New Report Finds Six Trends Transforming Government

Trends Emerge in Response to New U.S. Imperatives

John Kamensky

Looking back to the late 1990s, one could not have suspected the dramatic changes that have occurred in the way government is managed. This includes responding to emergencies in new ways; the use of 311 services, Blackberries and other personal electronic tools; and the shift in the way public organizations operate, such as the way IRS changed from a paper-bound agency to being touted as one of the most efficient electronic services.

“Given the increasing rate of change, public managers must constantly look for insights on how they can adopt, adapt, or innovate new ways to deliver services,” notes Mark Abramson, executive director of the IBM Center for The Business of Government. Since 1998, the IBM Center has been studying the fluid shifts in public management underway at all levels of government within the United States and in other countries across the world. Periodically, the IBM Center has offered insights on how recent trends in ways that government is managed will transform its operations in coming years. In August, it released an updated assessment: “The Six Trends Transforming Government,” co-authored by Abramson, Jonathan Breul and John Kamensky. Donald Kettl observes how these shifts in public management are being driven by a series of new imperatives in the United States. “These imperatives,” he writes, “emerge from America’s struggle to deal with deep challenges facing the nation. At the core is a fundamental problem: the current conduct of American government is a poor match for the problems it must solve.”

The “poor match” he describes is reflected in media accounts that have showcased highly visible challenges such as the government’s response to Hurricane Katrina, the implementation of the Medicare prescription drug benefit, and information technology failures, such as the FBI’s abandonment of its attempts to upgrade its computer capabil-

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Program Addresses Land Use to Protect Integrity of Lake Erie

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State agencies, even when developing new administrative programs to implement legislation or policy, must respond to the political context and current administrative culture in order to be successful. Finding the balance between innovation to move forward and implementation feasibility can be challenging, but that is exactly what the Ohio Lake Erie Commission (OLEC) is seeking to do with its new Balanced Growth Program.

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Report Details Six Trends Transforming Government

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ities. Increasingly, the challenges now facing government are more complex and require a new set of imperatives for success. Kettl describes these imperatives facing the performance of government in the 21st century as:

• A policy agenda that focuses more on problems than on structures.
• Political accountability that works more through results than on processes.
• Public administration that works through networks than through hierarchies.
• Political leadership that leverages action rather than simply makes decisions.
• Citizenship that is based on involvement rather than remoteness.

In response to these changes, a set of six trends emerge from the research sponsored by the IBM Center that seem to be addressing these imperatives and are leading to more results-oriented govern- ment. These trends, often in combination with one another, make it more likely that government will be able to successfully respond to the ever-increasing complex challenges it faces today and will continue to face in the future (see graphic).

Trend One: Changing the Rules. The “rules of the game” that traditionally define core administrative practices – and culture–are changing in government. Increasingly, managers are gaining flexibility to more effectively serve their customers and increase performance. This increased flexibility in human capital, financial management, and organizational structure is counterbalanced with greater accountability for performance.

Trend Two: Using Performance Management. Governments and agencies worldwide have demonstrated strategic approaches to linking organizational goals to intended results. The emphasis is not on compliance with traditional process requirements but performance improvement. This emphasis on performance has shifted from performance planning and reporting to changes in administrative practices–performance budgeting, performance pay, and performance contracting.

Trend Three: Providing Competition, Choice, and Incentives. Governments across the world are increasingly mimicking private sector efforts to apply market-based approaches, rooted in competition, choice, and incentives. A broad basket of tools has evolved, such as vouchers, shared services, and tradable permits. Some of these tools, though, are politically controversial and require care in their application, such as outsourcing and auctions. Nevertheless, worldwide trends reflect an increase in their use.

Trend Four: Performing On-Demand. Governments are being pushed by citizens to be as responsive as the services they receive from private businesses. Citizens want routine services “24/7” and immediate response to “non-routine” events such as hurricanes. Agencies such as the IRS are responding, allowing taxpayers to query on-demand at any time on the web and the FAA allows air passengers to check real-time the status of air traffic delays. Government, however, is still challenged in its ability to “sense and respond” to non-routine events, as evidenced by Hurricane Katrina. This is an arena where government is developing new capacities, such as the Incident Command System and capability-based planning and budgeting.

Trend Five: Engaging Citizens. Citizens increasingly engage with each other via social networks on the Internet in forums such as MySpace and YouTube. They increasingly expect to do the same with government. As a consequence, the landscape of citizen involvement is rapidly changing worldwide from the traditional exchange of information to actual, real-time engagement in decision-making, and service delivery in an interactive network. These approaches are evolving as a parallel to the traditional political process and hold promise for addressing seemingly intractable challenges, such as healthcare, global warming, and social security.

Trend Six: Using Networks and Partnerships. The need for government to be able to respond to non-routine and large-scale challenges seems to be increasing. These challenges oftentimes are typically outside traditional service delivery systems and reach outside the boundaries of any one agency. As a result, public managers find themselves increasingly having to use collaborative approaches such as networks and partnerships to be successful.

These innovative approaches to making government more results-oriented are being driven, in large part, by advances in technology that have resulted in significant changes in the operation of organizations in both the public and private sectors. The technology budget for the U.S. federal government, for example, has nearly doubled since 2001 to about $64 billion. Technology is increasingly viewed not only as a fundamental tool for government, but also as a driver for transforming the operations of government. For example, the IRS is shifting from an organization managing over 14 billion pieces of paper each year to now managing paperless electronic tax filing transactions–and increasing customer satisfaction dramatically.

Given the availability of a growing set of policy tools, technology, and knowledge, the challenge now is how quickly public managers will adopt, adapt, or further innovate to extend these trends at all levels of government.

“In the past, the adoption of new innovations has traditionally been slow,” notes IBM Senior Fellow Jonathan Breul. “In this day and age,” he notes, “public managers can no longer afford to be late adopters of innovation–citizens and politi- cal leaders won’t tolerate it.”

The lessons of Hurricane Katrina, the stolen VA laptop with personal data of millions of veterans, and the glacial pace of healthcare reform all reinforce this observation.

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Protecting the Voter
Nancy E. Tate

Congress passed the Help America Vote Act of 2002 (HAVA) to ensure that all eligible voters are able to cast their votes and have them counted. This law established important new federal requirements and authorized funds to help states meet them. Unfortunately, some states are using this opportunity to make changes in election procedures that can result, deliberately or inadvertently, in voter disenfranchisement.

The League of Women Voters of the United States (LWVUS), with origins in the suffrage movement, has an 86-year history of voter advocacy and education. With nearly 900 local and state Leagues and 140,000 members and supporters nationwide, the League is active in voter education and advocacy at local, state, and national levels. Since 2002, the LWVUS has focused on achieving the promised funding and proper implementation of HAVA’s requirements. Its current “Public Advocacy for Voter Protection” project supports state-based advocacy to prevent the development of processes and procedures that could disenfranchise voters. The LWVUS wants to ensure that states successfully include all eligible voters’ registration records in their voter registration databases and not impose onerous ID requirements.

Voter Registration Databases
States are grappling with the implementation of HAVA’s requirement for a “single, uniform, centralized, interactive computerized statewide voter registration list [database].” This requirement exists because hundreds of thousands of eligible voters were disenfranchised by faulty voter registration systems in the 2000 elections. Because HAVA doesn’t specify how to manage the lists, state protocols vary widely. There is reason for concern that procedures for managing the database, processing newly-registered voters, removing “duplicate” names and performing other administrative duties will not be carried out in a uniform and nondiscriminatory manner.

Problems observed in database implementation include:
- Rejection of voter applications because of a non-match.
- Use of matching protocols that do not account for typos, transposed letters and numbers, name changes and omitted information—all inherent in large databases.
- Failure to notify voters regarding the status of their registration application and to seek additional information from voters with incomplete voter registration applications.
- Failure to use purged voter lists or inactive voter lists when applying match protocols.
- Limited options for voters to check their registration status without going through a person in the elections office.
- Limited query of public assistance agencies to supplement voter supplied information.
- Minimal tracking and documentation of changes to voter records.

Components of a good database
- Clear and transparent lines of responsibility for adding, deleting and updating voter records. Many different officials will have some responsibility for processing voter registration information, from updating addresses for previously registered voters to sending notices to registrants on their status, from checking and matching with regard to eligibility requirements to deleting the names of deceased voters. It is vital that each state assign specific officials responsibility for specific tasks to ensure orderly processes and correct, unambiguous decision making.
- Security measures that prevent unauthorized access to the database and require tracking and documentation of all transactions, including by whom and when. States should create a protocol for access to voter records with hierarchical levels of access to the database, and assign priority to perform discrete tasks to specific people. For example, very few users would have authority to remove names from the database.
- Electronic integration of agencies that engage in voter registration activities, including the Department of Motor Vehicles (DMV), disability agencies and public assistance agencies such as Medicaid. Nearly 50 percent of all voter registrations, both new and updated, come through the DMV and other agencies designated under the National Voter Registration Act.
- Clear procedures for supplementing information provided by voters with information provided by other databases, such as DMV data. Mistakes are often made in database administration and management. Applicants and officials transpose or forget numbers and letters, and commit other human errors. A well-run system will use a variety of information from a number of sources to create redundancy that can capture corrections instead of allowing the errors to disenfranchise voters. For example, if there is transposition in an applicant’s driver’s license number, a correction is made and the application is processed.
- Strong safeguards against erroneous list maintenance. Uniform and nondiscriminatory practices are critical to prevent the erroneous deletion of registered voters. Equally important are processes that reduce subjective decisions not to add an applicant to the list of registered voters. Failure to match an applicant with another database must not result in rejection of that applicant. Only positive information of a disqualifying nature should result in a voter’s rejection.

Before any voter’s name is removed from the voter registration list, states must provide notice to the voter and offer an opportunity to correct any errors. Moreover, voters cannot be removed simply because they have not voted.
- Opportunity for voters to review and check their own voter record. Modern technology provides the means for voters to check their own records in a manner consistent with voter privacy.

Photo Identification
Another critical issue is questionable voter identification proposals. HAVA requires first-time voters who register by mail to show identification. HAVA provides a menu of options including a current utility bill, bank statement, paycheck, government check or other government document. Provisional voting is allowed for those voters who cannot meet HAVA’s identification requirements.

Several states have enacted new identification requirements, including a photo ID. Cost can be a significant barrier to obtaining a photo ID. Even when the ID is free, there are hidden costs—transportation to various agencies and fees to acquire supporting documents like birth certificates. The League and other voting rights advocates are concerned that these ID requirements will disenfranchise a disproportionate number of a vulnerable population—minorities, the disabled and the elderly—who have alternative identification documentation.

A comprehensive analysis of Georgia’s statewide voter registration database, conducted by the Georgia Secretary of State’s office in June 2006, confirms this fear. It revealed that nearly 700,000 registered voters are potential targets of ID fraud for lack of a valid driver’s license or state-issued ID. Nearly a fourth of all registered voters age 65 and older do not have an ID issued by the Georgia Department of Driver Services (DDS). Furthermore, while African Americans currently represent 27.8 percent of its registered voters, they represent 35.6 percent of those without DDS issued ID.

Several states now require photo ID at the polls and reject other forms of identification. Opponents believe that other forms of identification are sufficient. Eligibility to vote should not depend upon one’s ability to produce a photo ID; such a requirement will not combat existing election problems. In states that have passed particularly burdensome ID requirements, advocates are challenging the laws in the courts. A recent victory came in the Georgia Supreme Court which upheld a lower court’s order blocking enforcement of the state’s voter photo ID law just before the primary election. Voting rights advocates expect to face this issue again next year.

Finally, photo ID requirements are
With Change Comes Challenge

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predicted to depress voter turnout. Voters without photo ID may stay away from the polls to avoid the fees and inconvenience. Those voters who go to the polls without their photo IDs will be able to cast provisional ballots, but they must produce photo IDs usually within two or three days after Election Day for their votes to count.

The Challenge

The 2000 Presidential Election sounded the alarm for change in how states register voters and count ballots. With change comes challenge. Policymakers and voting rights advocates have developed recommendations to meet the challenge of counting every eligible vote. Citizens must now work to ensure that policies empower the voter as intended. Anything to the contrary must be vigorously and diligently opposed. The League of Women Voters is committed and urges others to join us and work until all Americans can vote with confidence for the candidates of their choice.

ASPA member Nancy E. Tate is executive director of the League of Women Voters of the United States as well as director of the League of Women Voters Education Fund. For more information visit www.lwv.org.
A Historic and Personal Perspective on Voting Rights

Wayne Jones

I believe there are historical memories contained within every African American family’s personal historical story of how political, social and economic justice issues affected their journey towards equality and freedom. The recommended title for the article caught my eye and rapidly I mentally transported myself to North Carolina the home state of my fore parents. It is just maybe that information shared by my elders had more of an impact on me than I had ever realized. For immediately, a response to this subject began to take shape as I recalled how my mother and grand ma spoke about the voting process in the State of North Carolina from 1930-1960. According to Anthony Quale, “To understand a man, you must know his memories. The same is true for a nation.”

My late grandma was a remarkable woman in all aspects of her life. She was born in 1915 in rural North Hampton County to families. The eldest of three children, she became the mother to her twin brothers at six when their mother died in childbirth. Mama, as she was affectionately called, continued to raise the children with the help of her father and extended family. She was able to purchase an automobile, pass the driver’s exam, travel up and down the East Coast, and owned several pieces of real estate before her death.

My mother became the first in our family to finish high school and attend college, because Mama always stressed what you have in your head cannot be taken away and education was the key to success. Mother told me about her early days as a member of the NAACP youth group. She participated with pride in the annual parade that marched with in the black community from the Baptist church to the Black High School. When she became 21 she was more than ready to exercise her right to vote. For as a youth, she was exposed to the value of the vote by the NAACP, lectures on citizenship at the St. James Baptist Church and by the words and actions of many of her college professors at St. Augustine’s a historically Black college in Raleigh.

Mother had also been a student of Mrs. Esmeralda Hawkins, president local branch NAACP and Social Studies teacher at the Booker T. Washington High School. Mrs. Hawkins took the class on a bus trip downtown to demonstrate person ally the law of sitting from the back of the bus to the front. The public city bus had a stop directly in front of the school.

According to the law Negro’s were compelled to sit in the rear of the bus. If a white person got on the bus they had to relinquish their seat. During the aforementioned trip, Mrs. Hawkins provided her students with a first hand example of this law as she had them continue sitting as the bus entered the white area of its route as there were no vacant seats.

So armed with a limited knowledge of Black History, Jim Crow laws and a scholarship, my mother-attended St. Augustine’s College, the Alma of Mrs. Hawkins. It was here that she met Dr. Tinsley Spraggin, another activist professor, who led students from the College to inner city of Raleigh to conduct voter registration.

When the political power objected to these voter empowerment activities, the president of the College fired the professor and the students were put on probation. Although St. Augustine’s was a small, private, liberal arts school, it could not afford any negative publicity, which could make donors angry. My grandma said, "whose bread you eat his song you would sing.”

To fast forward, my mother made her first attempt to vote, in Rocky Mount, NC, when she was 21. Although the required poll tax was paid, she was unable to vote, for she was unable to satisfy the registrar. During this time many states implemented a literacy test as a condition to vote. The requirement was that you had to read and interpret a section of the U. S. Constitution to the satisfaction of the registrar. (The use of a literacy test as a condition of voting was outlawed by the Voting Rights Act of 1965) Mother was able to cast her first vote in 1952 in the State of Ohio when Adlai Stevens, ran for the presidency against Dwight Eisenhower.

When the laws were changed in 1964-65, with the passage of the 24th Amendment (abolishing the poll tax as a condition to vote) my grandma was able to exercise her citizenship and voted in every local and national election until her death. Following marriage and my birth, Mother moved to Virginia for employment, finished graduate school, worked in public service and served as a professor at both Virginia Commonwealth University and the University of Richmond. Due to a legislative decision by local elected officials, she served as a member of Richmond City Council from 1973-1982. The legislative decision was the result of private and secret meetings with the Chesterfield County Board of Supervisor Board. The City of Richmond agreed to annex a portion of Chesterfield County that included 47,000 white voters.

In the State of Virginia, the City of Richmond was under the U.S. Voting Rights Act when the latter annexed a portion of Chesterfield County in January 1970. This decision had the effect of deluding the potential voting power of the majority African-American community. Curtis Holt, a community activist and public housing resident filed a suit in federal court. The federal court ruled that the annexation was unconstitutional and had the effect of minimizing the black vote in Richmond. As a result of the court’s ruling the city was divided into nine council districts by a 5-4 plan. (Five districts were Black.)

The right to vote in America was initially established by the state and local governments, which owned property. However, Catholics, Jews, Quakers and others were still barred from voting. The 15th amendment was added to the Constitution in 1870 and ratified by the states, which gave free Negroes and African American males the right to vote. In 1920, women were granted their rights to participate in the electoral process with the addition of the 19th amendment.

