Study Shows Diversity Does Not Increase Civic Engagement

Current Immigration Discussion Ignores Crucial Need for Social Integration

At a time when the U.S. public and leaders are wrestling with the right approach to immigration policy, a five-year study by Robert D. Putnam shows that effective immigration policy must be about more than numbers and borders. The study describes the threat to social cohesion posed by diversity and highlights promising approaches for addressing that problem. “Limiting ‘immigration policy’ to what happens at the border,” Putnam argues, “is like trade policy without trade adjustment policy.” Immigration challenges community cohesion, and in the face of that challenge, public policy needs to reinforce community integration and create a sense of shared citizenship.

Robert D. Putnam, the Peter & Isabel Malkin Professor of Public Policy at Harvard’s Kennedy School of Government and visiting professor at University of Manchester in the U.K., published these findings in “E Pluribus Unum: Diversity and Community in the Twenty-first Century.” E Pluribus Unum provides a rigorous new analysis of the challenges posed by immigration and diversity, looking at social ties and trust both within and between ethnic groups.

In a rapidly diversifying country, Putnam

Victims of Katrina Remembered on 2nd Anniversary of Hurricane

State-Employee Salaries Rise But Still Behind Private Sector

Advance Likely Reflects Better Finances After Years of Cutbacks

Washington, DC—Salaries for state-employed professionals registered modest to healthy increases from 2006 to 2007, although most state employees still earn far less than their private sector counterparts, according to the 2007 AFT Public Employees Compensation Survey, the only national survey that tracks such trends. The median increase in average salaries across the 45 jobs surveyed was 5.7 percent.

WASHINGTON, DC—AFT President Zimbabwe notes the impact of increased salaries for state employees and highlights the importance of continued support for public sector workers.

States Create Solutions to Improve Health Care

Brief Examines Emerging Health Reform Initiatives

Washington, DC—As health care costs continue to climb and the number of individuals without health insurance increases, states are leading the way in developing innovative solutions to improve quality, contain costs and expand health care coverage, according to a new Issue Brief from the National Governors Association Center for Best Practices that highlights states’ health reform initiatives.

“Comprehensive health care reform must involve holding down costs, improving quality and increasing access to affordable health care,” said NGA Chair Minnesota Gov. Tim Pawlenty. “Through NGA, states are working to find new ways to improve our health care system and share those ideas across the country. In Minnesota, we’ve leveraged expertise from public and
 Renewal of U.S. Tradition as Successful Immigrant Nation Urged

From CIVIC ENGAGEMENT, pg. 1 notes, native-born citizens are unnerved by what they perceive as new and "different." Putnam’s study traces how those reactions are unfolding in America today, as many Americans “hunker down” in the face of increasing ethnic diversity. But Putnam adds that America’s history proves that we can become comfortable with what was once unfamiliar and expand our sense of who “we” are, overcoming the challenges, and reaping the benefits, of immigration and diversity.

Putnam’s study underscores three crucial points:

• Ethnic diversity is increasing and inevitable and in the long-run is a valuable asset for advanced countries.
• The study highlights the economic, cultural, and developmental benefits from immigration and diversity for both sending and receiving countries.
• Immigrants comprise a disproportionate share of America’s Nobel Laureates and distinguished scholars and artists.

Economic productivity is often higher (and crime rates often lower) in places with greater numbers of immigrants.

Putnam’s research indicates that at least initially our fear of what is new and different means that increased immigration and diversity reduce trust, social solidarity, and social capital. (Previous research suggests that where levels of social capital are higher, children grow up healthier, safer and better educated; people live longer, happier lives; and democracy and the economy work better.) Extensive analysis of a large national sample of Americans finds that controlling for many other factors at the individual and community level, people of all ethnic backgrounds tend to “hunker down” in more diverse neighborhoods. Trust (even of one’s own race) is lower, friends fewer, and social and community cooperation rarer, confidence in local institutions weaker, and TV-watching more frequent.

