the state and local government levels. The University will be shared jointly by Academic and Practice Co-Directors, who will work together to manage the Center administratively and offer educational and outreach programming to the public and public officials, and to engage in research.

Co-Director Academic
The ideal candidate for Academic Co-Director will be a scholar with a demonstrated capacity to integrate research on ethics in public life, disseminate research findings, and provide service to the community. He or she will have demonstrated both experience with, and personal commitment to, the highest standards of effective leadership in public service and values-based professional ethics. The successful candidate must have an earned doctorate in an appropriate discipline and be eligible for tenure at the level of associate professor or professor in Public Policy Administration, Political Science or other relevant discipline. The position will be structured as a half-time administrative and half-time academic appointment with a teaching load of two courses per academic year in the appropriate discipline.

Co-Director Practice
The ideal candidate for Practice Co-Director will have an academic degree and 10 or more years of professional experience in an appropriate field, preferably in elected, appointed, or career public service or an appropriate combination of education and experience. As the Center for Ethics in Public Life will actively engage academic units on campus in carrying out its mission, knowledge of and skills in working in an academic environment are highly desirable.

This is a full-time administrative position, although a part-time or courtesy academic appointment in an appropriate department may be possible depending on qualifications and interest.

Complete position descriptions may be viewed at www.umsl.edu/service/ethics

The University of Missouri-St. Louis, established in 1963 as part of the University of Missouri system, is the largest public university in the St. Louis region. In its role as a metropolitan research university, UM-St. Louis provides quality undergraduate, graduate, and professional instruction to St. Louis’ diverse population, while it contributes to economic development through initiatives in collaboration with the business community. The University of Missouri-St. Louis is an affirmative action/equal opportunity employer committed to excellence through diversity.

The positions will begin on or after May 1, 2008. Review of applications will begin April 1 and continue until the positions are filled. Please apply electronically by sending a letter of interest, curriculum vitae, and the names and contact information for at least five academic/professional references to Nancy Kenney, Ph.D., search committee co-chair, at centerforethics@umsl.edu or mail documents to University of Missouri - St. Louis, Center for Ethics in Public Life, One University Boulevard, 362 SSB, St. Louis, MO 63121 or fax to 314-516-5268. Requests for information may be made to the same email address or by phone at 314-516-5273.

**Co-Director, Hugo Wall School of Urban and Public Affairs**

**Wichita State University**

The Hugo Wall School of Urban and Public Affairs invites nominations and applications for the position of director of the School. The Hugo Wall School, housed in Fairmont College of Liberal Arts and Sciences, serves as the academic home for faculty and staff associated with the NASPA-accredited Master of Public Administration degree and two research and service centers, the Center for Urban Studies and the Kansas Public Finance Center. The School contributes substantially to Wichita State University’s long-standing commitment of service to its metropolitan community, the region, and the state and in academic year 2007-08 is celebrating its 50th anniversary.

The diverse offerings and engagements of the Hugo Wall School are highlighted in its annual reports that may be found on the School’s website at: hws.wichita.edu.

Wichita State University, one of three research universities governed by the Kansas Board of Regents, provides comprehensive educational offerings in an urban setting, including over 60 undergraduate degree programs and over 60 graduate degree programs. Student enrollment is approximately 15,000, including over 3,000 graduate students.

The director of the Hugo Wall School is expected to serve as academic leader of the instructional, research, and service offerings of the School, as budget officer for the School and its component parts, and as director of the Center for Urban Studies. The director is also expected to teach at least one course each semester in the Master of Public Administration degree program.

Required qualifications for the position of director include: academic standing that would justify appointment as a tenured faculty member, full professor preferred; demonstrated leadership experience; evidence of a professional commitment to proactive community engagement; and demonstrated commitment to diversity.

Interested candidates should send a letter addressing qualifications for the position, curriculum vita, and names and contact information of three academic or professional references to Chair of Director Search Committee, Hugo Wall School of Urban and Public Affairs, Wichita State University, 1845 Fairmount, Wichita, KS 67260-0155. Review of applications will begin on May 1, 2008; applications will be accepted until the position is filled. The successful candidate is expected to begin appointment as director, effective August 2008.

**Assistant Professorship, Public Policy, The Department of Political Science**

**East Carolina University**

The Department of Political Science at East Carolina University invites applications for a tenure-track assistant professor position in public policy beginning August 11, 2008. PhD or DPA required. Specific teaching and research areas within fields of public policy and public administration are open. The individual chosen must have experience teaching graduate (MPA) and undergraduate courses and successful research productivity record. The successful candidate will become a MPA nucleus faculty member with substantial determining influence over the program. Scholarly productivity and service to the University, community, and profession are expected. Salary is commensurate with experience and qualifications.

More information about the department and the MPA program can be found at their websites: http://www.ecu.edu/polsci and http://www.ecu.edu/polsci/mpa.

Applications must complete candidate profile and submit letter of interest and curriculum vitae online at www.jobs.ecu.edu. Graduate transcripts (official transcripts are required upon employment), and three current letters of reference should be sent to: Public Policy Search Committee Chair, Department of Political Science, East Carolina University, Greenville, North Carolina 27858-4533. Screening begins April 15, 2008; position remains open until filled.