America’s incremental move toward full equality for all citizens is seen in the enactment of specific legislation that dealt with those who existed outside of the power sphere. Congress passed specific laws to give vote and voice to Native Americans, Chinese immigrants and those under 21 years of age. The Voting Rights Act of 1965 is one of the most significant and successful pieces of civil rights law that ever passed in America. The law came because of the march from Selma to Alabama when Dr. Martin Luther King Jr., led 20,000 freedom fighters across the Edmund Pettis Bridge. President Lyndon B. Johnson in signing the Bill into law used the borrowed phrase of “We Shall Overcome” to seal the deal.

Voting is a privilege as well as a right. It is the defining mark of a free democratic society. The right to vote, although taken for granted and not readily used, is what separates us from over half of the populated world. This article seems most appropriate as Congress–the institution responsible for providing protections and rights to all the citizens of this land–finally passed an extension to the Voting Rights Act. Additionally, the Voting Rights Act provides protections to persons whose limited skills in English could preclude them from participating in the voting process. Section 5 of the Voting Rights Act requires that jurisdictions with a history of discrimination in voting to get federal approval of any new practices or procedures. Section 203, ensures that U.S. citizens with limited English skills
Attracting the “Best and Brightest” from Our Nation’s College Campuses

Robert Lavigna

As we should all know by now, the clock is ticking louder and louder as government begins to feel the effects of baby boomer retirements. The looming retirement wave will cost the public sector some of its most experienced and talented leaders. This means that now is the time for public sector agencies, at all levels of government, to develop their leadership pipelines. I’ve written about this in several columns.

While public sector agencies need to act now to meet this huge challenge, it is also important to take a long view. That is why in this next column, I want to shift focus to the front end of the pipeline—attracting and hiring the “best and brightest” from our nation’s colleges and universities. Over the long haul, this is just as important as building the current leadership bench. After all, the people government hires today will become tomorrow’s leaders, if we give them opportunities to make a difference and we treat them right.

Unfortunately, government has a lot of work to do to become an employer of choice on college campuses. Young people have become an endangered species in many public agencies. In the federal government, for example, only three percent of the workforce is currently under the age of 25. To ensure the future, federal government, for example, only three percent of the workforce is currently under the age of 25. To ensure the contribution of the public service, we must reestablish the attraction of the Partnership is its focus on rigorously analyzing the important issues, such as how to attract and retain talent.

The Back to School project/report is the opening salvo in the Partnership Call to Serve Recruitment Initiative, a joint effort with six pilot universities from across the nation to raise awareness of public service opportunities. The ultimate goal is to attract more young people to federal service.

The report is based on a survey of more than 3,000 college juniors and seniors at six universities from across the nation—Clark Atlanta University, The George Washington University, Louisiana State University, The Ohio State University, Stanford University and the University of New Mexico. The recruitment initiative is part of the larger Call to Serve program (www.calltoserve.org), a network created by the Partnership and the U.S. Office of Personnel Management to educate young Americans about government careers. The network has grown to include 574 colleges and universities, 62 federal agencies, and several higher education associations.

While the survey focused on student attitudes and perceptions about federal employment, the results provide important lessons not just for federal agencies, but for all levels of government.

The Results—Mixed Reviews

The good news is that college students have a relatively strong interest in government service. The not-so-good news is that government isn’t fully capitalizing on that interest, and it needs to do a better job recruiting them, or it will lose the most talented people to private sector and nonprofit employers who are more alert, more aggressive and more nimble.

Almost half (42 percent) of the survey’s respondents are “extremely or very interested” in working for the federal government, compared to 49 percent for large private sector companies and 40 percent for nonprofits. On the other hand, very few (only 13 percent) are “extremely” or “very” knowledgeable about federal job opportunities. In order to convert this interest into actual job applications, government must do a better job educating students about careers in public service, and aggressively recruiting the top talent. As one student put it, “I am a student leader and senior here on campus and I have been sought out by companies as well as corps like Teach for America. Why can’t the government do the same? If I am being pursued and contacted on a regular basis by groups like Conoco and Teach for America it makes me feel very wanted and piques my interest.”

Other key survey findings:

- When students were asked what would make them want to work in the federal government, the most popular response was “working on interesting issues” (82 percent), followed closely by “good benefits” (77 percent) and “the opportunity to make a difference” (74 percent).
- On the other hand, when asked about the biggest reason not to work in government, the most common reply was “too much bureaucracy” (53 percent), followed by “don’t know what careers are available” (43 percent) and “salaries not high enough” (40 percent).
- Nearly two-thirds (65 percent) of juniors and seniors believe the federal government has job opportunities for their particular skills and background. However, 54 percent of students said they do not feel knowledgeable about federal career and internship opportunities.

Based on the survey results, the Partnership report includes a series of conclusions/lessons learned about how to attract today’s college graduates to government:

- The more you know, the more you like. Students who are aware of government job opportunities, and how to apply for them, are likely to respond favorably.
- Red tape is the biggest red light. The greatest deterrent to government service is the widely-held perception that government is overly bureaucratic and stifles individuality and creativity.
- High-touch is as important as high-tech. Although most students use the Internet to search for details about jobs, the most effective recruiters are the people students directly relate to—parents, friends, professors and advisors.
- One size does not fit all. Students expect marketing to be tailored to their specific interests and backgrounds.
- Teach the teachers. University faculty and advisors can be vital recruiting partners, and they overwhelmingly (94 percent) value being kept up-to-date on the latest developments.

See BEST AND BRIGHTEST, pg. 11
Mastering Strategic Conversations

Christine Gibbs Springer

Strategic conversations on a continual basis among key decision makers have come to be recognized as critical to successful strategic plan implementation. Those conversations are increasingly critical in a much broader context. Blogs and social media are redefining how citizens and consumers stay informed in a New World of Subscription, which is a faster, smaller place. Instead of going to the information...it comes to them.

Public managers need to figure out how to incorporate these conversations into the way that we communicate because the balance of relationships between organizations and how they operate is shifting. Blogging has ignited a media era that is conversational—not just talking to people but listening to people as well.

It is estimated that the number of blogs has doubled every five months since 2003 with a total number today of 20 million or more worldwide. It has also been estimated that one-fourth of Web users in the United States read blogs. A blog is nothing more than a personal website with hyperlinks to similar sites allowing the conversation to occur in a broader, global network sometimes referred to as a blogsphere.

In business, Bob Lutz, GM vice chairman recently posted a blog just prior to a big auto show where a new Saturn was introduced. The blogsphere exploded with conversation. Comments added under his posting exceeded 100 with an equal number of links to his blog regarding the event.

In public relations, Richard Edelman, president of Edelman PR, the world’s largest independent public relations firm started his blog, Speak Up in September 2004. Edelman advises clients to speak for themselves through a blog instead of using outside celebrity spokesmen. He counsels public relations people to become part of the conversation by reading key bloggers and keeping them updated as if they were reporters. In politics, newspapers have attributed Sen. Joe Lieberman’s recent defeat by Ned Lamont in part to an insurgent campaign energized by bloggers.

As an example, the internet manager at the Federal Election Commission. Under media and given a media exemption by the Federal Election Commission. Under that exemption, the media entity is able to spend money on advocating or attacking a candidate without accounting for where the money came from. The entity is generally protected but those creating the content may be subject to libel and privacy laws.

There are six generally accepted pillars to blogging:

• It should be publishable—anyone today can publish a blog simply by setting up the online diary on blogger.com. It can be done cheaply and often and then becomes instantly available worldwide.
• It should be findable—search engines allow blogs to be found by subject and by author or both. The more postings the more findable the blog.
• It should be social—just like one big conversation, it discusses interesting and topical issues moving from site to site, linking to others.
• It should be viral—spreading faster than new understandings through a traditional news service.
• It should be syndicatable—allowing individuals to get free home delivery of RSS-enabled blogs (real simple syndication), which allows subscribers to know when the blog that they subscribe to is updated.
• It should be linkable—so that each blog is able to link to millions of other bloggers.

When done correctly, blogging gives small organizations a global reach at an extremely low cost. It’s even been called word-of-mouth marketing on steroids. Tips to making blogging work include:

• Talk, don’t sell because people who visit blogs want to see what others care and know about.
• Post often and be interesting.
• Write about issues which you have unique insight on and care deeply about because their passion and authority usually define good blogs.

Blogging saves money but costs time so it budget the right person’s time to do it correctly and that includes researching what will be written about.

• Before you enter a title, do some on-line research trying out some search variations to find out what different words bring up as results and how they relate to what you want your blog to contain as well as how they define your unique place and access the people that you want to reach.

• Stay focused when posting ideas so that the link to other blogs is kept simple. Those ideas should provide readers with unique insights about who you are and what you know as well as what you are excited about.

• Be prepared to respond to others after they read your ideas. Get over the fact that you don’t have full control and embrace the blog as an extension of a dialogue.

• Be accessible and make yourself available to others on a continual basis by budgeting your time and conversing through the blog.

• Tell a story about you and your organization by giving readers an introduction, a hook and closure.

• Link up with your detractors as well as your supporters so that you become the best resource for your readers and they then reward you with many inbound links.

• Don’t just communicate through the blog but by maintaining your and the organization’s participation in community meetings and conferences because face-to-face communication remains critical to your success.

• Listen in on what people are saying about you by using your referrer log that keeps track of who’s linking to your site and how much traffic those sites are sending you. Just as many in the media like Walter Mossberg of the Wall Street Journal have credited blogging with Microsoft’s improved image with customers as well as its positively impacting employee morale and the organization’s ability to attract new talent in recent years, so too are such strategic conversations important to maintaining and building trust in government today.

This is not to say that blogs will ever totally replace more traditional forms of communication. It is to say that readers are here to stay and need to be taken seriously and utilized by public managers in engaging stakeholders. Someday these strategic conversations may result in a redefinition of community participation.

ASPA member Christine Gibbs Springer is principal with Red Tape Limited in Las Vegas, NV, and a former ASPA president. Email: cgs@gail.com
Federal Court Strikes Down NSA Warrantless Surveillance Program

Detroit—In an American Civil Liberties Union case, a federal court ruled, on August 17, 2006, that the Bush administration’s program to monitor the phone calls and e-mails of Americans without warrants is unconstitutional and must be stopped. This is the first ruling by a federal court to strike down the controversial National Security Agency surveillance program.

The ruling by U.S. District Court Judge Anna Diggs Taylor agreed with the ACLU that the NSA program violates Americans’ rights to free speech and privacy under the First and Fourth Amendments of the Constitution, and runs counter to the Foreign Intelligence Surveillance Act (FISA) passed by Congress. Judge Taylor also rejected the government’s argument that the case could not proceed because of state secrets, saying that facts about NSA wiretapping have already been conceded by the government.

In her ruling, Judge Taylor dismisses the government’s argument that the president “has been granted the inherent power to violate not only the laws of the Constitution but the First and Fourth Amendments of the Constitution, itself.”

“There are no hereditary Kings in America and no powers not created by the Constitution. So all “inherent powers” must derive from that Constitution,” wrote Judge Taylor.

Judge Taylor will next consider a request from the government for a stay pending the government’s appeal to the Sixth Circuit Court of Appeals. The ACLU will oppose the motion, but has agreed to a short temporary stay until the court can rule on the government’s request. That hearing is expected to be held on September 7, 2006.

Beginning in 2001, President Bush authorized the National Security Agency to conduct electronic surveillance of people within the United States, including U.S. citizens, without a warrant. The ongoing surveillance program has been in direct violation of FISA, which requires the executive branch to obtain a warrant before engaging in electronic surveillance of Americans.

The national ACLU and the ACLU of Michigan brought the lawsuit on behalf of prominent journalists, scholars, attorneys and national nonprofit organizations who say that the NSA program is disrupting their ability to communicate effectively with sources and clients.

Judge Taylor noted that impact in the ruling, citing scholars such as New York University Professor Barnett Rubin, who recently returned from Afghanistan where he was conducting interviews for a policy report for the Council on Foreign Relations.

“In order for me to provide analysis and updates for the American public and officials who are concerned about Afghanistan, I need to be able to have confidential communications,” Professor Rubin said.

The White House has attempted to postpone congressional attempts to investigate the administration’s circumvention of FISA. President Bush personally blocked an investigation by the Justice Department regarding the NSA’s warrantless wiretapping program. Although Congress lacks a full understanding of the facts, several bills have been introduced that would reward the government’s illegal actions by changing the law to legitimize the programs.

The case, ACLU v. NSA, was filed in U.S. District Court for the Eastern District of Michigan.

The decision may be found online at: www.aclu.org/safefree/nsaspying/26477lgl20060817.html

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Joint Awards

National Public Service Awards (NPSA) - ASPA and the National Academy of Public Administration have established the National Public Service Awards program to pay tribute to public service practitioners, to provide recognition for outstanding individuals, and to underscore the need to have creative and highly skilled individuals as career managers of complex and demanding government functions. There is a separate nomination procedure for these awards. A brochure with complete nomination information is available by contacting ASPA.

Charles H. Levine Memorial Award for Excellence in Public Administration

This award, presented by ASPA and the National Association of Schools of Public Affairs and Administration (NASPAA), recognizes a public administration faculty member who has demonstrated excellence in three major areas of the field—teaching, research and service to the wider community. Nominations must include a current curriculum vita of the nominee and a one-page statement on each of the following three criteria: Research, Teaching and Community and Public Service.

NASPAA/ASPA Distinguished Research Award

This award recognizes the research of an individual whose published work has had a substantial impact on the thought and understanding of public administration. It is not intended to honor lifetime contributions to the field. It allows the public administration community to recognize an identifiable body of work by an individual that has had specific consequences for the way we think about the field.

Professional Recognition

Gloria Hobson Nordin Social Equity Award

This annual award recognizes lifetime achievement and effort in the cause of social equity and is open to all nominees. Candidates may be employees of state, local or federal government; employees in the non-profit sector; or employees of colleges and universities. Effective public officials are eligible for the award. Employees from the private sector are also eligible for the award, but the emphasis should be on their achievement and effort in the public sector.

John W. Gaston, Jr. Award for Excellence in Public Service Management

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

Public Integrity Award

This award pays tribute to an organization, which has made outstanding contributions to responsible conduct in public service. The award will be presented to an organization that: presents evidence of accomplishing, or causing to accomplish, significant programs or projects benefiting the general public and that, represents any domain of public service, local, state, national, international, or non-profit.

Dwight Waldo Award

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

Equal Opportunity/Affirmative Action Exemplary Practices Award

Presented to individuals and organizations which have made outstanding contributions to a more equal society. Up to four awards may be presented to individuals and organizations representing the following categories: federal, state, or local government units, educational institutions, non-profit institutions, private sector organizations.

Elmer B. Staats Lifetime Achievement Award for Distinguished Public Service

The Elmer B. Staats Lifetime Achievement Award for Distinguished Public Service has been established to honor a public administrator’s career accomplishments and contributions to the public service and ASPA over a lifetime.

Paul P. Van Riper Award for Excellence and Service

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

International Public Administration Award

This award honors a distinguished foreign scholar or practitioner for significant contributions to public administration in other nations. To be eligible for the award, the individual must meet the following criteria: holds citizenship in a nation other than the United States of America, lives and works (primarily) in a nation other than the United States of America, contributes significantly to the field of public administration as a scholar, practitioner, or both, as demonstrated by publications, other awards and honors, and the testimony of the nominee’s colleagues and beneficiaries of the nominee’s work.

Chapter/Section Newsletters

These awards are given annually to recognize newsletters as a vital means of communication and a valuable service offered to chapter and section members. All chapters and sections are eligible. Chapters and sections wishing to be considered must submit three issues of their newsletters which were published between December 1, 2005 and November 30, 2006. The chapters and sections will be placed into categories by membership size and judged accordingly.

Oveta Culp Hobby Training Awards

These awards recognize chapters and sections which provide professional development to members through planned activities. Chapter and section programs presented during calendar year 2006 are eligible. Nominations should explain how the programs meet the following criteria:

- Is the program offered to ASPA members and transferable to other organizations?
- Is the program a vehicle for ensuring ethical practices in government?
- Does the program identify new topics and target audiences?
- Does the program promote the skills to be a creative, ethical, and responsible public manager?
- Does the program identify beliefs and practices to excel in the public service?

Donald C. Stone Service to ASPA

The Stone Award pays tribute to ASPA members who have contributed outstanding services to the Society. Any individual currently an ASPA member and who has been an ASPA member for three consecutive years is eligible for consideration. Current or former ASPA presidents, the current president-elect and the vice president are not eligible.

Letters of nomination may be submitted by any current ASPA member on behalf of another member and should include a brief narrative of the nominee’s services to ASPA.

Academic Recognition

Conference Scholarship for Graduate Students

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

Walter W. Mode Scholarship

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

Wallace O. Keene ASPA Conference Scholarships

Established in 2005, the Wallace O. Keene ASPA Conference Scholarships are awarded to students in the fields of public administration and public policy. The scholarships are awarded to students financial assistance to attend the ASPA national conference, and thereby expand their knowledge of the field and their acquaintance with others in the field. The $250 scholarships are also intended to emphasize the impact of ethical leadership on the public’s trust in government.