In the long run, successful immigrant societies like the U.S. overcome such fragmentation by creating new, cross-cutting forms of social solidarity, and more encompassing identities. The study notes that the U.S. has done this through popular culture, education, national symbols, and common experiences. In addition to the successful history of American immigrant assimilation a century ago, Putnam lauds the U.S. Army, many evangelical megachurches, and (as with European immigrants a century ago) the Catholic Church, as contemporary success stories for encouraging shared identities and inter-ethnic ties.

Putnam advocates policies explicitly designed to foster a shared sense of citizenship and mutual obligation to speed this assimilation, a process that otherwise can take decades:

• Decrease linguistic isolation by expanding public support for English-language training, and prioritizing programs that encourage personal ties among immigrants, as well as between immigrants and natives.
• Promote opportunities for meaningful cross-ethnic interaction among Americans (new and old) work, learn, recreate, and live. “Community centers, athletic fields, playgrounds and schools helped incorporate new immigrants a century ago, and we need to reinvest in such places and activities again,” Putnam states.
• Offset the mismatch between diversity’s national benefits and localized costs. The benefits of immigration and English-language learning (for example, scientific creativity, fiscal dividends) are often felt nationally, while the short-run costs (for example, fragile communities, educational and health costs) are often concentrated locally.

Putnam thus advocates that the federal government aid affected localities to alleviate this mismatch.

• Foster intra-ethnic ties as a step toward broader societal bridging. Ethnic associations (such as the Sons of Norway or the Knights of Columbus or Jewish immigrant aid societies) were important steps toward immigrant civic engagement a century ago. Intra-ethnic ties can thus be a prelude to broader social integration, rather than precluding it.

“Becoming comfortable with diversity is not easy or quick,” asserts Putnam, “but it will be speeded by our collective efforts and in the end well worth the effort. One great achievement of human civilization is our ability to redraw more inclusive lines of social identity. Our national motto—pluribus unum—reflects precisely that objective—namely to create unity out of diversity. Our current immigration debate needs to focus more on that task.”

Full text of the article is available at Scandinavian Political Studies website, www.blackwell-synergy.com/doi/abs/10.1111/j.1467-9477.2007.00176.x

NPA Produces Issue Brief on State Health Reform Initiatives

From HEALTH CARE, pg. 1 private sectors to create QCare, a quality standard that is being used to reward health care performance and improve outcomes."

The Issue Brief, “Leading the Way: State Health Reform Initiatives” demonstrates that states are taking broad approaches to reform that target coverage, quality and effective care using a combination of strategies to achieve these aims, including:

• Increasing coverage through both public expansions, such as Medicaid or SCHIP programs, and private expansions through premium assistance programs and small business exchanges;
• Reforming the private insurance market-place through participation requirements and utilizing such mechanisms as a “connector” model, Section 125 plans and state-defined benefit packages; and
• Improving quality and increasing prevention and wellness by instituting such measures as pay-for-performance evaluations, electronic data exchange and early treatment of preventable diseases.

In addition, the Issue Brief offers a comprehensive state-by-state snapshot of existing QCare, lottery and prescription health reform efforts across the country.

Governors recognize that creative solutions are needed to address rapidly rising costs and facilitate access to care,” said NGV Vice Chair Pennsylvania Gov. Ed Rendell. “We’re constantly exploring new, innovative ideas for improving our health care system in Pennsylvania. Through the Prescription for Pennsylvania, more Pennsylvanians will have access to affordable quality health care by providing small businesses and the uninsured health care options through the private insurance market.”

In 2005, the U.S. spent more on health care than any other industrialized nation—nearly $5,700 per person—but ranked lowest in the quality of care provided.

According to U.S. Census Bureau data, nearly 45 million people in the United States lack health insurance coverage. Of those that do receive health coverage, more than 60 percent of the U.S. population receives coverage through their employers. Only 5 percent of Americans participate in the individual health insurance market.

For more information on state’s health reform efforts or to download a copy of the Issue Brief, please visit www.npa.org/center/health.