An Equal Opportunity/Affirmative Action University that accommodates individuals with disabilities. Proper documentation of identity and employability are required at the time of employment.

**Instructor/Assistant/Associate Professor, Department of Public Policy**

**University of Connecticut**

The Department of Public Policy (DPP) at the University of Connecticut seeks to fill a tenure-track position, at the rank of Assistant or Associate Professor. DPP is home to a NASPA-accredited Master of Public Administration program (MPA) and a Master of Survey Research program (MSR).

Preference will be given to candidates that enhance DPP’s nationally ranked strength area in Public Finance and Budgeting. We are open to candidates from any area related to Public Finance and Budgeting, but we are particularly interested in candidates with research interests in state and local government finance, such as education finance or health care finance.

Minimum qualifications include an earned doctorate in public administration, public policy, economics, political science, sociology, or related field. Candidates must have completed all requirements for the Ph.D. prior to start date. Preference will be given to candidates with prior research experience. Application review will begin April 1, 2008, and will continue until the position is filled.

**GOVERNMENT POSITION**

**Director, Office of Policy, Communications and Education**

**The National Human Genome Research Institute**

The National Human Genome Research Institute (NHGRI) is seeking exceptional candidates for the Senior Executive Service (SES) Federal Career position of Director, Office of Policy, Communications and Education (OICE) in the immediate Office of the Director (OD). NHGRI, a major research component of the National Institutes of Health (NIH) and the Department of Health and Human Services (DHHS), has led the groundbreaking enterprise known as the Human Genome Project, and is now vigorously exploring the application of these advances to improving human health and fighting disease. The incumbent will serve as the principal advisor to the Institute Director and provide executive level leadership and expert advice and guidance to the Director, the Deputy Director and other senior Institute officials in initiating, developing, implementing and evaluating the effectiveness of the dynamic, nationally visible government relations and communication/education programs at NHGRI.

The incumbent will function as a key member of the management team reporting to the Director and will provide expert advice and guidance in directing and coordinating the legislative relations and legislative analysis functions for the Institute and in developing, implementing, and evaluating the organizations programs. The details of this vacancy announcement, along with mandatory qualifications requirements, application procedures, and other requirements can be obtained via the NIH Home Page at http://www.jobs.nih.gov under the Executive Jobs section (Announcement Number: NHGRI-08-04SES) or by contacting Ms. Winnie Garner at seniorex@od.nih.gov. Applicants must submit application materials ELECTRONICALLY. Complete applications must be received by May 1, 2008. DHHS and NIH are Equal Opportunity Employers.
April 2008
3-6  66th MPSA Political Science Conference  
Location: Chicago Palmer House Hilton  
More Info.: www.mpsa.org

11  2nd Annual Conference: Best Practices and Beyond by and for Professional Practitioners  
Hosts: University of Miami Business School & ASPA South Florida Chapter  
Location: Coral Gables, FL  
More Info.: www.aspaoonline.org/southfla

May 2008
2  2008 Florida ASPA Conference  
Location: Lake Mirror Complex, Lakeland, FL  
More Info.: www.aspaoonline.org/floridaaspaconference

28-29  Public Administration Theory Network (PAT-Net) Annual Conference  
Public Administration At The Margin  
Location: Richmond, VA  
More Info.: www.has.vcu.edu/gov/pattc

May 21-June 1  Public Administration Teaching Conference (TPAC)  
Reproducing the Field of Public Administration  
Location: Richmond, VA  
More Info.: www.has.vcu.edu/gov/pattc

June 2008
7-8  4th Sino-U.S. International Conference on Public Administration  
Improving Government Performance  
Location: The State University of New Jersey (Rutgers)-Campus at Newark, NJ

12-14  The Fourth Transatlantic Dialogue  
Location: Bocconi University, Milan Italy  
Theme: “The status of inter-governmental relations and multi-level governance in Europe and the US”  
More Info.: www.4TAD.org

July 2008
27-30  AGA’s 57th Annual Professional Development Conference & Exposition  
Reproducing the Dream: Shaping a Culture of Accountability  
Location: Atlanta Marriott Marquis  
Contact: Ada Phillips  
aphillips@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

24-26  2008 International Conference on Public Administration, 4th Annual ICFA  
Location: University of Minnesota  
More Info.: donnenzel@tampabay.rr.com

24-27  2008 Southeastern Conference for Public Administration (SECoPA): Surviving Change, Fostering Excellence, and Enhancing Innovation in Public Administration  
Hosted by: Central Florida ASPA Chapter & Department of Public Administration at University of Central Florida  
Location: International Plaza Resort and Spa, Orlando, FL  
More info.: SECOPA@mail.ucf.edu and www.ce.ucf.edu/secopa2008

Oct. 21-Nov. 2  Hangzhou Forum  
Governance and Social Responsibility: Making Differences, Seeking Innovations, and Providing Contributions  
Location: Hangzhou, Zhejiang Province, P.R. of China

*Items listed in blue are conducted in affiliation with ASPA.