Visit ASPA’s website for more detailed information and criteria on all of the awards listed above.

www.aspanet.org

I hereby nominate: ___________________________________________________ for a 2007 ASPA Award. This nomination is for the following award:

Nomination Period Opens September 1, 2006

AWARDS SCHEDULE

October 13, 2006 Deadline for Nominations

February 1, 2007

Winners Announced in PA TIMES

March 23-27, 2007 Winners Honored at Conference

Included with this nomination form is a one page summary of why the individual or organization nominated deserves this award, including an accurate address and telephone and fax numbers, and any additional materials which may be required for this award. Please refer to award criteria located on these pages.

I certify that the submission meets all eligibility requirements. I understand that any entry which fails to meet submission requirements may be disqualified.

Name:

Address:

City, State, Zip:

Phone:

Fax:

E-mail:

Signature:

Date:

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Nomination Form Information

Deadline for Nominations: October 13, 2006

Deadline for Submissions: October 13, 2006

Deadline for Notifications: November 30, 2006

Deadline for Conference Scholarship Awards: December 1, 2005

Deadline for Oveta Culp Hobby Training Awards: December 1, 2005

Deadline for Donald C. Stone Service to ASPA: December 1, 2005

Deadline for Walter W. Mode Scholarship: December 1, 2005

Deadline for Wallace O. Keene ASPA Conference Scholarships: December 1, 2005

Visit ASPA’s website for more detailed information and criteria on all of the awards listed above.

www.aspanet.org
What will the EAC’s Future Role Be?

From HAVA TOOLS, pg. 4

how the databases should be structured, mainly because this had been the sphere of state rather than federal policy. The debate whether they should be top-down (a unified database maintained by the state) or bottom-up (counties and cities maintain their own registration lists and update a state compilation at regular intervals) was resolved in early 2005 with EAC guidance that while a top-down is preferred, both are acceptable.

• Provisional Ballots. In 2000, just 17 states allowed voters to cast provisional ballots. HAVA’s mandate for the availability of provisional ballots to all voters who believed they were registered, but were not on the registration lists accounted for more than 1.9 million votes in the 2004 elections, of which about 64.5 percent were counted.

Under HAVA, the EAC is also to collect and disseminate information. Policy implementation tools, from a behavioral point of view, are designed to make agents fulfill a certain course of action to achieve a certain desired result. Information provision, given its lack of enforcement power, is the tool that faces significant limitation in achieving a desired behavioral response.

One of the most important tasks of the EAC is development of voluntary standards for voting equipment, which were issued in late 2005, but will not become effective officially until December 2007. Problems revolving around these guidelines relate to the fact that they are voluntary, which further decreases the implementation power of this tool.

Fortunately, as was noted in a July 2006 joint hearing of the House Science and House Administration committees, the majority of states already require compliance with federal voting guidelines, which offsets to a certain extent the limitations of the tool. Yet, these guidelines remain controversial as experts have criticized then for being insufficient and called for the inclusion of further security measures, such as a voter-verified paper record and mandatory audits.

As Montjoy and Chapin (2005) have pointed out, after HAVA’s grants have been distributed, the EAC will be left at the discretion of the states, when they are HAVA’s implementing agents.

For example, to receive funds from Title III, states must meet 13 elements asking them to specify how they will distribute and monitor the distribution of the requirements payment to units of local or federal entities in the state, including the criteria to determine eligibility and methods, and how they will provide for voter education programs among other things.

Section 254 explicitly asks states to point out how they will adopt performance goals and measures to be used to determine their success and the success of units of local government in the state in carrying out the plan, including timetables for meeting the elements of the plan, descriptions of the criteria used to measure performance and the process used to develop such criteria, and officials to be held responsible for ensuring that each performance goal is met.

This suggests that the EAC has defined several broad guidelines that states must comply with to receive funds, but essentially they select their own implementation tools, which might vary substantially from state to state, and the criteria by which they will be evaluated.

As to the EAC’s tools, several bills were introduced in Congress envision a rule-making authority for the agency, but this issue is quite controversial and unlikely to result in the addition of regulatory tools. With the depletion of its grants, and consequently the use of audits to monitor their spending, the policy implementation tools available to the agency will become primarily limited to information provision and accreditation.

Hence, the EAC will have to rely primarily on serving as a clearinghouse that works towards the improvement of election administration in the United States. As such, and because states are ultimately responsible for the implementation of HAVA, the agency can only be held partially accountable for the degree of success of the act. Furthermore, there might be a need for a reconsideration of what other roles the EAC might and should come to play in the long-term future.

Vassia Gueorguieva is a Ph.D. Candidate in public administration at the School of Public Affairs at American University, Washington, DC.
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From BEST AND BRIGHTEST, pg. 6

percent) believe there are good jobs in the federal government for students. But, less than one-fifth report being very knowledgeable about federal opportunities. One faculty member said it succinctly: “Educate me! Show me what the career path looks like so I can educate my students.”

• Minority students need tailored outreach. Polling indicates that Hispanics are less skeptical about the merits of federal service, so straightforward information campaigns are a good way to reach this population. Since African-Americans place higher emphasis than other demographic groups on pay and benefits, recruiters should emphasize these aspects of government jobs.

Turning Research into Action
Based on the survey data, the Partnership report includes specific recommendations to make government an employer of choice:

• Commit to a sustained investment in on-campus recruiting, and build long-term relationships with faculty, academic advisors and career center professionals.

• Teach BA’s, MA’s and PhD’s the ABC’s of government service, to overcome the information gap.

• Stress the unique opportunities in government to do good and do well. Make sure students know what government jobs have to offer–interesting work, an unparalleled ability to make a difference, competitive pay, and good benefits.

• Make the case that government is changing. The “Back to School” survey underscored earlier Partnership for Public Service research showing the perception that government is overly bureaucratic, and that this is a major hurdle to attracting top talent into government. To turn these negative attitudes around, Americans need to believe that government is undergoing significant institutional reforms. The popularity of innovations like merit-based pay and increased accountability demonstrates the need to let the public know that government is indeed changing.

• Put a “face” on public service so students will see people with similar talents, interests and backgrounds working in government.

• Use the Internet for the “nuts and bolts.” While personal connections can drive interest, the Internet is a powerful research tool for both students and faculty. The Internet allows students to do follow-up research on details—such as specific job opportunities, the application process and benefits—after they become interested. Of course, the Internet is most helpful to students and faculty when information is up-to-date and easy-to-use.

• Give students and faculty what they want, where they want it. The private sector works hard to reach students and faculty where they live—both literally and figuratively. Government agencies should follow suit (e.g., by holding events where students are already gathered such as in classes, student organizations or clubs, or academic departments). It’s also important to include “people like me” in recruitment fairs and information sessions by featuring younger employees and alumni.

• Maximize the value of career centers. Because many students rely on career centers for advice and information, these centers can be important resources for students who are already interested, and want to take the next step and apply for an internship or a job.

• Educate and enlist faculty and advisors as communications allies. Of course, to be effective allies, they must be equipped with pertinent, current information (e.g., an online “quick reference guide” that provides current and up-to-date information). Once faculty members have the tools they need, they will continue to include government careers in their discussions and advice, and even invite speakers into the classroom.

• Tailor recruitment and outreach to reach all demographic groups. As noted, “one size fits all” recruitment efforts don’t work equally well for all students. In designing outreach and recruitment, therefore, measurable differences among groups should be taken into account. For example, a high percentage of Hispanic students report that they rely on personal connections and contacts such as advisors, professors, and classmates for information about career options. Therefore, working with Hispanic organizations on campus might be an effective way to reach these students. On the other hand, a significant percentage of African-American students report concern over whether there are really opportunities in government for “people like me.” An effective recruitment strategy for this group would be to highlight the successes of African-Americans in government.

Many of us can remember the old days, when a government agency could just post a vacancy notice and then sit back and wait for the stream of qualified candidates to fight their way through a cumbersome hiring process. Today, public agencies across the nation are learning, often the hard way, that those days are long gone. To compete successfully in the war for talent, agencies at all levels of government must be aware, they must be aggressive, and they must be nimble. This is particularly true as we compete for the most talented of our nation’s college graduates.

The alternative to change—the status quo approach that one observer once wryly described as hiring the “best of the desperate”—is unacceptable. It’s no exaggeration to say that the future of the public service is at stake. We can’t afford to pay the price of complacency.


ASPA member Bob Lavigna is the Partnership for Public Service vice president for research. Before joining the Partnership, he was director of consulting services-east for CPS Human Resource Services. He also served as administrator of the Wisconsin merit system.

E-mail: rlavigna@ourpublicservice.org.

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the Lake Erie Protection and Restoration Plan of 2000. These agencies will adjust their policies and programs to implement the planning and administrative framework for the program that was developed by a blue ribbon task force that worked for over two years. The outcome has been development of an innovative approach to guiding land urbanization and conservation using a watershed-based planning framework, an approach unique to state level growth management programs in the Great Lakes basin. The Great Lakes and their tributary rivers and watersheds are now recognized as the most significant natural assets and the foundations of economic health and quality of life for the states in the basin. The lake system covers 94,000 square miles and contains roughly 18 percent of the world’s fresh water.

The basin is home to more than 33 million people in the United States and Canada, who share a natural resource base, a history of exploration, economic development, and more recently, economic decline and a loss of population resulting from the structural shift to a “post-industrial economy in North America. As industrial cities lost investment and jobs starting in the 1960s, many middle class and affluent residents moved away from urban core areas to suburbs and exurban areas, facilitated by the federal interstate highway system which made commute by automobile a viable option.

By the mid-1990s, public decision-makers in the basin recognized the need for changes to state-level policies and to local planning practice to address this shift, looking to the new “smart growth” agenda for guidance. However, the Great Lakes states needed an alternative to managing “growth” per se, for overall the states needed an alternative. Not more recently, economic decline and a loss of population resulting from the structural shift to a “post-industrial economy in North America.

In the Great Lakes basin, the states of New York, Pennsylvania, Michigan, Wisconsin and Minnesota have either a specific program or a set of policies to influence land development and conservation patterns. These programs will be initiated by the governor, the legislature, or both. All are characterized by a combination of regulations, incentives and technical assistance, although Wisconsin’s requirements for local plans and consistency with state goals is the most descriptive of the programs. All the states, however, have some element of “home rule,” imparting the predominant land use authority to local jurisdictions and allowing some measure of autonomy.

Each state’s political context and administrative culture is different, and we should not be surprised to see a variety of policies and implementation mechanisms across the basin. The new programs put into place in these states had to conform to the political contexts in order to be feasible. Administrative agencies still desire innovative practice within the context of what will work in their state.

Ohio’s program consists of three parts: changes to state agency policies and direct actions, including increased technical assistance and streamlined permitting processes; a watershed-based planning process through which local governments and stakeholders will designate priority development and priority conservation areas, and a set of best management practices for site development and watershed protection.

The planning framework and best management practices are intended to influence local governments and the private land development market. To date there have been no new regulations, mandates or funding resources. Rather, applicants to normal state permitting processes and loans and grant programs who are participating in and adopting Balanced Growth mechanisms will receive higher priority and points in their applications.

Why was this non-regulatory framework developed? It fits the current political context (conservative and locally-oriented, wary of state “interference” in land use issues) and the current level of state administrative capacity regarding land issues (very little experience, no state-level planning agency or requirements for local planning). How was the program developed? Through the work of a Blue Ribbon Taskforce appointed by the governor that consisted of nearly 30 stakeholders from across the Ohio Lake Erie basin, and across a wide range of interests, including academia, local government, residential and commercial real estate and building industry, and environmental advocacy organizations.

The wide cross-section of participants served to increase the legitimacy of the program, as taskforce members returned to their constituents for feedback. This taskforce, which also had three workgroups, each to develop one of the programs’ constituent parts, worked for over two years to develop the program. The process was at times controversial, but ultimately the outcome was successful.

The recommendations of the taskforce were adopted by the Ohio Lake Erie Commission in 2004. Since then, OLEC staff members have been working with the agencies and stakeholders to develop implementation mechanisms. State has formed an interagency task force that is working with OLEC and a consultant to identify key state policy changes at the agency level to support the program. The interagency taskforce has also identified a set of incentives that will be used to influence local land use decisions and practices in the public and private sector.

Balanced Growth as a Form of Planning

Several indicators to measure the effectiveness of the program was developed in collaboration with a committee of technical and scientific experts in the relevant fields (and in collaboration with USEPA and the Great Lakes Commission). Three pilot Balanced Growth Watershed Plans are in development, funded by the Ohio Water Development Authority.

In these pilot projects, watershed partnerships consisting of local governments and stakeholders in the watershed will together designate priority development and priority conservation areas. These areas will receive special priority for all programs of the OLEC agencies, and the agencies have committed to consistency of their programs and investments with these areas.

Several aspects of the process to develop the Balanced Growth Program were improved key. The balance of stakeholders was critical to developing a program that met the political needs of OLEC to gain legitimacy and support for the program. The OLEC director, taskforce chair and steering committee members engaged in extensive outreach to other stakeholders through out the entire process, keeping them apprised of the work of the three committees and the task force, and receiving input as to the feasibility of proposals that were being discussed.

This outreach was also used to educate these stakeholders during the process, so that by the time the taskforce had completed their work, no significant negative responses to its proposals were heard at a series of public meetings held across the basin. Extensive knowledge of operations of state agencies and an active role of watershed-based planning of the executive director of OLEC and the chairs of the work groups improved the efficiency of the process and made the outcomes of the three work groups more realistic.

Several unresolved issues remain, however. Will state agencies actually change their programs to examine affects on land use development? The interagency taskforce has identified incentives that could be used to support the watershed balanced growth plans.

The agencies also supplied information about programs and budgets to the follow-up study that identified key changes to agency processes and direct actions that affect land conversion and conservation patterns in the same. So far there has been a williness to modify programs to adjust to the new plan, but several years will be needed to judge the overall amount of change in agency behavior.

Will local governments be induced to participate in watershed balanced growth plans and collaboratively designate areas for development and conservation? One of the conditions for receiving the planning grant for the pilot program was that 75 percent of the local governments (in terms of both number and population in the watershed) needed to commit to participating in the process through a resolution by city or town council. Once these governments participate, they will hopefully modify their plans and zoning to reflect the consensus reached through the watershed-based balanced growth plans. It will take several years to assess whether these incentives are powerful enough to change behavior.

Would you like to submit an article to PA TIMES?

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Bruce replied. “Well,” Bruce replied, “On any small city, about five square miles in all. “Tell me a bit about Vernon?” Thor said. “Almost all of the 60 registered voters in Vernon recently?” Thor asked. “Yes,” Bruce replied, “but we turned them away.” “Why?” Thor asked. “Well,” Bruce replied. “You won’t believe this. We only learned that they were living in a building owned by one of our industries when they came to city hall to register to vote and to fill out nomination papers for three of them to run for the Vernon city council.” “Why did you turn them away?” Thor asked. “They were nervous when they came to city hall because of their general appearance I had a bad feeling,” Bruce replied. “So what did you do?” Thor asked. “I turned off their electric power. I can do that because Vernon has its own electric utility. I cancelled their voter registration and the three nominations for city council. Then I put a tail on each of them.” “Wow,” Thor replied. “How can you do that?” “Easy,” Bruce replied. “Vernon invented the idea of the gated community and in Vernon we take our gates very seriously.” “What do you think of the rumor that someone got those eight people up to this scheme?” Thor asked. “Look,” Bruce replied, “I didn’t just fall off an avocado truck. We know exactly who got them up to it. It was Albert Robles and Chris Summers. You know this guy Robles. He is the ex-con who almost drove South Gate into bankruptcy when he was the treasurer there. Summers is a disbarred attorney and is Robles’ buddy. Summers isn’t really her name, you know. It used to be Christeta Paguirigan and before that it was Chrystela Klapara. There is no question that Robles and Summers and their pals were attempting a hostile takeover of Vernon and we won’t let them get away with it.” “But didn’t Vernon have elections this year?” Thor asked. “Yes,” Bruce replied, “but only after we were ordered by the courts to hold them.” “What were the results?” “We don’t know because I have had the ballot box sealed because we are challenging the legality of some of the ballots and until all legal issues associated with that election are cleared away, our political leadership stays in place,” Bruce said. “Let me change the subject,” Thor said. “I understand that Vernon has a particularly creative approach to both local politics and city administration. Would you tell me about it?” “Sure,” Bruce replied. “We believe that institutional memory, stability, and order are the most important concepts in local government. Vernon was founded by John Baptiste Leonis in 1905, and he led the city for 45 years. His grandson, Leonis Malburg, is now our mayor and has served for 50 years. How’s that for institutional memory?” “Wow,” Thor replied. “Grandfather Leonis and his grandson, Leonis Malburg have amassed a century of electoral success. That is great politics.” “Actually, they have not won many elections,” Bruce replied. “We have had only one election in Vernon since 1980.” “What?” Thor exclaimed. “How can you do that?” “Easy,” Bruce replied. “In California if there are no challengers in a local election it can be cancelled. As I said, we believe that institutional memory, stability, and order are especially important. The benefits of local elections are exaggerated anyway.” “What explains the lack of challengers for seats on the city council?” Thor asked. “Almost all of the 60 registered voters in Vernon, including the present members of the city council, work for the City of Vernon and live in apartments at very favorable rates, apartments provided by the city as a condition of their employment,” Bruce replied. “Yes, that would do it,” Thor said. “Is it true that Mayor Malburg doesn’t actually live in Vernon?” Thor asked. “Yes and no,” Bruce replied. “The mayor has a very nice six-bedroom, six-bath mansion in Hancock Park. But he also has a cot in his office in the Leonis Malburg building in Vernon, which qualifies as a residence. As you know, these days many people have two residences.” “Is there also institutional memory, stability, and order in Vernon’s administration?” Thor asked. “Of course,” Bruce replied. “My dad served for more than 30 years as the administrator of the city, and it is not that unusual that when your dad retired in 2004, he collected more than $600,000 in salary, bonuses, and payments for unused vacations.” Thor asked. “Do you have something against fair compensation for public service?” Bruce replied. After a pause Bruce said, “Look Thor, I can tell you are pretty skeptical about Vernon, so let me help you see the big picture. You think Pismo Beach wants economic development? Well Vernon has economic development. Do you think the NIMBYs and environmental sissies in Pismo Beach or Beverly Hills would sit still for the packing plants, railroad tracks, and welding shops we have in Vernon? No way. Look, it is Vernon that makes Beverly Hills possible. The only way to have the kind of economic development we have in Vernon is to have very few residents, low property taxes and relaxed zoning and environmental standards. You expect us to practice refined and dignified politics? Get real. Think Chicago in the 1930s. And right next to the City of Angels and Malibu.” As Thor drove back to Pismo Beach he talked on his cell phone with his brother Knute, the city manager of Forest Hills, IL. After telling Knute what he had learned about Vernon, Knute suggested to Thor that he take a long hot shower, stay out of Vernon and contemplate innovation, economic development, corruption and sleazy politics.