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This is an era of deep systemic change—demographic, social, economic, political, governmental, technological, and ecological. This poses challenges for individuals, communities, and institutions of every type. The public sector plays a key role in an environment of continual change, increased complexity, and growing uncertainty. It can facilitate adaptation and survival of individuals, organizations, and communities—and ultimately, their ability to prosper and otherwise thrive.

Public administration is helping to lead in coping with our environmental through learning, creativity, and innovation. The public sector can work across all levels of government and with the private sector, the nonprofits and voluntary sector to harness the powers and resources necessary to define and implement common purposes and priorities.

Just in the last few weeks, the Minnesota bridge collapse; mine disasters in Utah and Indiana; floods in Oklahoma, Minnesota and Wisconsin; and efforts to avoid future Katrina- and September 11, 2001-type outcomes have demonstrated the importance of government.

If government has a core role it is in saving lives, preventing suffering, and mitigating the loss of life and property. No entity with such responsibility can be “dead.” And, new issues that beg for public sector involvement will always arise. The World Wide Web spawned interactivity, harnessing. More people are moving to coastal areas in great numbers, despite growing hazards from hurricane vulnerabilities. Terrorists are a worldwide phenomenon. The United States no longer controls the “world market” for dumping toxic waste. People are moving to coastal areas in great numbers, despite growing hazards from hurricane vulnerabilities. Terrorists are a worldwide phenomenon. The United States no longer controls the “world market” for dumping toxic waste.

All this takes place, however, after several decades of favoring private market options over public sector approaches, the individual over the community, consumers over citizens, economic wants over the social needs... Successes, however, likely won’t be long term without a sea change in how public administration interacts with “the public” to create effective new types of engagement. Co-produced and co-delivered services are evolving but there’s also a need to increase public literacy. Acknowledging and responding to what the public “values” poses a dilemma for public administrators used to defining problems, setting agendas, relying on their own expert analysis, and devising professional standards.

A healthy public administration must make tough decisions about the differences between what the public values and what the public may need or want or consider a “right.” In the long term anti-tax environment, this challenge is all the more important. Are public administrators, both appointed career officials and elected representatives, willing to help the public understand the trade-offs between what is wanted and the costs of such wants? Most of all, a healthy public administration must share power with a multitude of other actors.

Public administrators must also expand the improvement of basic services for individuals to encompass strategies for improving the context and culture within which individuals balance their lives and work. They must strengthen longer term preventative measures, not only short term remedial services. They must create the preconditions for helping individuals balance their rights and their responsibilities.

If health services, such as improved tools and techniques for dealing with key killers such as heart attacks and diabetes are made available to individuals without more widespread public health efforts to change behaviors and lifestyle (e.g., alcohol and drug use, smoking, poor nutrition, cough potatoes), success will be limited. If educational institutions take the easy route of lowering standards and rigor, individuals, families, and groups may favor mass entertainment more than serious learning. While the public sector is not necessarily the “lead” actor in much of our direction, it is still a key actor.

Academic Public Administration—Symptom or Cure?

Is academic public administration a cure of what ails public administration—or is it a symptom of what is ill? Our curricula do comparatively little to generate informed civic dialogue or to develop long term, intergenerational perspectives for viewing and dealing with problems, whether by the general public or administrators.

How much about the “public” is in academic public administration? Do students get much exposure to the array of institutions, including political and community institutions, that share power in society? Is the building of networked governance systems characterized by transparency hampered by a curricular focus concentrated either just on government or a world in which the market and state are treated as the only points on a continuum?

Focusing on public regulation of the private economy and privatization of the public sector neglects the powerful realities of civil society. Public administration that neglects the family, all manner of associations, and varieties of community cannot promote deliberative democracy or an informed citizenry. Do public administration students get enough exposure to social movements, race relations, and social equity issues? Treating the public, private and nonprofit sectors, along with civil society, in isolation via “tracks” or concentrations in the curriculum misunderstand that a healthy public administration has its roots in the law—but also in civil society.

Traditional forms of government “control”—regulations and taxes—are diminished by multiple power centers in society. Unless the public understands and accepts the cost of paying taxes, future generation will be lacking. Unless public administrators understand that a host of individuals and groups share power to define government’s goals and priorities, generate ideas and options, create programs, and implement and assess them, there will be no networked governance.

A “big lesson” for public administration to learn in attempting to avoid serious ailment is that all sectors as well as informal networks of service and program users today comprise “the public service.” The ultimate challenge is for public administrators and public administration educators to lead in devising a governance system based on “shared destiny” perceptions.

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Our first example is the city of Porto Alegre, Brazil, where a participatory budget reform was introduced by the administration of the Workers’ Party together with other reforms that took place between 1989 and 1991. Porto Alegre in 1989 was experiencing fiscal stress because of deindustrialization, in-migration, indebtedness and a weak revenue base.

...here in the United States, the rapidly growing blogosphere seems in many ways to be highly attentive to public administration...

Since then, Porto Alegre has come to be called the city with the best quality in Brazil. For example, between 1989 and 1996, the number of households with access to water services rose from 80 percent to 98 percent; the percentage of the population served by the municipal sewage system rose from 46 percent to 95 percent; the number of children enrolled in public schools doubled; and in the poorer neighborhoods, 18.64 miles of roads were paved annually since 1989. Further, transparency and reduced corruption have improved residents’ willingness to pay taxes, resulting in a nearly 50 percent increase in revenues.

Much of the credit for the city’s spectacular public administration improvements in subsequent years has been given to the participatory budget process. Citizen participation in developing Porto Alegre’s budget is integrated into the regular budget calendar and organized by region and by theme. Thematic assemblies are held in five areas: health and social assistance, transport and traffic, organization and development of the city, culture and leisure and economic development. The criterion for participation is interest in the theme, and decisions are taken by the majority of those participating. Over 80 Brazilian cities are now following the Porto Alegre model of participatory budgeting, which has come to be accepted worldwide as an effective model of participatory budgeting.

Our second example is the budget analysis and advocacy work of Development Initiatives for Social and Human Action (DISHA) in India’s Gujarat state, where the population includes 80 million historically disadvantaged tribal people. DISHA is one of the five largest membership-based NGOs in India, with most of its 80,000 members drawn from tribal and forest workers.

DISHA started in 1992 to analyze what was happening to funds allocated to the tribal population of Gujarat in an effort to democratize Gujarat’s budget process by making budget information public and demystifying its technical content. In addition to its budget work, DISHA runs a separate lobbying and advocacy movement in favor of its huge tribal constituency. DISHA’s budget work began by focusing on issues affecting the state’s 7.3 million forest laborers, but has since
Is State-Centered Public Administration Dead?

Uday Desai, Keith Snavely

There is a growing trend in the United States toward supplanting state-centered public policies with market-based tools. Increasingly, market tools are being used to clean up the environment, supply housing, spur economic development, provide health care, educate children and protect the public from inferior consumer products.

...state centered public administration has been increasingly supplanted by the privatized state and...current trends are towards supplanting of the privatized state by the marketized state...

Many of the market tools are long standing, but they are substantially growing in use by government. There is a steady, intense movement toward a marketized state in which public purposes are achieved principally through market exchanges and the marketplace is the principal arbiter of the allocation of public resources.

One way of conceptualizing this trend toward a marketized state and framing changes in store for public administration practitioners and scholars is to conceive of three models of the state–administration, privatized, marketized–as it has evolved over the past century. All three models of the state are generally present at any given time. However, the extent to which each (or the mix) of the three models are present and employed to accomplish public purposes at a given time varies considerably. We suggest that state centered public administration has been increasingly supplanted by the privatized state and that the current trends are towards supplanting of the privatized state by the marketized state.

Models of the State
The three state models can be briefly described as follows:
The administrative state is the traditional state-centered model of government characterized by the dominance of hierarchical state administrative structures which have a powerful influence on molding public policy and through which programs are implemented. The central role of state administration is present even when implementation is carried out by private entities. Public administrators translate law into action, manage public resources and contribute to policy development and refinement. This is sometimes called the “bureaucratic” state, since public bureaucracies are central to the delivery of public services.