ASPA member H. George Frederickson is the author of The Innovation Field and The Adapted City: Institutional Dynamics and Structural Change.

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Education Supplement

October 2006 PA TIMES

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U.N. Ethics Office

On January 1, 2006, the new U.N. Ethics Office was established. The office is charged with three objectives: to foster a culture of ethics, transparency and accountability; to develop and disseminate standards for appropriate professional conduct; and to provide leadership, management and oversight of the United Nations ethics infrastructure. The office will be staffed initially with four professionals—including a Senior Ethics Officer who will head the office. All are expected to possess an impeccable record for integrity and commitment to professional ethical standards.

The primary responsibilities of the Ethics Office are to manage the U.N.’s financial disclosure program, implement a policy to protect staff against retaliation for reporting misconduct, provide confidential advice and guidance, including administering an ethics helpline, and ensuring annual ethics training for all staff. The Ethics Office is not an enforcement office. Charges of unethical or misbehavior are handled by the Office of Internal Oversight Services.

A U.N. integrity survey conducted in 2004 found that staff members were concerned about the ethics climate. Similar concerns were expressed by the reports of the Independent Inquiry Committee on the oil-for-food program.

Voting Rights Act Key Legislation

From VOTING RIGHTS, pg. 5

get the help needed at the polls and Sections 6-9 authorize the appointment of federal observers.

Thanks to these sections of the Voting Rights Act much progress has been made in the United States in this area to ensure that all persons who are qualified to vote can do so freely and will not be intimidated in any form.

Another example of the impact of the Voting Rights Act on voting and civic participation in Virginia is the story of Rev. Curtis Harris. Rev. Harris, a respected citizen, local pastor, a veteran of the civil rights struggle, is a former mayor of Hopewell, and current member of the city council of Hopewell, VA. He credits the Voting Rights Act with his ability to obtain a seat on city council.

In a March 20, 2003, interview, Rev. Harris recalled his seven unsuccessful attempts for congressional, state and local office prior to the passage of the Voting Rights Act. The Voting Rights Act and a lawsuit filed by the American Civil Liberties Union created a ward system in Hopewell that resulted in a change in the voting patterns and subsequently allowed Rev. Harris to obtain a seat on the Hopewell city council.

Sources:
www.daccesxds.un.org/doc/UNDOC/GE/N05/619/19/PDF/N0561919.pdf?OpenElement
ASPA member Donald C. Menzel is ASPA’s immediate past president and professor emeritus of Northern Illinois University.
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An Ethics Moment

The Voting Rights Act played an instrumental part in the long and continuing struggle for righting the wrongs associated with denying individuals the right and ability to elect persons from diverse minority populations to represent them. The United States Congress has taken a large step forward in extending this important piece of legislation.

Public administration as a discipline, whose members and practitioners are charged with implementation of public policies, has a role to fulfill in promoting voting, civic responsibility and the inclusion of all persons who wish to express their democratic ideals through the process of suffrage. The Voting Rights Act is one element in the important process of civic engagement.

Those of us in education via public administration have a unique role as we provide instruction and guidance to our students. We have a rich and exciting legacy to share with students and should use each moment to share not only theory, but also lessons learned from the fields of human experiences. It is my hope that this article can be one way for this educator to accomplish that goal, while providing a suggestion to many of my colleagues to do likewise.

Wayne A. Jones is assistant professor in the Department of Political Science and Public Administration at Virginia State University.
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Announcing a new book in the ASPA Classics series

New
Public Personnel Administration and Labor Relations
Norma M. Ricucci, Ed.

These classic articles trace the historical and evolutionary development of the fields of public personnel administration and labor relations from the point at which the first civil service law was passed—the Pendleton Act in 1883—through the present. The collection covers everything from the seminal concerns of civil service (e.g., keeping the spoils out) to topics that early reformers would never have imagined (e.g., affirmative action and drug testing). To facilitate an instructor’s ability to assign readings that illuminate lectures and course material, a correlation matrix on the M.E. Sharpe website shows how this book can be used alongside eight leading textbooks.

Also available
Public Administration and Law
Julia Beckett and Heidi O. Koenig, Eds.

“An extraordinarily valuable book because it makes the legal dimensions of public administration eminently teachable and accessible to both graduate and upper-level undergraduate students… A fine book that should be required reading in every MPA program.”
– David H. Rosenbloom, American University

Local Government Management and Best Practices
Douglas J. Watson and Wendy L. Hassett, Eds.

This volume includes thirty of the most outstanding journal articles that have been published over the past sixty years. It is an ideal supplement for any course in local management and administration, as well as for practicing professionals.

About the series–
Conceived of and sponsored by the American Society for Public Administration, the ASPA Classics series publishes volumes on topics that have been, and continue to be, central to the contemporary development of the field.

The ASPA Classics are intended for classroom use, library adoptions, and general reference. Drawing from the Public Administration Review and other ASPA-related journals, each volume in the series is edited by a scholar who is charged with presenting a thorough and balanced perspective on an enduring issue.

Each volume is devoted to a topic of continuing and crosscutting concern to the administration of virtually all public sector programs. Public servants carry out their responsibilities in a complex, multi-dimensional environment, and each collection will address a necessary dimension of their performance.

The guiding purpose of this ambitious series is to bring together the professional dialogue on a particular topic over several decades and in a range of journals. The Editor-in-Chief is Marc Holzer, Rutgers University (Newark).
**Reports on the Web**

**Featured Report:**
“GulfGov Reports: One Year Later.”
The first report in this three-year study of the effects of the 2005 hurricanes in communities in Louisiana, Mississippi and Alabama is now available. Based on data and information collected by a network of field researchers, a three-year study initiated by the Ford Foundation called “GulfGov Reports” assesses what happened to 22 communities in Louisiana, Mississippi and Alabama after the devastating 2005 Katrina and Rita hurricanes.

**www.rockinst.org**

**GAC Reports:**
- Special Operations Forces: Several Human Capital Challenges Must Be Addressed to Meet Expanded Role.
- National Sex Offender Registry: New Hires Data Has Potential for Updates to Addresses of Convicted Sex Offenders.
- ONDMP Media Campaign: Contractor’s National Evaluation Did Not Find That the Youth Anti-Drug Media Campaign Was Effective in Reducing Youth Drug Use.
- WIC Program: More Detailed Price and Quantity Data Could Enhance Agreements’ Assessment of WIC Program Expenditures.
- Electronic Records Archives: The National Archives and Records Administration’s Fiscal Year 2006 Expenditure Plan.
- Transportation Research: Opportunities for Improving the Oversight of DOT’s Research Programs and User Satisfaction with Transportation Statistics.
- Military Recruiting: DoD and Services Need Better Data to Enhance Visibility over Recruiter Irregularities.
- Department of State: Staffing and Foreign Language Requirements: Shortages Persist Despite Initiatives to Address Gaps.
- Federal Autism Activities: Funding for Research Has Increased, but Agencies Need to Resolve Surveillance Challenges.
- No Child Left Behind Act: Education Actions Needed to Improve Local Implementation and State Evaluation of Supplemental Educational Services.
- Coast Guard: Observations on the Preparation, Response, and Recovery Missions Related to Hurricane Katrina.
- www.gao.gov

**Other Reports:**
- Social Capital: Lessons from a Service-Learning Program. (Park University’s International Center for Civic Engagement) www.park.edu/icce
- Back to School: Rethinking Federal Recruiting on College Campuses (Partnership for Public Service) www.ourpublicservice.org
- Work and Retirement: Facts and Figures (The Urban Institute) www.urban.org

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**Hazleton Residents Sue to Halt Harsh Anti-Immigrant Law**

**Hazleton, PA**—An ordinance that classifies certain immigrants as “illegal,” punishes landlords and employers who do business with those immigrants and makes English the official language is unconstitutional and should be blocked immediately, according to a lawsuit filed today by the Puerto Rican Legal Defense and Education Fund, American Civil Liberties Union, the Community Justice Project, the law firm of Cozen O’Connor and local attorneys George Barron, David Vaida, and Barry Dylver.

“All this ordinance does is create more tension and hatred between neighbors,” said Cesar Perales, President and General Counsel of the PRLEDF. “The city will also face major litigation costs. It is patently illegal for a local municipality to usurp the role of the federal government.”

Perales cited a report published by the Congressional Research Service, a nonpartisan agency that writes reports for lawmakers, which confirmed that federal law likely precludes Hazleton from enforcing the ordinance.

“Hazleton’s anti-immigrant ordinance is bad for the community, is unconstitutional and will foster rampant discrimination,” said Omar Jiwat, a staff attorney with the ACLU’s Immigrants’ Rights Project. “This mean-spirited law is wrong for many reasons, but the most obvious is that the city does not have the power to make its own immigration laws.”

Enforcement of the ordinance, approved on July 13, is expected to begin on September 11. The ordinance defines certain persons as “illegal aliens” using a definition so broad that it actually includes many lawful residents and naturalized citizens. Under the ordinance, property owners are subject to fines of more than $1,000 a day for renting to individuals classified as “illegal aliens,” and landlords and employers could lose their licenses suspended for hiring “illegal aliens” either knowingly or unknowingly. In addition, businesses would be barred from selling merchandize to “illegal aliens,” including basic necessities such as food.

The ordinance would also turn Hazleton into an “English-only” community in which city documents and other written communications would not be available in any language but English unless specifically required by federal or state law. Also, documents from residents to city citizens would have to be written in English.

The groups filed the lawsuit on behalf of 11 Hazleton residents and business owners as well as three non-profits. Plaintiffs include a lifelong Pennsylvaniaan and U.S. citizen who moved with her husband to Hazleton and opened a small business using her family’s savings. The business was doing well and the couple became foster parents and adopted a child. Since the passage of the ordinance her business has been cut in half and she can no longer pay the bills. The family has been verbally abused with anti-Latino epithets and is contemplating moving from the area, according to legal papers.

In addition to filing the lawsuit, counsel for the plaintiffs today sent a letter to the Mayor and the City Council informing them that litigation can be avoided if the ordinance is repealed. If the city fails to do so, the court proceedings will be aggressively pursued.

“Not only is this law a bull in the china shop of constitutional rights, but it will do real injury to lawful immigrants and even citizens,” said Witold Walczak, Legal Director of the ACLU of Pennsylvania. “It makes every person who looks or sounds foreign a suspect, including those who are here legally. You might as well just paint a target on every foreigner’s forehead or a sign saying ‘please treat me differently.’”

The groups said in legal papers that the ordinance violates the U.S. Constitution’s Supremacy Clause because it seeks to override federal law and the exclusive federal power over immigration. The ordinance also violates businesses and property owners’ due process rights under the Constitution because it is nearly impossible for them to ensure compliance. In addition, the ordinance’s “English only” provision violates city residents’ First Amendment rights to free speech.

**GulfGov Website Now Available**

Based on data and information collected by a network of field researchers, a three-year study initiated by the Ford Foundation called “GulfGov Reports” assesses what happened to communities in Louisiana, Mississippi and Alabama after the devastating 2005 Katrina and Rita hurricanes. Please visit www.rockinst.org for more information.

**Tax Credit Programs**

**Promote Coal-Based Power Generation Technologies**

**Energy Department Assists Internal Revenue Service in Project Selection**

Washington, DC—Legislation designed to advance cleaner coal-based power generation and gasification technologies has received a strong response from the coal community, according to the Department of Energy’s Office of Fossil Energy. The expected result: increased energy security and improved environmental performance from our Nation’s most abundant energy resource.


News on this announcement is posted on the Department of Energy’s fossil energy web site at www.fossil.energy.gov.

**PERI Awarded $75K Grant from DHS to Develop Toolkit on Volunteer Liability**

Fairfax, VA—The Public Entity Risk Institute (PERI), a nonprofit risk management training and educational organization, today announced that it has been awarded a grant from the U.S. Department of Homeland Security (DHS) to research and develop tools and best practices for minimizing liability risks when utilizing volunteers—including the use of citizens and volunteers to support emergency responders. The $75,000 grant was awarded as part of the Fiscal Year 2006 Citizen Corps Support Program operated by the DHS’ Preparedness Directorate. The Volunteer Liability Research Project will be conducted over a 12-month period, with a comprehensive package of tools and best practices completed by July 31, 2007. This extensive research initiative will include:

- Assessing end user input on the need for information on volunteer liability, legislation, and practices and how it can best be presented by conducting an electronic survey of Citizen Corps organizers and volunteers.
- Developing a tool kit of methodologies which would cover a range of information such as an introduction to liability laws and likely liability exposures; in-depth review of liability law and liability scenarios; and examples and attributes of legislative approaches to address these exposures in various states and at the federal level.
- Identifying a menu of model components for use by states in improving existing legislative remedies.
- Crafting a tool on liability for volunteers that cross state boundaries.
- Working with the DHS’ Medical Reserve Corps and other Department of Health and Human Services initiatives concerning medical volunteer licensure and liabilities.
- Keeping Citizen Corps updated on major issues impacting broader volunteer liabilities.
- Creating a PowerPoint presentation on the final products and findings which can be delivered in various venues around the country.

To learn more about other PERI initiatives concerning liability issues involving volunteers, go to PERI’s Website at www.rockinst.org.

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

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If you have a press release for this column, contact Christine McCrehin at cjewett@aspanet.org.
New ASPA Members

ASPA welcomes the following new members in the month of July 2006.

Please note: Members rejoining ASPA are not included on this list.
ASPA ELECTION CALENDAR

2006
October 16 Petition period for nominees closes
November 15 Ballots mailed
January 22 Ballots counted
February 1 Results announced in PA TIMES
February 10 Appeals period for elections ends
March 26 Election results announced at ASPA National Conference

2007
January 15 Deadline for receipt of ballots

The candidates are:

Vice President
Raymond W. Cox, III
Professor, University of Akron
Paul Posner
Director, MPA, George Mason University

District I
Connecticut; Delaware; Maine; Maryland; Massachusetts; New Hampshire, New Jersey; New York; Pennsylvania; Rhode Island; and Vermont
William Ciaccio
Senior Director; MTI/NYC Transit

District II
District of Columbia; Indiana; Michigan; Ohio; Virginia; Virgin Islands; Puerto Rico and West Virginia
Raljade M. Berry-James
Assistant Professor of PA, University of Akron

District III
Alabama; Florida; Georgia; Kentucky; Louisiana; Mississippi; North Carolina; South Carolina; and Tennessee
Charles K. Cox
Professor, North Carolina State
Norman L. Hodges, Jr.
Director, Arkansas State Claims Comm

District IV
Arkansas; Colorado; Illinois; Iowa; Kansas; Minnesota; Missouri; Nebraska; New Mexico; North Dakota; Oklahoma; South Dakota; Texas; and Wisconsin
Laurie N. DiPadova-Stocks
Dean, Hauptmann School for Public Affairs, Park University

District V
Alaska; Arizona; California; Hawaii; Idaho; Montana; Nevada; Oregon; Utah; Washington; and Wyoming
Lawrence Jones
Wagner Professor of Public Mgmt, Naval Postgraduate School

District VI
District VI
District VIII
District IX

Managing PAR: Division of Labor, Norman and Denver

Jos Raadschelders

For much (though not all) of its 66 years existence the Public Administration Review was run from one location: the editor-in-chief and the managing editor usually were at the same university. When the Stillman/Raadschelders team took over editorial responsibilities during the Summer of 2005, PAR operations were split between two locations: Stillman as editor-in-chief in Denver and Raadschelders as managing editor in Norman. Thanks to 15-year old friendship, weekly phone calls and daily emails, the new editorial arrangement works well.