Government contracting for goods and services with the private sector is the centerpiece of the privatized state. The state does not just purchase familiar products like military equipment and janitorial services, but also purchases social, management, security and cultural services. Philip Cooper describes privatization as a shift away from “governing through authority” to “governing by contract.” This is fundamentally different from “purchasing” things (paperclips to fighter jets) from private sector vendors. Public service capacity is shifted to the private sector while public administrators take on more of the role of managing contracts and networks of private suppliers of public services.

In the marketized state the state neither delivers services directly nor contracts with private firms or nonprofit agencies for those services. Instead, it relies on individual preferences, incentives and self-interested behavior to accomplish policy goals. The marketized state pursues public purposes by structuring market exchanges through which citizens select the type and quantity of services they desire. Examples are health savings accounts that offer tax incentives to citizens to purchase private health insurance and individual accounts for the unemployed allowing them purchase job and skill development training.

The marketplace, instead of political institutions and the public administrative agencies, is the principal arbiter of the allocation of public resources. Much less attention is given to rules and regulations or to contract and network management. The market, not government agencies, determines the content, quantity and quality of public services and programs. The marketized state is characterized by increasing use of vouchers, tax credits, subsidies and loans. It emphasizes economic incentives and financial instruments (e.g. pollution permit trading and tax policy) instead of government regulations to protect workers’ health and safety, to prevent pollution or to protect the environment. Whereas in the administrative state policies like Social Security and Medicare socialized risk, the marketized state personalizes risk. In sum, the marketized state combines market-based policy tools with a management structure built on a business-like, market philosophy.

Implications for Teaching and Research
What teaching emphases will be required in the marketized state? Since it is the marketplace that is the arbiter of the...
Is Public Administration Dead?

The core of government is carried out by governmental employees. Management of these employees is what defines public administration and this will not die as long as government has employees carrying out its work.

But there has been a growing disenchantment with government, which has led to new approaches to service delivery at the edges of government, where new programs are created. In the 1960’s and 1970’s new government programs were implemented through non-profits instead of using government employees. In the 1980’s, programs were implemented through private companies instead of using government employees. Both methods mean that government is implemented by private, not public administrators.

But, even though these organizations are run by private administrators, the values, ethics and activities of public administrators are passed onto them through service contracts. These private organizations are legally required to act like government, with open books, open records, open audits and other rules which bring public values to their operations.

These private organizations are also overseen by public contract managers who ensure the organizations act in accordance with public values and ethics. In this way, even though these organizations are private, public administration lives on through the requirements placed on them in service contracts.

If, in the past, contract managers had characterized many new government programs, what characterizes the edges of government implementation today? The answer is “government without government.”

Government without government is when public goods and services are provided by private organizations but not under a contract for service with sovereign government. There are three categories of organizations which fit this definition: government-created organizations, citizen-created organizations and government-mandated organizations.

...at the places where we are forming new organizations to provide governmental services, public administration is dead.

Government-created organizations exist at the federal and local level. At the federal level, there is a host of private organizations created by the federal government to carry out public activities. The first was the First Bank of the United States, created to carry out the requirements of the Constitution for government to mint money and manage the economy. The Bank was not part of government like the Banque de France—it was a private for-profit organization. It was capitalized primarily by the government which had seats on its board of directors and shared in its profits. The federal government accepted its script for payment of federal taxes and used it as its depository, which gave it a substantial competitive advantage over other banks.

Arguments over this private organization spanned three political parties and brought down several presidents. Since then, the federal government has created more private organizations to carry out public activities. Some of the better known are the Federal Reserve, Amtrak and Fannie Mae. Some of the lesser-known are In-Q-Tel (which uses tax money to take equity positions in private companies developing technology of interest to the CIA), the National Endowment for Democracy (which uses federal funding to influence elections in other countries, taking this job over from the CIA) and the Universal Services Administrative Company (which collects the 8.9 percent of every cell phone bill and disburse it to low income persons, schools and rural telecommunications providers).

Audits in 2004 by the FCC found that one-third of grants were potentially fraudulent. The trend to use private organizations freed of service contracts to deliver federal programs is accelerating. President Clinton created the Corporation for National and Community Service while President Bush created the Millennium Corporation to disperse foreign aid. Both organizations are legally private, non-profit organizations but could have easily been departments of the federal government. Neither operates with a traditional contract for services.

Government creates private organizations to carry out governmental activities at the local level also. Business improvement districts or BID’s are private nonprofits given the ability to set a tax levy and provide public goods within a geographic area. Typically, services duplicate those provided by local governments, including street sweeping, capital improvements to public areas, graffiti removal and public safety.

The first BID in the United States was the New Orleans Downtown Development District created in 1975. Since then there have been over 700 of these private organizations have been created. Most major cities have at least one BID and cities as small as 1,500 have them. This model has proven so successful that California, Pennsylvania and the District of Columbia have recently passed laws to extend this model to neighborhoods.

Private organizations are created to carry out government activities through contract among citizens. These organizations are common interest developments, better known as homeowner associations. These organizations are created through contracts among citizens and have no connection to sovereign government. Most homeowner associations are small, governing a single building or subdivision. But some have grown to the size of cities.

For example, The Woodlands, TX, is a planned community outside Houston, with a population of 55,649 in 2000. It is not incorporated as a city. Instead, most municipal services are provided through private nonprofit organizations, The Woodlands Community Association (WCA) and The Woodlands Association (TWA). These organizations provide local streets, street lighting and traffic control; park, pathway and streetscape maintenance; public safety, fire protection and emergency services; solid waste and recycling; and building inspection and code compliance.

A third way private organizations provide

Need Exists for Public Administration Community to Evaluate Marketized State

From STATE-CENTERED, pg. 5

allocation of public resources, one would expect emphasis on economic and business skill sets; solid grounding in macro and micro economics; and mathematical tools to estimate effects of different market instruments and assess market outcomes. Skilled state employees will resemble business managers who will need broad contract management skills as in the privatized state. Pay-for-performance will gain importance in evaluating contractors as well as individual state employee performance.

Students will need to learn workings of the stock market, investment strategies and portfolio management. Since the tax system is a major policy tool students will need greater familiarity with tax laws and the strategic use of tax incentives for accomplishing market based policy results. In all, the curriculum will be much less state centered, since the role of the state is substantially diminished and distinctly market oriented. Education will focus on respective state employees on the efficiencies and social welfare values of the marketplace and the tools to sustain those purposes.

As research in the administrative state model focuses on the behavior of the state administrative apparatus—administrative strategies and techniques, inter-governmental relations, politics/administration interface, political accountability, etc.—research in the marketized model of the state will center around economic incentives and market behavior. Scholars may wish to investigate the following:

• A more distinct “tools” research agenda, including the search for tools that produce competitive market suppliers and informed consumers.

• Studies of market failure seeking to determine why the state and the private sector working together fail to offer choice (quantity and quality) in service options to citizen-consumers.

• How state purposes are translated into market demand. How does the state assess demand when it structures market exchanges? Through what mechanisms can citizens/consumers express demand other than through the supplier?

• Consumer choice is affected by market.

Research might be directed at assessing the marketing responsibilities of the state and the effectiveness and outcomes of state marketing. Should the state hold suppliers accountable for adhering to a set of marketing standards when trying to sell its state funded products?

• What should be brought forward from the previous two models to the marketized state? What ethics and values and management techniques should be preserved in the marketized state?

Is state-centered public administration dead? Given what has occurred in the United States and around the world through adoption of management models like the new public management, one could at least affirm that there has been substantial shift away from the state. Reliance on private sector actors for policy implementation has taken strong root.

Now that assumptions about superior private sector efficiency are deeply embedded in society, private sector logic is further down the road, and the whole idea of dependence on the marketplace to fulfill citizen demands and adoption of market principles and ethics in state administration seems remote. The vision presented here is distant, but clear steps have been made in that direction. There is great need for the public administration community to investigate, evaluate and debate evolving features of the marketized state.