Stillman and Raadschelders first met in 1991 when the former was a visiting professor in a student/faculty exchange program, directed by the latter, at the University of Leiden, The Netherlands. Since then they have developed a close personal and professional friendship. The distance between Denver and Norman thus is basically non-existent.

How are PAR editorial operations managed in reality? PAR receives roughly 350 submissions a year from academics and practitioners world-wide. The PAR guidelines indicate that articles must be submitted to Norman. For each, the editors are committed to find three willing reviewers. Raadschelders reads each submission, sorts down a list of potential reviewers, partly based upon references used by the author(s), partly based on Stillman’s/Raadschelders’ knowledge about the particular topic.

The manuscript then passes to two graduate assistants (currently: Bill Hanson and Soon-Jeong Kwon). Hanson is primarily responsible for running the tracking program (about which more below) and Kwon for collecting information on behalf of the PAR book review editor, Naomi Caiden. Both Hanson and Kwon contacted suggested reviewers (if they are not already in PAR’s database) and email reviewers by means of a standardized electronic message from OU’s PAR email address (par@ou.edu). Potential reviewers can alternatively contact Raadschelders through his personal email address (raadschelders@ou.edu).

Currently, the editors work with a tracking system inherited from the previous PAR editorial team but plan to change shortly to an all-online system for submission and review in order to speed up the review process and manuscript publication.

PAR’s size increased by 32 pages, beginning with the January/February 2006 issue. Stillman/Raadschelders therefore expect that all articles accepted by the previous editorial team will be published by the middle of 2007 without delaying the publication of manuscripts accepted by the new editorial team. Our goal is to
Recognizing the Values and Value of Public Service

Wendy Haynes

Please join with me in taking a moment to mark the great tragedy in September just five years ago and to appreciate how profoundly September 11, 2001, and other horrifying events have affected our view of the world.

In the past five years, we have witnessed brutal acts of terrorism, the ravages of war, and the devastation wrought by hurricanes and other natural disasters. We have been touched by incredible acts of heroism and dismayed by bureaucratic ineptitude in the wake of these events.

We have also lost dear colleagues—Larry Terry, Ferrel Heady, and many others—who leave us with rich legacies and an abiding sense of loss. It seems we are daily reminded of our own immortality by the passing of our friends, mentors, heroes and founders.

But that very sense of immortality can also serve as a wake-up call; while we are here on this earth, where can we best focus our passion for public service to the benefit of our fellow citizens, globally and domestically? How best can ASPA fulfill its mission, which includes advancing the art, science, teaching and practice of public and non-profit administration? By what means do we achieve our goal to be a recognized voice for issues and values in public policy, and founders.

Throughout the nation and around the world, public employees use the week to educate citizens about the many ways in which government serves the people. PSRW also provides an ideal opportunity to highlight the nobility of public service and the career possibilities for new professionals of all ages.

ASPA and its chapters have participated in this annual celebration in a variety of ways over the years, but we can do much more. The next PSRW is just eight months away: May 7–13, 2007. That is ample time to kick off a robust series of celebrations, if we launch a vigorous collaboration of all sectors that serve the public—whether public, nonprofit, or private.

Long-time ASPA leader Reuben Leslie, a dedicated public service professional and out-spoken policy issues advocate, has agreed to serve as senior advisor for this initiative. Reuben will work closely with ASPA staff and ASPA members Audrey Mathews and Laurie DiPadova-Stocks (chair and assistant chair of the Pride Steering Group) to engage ASPA chapters and sections. With this fine leadership team at the helm, we will celebrate PSRW across the nation and around the world this spring and into the future.

It is fitting that we would redouble our efforts to honor public service and public servants as we mark the fifth anniversary of Sept. 11. Perhaps Bob and Janet Denhardt said it best when they included the following thoughts in their ASPA Online column just two days after the tragic events five years ago:

“As most enduring image for us is the story told by several of those struggling down the stairs of the World Trade Center to escape death. ‘As we were trying to get down, we met police officers and fire fighters going up—and we clapped and cheered. Now we know that those same brave souls almost surely perished in the collapse of the building.’

“As hard as it is to understand planes flying into buildings, it’s also hard to understand the motives of these courageous men and women, who literally walked through fire to try to save and protect the lives of others….In the end, they are human just like us….Yet on September 11, these people showed America once again that they stand apart. They are human just like us…Yet on September 11, these people showed America once again that they stand apart. They are human just like us…Yet on September 11, these people showed America once again that they stand apart. They are human just like us…Yet on September 11, these people showed America once again that they stand apart. They are human just like us…Yet on September 11, these people showed America once again that they stand apart. They are human just like us…”

In a peculiar way, this ghastly act of terrorism reminds us of why we are in the public service. We care about our country, our community and our neighbors. Each of us, whether we wear a uniform, a suit, a jacket, coveralls or a hard hat, plays a role in improving the lives of others. Service to the public—helping people in trouble, making the world safer and cleaner, helping children learn and prosper, literally going where others would not go—is our job and our calling.

We need not wait for such events to awaken our sense of humanity and respect. As these events have once again shown, service to the public is indeed a proud and noble profession. The Denhardts’ words provide a powerful reminder of the noble values that compel those with a passion for public service.

Other inspirational words and ideas for celebrating PSRW appear in material developed by The Public Employees Roundtable (www.excelgov.org).

Many ASPA chapters have over the years celebrated PSRW. We urge chapters, sections, and members to share ideas for celebrating PSRW with the Pride Steering Group by e-mailing Laurie DiPadova-Stocks (ldepadovastocks@park.edu).

For many of us—students, professors, parents—the “New Year” occurs not in January but in September as a new school year begins. I hope you turn from summer to fall activities, renewed and full of hope for the monumental possibilities ahead.

ASPA member Wendy A. Haynes is ASPA’s president and an associate professor and MPA coordinator at Bridgewater State College. E-mail: whaynes@aspanet.org

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What is your Job? I serve as the City Auditor for the City of Clearwater, FL, a diverse, waterfront community of about 115,000 on Florida's dynamic West Central Coast. My responsibilities include performing systematic compliance, financial, and operational reviews of City business activities to add value and assist in improving service provision.

My office helps ensure the existence and enforcement of management—establishing internal controls, ensure compliance with policies, procedures, guidelines, and laws, help to safeguard property, ensure the reliability and integrity of financial information and promote effective and efficient operations.

As a graduate intern, I began my career with the City of Clearwater right in September 1994. I was hired full-time as a staff auditor in 1996, promoted to Senior Auditor in 1998, and appointed City Auditor in December 1999. Due to my background as a Spanish-speaking native of México, I also serve as the City's Hispanic-Latino liaison to address our fast changing demographics—a significant growth over the past two decades of a sizeable Hispanic-Latino (mostly Mexican, coincidentally) population that is approaching 20 percent of our City population.

What do you like best about your job? As the City Auditor, I consider it an honor to work for the citizens of Clearwater. Everyday, I look forward to communicating and interacting with extremely dedicated individuals who consistently provide a superior level of local government management and services to all our residents, businesses, and visitors. My office audits provide valuable insight, observations, and suggestions that City departments apply to enhance existing service provision. I am extremely proud of my service to the profession, especially when employees note that, “our audit involvement made them feel comfortable, that our work did not feel like they were being audited, and that our work truly provided positive cooperation, innovation, and reinforcement.”

What motivated you to pursue a career in public administration? My parents constantly encouraged me to pursue advanced study. With their support and my sincere desire to better understand how U.S. local government administration differed from that of their native city in México, I was always interested in the historical relationship between government and society.

In high school, I began to compare and analyze the economic, political and social differences between the United States and México. From these differences, I wanted to learn and understand more—thus, I majored in government and economics at the University of Miami (FL). That, combined with my ability to speak, read and write in both languages propelled me to want to eventually make a difference and enhance local government management and administration in any city.

Fortunately, the City of Clearwater gave me an opportunity in local government, and coincidentally due to the large Mexican migration (to Clearwater), also afforded me an opportunity to interact with local governments in México for the mutual benefits of Clearwater and the areas where people migrated from in México.

What advice might you offer to others interested in a public service career? The government plays a very important role in our society. Consequently, a career in public service can offer dedicated individuals a lifetime of excitement, a wide array of job opportunities and public challenges such as negative press or constant criticism. In my career as a public servant, I’d like to offer others interested in public service careers the following five lessons learned:

• Always make every effort to do the right thing;
• Pay attention at the beginning of your career, so that you will learn as much as you can;
• Try to find a mentor to guide you along the way;
• Don’t take comments personally but do learn from mistakes to avoid repeating them and move on; and
• Make every effort to also learn everything you can about your division, section, department, and organization.
The program committee is currently accepting proposals, panels, and roundtables in the following tentative tracks: budgeting and finance, emergency management/homeland security, ethics, accountability and performance in the public sector, health & human services/peaceful-profits management, human resource management, intergovernmental relations, local governance and form of government, and public policy. In addition to the numerous panels and planned activities, awards will be given for the most outstanding paper by a master’s student (Robert L. Kline Award) and the most outstanding paper by a doctoral student (Morriss W.H. Collins Award). Winners will receive a plaque, $300 cash, and a waiver of their SECoPA registration fees. Please visit www.secopa2006.org for conference information, registration and awards requirements.

RFP for International MOU Coordination Issued

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

- Commonwealth Association for Public Administration and Management
- ESADE’s Institute of Public Administration
- Free State Society for Public Administration and Governance (FRESPIAG) of South Africa
- Hong Kong Public Administration Association
- Institute of Public Administration of Canada
- Korean Association for Public Administration
- Slovenian Society for Public Administration

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

Ethics Section Participates in 3rd Transatlantic Workshop on Ethics and Integrity

Washington, DC, March 21-23, 2007


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PAR Book Review Section

The literature of public administration is a key to its future relevance, preoccupations and insights. As those involved in teaching, doing and writing about public administration try to find their bearings in a complex and turbulent environment, they may look to a steady stream of books to involve them in current controversies, research findings, new perspectives and fresh developments. In the PAR Book Review Section, writers and readers compare theory and practice, find and rebut arguments, test boundaries, cross swords and critique conventional thinking.

The Book Review Editor, Naomi Caiden, is currently professor of public administration in the Department of Political Science at California State University, Los Angeles. She brings to the Book Review Section a background in teaching, consulting and research in the United States and overseas, as well as various experiences as department chair, director of graduate programs in public administration, chair of SICA (ASPA Section on International and Comparative Administration), editor of Public Budgeting and Finance, and staff member at the World Bank’s Economic Development Institute.

The Book Review Section should like to engage the public administration community in a critical discussion of the work of contemporary authors that represents the diverse field of public administration. Readers are invited to participate in the continuing exploration of a world in print by submitting book reviews and suggestions of books to review. We encourage creative and lively contributions that maintain the constraints of academic honesty and integrity. The Book Review Section takes a broad view of the field of public administration, and particularly welcomes reviews of books published outside the United States.
Diary of a Mad Professor: Speak-up or Pick Your Battles?

Icarus *

*IPlease note that the author has requested anonymity in order that he may write freely about his experience serving on his local city council.

This is the continuing saga of a public administration professor who in a fit of insanity, decided to leave the protection of the ivory tower and run for public office. Let me tell you it has been an incredible learning experience on the practicalities of democratic governance. I am continually amazed by the wide variety of issues that pelt the City Council every week.

At every regular meeting I have to make decisions that I am mostly not ready to make. In the classroom I have the luxury of always asking more questions and calling students attention to the “other side of the issue.” At Council meetings I can’t waffle. I have to vote things up or down. In a moment of indecision I sometimes don’t voice it. Here’s an example:

A “High School Parents Graduation Committee” came to the City Council and asked for $3,500 to help fund a safe graduation party (total costs are claimed to be about $17,000). The Council has provided funding to this group in past years.

While this may be a wonderful project, is it the kind of thing municipal government should be funding? Should the city pay for a high school party--no matter how good a thing it is? I don’t think so, but what should I do? Similar funding was approved in past years, so there is personal investment by my colleagues who voted for it previously.

I thought about what I would say. I had a script in my mind. But when the ordinance came up and was moved by one of my conservative colleagues, even though I planned to say something, I remained silent. Why? I guess I made an instant calculation. Is opposing this something I want to get out in front of? Is this a big enough deal for me to make a stink over, especially given that I will almost certainly lose? In that instant--I backed off and let it pass. I thought a lot about that in retrospect. I’m not sure whether that was the right thing or not.

I did speak out about a proposed bill in the state legislature to amend the state Constitution to prohibit same sex partners from receiving spousal health care benefits. This is something I feel strongly about, and I said the state was proposing to override our city ordinance which offers benefits to all financially interdependent partners. I proposed a resolution opposing the amendment. The Mayor asked if anyone opposed. Nobody spoke up. I can only assume that my conservative colleagues went through the same quick calculus I did on the high school party issue, and decided to stay quiet.

In another controversial issue, the city is confronting the fact that we have a senior citizens sales tax exemption and as the proportion of seniors increases, city revenues will decline, while costs will not. The mayor created a commission to study rescission of the exemption, and the report came in mixed. At the same time hundreds of letters and petitions arrived from seniors supporting the exemption. They claim it is necessary to raise funds to make a choice.

I have been arguing that rather than asking whether “government should support seniors,” they should be asking whether their neighbors should support them. I got a bunch of press when I said I was concerned about the burden placed on young people. It was picked up by AP and appeared in the Big City Daily News. A lot of people seem to think that while abolishing the exemption is a good idea, the political pressure will be too great for us to do anything.

The seniors have mobilized in force to “just say no.” They threaten to vote en masse against anyone who votes to remove the exemption. I feel like this is simply an attempt by an interest group to get tax breaks for itself. Yes, seniors should be respected, but this push is self centered. They make no attempt to argue about the good of the community—only “we deserve it.” Any comment that they should share the tax burden is seen as “outrageous.”

I also thought we might use this moment to push a food sales tax exemption instead of senior exemption. Excluding food seems so logical to me. It addresses the needs of those most impacted by taxes, whatever their age. But the political reality is that a strong interest group is vocally lobbying for the senior exemption—and very few people are advocating for the food tax exemption. Additionally, who wants to vote against old people?

At the final Council meeting the room was packed with seniors. Once again, regardless of all the pros and cons, we had to make a choice. Initially, one Council member moved to table (i.e. forget about) the whole issue. That means never talking about alternatives or possibilities. That motion motion lost 4-5 with me voting 3-5 against. He then voted to table, which kept him safe from the seniors’ wrath. Assembly member Smith, by the way, is up for election this year.

So the discussion went on. We reviewed the issues. There is a financial impact in the future. There is an unequal burden of taxation when one group pays no sales tax and very limited property tax. The opponents say there is no immediate crisis and we should address the whole system and not single out one particular group. I waited until the end to put in my two cents, and ended up surprising people. What shaped my “no” vote was that we just received our annual “League of Women Voters Citizens Survey” which asked whether the public was willing to pay for the senior exemption. Fifty-five percent said yes. Only 10 percent supported exempting the poor, and about 25 percent favored exempting food. Breaking up a certain perspective was supported by 50 percent of all age groups. That changed my mind. If the citizens say they want to support a group—that is their prerogative in a democratic system and that is what I said. I am not consistent and that bothers me. The votes were the exact same as the tabling vote with the exception that I switched sides. It was 5-4 again with me playing the Sandra Day O’Connor role. I didn’t feel special—I almost felt wrong—like I didn’t have the spine to stick with a position. But the vote is done and we move on. I voted that I thought citizen’s wanted, rather than what I thought was best.

A couple other short notes. They say timing is everything. A few months ago I mentioned that our Lands Committee would hold hearings on discharging firearms in the local Game Refuge. We have an ordinance that says no discharge of firearms within “x” miles of a road, but we exempt the Game Refuge during hunting season. The complaints said they were being hit with gunfire. But others said that stray shotgun pellets won’t cause any harm. It seemed like this issue was just going to drift away when SHAZAM Vice President Dick Cheney shoots his friend in the face with birdshot and sends him to intensive care. What timing. The issue is back on the table.