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**Million Workforce Initiative**

Washington, DC–Moving to build a stronger workforce and create new career opportunities for workers, a group of top national foundations, the U.S. Department of Labor and other key supporters announced the launch of the National Fund for Workforce Solutions, a $50 million 5-year effort to strengthen and expand effective workforce initiatives around the country.

The Fund expects to work with local initiatives to place at least 50,000 people in career-oriented jobs, leverage more than $200 million in local funding and provide services to at least 1,000 employers to help them recruit, train and move employees into family-supporting jobs. The Fund has also made it a goal to expand resources and improve the efficiency of workforce development systems in more than 30 regions across the country.

The Fund seeks to advance two key goals: create new opportunities for lower-wage workers to move into better-paying jobs and careers and meet employers’ critical needs for skilled employees. The Fund will support local workforce initiatives through grants, technical assistance, evaluations and other services.

As part of the pilot phase, the Fund provided funding to six projects, each of which will receive renewal grants. The six original sites include: SkillWorks: Partners for a Productive Workforce, Boston; the Bay Area Workforce Funding Collaborative, San Francisco; Job Ready Pennsylvania; Skill Up Rhode Island; the Baltimore Workforce Collaborative; and the New York City Sectors Initiative.

Each of these sites received investments from the private, philanthropic and public sectors and demonstrate how innovative approaches will meet the needs of both workers and employers.

Innovative new funding collaborative made up of government, business, foundations, employers and other organizations provide financing and strategic guidance for these workforce partnerships.

**For more information about the National Fund for Workforce Solutions, visit www.nfwssolutions.org.**
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Putting A Face On Organizational Innovation

Christine Gibbs Springer

Nurturing continuous innovation and renewal in public agencies is not only important but critical today as change, new challenges and retirements dominate our management discussions. Innovation is a tool for transforming entire cultures and there is a growing recognition that fostering a culture of innovation is critical to success in public management. In my opinion, it is even as important as mapping out competitive strategies, maintaining good profit margins in revenue areas or meeting statutory requirements.

...there are 15 types of teams and individuals that fuel innovation inside organizations...

I have come to understand that there are 15 types of teams and individuals that fuel innovation inside organizations: five of them are outsiders and 10 are insiders. By strategically developing and supporting these innovation personalities, we as public managers have a chance to support new concepts so that they live long enough to make a difference in improving our processes and outcomes.

First, we need to understand that as public managers we don’t have all of the answers. Traditional inside-out approaches to innovation assume that subject-matter experts invent and design innovative new processes to meet needs that stakeholders may not realize affect them. The outside in approach flips the innovation process around and assumes that stakeholders have outcomes they want to achieve, that they have unique knowledge about their own circumstances and context, and that they are unhappy enough about the way things are being done today that they are willing to act to improve them. To harness the power of the community’s organic creativity requires our supporting their creative processes by providing them with tools, resources and support.

Keys to unleashing stakeholder innovation are to first, find and commercialize the innovations of lead users who are already closing the gap between how they do things today and what they ideally would like to be able to see the public agency accomplish tomorrow. Secondly, we need to engage with our most creative yet grounded stakeholders—the stars of the community if you will—and work with them to achieve ideal outcomes. Thirdly, we need to empower lead users with co-design tools and innovation toolkits so that they can design their own solutions, innovating within legal boundaries as they go. In all three approaches, the discrepancy between what stakeholders can do today and what they ideally want to be able to do is the structural tension that spawns innovation.

There are five distinct outside in innova-
tor roles in my experience—stars, contribu-
tors, consultants, coaches and promoters.

• Stars innovate without being asked. Often they aren’t fulltime members of the community—yet. But whether they are fully participating or not, they are thoughtful and passionate about the outcomes they want to achieve. They are the stars that will design our next genera-
tion of services or business models because they have the commitment, talent and energy to do so. By engaging them in co-design activities, we enable them to extend, modify and/or redesign our products and services.