Finally, during our last meeting I had a spectacularly ineffectual performance, sitting on the short end of five-I support them FIVE! 8-1 votes. Part of me thinks, “Yeah! I’m the great rebel,” but really I didn’t accomplish anything, other than building up a certain image.

Why was my position so unconvinving to everyone? Why couldn’t I persuade anyone? Is it my style? Is it the content of my arguments? Is it because decisions are already made? I thought my positions were sound, but obviously others did not. What does this mean for me politically and for my relationships on the Council? Do I need to be more careful about opposing the majority? Will I end up being pigeonholed and marginalized?

I have heard some scripture that I am the “loose cannon” on the Council—that nobody knows how I will vote. I guess I really don’t mind that reputation.
Governors Urge Students to Apply for $790 Million in New Grants

Students Should Apply at www.federalstudentaid.ed.gov

The nation's governors recently urged qualified Pell Grant-eligible students to apply for new grants worth between $750 and $4,000 that will help make college more affordable.

The new Academic Competitiveness (AC) grants and the National Science and Mathematics Access to Retain Talent (SMART) grants provide $790 million in funding for this fall and $4.5 billion over the next five years.

“The nation's governors have long been focused on finding ways for students to receive the best education possible to compete in our global economy,” said Minnesota Gov. Tim Pawlenty, chair of the National Governors Association's Education/Early Childhood and Workforce Committee (ECW). “Rigorous and relevant learning is a key to our future success. These grants will inspire academic excellence and make careers in science and math more attractive.”

“This is an opportunity to make college more affordable and to reward those students who have worked hard,” said Washington Gov. Chris Gregoire, vice chair of ECW. “These grants encourage our students to continue to excel academically, and I hope interested students will go to the Web site to check their eligibility.”

These grants provide further incentive for students to take more challenging courses in high school and pursue college majors in high demand areas, such as science, math, technology, engineering and critical foreign languages. The Department of Education estimates approximately 500,000 students will qualify to receive these grants.

“The National Governors Association has been a much-needed advocate for excellence in our nation's high schools,” said U.S. Secretary of Education Margaret Spellings. “By encouraging students to take rigorous classes in high school, the new Academic Competitiveness Grants and SMART Grants help fulfill our shared vision for American high schools that are challenging, vibrant places that facilitate all students’ successful transition to higher education and the workforce.”

The AC grants provide college students who completed a rigorous course of study in high school with additional funds of up to $750 during their freshman year and up to $1,300 during their sophomore year. This is in addition to Pell Grant funds students already are receiving. College juniors and seniors who are eligible for SMART grants automatically will receive up to $4,000 in additional aid next year.

To receive an Academic Competitiveness Grant, rising college freshmen and sophomores must be Pell Grant-eligible and have completed a program of rigorous high school course work as defined by their state and recognized by the U.S. Department of Education.

To receive a SMART Grant, third- and fourth-year Pell Grant-eligible students must meet the requirements, major in designated science, technology, math or critical foreign languages and maintain a 3.0 GPA.

Students can receive more eligibility and application information for both of these grant programs online at www.federalstudentaid.ed.gov or by calling 1-800-4FED Aid (or 1-800-433-3243).

UTSA Department of Public Administration Earns National Accreditation

San Antonio—The Master of Public Administration (MPA) degree, offered by the Department of Public Administration in UTSA’s College of Public Policy, has earned accreditation from the National Association of Schools of Public Affairs and Administration (or NASPAA) through the Commission on Peer Review and Accreditation (or COPRA) for master’s programs in public affairs and administration.

The Washington, D.C.-based association has recognized more than half of the 253 member institutions offering master’s degrees in public administration with the seven-year accreditation, but this marks the first accredited program in South Texas, said Jerrel D. Cogburn, chair of the Department of Public Administration.

Cogburn said the two-year voluntary accreditation process allowed the faculty for the MPA program to self-reflect and ask questions about the program’s mission and objectives. Earning the national accreditation will create additional visibility for the program at UTSA, Cogburn said.

UTSA launched its master’s degree in public administration in 1982, but it wasn’t until 2003, when it set out to make national accreditation one of the department’s top goals. Jesse Zapata, vice provost of the UTSA Downtown Campus and dean of the College of Public Policy, echoed that the accreditation heightens the program’s visibility to a national level.

“The fact that our program in Public Administration has been accredited by NASPAA means that the program has met the high standards established by the association,” Zapata said. “In turn, this means that the community and our students are assured the delivery of a high quality program.”

Walden University Ranked a Top Producer of Master’s and Doctorate Minority Graduates

Minneapolis, MN—Walden University, an accredited online institution with a significant and growing percentage of multicultural students, continues its proud tradition of providing diversity and access for adult learners. According to the 2006 Top Graduate Degree Producers analysis by Diverse: Issues in Higher Education, Walden University ranks high on the list across numerous multicultural segments and degree programs.

In this comprehensive analysis of historically black colleges and universities and also of traditionally white institutions, diverse ranked Walden a top producer of master’s and doctorate minority graduates in the following disciplines:

Master’s:
- Education—Total Minority Master’s—(No. 10)
- Education—American-Indian Master’s—(No. 10)
- Education—African-American Master’s—(No. 11)
- Education—Asian-American Master’s—(No. 16)
- Education—Hispanic-Hispanic Master’s—(No. 19)

Doctorate:
- Business—African-American Doctorate—(No. 5)
- Psychology—African-American Doctorate—(No. 8)
- Psychology—Total Minority Doctorate—(No. 11)
- Business—Total Minority Doctorate—(No. 12)
- Psychology—Hispanic Doctorate—(No. 16)

The analysis considered graduate degrees awarded during the 2004-2005 academic year and is based on data from the U.S. Department of Education’s National Center for Education Statistics (NCES) Integrated Postsecondary Education Data Set (IPEDS).

Grant News

Rural Health Care Services Outreach Grant Program

The Office of Rural Health Policy's Health Care Services Outreach Program encourages the development of new and innovative health care delivery systems in rural communities that lack essential care services.

The emphasis of the grant program is on service delivery through creative strategies requiring the grantee to form a consortium with at least two additional partners. Programs funded have varied greatly and have brought care that would not otherwise have been available to at least 2 million rural citizens across the country.

Through consortia of schools, churches, emergency medical service providers, local universities, private practitioners and the like, rural communities have managed to create hospice care, bring health check-ups to children, and provide prenatal care to women in remote areas.

DEADLINE: Applications are due by October 18, 2006.

AWARD AMOUNT: 25 Awards totaling $3,750,000.

CONTACT: Jennifer Chang at (301) 443-0736 or jchang@hrsa.gov

DETAILS: http://www.grants.gov/search/search.do?mode=VIEW&oppId=10326

FYL...

2007 International Conference on Strategic Management (2007 ICSM)

Sichuan University, Chengdu, P.R. China April 19-20, 2007

http://www.icsm2007.com

- Abstracts (300–1000 words) due: October 31, 2006
- Invitations to submit full paper: November 15, 2006
- Final papers due: February 28, 2007

Papers should be written in English between 8000 and 10000 words with Microsoft Word 2000 or higher edition. The first page should include the following information: title, name(s) and affiliation(s) of the author(s), abstract, postal address, phone and fax numbers, and email address of the corresponding author. All accepted papers will be published by Press of Sichuan University and will be sent to be indexed by ISTP (index to Scientific and Technical Proceedings) by ISI web knowledge in USA.

Papers from outside China should be sent by email to: Assistant Professor Jay Ebben, jjebben@stthomas.edu, University of St. Thomas College of Business, Schulze School of Entrepreneurship, 1000 LaSalle Ave SCH1435, Minneapolis, MN 55403-2005, Phone: (651) 962-4118
Pay It Forward...

Career Advice from an ASPA Member

Ok, so you have your degree, and you’re seeking a position that you feel is worthy of your talent and education. You’ve got an interview; you’ve done your research, updated/edited your resume, so now what? There are a lot of candidates with BPAs and MPAs–what is going to make you stand out?

Interview Tips (you may think these are no-brainers, but you’d be surprised…)

• Dress appropriately—you are not going clubbing.
• Keep jewelry simple, don’t make accessories the focal point.
• If you have tattoos, try to conceal them; unusual body piercings, leave them at home—you can “express” yourself after you secure the position.
• Lose the watch of gum before the interview.
• Make eye contact with all the interviewers.
• Don’t rush your response–answer the questions completely.
• If you are asked to give examples in the body of a question, do it!
• Asked to list your computer skills? Do it, and give examples (spread sheets, reports, memos, etc.)

This is the time to make the good impression—if you dress inappropriately at an interview, what can your prospective employer expect once you are hired?

How to Stand Out at Your Current or Future Job

• Read, read, read—a real newspaper or online, books, journals, magazines; stay current in your field, learn from other’s mistakes, see what’s happening in other communities.

• Don’t be afraid to “borrow” an idea that is working somewhere else—there is nothing wrong with copying a successful program or best practice—put your own spin on it. Just don’t claim it solely as your own; admitting that you read/heard about a program shows that you are resourceful.

• When you present your “new idea” to your boss, be prepared—anticipate questions on implementation, etc.

• Don’t get discouraged or give up; if you think it’s a good idea, chances are someone else will also.

• Prepare yourself—attend workshops, professional development opportunities, etc., especially those that are put on by your local ASPA chapter—this will also be a great networking opportunity.

• Work/dress at the level you seek to attain, not at your current position; don’t limit yourself to your assigned tasks, take the initiative to learn or do new things.

Attending a conference (ASPA, hopefully)? Have you gone to a conference or chapter event and felt isolated, overlooked, or ignored? Don’t give up!

• Don’t be shy—introduce yourself and talk to other attendees–remember, their also someone who might be shyness also. If you make friends at a meeting, you won’t be alone the next time.

• Attend conference meetings–most are open to the general membership.

• Introduce yourself to a national council member, chapter president or board member, say that you would like to become more involved and volunteer to serve on a committee. If you have special skills (newsletter, public relations, fund-raising, etc.), mention specific ways you can assist.

• Don’t be intimated by someone’s “ stature”–approach the author of a book you’ve read or a presenter from a panel you just sat in on—it’s a good ice-breaker—and can result in a good contact or future mentor!

• If you are still tongue-tied, think about who you would like to meet, or what you would like to volunteer to do—then send an e-mail or letter to that person!

• If you attend a regional or national conference and don’t know where to start, go to the registration area or look for someone who has a badge that identifies themselves as staff—ask for a push in the right direction.

• Once again, don’t give up–there are plenty of ASPA members who are inclusive–you just have to find them!

ASPA member Claire Mostel has been employed by Miami-Dade County for 15 years and by Miami-Dade County Team Metro for the past 11 years. She has been an active member of ASPA for 16 years at the local, regional and national level and has served as chapter president, on National Council and several national steering groups, and is the chair for SECoDA 2006-2007. Mostel is also an adjunct professor at Barry University.

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ASU School of Public Affairs to Host Alliance for Innovation

Alliance Will Focus on Innovation in City and County Government

Two of the world’s leading organizations dedicated to advancing excellence in local government have chosen Arizona State University’s School of Public Affairs as their partner and primary location for a unique consortium on innovation.

The Washington, DC-based International City/County Management Association (ICMA) and The Innovation Groups (IG) in Tampa, FL, have joined with ASU to form an Alliance for Innovation in Local Government. The Innovation Groups will also move its physical headquarters to the university’s Downtown Phoenix campus.

Because of their similar focuses, both organizations recognized the need for university collaboration in research and technical assistance, and ASU’s School of Public Affairs was the perfect partner because of its national and international reputation in the field of urban management. ASU’s Marvin Andrews Graduate Program in Urban Management is considered one of the leading programs in urban management innovation.

“This new partnership is a marvelous opportunity for us to play an even more significant role in urban management education, in research on the process of innovation and in executive education,” said Robert Denhardt, director of the ASU School of Public Affairs.

The reputation of both the City of Phoenix and Maricopa County as well-run local governments, the involvement of former city and county leaders as faculty associates in the school, and the strength of interdisciplinary partners from across the university, such as The Decision Theatre, the Global Institute of Sustainability and the College of Design, all helped to bring the Alliance to ASU and the City of Phoenix.

“We are excited to partner with ASU and particularly the extraorinary faculty of the School of Public Affairs as we help shape strategies for countless local governments and regions around the world to improve the effectiveness of critical public services and the quality of life in their communities,” said Robert O’Neill, Jr., executive director of the International City/County Management Association.

Bob Hart, President, The Innovation Groups noted, “Our organization’s historical strength has been member networks that identify and share emerging technology and management practices. This Alliance will not only greatly enhance this process but adds leading applied research and analysis about local governments from some of the top academicians in our field.”

City of Phoenix Mayor Phil Gordon added, “This is an early and important dividend on our investment in the new ASU Downtown Phoenix campus. By attracting this Alliance, the city and county enhance our shared reputation for excellence in local government and gain an important partner in constantly improving our services.”

According to Denhardt, the work of the Alliance will range from the study of new practices and technologies and their adaptation and transfer across sectors, to the personal aspects of creativity, problem solving and receptiveness to change.

The top priorities of the Alliance will be identifying major trends in local government and leading practices that can help local governments address major issues, providing effective research, and creating a repository of information on innovative practices and the process of innovation.

Seminars, training sessions, and “thought leadership” forums are also planned as part of fulfilling this goal. For example, ASU has proposed a conference in March 2007 on “Mayors and Board Chairpersons’ Re-examining the Contributions of Facilitative Leadership.” This conference will stimulate discussions across local governments and work toward developing new approaches to solving the problems of urban governance in the United States and other countries.

Robert and Janet Denhardt are among the faculty who will be conducting research for the Alliance. Their recent study of the City of Phoenix concluded that taking pride, creating new challenges, fostering participation and taking risks are among the factors that help create a culture of innovation. Another study by the Denhardts examined rapid organizational change in a Fortune 500 company.

The School of Public Affairs has also named James H. Svara director of its Center for Urban Innovation, which will interact closely with the Alliance. Svara is a leader of a national panel on public policy and governance in local government.

“The strength of the Alliance partnership comes from blending the perspectives of scholars and educators with those of practitioners in public management and public policy,” said Svara. “Our special contribution will be research. Our faculty along with some of the brightest minds in our region and around the world will research the trends, issues and conditions that drive innovation. Urban poverty, homeland security, economic stability, transportation, growth and sustainability issues demand a transformation of governance that will serve the changing needs of our citizenry and sustain our competitiveness in a global economy.”

Dean Debra Friedman, of the College of Public Programs, a critical ally of the project, said, “The Alliance for Innovation’s choice of ASPA as their university partner signals the powerhouse of new ideas and strategies we can expect in the future. ASU and the Alliance, together with their public sector partners, will serve as a global magnet for those who share common interests in urban management.”
Traveling with Ferrel Heady: A Personal Reminiscence

Mario Rivera

Barely a year after joining the faculty of the School of Public Administration (SPA) at the University of New Mexico (UNM), in November 1994, I traveled to Guadalajara, Mexico with Ferrel Heady. We had been invited to present papers at a public administration conference at the Guadalajara International Book Fair, which was partnering with the State of New Mexico that year in a number of cultural displays and exhibits. The panel, entitled “New Public Sector Paradigms: The Impact of the Commercial Opening on Public Administration,” was held on November 24th. On the 26th, Ferrel and I helped lead a management roundtable at the University of Guadalajara, one of the key public universities in the Mexican public sector. The university and UNM had a number of formal accords (“convenios”), and several dozen of its faculty and administrators had completed the MPA with us.

I had come to UNM and the School in part to take over the Comparative Public Administration course that Ferrel was still teaching, a unique English and Spanish-language version, as a very active Professor Emeritus in his late seventies. Ferrel had taken me in immediately, congenially, and helped me prepare these experiences.

Ferrel and I flew together to Guadalajara, with a change of planes at Dallas-Fort Worth. The first of several memorable vignettes from that trip occurred right at the airport, as we approached the shuttle train that would take us to another gate for the change of planes to Mexico. As we descended the stairs, with plenty of time to make our Guadalajara flight, the shuttle was readying to leave the stop. I walked slowly, lugging my carry-ons and figuring to make the next one. Suddenly, Ferrel made a dash for the train and made it inside just as the twin doors slid shut. (Ferrel was an accomplished athlete, a national champion in the senior tennis circuit, and, despite his age, easily able to outmaneuver me.) I’ll never forget Ferrel’s mischievous grin though the train door’s windows as he left me literally holding the bag, or bags, at the station. When I finally caught up with him ten or fifteen minutes later, at our interna-tional gate, he was still smiling. I didn’t ask him why he’d pulled the stunt. It was clear he’d done it for the sheer fun of it, to leave me standing behind, and to see my dumbfounded expression as he defiantly pulled away.

The panel at Book Fair was standing-room only, and the auditorium was packed at our roundtable at the University. The Reverence and respect that the faculty and students present at these events had for Ferrel was palpable. Virtually all in attendance were aware of Ferrel’s work and contributions, and they were there for him, for the most part. Ferrel’s papers for those events were written and presented in Spanish. Ferrel wrote very well in Spanish and spoke it competently.

When presenting at a roundtable, whether for public administration, management, or policy-making questions, he would fall back on English when he could not find the right expression in Spanish, letting the process of interaction with the audience take care of working out the sense of what was being said.

We spent four days in Guadalajara. Ferrel and I had decided to add a full day to our itinerary for a series of sentimental visits to places he had lived and worked years before, as a visiting professor at the private Universidad Autónoma de Guadalajara. The morning after the roundtable, Ferrel and I had breakfast at the hotel and rented a compact car for a full day’s excursion.

Our first stop was a house he had once lived in with his wife Charlotte. It took some time to locate it, driving slowly, walking through a leafy residential neighborhood not far from the Universidad Autónoma. Once we found it, Ferrel looked over the backyard wall for a while, at the garden and to as much of the house as he could see from the outside—there was no one at home at the time. There, and at every other place that day, he would speak fondly of Charlotte and their children. At every stop, Ferrel would also quietly say something like “this is the last time I’ll be coming.”

Our next stop was the Universidad Autónoma campus. We walked around for a good half hour, locating classrooms building where he had taught, looking inside to find the actual classrooms he remembered. Then we walked to the Rector’s (President’s) office, where he came in unannounced. As soon as he identified himself to the Secretary, he was ushered in for what would be an impromptu 30 to 45 minute meeting.

From there, we headed toward downtown Guadalajara. Ferrel wanted to see the colonial cathedral in the city center. In what would turn into a misadventure, we kept approaching the cathedral, only to pass by it as one after another apparent access route, all of them off multi-lane “autopistas” packed with speeding motorists, failed to lead us to the ancient church. The building would zip by to our right and then our left. After our third or fourth try, we gave up, chuckling at our hapless situation.

It was mid-day by then, and a lunchtime rush hour had picked up quickly. The traffic was faster and more furious than any I had been in before, and I turned to Ferrel to tell him I couldn’t keep driving (I’d been the designated driver all morning). We agreed he’d take the wheel, which he did, nonplussed, as soon as I pulled over to the side of the road.

With Ferrel driving, we headed out to Lake Chapula. About 45 minutes later, we were pulling up for lunch at a favored restaurant he remembered. The place held memories for Ferrel, as did virtually every sidewalk, pathway, or stretch of road we would pass.

We were back at our hotel in Guadalajara around four thirty. Ferrel had driven back, calm and composed at the wheel as we approached the city in the afternoon rush hour. He was about many things that day, at dinner that evening, and during our return to Albuquerque the next day, ranging from family stories to reminiscences about his service in the Navy in the middle of World War II, most of the tales amusing and touching at the same time. The conversation would continue for another dozen years, usually at his office at SPA, and a friendship and mentoring collaboration would grow throughout those years.

A year after our Guadalajara trip, I was back for another conference there, and to carry out a project I had pitched to Ferrel, to have his classic text Public Administration: A Comparative Perspective published in Spanish by the Fondo de Cultura Económica, Mexico’s most prestigious—and government-owned—social science publishing house. I met with representatives of the Fondo and we sealed the deal in a half hour conversa-tion, then Ferrel had his publisher, Marcel Dekker, negotiate terms with the Fondo. Out of that came a beautifully-produced edition, widely adopted across the Spanish-speaking world.

Subsequently, Ferrel and I collaborated on research on public accountability in the State of New Mexico, on a monographic entry in the Handbook of Public Administration entitled “Issues in Comparative and International Administration” (in press, coauthored with Bruce Perlman), and on the seventh edition of his textbook, a collaboration that is to be completed posthumously with Marc Holzer and me as coauthors, as a tribute to Ferrel’s extraordinary contribu-tion to the discipline of public administra-tion. Ferrel took a particular interest in NASPA’s Journal of Public Affairs Education when it came to SPA in 2005 under my editorship and that of Bruce Perlman; the fall 2006 quarterly issue is a thematic collection of essays on compara-tive and international public administra-tion education, to be dedicated to Ferrel. I visited with Ferrel at his office a number of times last Fall and this Spring, bringing in students to meet him whenever I could. As always, he came across as soft-spoken, thoughtful, and deeply interested in others. When I last saw him, in April or May, he spoke of the March ASPA conference in Denver, and how he had enjoyed attending the roundtable convened there in his name, and so many friends and students there. He stated, poignantly, that it—would be his last ASPA conference.

Most fittingly, given the way that Ferrel shared himself so generously with so many people, he wrote the following in his autobiography, One Time Around: “The limited immortality that I am confident each of us can count on is in the mind of others—family, friends, acquaintances, and whoever is or becomes aware of one’s life experience.”

Many do have Ferrel Heady in mind upon his death at age 90. He will be sorely missed. He was a gentle man, marked by greatness, whose intellectual contributions will long, long endure.

ASPA member Mario A. Rivera is Regents’ Professor of Public Administration, University of New Mexico. E-mail: mario.rivera@comcast.net
Know Your Code

This column is a continuation of a semi-regular feature in PA Times. Under the auspices of ASPA’s Section on Ethics, readers will be given the opportunity to consider how ASPA’s Code of Ethics might be applied to “real world” scenarios of interest, hence the name “Know Your Code.” The goal is to make all ASPA members more aware of our code of ethics and how it can be interpreted and utilized. Responses to this specific column are encouraged. Readers are also invited to submit questions about specific situations for possible consideration in future columns.

Promote Ethical Organizations

Jack D. Kem

Professional Ethics

Last April I had the opportunity to be a “fly on the wall” at a meeting of senior faculty members at one of the top business schools in the nation. The discussion around the table was focused on the changes that were required to keep the business school relevant. Producing high quality graduates to serve as the future “captains of industry” was a major concern—as well as maintaining high standards as an educational institution producing great research.

The impact of corporate scandals weighed heavily on these faculty members; Sarbanes-Oxley and high visibility court cases involving some of their graduates caused these faculty members to reflect on the basics—what was their product as a top business school? Were they simply expected to produce graduates who could “maximize shareholder value” or was their mission to produce graduates with a broader responsibility to society as a whole?

Thankfully, the consensus was that the traditional mission of “maximizing shareholder value” had become a recipe for disaster, with students and graduates focused on short-term gains rather than long-term value. The faculty made a commitment to change the focus of the business school to trust and ethical behavior as a necessary element to change the focus to societal value rather than shareholder value.

Sounds easy, doesn’t it? Things were just starting to get interesting as the meeting shifted to discussing how to implement this change. All of the business schools have added greater emphasis on ethics in their curriculum, but the discussion went beyond adding courses to whether or not there is a “business profession.” This would include self-governing body for professional certification, a Business Code of Ethics, a continuing education program, and an enforcement mechanism to police members of the “business profession.” The MBA would be the qualifying standard for professional certification—was this enough by itself? While I sat in the meeting, I kept thinking to myself, “Should we have the same discussion in ASPA?” Is Public Administration a profession? How seriously do we take our Code of Ethics? Isn’t the MPA the “public” equivalent of the MBA?

I returned to the same campus in June, and I’m sad to report that there have been no significant changes in the curriculum; lots of talk, not much progress.

What the ASPA Code Says

The ASPA Code of Ethics addresses some of the same concerns that were discussed at that meeting at the business school. The fourth major section of the ASPA Code of Ethics is to “Promote Ethical Organizations.” The code states that ASPA members should:

- Strengthen organizational capabilities to apply ethics, efficiency and effectiveness in serving the public. ASPA members are committed to:
  - Enhance organizational capacity for open communication, creativity, and dedication.
  - Subordinate institutional loyalties to the public good.
  - Establish procedures that promote ethical behavior and hold individuals and organizations accountable for their conduct.
  - Provide organization members with an administrative means for dissent, assurance of due process and safeguards against reprisal.
  - Promote merit principles that protect against arbitrary and capricious actions.
  - Promote organizational accountability through appropriate controls and procedures.
  - Encourage organizations to adopt, distribute, and periodically review a code of ethics as a living document.

How to Use What the ASPA Code Says

The first two major sections of the ASPA Code of Ethics illustrate to whom public administrators serve (“Serve the Public Interest”) and the context for public service (“Respect the Constitution and the Law”). The third major section (“Demonstrate Personal Integrity”) provides a touchstone on how to serve the public with character and integrity. The fourth major section, “Promote Ethical Organizations” focuses on where public administrators serve—our “corporate structure” of organizations.

It is clear by the ASPA Code of Ethics that we should remain focused on societal values rather than institutional values; the Code specifically states that we should “subordinate institutional loyalties to the public good.” The Code states we should “promote organizational accountability through appropriate controls and procedures” and “hold individuals and organizations accountable for their conduct; this “accountability” is to the public being served, rather than to individuals or the organization itself.

The ASPA Code of Ethics also addresses the protection of individual from organizational abuse by promoting “open communication, creativity, and dissent,” “administrative means for dissent, assurance of due process and safeguards against reprisal,” and “merit principles that protect against arbitrary and capricious actions.” All of these statements apply both to members of public organizations as well as those served by these organizations.

The last statement, “Encourage organizations to adopt, distribute, and periodically review a code of ethics as a living document,” may best be applied to the professional organization of ASPA. The Code of Ethics of ASPA states that ASPA members are committed to this statement, and it may well be time for each member of ASPA to take this statement seriously.

Is our Code of Ethics a ‘living document’? The ASPA Code of Ethics is an “aspirational” code—does this really meet the requirements of our members, both practitioners and academics? Who are the real professionals in public administration—the practitioners, academics, both, or neither? Is there a serious enforcement mechanism for the Code? Is public administration a profession? For ASPA members to “Promote Ethical Organizations” it may well be time for all of us to review the code seriously as a living document.

ASPA Member Jack D. Kem is an associate professor at the U.S. Army Command and General Staff College and a member of the ASPA Ethics Section. E-mail: jdkd6@aol.com.

The opinions stated in this article do not reflect the official position of ASPA or the ASPA Ethics Section. If you wish to respond to this article or submit questions about specific situations for possible consideration in future columns, please email KnowYourCode@aspanet.org.

Announcing...

a new publication from ASPA

Public Administration

with an

Attitude

by H. George Frederickson

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

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

This book is a lot more interesting than a spreadsheet (...and more accurate)
Assistant Professor of Public Administration
Budding and Finance
San Francisco State University
San Francisco State University invites applications for a tenure-track faculty position at the Assistant Professor level, to begin August 2007. The individual would be part of a growing NASPA-accredited Public Administration Program. Minimum qualifications include an earned Ph.D. or D.P.A., a demonstrated potential for excellence in teaching, research, and community service and the ability to teach other public administration courses. For this position, prior teaching experience and public sector/nonprofit work experience are pluses. The successful candidate would be expected to teach courses in public and nonprofit budgeting at the graduate level. The faculty member would also be expected to help build the budgeting and financial management curricular by developing electives (such as financial management). In addition, the successful candidate will be responsible for teaching additional general public administration core and elective courses. The Public Administration Program at San Francisco State University is a NASPA-accredited program in a multicultural urban university of 25,000 students. For more information, check these web sites: San Francisco State University (http://www.sfsu.edu), the SFSPU Public Administration Program (http://bss.sfsu.edu/npa); and the San Francisco Bay Area (http://www.sfgate.com). To apply, submit a cover letter explaining your interest and qualifications, a curriculum vitae, three reference letters complete with contact information for references, a writing sample, and teaching evaluations/sample syllabus (if you have teaching experience) to Chair, Faculty Search Committee, Public Administration Program, San Francisco State University, 1600 Holloway Avenue, San Francisco CA 94132. In your letter, please discuss other courses you could teach and your planned research agenda. Review of applications will begin October 1st.

San Francisco State University is an Affirmative Action Equal Opportunity Employer. Members of historically underrepresented groups are encouraged to apply.

Assistant Professor of Public Administration
Urban/Local Government Administration
San Francisco State University
San Francisco State University invites applications for a tenure-track faculty position at the Assistant Professor level, to begin August 2007. The individual would be part of a growing NASPA-accredited Public Administration Program. Minimum qualifications include an earned Ph.D. or D.P.A., a demonstrated potential for excellence in teaching, research, and community/service and the ability to teach other public administration courses. For this position, prior teaching experience and public sector/nonprofit work experience are pluses. The successful candidate would be expected to teach courses in urban administration at the graduate level. The faculty member would also be expected to help build the urban/local government administration curriculum by offering electives (such as intergovernmental relations, community and economic development and others). In addition, the successful candidate will be responsible for teaching additional general public administration core and elective courses. The Public Administration Program at San Francisco State University is a NASPA-accredited program in a multicultural urban university of 25,000 students. For more information, check these web sites: San Francisco State University (http://www.sfsu.edu), the SFSPU Public Administration Program (http://bss.sfsu.edu/npa); and the San Francisco Bay Area (http://www.sfgate.com).
To apply, submit a cover letter explaining your interest and qualifications, a curriculum vitae, three reference letters complete with contact information for references, a writing sample, and teaching evaluations/sample syllabus (if you have teaching experience) to Chair, Urban Administration Search Committee, Public Administration Program, San Francisco State University, 1600 Holloway Avenue, San Francisco CA 94132. In your letter, please discuss other courses you could teach and your planned research agenda. Review of applications will begin October 1st.
San Francisco State University is an Affirmative Action Equal Opportunity Employer. Members of historically underrepresented groups are encouraged to apply.

Faculty Position
Martin School Of Public Policy And Administration
University Of Kentucky
The Martin School of Public Policy and Administration at the University of Kentucky seeks to fill a faculty position beginning Fall 2007. We are particularly interested in candidates with research and teaching interests in some combination of public policy processes, management, and health policy. Rank is open with a preference for an appointment at the associate level. The Martin School is a University Center of Excellence with a multidisciplinary faculty. We offer four degrees: a Ph.D. in Public Policy, a Master of Public Policy, and a Master of Health Administration.
Minimum requirements include a Ph.D. in Public Policy or related field, and a demonstrated potential for excellence in teaching and research. Applications should be received by November 15, 2006. For more information, contact Professor Eugenia Toma, Search Chair at eugenia.tom@uky.edu. All interested applicants should send a curriculum vitae, three letters of reference, and a recent working paper or publication to: Search Committee Chair, Martin School of Public Policy and Administration, 419 Patterson Office Tower, University of Kentucky, Lexington, KY 40506-0027, http://www.martin.uky.edu. An Equal Opportunity University Upon offer of employment, successful applicants for certain positions must undergo a national background check as required by University of Kentucky Human Resource Services.

Assistant Professor
School Of Urban And Public Affairs
University Of Texas At Arlington
The School of Urban and Public Affairs (SUPA) at the University of Texas at Arlington invites applications for a tenure-track faculty position in Public Administration at the Assistant Professor level beginning Fall 2007. The successful candidate will be teaching at the graduate level (MPA and Ph.D.). In addition to contributing to core curriculum teaching in public administration, areas of teaching and research expertise must include two of the following:
1. Information Resource Management
3. Civic Engagement
Applicants should have a doctorate in Public Administration, Public Affairs, or Political Science. ABDs will be considered. Preference will be given to candidates who have an established research record with interest in working in a multidisciplinary environment as well as a commitment to community service. The School offers excellent teaching and research support and its location in the heart of the Dallas-Fort Worth metropolitan area provides an ideal urban laboratory for research and community service. The School, with an interdisciplinary faculty, offers five graduate degrees including: Ph.D. in Urban and Public Administration, Ph.D. in Urban Planning and Public Policy, Masters in Urban Affairs, Masters in Public Administration, and Masters in City and Regional Planning.
A letter of application indicating research and teaching interests, vita, and three letters of recommendation should be sent to Dr. Sherman Wyman, Chair, Search Committee, School of Urban and Public Affairs, Box 19588, The University of Texas at Arlington, Arlington, TX 76019-0588. Review of applications will begin immediately and continue until the position is filled. The University of Texas at Arlington is an Equal Opportunity/ Affirmative Action Employer.
The Recruiter

National, state or local communities in the person’s areas of management or policy expertise. Preference may be expected to generate, as well as direct, sponsored projects that help the Askew School serve the international, national, state or local communities in the person’s areas of management or policy expertise.

Position Three: Executive in Residence (EIR) is a two-year, full-time, non-tenure track position with renewal possibilities. The University of Utah, Department of Political Science, 260 S. Central Campus Drive, Rm. 252, Salt Lake City, UT 84112.

Transcripts, teaching evaluations, and a sample of scholarly writing to: Public Administration Search Committee, Askew School of Public Administration and Policy, Florida State University, Tallahassee, FL 32306-2230. Applications should be submitted by October 27th when the first review of applicants will begin, considering thereafter until the positions are filled.

Assistant/Associate Professor: MPA Director

Public Administration

Oakland University

The Department of Political Science invites applications for a MPA Director at the Assistant or Associate Professor level, to begin August 15, 2007. Teaching specialization is open; however, preference will be given to candidates who can teach at least one course in the MPA program’s core curriculum, which includes Public Administration Theory, Public Sector Human Resources Management, Government Information Systems, Budgeting & Finance, Program Evaluation, and Quantitative Methods. Preference also will be given to candidates who can teach in one of the department’s other degree programs (B.A. in Political Science; B.A. in Public Administration and Public Policy; a prospective B.A. in International Relations) and those with demonstrated scholarly productivity.

Applications should include a letter of interest, curriculum vitae, evidence of academic administrative experience, graduate transcripts, copies of teaching evaluations and sample syllabi (if available), and no more than two samples of written work. Three letters of recommendation should be sent under separate cover.

The MPA program, housed in the Department of Political Science and in the College of Arts and Sciences, offers a nationally accredited graduate degree in Public Administration (M.P.A.) with concentrations in Health Care, Local Government, Criminal Justice, and Nonprofit Management. The program has strong ties to area local governments, nonprofit organizations, and other specializations.

Oklahoma University is a state-assisted, Carnegie I research institution offering baccalaureate, masters, and doctoral degree programs to over 17,000 students. The 1400-acre campus is located in Rochester, Michigan, a suburban community 26 miles north of Detroit. The University houses a residential theater company, maintains an art gallery and historic mansion, and provides an outdoor venue for summer musical events. It is convenient to many social, cultural, and recreational activities in the metropolitan Detroit area.

For more information about the department, College of Arts and Sciences, and Oakland University, visit our website at www.oakland.edu.

Review of applications will begin October 23, 2006 and will continue until the position is filled. Send applications and letters of reference to: Prof. Emmett Lombard, Chair, MPA Director Search Committee, Department of Political Science, Oakland University, 418 Varnum Hall, Rochester, MI 48309-4888. Oakland University is an affirmative action/equal opportunity employer and encourages applications from women and minorities.

Public Administration, Two Positions

University Of South Carolina

The Department of Political Science at the University of South Carolina invites applications for two full-time, tenure-track Assistant Professors to begin August 2007. Applicants with a Ph.D. in hand, with a well-conceived research agenda, and evidence of teaching effectiveness are preferred. The successful candidate will be expected to contribute through teaching, research, and service to the Department’s undergraduate core offerings in Public Administration, and to the NASPAA-accredited MPA core curriculum. Although generalist training in Public Administration will be a prime consideration in the appointment, applicants with specializations in some combination of the following sub-fields are especially encouraged to apply: Human Resource Administration, Non-Profit Management, Public Management, Public Finance and Budgeting, Administrative Law and Ethics, and Comparative/Developmental Administration. Salary is competitive, and commensurate with experience and achievements. The Search Committee will begin screening applications on September 29, 2006. However, applications will receive full consideration only if received by October 31, 2006. Send vita, three letters of recommendation, teaching evaluations, and samples of published or unpublished research to: Professor Steve Hays, Chair, PA Search Committee, Department of Political Science, Gambrell Hall, University Of South Carolina, Columbia, SC 29208. The University of South Carolina is an affirmative action/equal opportunity employer. Minorities and women are especially encouraged to apply.

American Public Policy, Tenure-Track

Department Of Politics, Administration And Justice, College Of Humanities And Social Sciences

Cal State University, Fullerton

The Division of Politics, Administration and Justice at California State University, Fullerton, invites applications for the position of Assistant Professor of Political Science with teaching beginning in Fall, 2007.

Position

We seek applicants in the field of American public policy. The successful candidate must be capable of teaching introductory and more specialized undergraduate courses in public policy. We are open about areas of specialization but do not seek applicants in the areas of social welfare policy, foreign policy, or defense policy. Possible areas of emphasis are environmental, transportation, education, health, or economic policy; but we are open to other specializations.

Faculty members advise undergraduate students and serve on academic committees. Positive tenure and promotion decisions require excellent teaching; excellence in research, including publication in peer-reviewed outlets relevant to the fields above; and participation in the broader academic community.

Qualifications

1. APh.D. in a field in which the position falls.
2. Knowledge of a specific area of specialization.
3. Evidence of excellence in teaching.
4. Evidence of strong research potential.
5. Evidence of good writing in English.
6. A strong publication record.
7. Good interpersonal skills.
8. Experience in community service.
10. Experience in research.
Three Tenure-Track Faculty Positions
School of Policy, Planning, and Development (SPPD)
University of Southern California

The University of Southern California School of Policy, Planning, and Development (SPPD) invites applications for three tenure-track faculty appointments in the School in the areas of public and nonprofit management. Applicants should hold a doctoral degree and demonstrate excellent research and teaching potential/records. Substantive foci of particular interest include nonprofit management, network analysis, public-private partnerships, contracting, performance assessment, and the role of IT in organization productivity. All candidates should have strong credentials in organization theory/strategy and institutional analysis. Applicants are encouraged from a broad range of several disciplines, including public administration, management, political science, and sociology.

Inquiries regarding the search may be directed to Dr. Douglas J. Watson, Program Director for Public Affairs.

Application Procedure
Job Control Number: 23603G-07-041 Appointment Date: August 2007
Application Deadline: November 30, 2006

Application review begins immediately. To insure full consideration, please submit all materials by October 1, 2007. Position is open until filled.

California State University, San Bernardino, is seeking to hire a tenure-track faculty member in public administration. The rank is open. The successful candidate may teach in areas of administrative law, government business relations, and/or research methods, depending on expertise, and will contribute to the Master of Public Administration programs’ overall research, teaching, and service missions. There is a preference for candidates with online teaching experience. An earned doctorate in Public Administration or closely related field is required at the time of appointment for a track position beginning in September, 2007. The Department of Public Administration is located within California State, San Bernardino’s College of Business and Public Administration. It offers the BA in Administration with a concentration in Public Policy and the MPA in Public Administration.

The Master of Public Administration has about 135 students and BA in Public Administration program has about 100 students. The graduate program is accredited by NASPAA. California State, San Bernardino is one of 23 CSU state-wide campuses.

New Appointment in Public Administration
University of Illinois, Chicago

The Graduate Program in Public Administration (GPPA) in the College of Urban Planning and Public Affairs (CUPPA), University of Illinois at Chicago (UCI) (http://www.uic.edu/cuppa/gpa) plans to hire a new tenure-track faculty member at the Assistant level beginning in August 2007.

The position is part of a multi-year expansion of the CUPPA, based on our new 2010 Strategic Plan (http://www.uic.edu/cuppa/cuppa2010plan.pdf).

A strong commitment to an active research program, to excellent teaching at both the graduate and undergraduate levels, and to public service is expected. Candidates with research and teaching interests in non-profit management are especially sought. Preference will also be given to candidates who can contribute to one or more of the four core competencies of the program: financial management (including public finance); information technology/ science and technology policy; public management (including organization theory); and survey research methods.

The public administration program offers two graduate degrees: the Master in Public Administration (MPA),
The Department of Public Administration at North Carolina State University invites applications for the position of chair. The position, to begin August 15, 2007, is expected to be filled at the associate professor level. Teaching and research fields are open, but the successful candidate will teach graduate courses in public administration. The Department of Public Administration is housed in the School of Public and International Affairs in the College of Humanities and Social Sciences. The School has a strong, nationally accredited MPA program and a PhD in Public Administration. It also offers a graduate certificate in nonprofit management. The School also houses the Department of Political Science, the Master of International Studies, and the Public Safety Leadership Initiative. For more information on the School, please see http://sipa.chass.ncsu.edu.

The Department of Public Administration has eleven tenured and tenure-track faculty members, approximately 96 MPA students, and 34 PhD students. For more information on the Department, please see http://www.pa.ncsu.edu.

Applicants for the position should have a PhD in public administration, political science, or other appropriate degree; demonstrated excellence in scholarly research; evidence of external funding; and excellence in teaching. Significant administrative experience is highly desirable.

Submit applications, including a letter of interest, administrative philosophy, curriculum vitae, three letters of reference, examples of scholarly writing, syllabi, and teaching evaluations to Chair, Public Administration Search Committee, NCSU, Box 8102, Raleigh, NC 27695-8102. Screening will begin November 15, 2006 and continue until the position is filled.

North Carolina State is an Equal Opportunity and Affirmative Action Employer. Individuals with disabilities desiring accommodations in the application process should contact, Lillie Kirby, School of Public and International Affairs, kirby@social.chass.ncsu.edu. phone 919-515-5074. NC State welcomes all persons regardless of sexual orientation.

Assistant/Associate Professor
Harry S Truman School of Public Affairs
University of Missouri-Columbia

The Harry S Truman School of Public Affairs seeks applications and nominations for tenure-track faculty positions with teaching and research interests in public policy, public management or both. Rank can range from beginning assistant to junior associate professor. Primary responsibilities of the positions include: 1) advancing scholarship of research leading to scholarly publication, 2) teaching graduate courses both on campus and in Jefferson City, the state capital, and 3) participating in outreach and public service activities as well as internal service.

Applicants for these positions are expected to demonstrate high potential for scholarly research and publication as well as teaching excellence at the assistant level. Candidates must have a strong record of publication and teaching excellence. An earned doctorate (discipline open) is required at the time of appointment. The Truman School provides a generous start-up package to new faculty members. The University of Missouri-Columbia is one of only a few public universities that has membership in the Association of American Universities and is classified by the Carnegie Foundation as a Doctoral/Research Extensive Institution. The Harry S Truman School of Public Affairs is one of sixteen schools and colleges at the University of Missouri-Columbia. The Truman School currently employs more than twenty faculty and houses numerous research centers and institutes: http://truman.missouri.edu/ The University of Missouri is an equal opportunity employer. Minorities and women are encouraged to apply. To request ADA accommodation, please contact the Campus ADA coordinator at (573) 882-7127 or omen@missouri.edu.

Send letter of application, curriculum vitae, three letters of reference to: Dr. Guy B. Adams, Chair of the Search Committee, 101 Middlebush Hall, Harry S Truman School of Public Affairs, University of Missouri-Columbia, Columbia, MO 65211; adams@missouri.edu

Screening will begin November 1, 2006, but applications will be accepted until the positions are filled.

William Kretzer Professor of Public Policy/Public Affairs
North Carolina State University

The School of Public and International Affairs at North Carolina State University invites applications for a tenured position at the full professor level beginning August 15, 2007. We seek a senior faculty member who will provide leadership within the School as it expands a focus on public policy and public affairs. The successful candidate will have a demonstrated track record in obtaining grants and sponsored research. Preference is for a faculty member who will contribute to strategic policy emphases reflected in the emerging NC State Strategic Plan, including environmental policy and/or science and technology policy. Responsibilities will include teaching courses in public policy and public affairs and developing collaborative relationships within the College of Humanities and Social Sciences and across colleges at NC State.

The School of Public and International Affairs houses departments of public administration and political science, a masters in international studies, and the Public Safety Leadership Initiative. The School offers undergraduate degrees in political science, a Masters of International Studies, an MPA, and a PhD in Public Administration. For more information see http://sipa.chass.ncsu.edu.

Applicants should have a PhD in political science, public administration, public policy, or other appropriate terminal degree; demonstrated, continuing excellence in scholarly research; a significant record of external research funding; and evidence of excellent teaching.

Submit applications, including a letter of interest, curriculum vita, three letters of reference, examples of scholarly writing, syllabi, and teaching evaluations to Chair, David H. Folz, Chair, Public Administration Search Committee, University of Tennessee, Department of Political Science, 404A, 138 McClung Tower, Knoxville, TN 37996-0410. Submit applications, including a letter of interest, curriculum vita, three letters of reference, examples of scholarly writing, syllabi, and teaching evaluations to Chair, David H. Folz, Chair, Public Administration Search Committee, University of Tennessee, Department of Political Science, 404A, 138 McClung Tower, Knoxville, TN 37996-0410. Review of applications will commence October 9, 2006, and continue until the position is filled.

The University of Tennessee is an EEO/AA/Title VI/Title IX/Section 504/ADA/ADEA institution in the provision of its education and employment programs and services.
Two Positions
School Of Public Affairs
University Of Baltimore

1) Senior associate professor position with appropriate terminal degree for the School’s graduate (MS) and undergraduate (BS) Health Systems Management Programs, effective August 2007. Candidates’ areas of teaching and research interests should focus on one or more of the following areas: health policy, managerial epidemiology, health law, health organization, management and/or administration. Candidates must be web-literate, must show evidence of scholarly publications in their respective fields, and must be willing to undertake sponsored research, either independently or in conjunction with the SPA’s Schaefer Center, a comprehensive research center that for FY 2006 generated approximately $5 million in grants and contracts under the guidance of a full-time director and staff.

2) Entry level assistant professor position with PhD degree for the School’s graduate MPA and undergraduate programs, effective August 2007. Candidates’ areas of teaching and research interests should focus on any combination of the following areas: public policy, policy implementation, social welfare policy, quantitative methods. Candidates must be web literate, must show evidence of being committed to scholarly research in their respective fields of interest, and must be willing to undertake sponsored research, either independently or in conjunction with SPA’s Schaefer Center.

Send vita and list of references to: Ms. Nancy L. Haynsworth , Search Committee Coordinator, School of Public Affairs, University of Baltimore, 1304 St. Paul Street, Baltimore, MD. 21202  410-837-6257, nhaynsworth@ubalt.edu

University Of Oklahoma
Public Administration/Public Policy

The Department of Political Science invites applications for two tenure-track positions at the Assistant Professor rank. The first position is primarily in the field of public administration. The second position is primarily in the field of public policy. Applicants with training in both public administration and public policy are particularly urged to apply. Successful applicants will be expected to offer graduate and undergraduate courses in their respective field. We also prefer candidates who can teach research methods at the graduate level. Promise of excellence in research and teaching with a high prospect of a sustained publication record is required. Applicants should be willing and able to participate in the department’s off-campus MPA program. A description of this program can be found at this website: http://www.ou.edu/cai/pac/pac/. The position commences August 16, 2007. A completed doctorate in the appropriate field or strong evidence of likely completion by August 15, 2007 is required. Salary is competitive. Please send curriculum vitae, graduate transcripts, three letters of reference, and a sample of writing or publications to: Profs. Glen Krutz and Aimee Franklin, Co-chairs; Public Administration/Public Policy Search Committee; Department of Political Science; The University of Oklahoma; Norman, OK 73019-2001. Screening of applications will begin after October 15, 2006, but applications will be accepted until the position is filled. The University of Oklahoma is an Equal Opportunity/Affirmative Action employer. Applications from women and minorities are strongly encouraged and welcome.

Graduate Program Director
School of Public Affairs
University of Baltimore

The School of Public Affairs (SPA) is seeking to fill the position of Graduate Program Director for its well-recognized and expanding MPA (conventional and web-based) and DPA programs effective August 2007. Candidates for the position should currently hold the rank of senior associate or full professor. They must be able to demonstrate sound experience in directing graduate studies and a leadership capacity capable of guiding and integrating the programs of mature and predominately in-service MPA and DPA students. Candidates areas of teaching and research concentration are flexible, although candidates whose interests are congenial with the University’s urban commitment and SPA’s management/public affairs mission are especially encouraged to apply.

Send vita and list of references to: Ms. Nancy L. Haynsworth, Search Committee Coordinator, School of Public Affairs, University of Baltimore, 1304 St. Paul Street, Baltimore, MD 21202 nhaynsworth@ubalt.edu

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mrankin@aspanet.org


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September 2006

15-17  ASPA’s Mid-Year Leadership Meetings
Washington, DC
www.aspanet.org

27-30  2006 Southeastern Conference of Public Administration (SECOPA) Conference
Location: Athens, GA

October

5-6   2006 International Conference on Public Administration (2nd ICPA) Government
Innovation and Reform
Location: Warwick University, Coventry, UK
Call for Papers Deadline: July 15
Contact: Don Menzel,
donmenzel@tampabay.rr.com

11-12 How to Write the Grant Application
Narrative (www.managementconcepts.com)
Students receive in-depth instruction on techniques for developing effective grant application narratives, as well as hands-on drafting and critiquing practice.
Location: Vienna, VA
Contact: customerservice@managementconcepts.com

21-25  CAPAM 2006 Biennial Conference, Rising to the Challenge: Enhancing Public Sector Capability
Location: Sydney, Australia

22-24 Community is a Contact Sport, symposium on city-university relations
Location: Clemson University
More Info.: www.clemson.edu/town-gown

November

7-10  XI International Congress of CLAD on State and Public Administration Reform
Guatemala City, Guatemala

10  Annual Texas ASPA/CPM Conference:
"Building Bridges"
Location: The University of Texas at San Antonio, Downtown Campus
San Antonio, TX

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

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29 Years • 1977-2006

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CONFERENCE CALENDAR

March 2007

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

24-27 ASPA’s 68th National Conference
“Monumental Possibilities: Capitalizing on Collaboration”
Washington, DC
Omni Shoreham Hotel
www.aspanet.org

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