• Contributors are happy to donate their time and work for others. They innovate within guidelines and provide value by doing so. As an example, they may create software or music or designs and offer their creations freely to others. They contribute their time as debuggers and testers of new concepts and demonstra-
tion projects. They enjoy seeing their contributions and ideas put into action.

• Consultants provide deep subject-matter expertise and offer valuable guidance and insight in areas that require substantive experience and insight like homeland security, emergency management, healthcare, senior services, homeless-
ness and development planning. They can analyze policy trade-offs, help prioritize goals and recommend integrated approaches that truly resolve problems and expand upon opportunities.

• Coaches act as advisors to other stakeholders, solving problems, offering insights and, more importantly, they create maps that help stakeholders become oriented in navigating complicated processes while explaining relationships between complex concepts. Coaches also classify, filter, organize and review building innovations to make sense out of the conflicted positions. They add value by creating new understandings and approaches.

• Promoters are enthusiastic about you and your agency and are happy to spread the word and come up with innovative ideas about how to attract and delight other stakeholders. They contribute to the shortening of new process and service adoptions, partnering with other agencies and promoting overall excellence.

Organizations that are successful in engaging and harvesting the results of outside in innovation all have one thing in common: A large percentage of their employees at every level are deeply curious about what problems and issues their stakeholders are trying to solve and what those stakeholders want to see happen in the agency, in the community or as a governmental response to a problem.

These public managers aren’t just focused on developing, producing and delivering great service. What they really love is getting into a citizen’s shoes, viewing the world from their perspective and appreci-
ating what it is that stakeholders ideally want to accomplish. Outside in innovation happens almost organically in those organizations with this kind of culture present. If everyone is focused on what the community and key stakeholders are trying to accomplish rather than their own internal governmental process, it becomes natural to empower and engage stakehold-
ers to invent new ways of achieving mutually defined and important outcomes.

Within these organizations, we see learning, organizing and building innovators.

• Learning innovators are often described as anthropologists, experi-
menters or cross-pollinators.

An Anthropologist brings new learning and insights into the organization by observing human behavior and develop-
ing a deep understanding of how people interact with the organization’s services, spaces, products or people.

An Experimenter prototypes new ideas continuously, learning by a process of enlightened trial and error.

A Cross-Pollinator explores other agency and governmental approaches and then translates those findings and revelations into a unique fit and benefit to organizational endeavors.

• Organizing innovators know the path to innovation is strewn with impediments and find ways to overcome them by either outsourcing them, overcoming them with ecletic coalitions and multi-disciplinary solutions or by sparking the creative talents of talented stakeholders.

As an example, Organizing Hardliners do more with less. They get a charge out of trying to do something that has never been done before while watching a small budget or time constraint into an opportunity.

Organizing Collaborators champion talented and coordinated teams much like Thomas Edison was known to do many years ago. Sometimes, they will go through cohabitation just as when Samsun, then considered a second-tier consumer electronics company, came to IDEO 10 years ago with a bold plan to have a group of software designers from Korea work and essentially live with IDEO’s designers for three years. In the end, the collaborators designed 27 new products—from computers to televisions.

Organizing Directors, on the other hand, map out productions, craft scenes and bring out the best endorsements and spokesmen, honing the project or the programmatic theme because they are willing to give center stage to others, enjoy finding new projects, rise to tough challenges, and own a large toolbox of communication strategies.

• Building Innovators design compelling and substantive experiences, create stages on which team members can do their best work, go beyond mere public service and deliver compelling narratives about what is and will be happening.

For example, the Building Architect sets the stage for positive encounters through services, digital interactions, spaces or events that keep the organiza-
tion fresh and authentic and even summon up a mood or spirit when stakeholders hear the organization’s name similar to what Virgin Airlines, BMW, Apple and the Ritz-Carlton Hotel do with their customers.

Building Designers are dedicated to exploring and improving the “inner space” where managers spend most of their time. They understand that well designed offices can raise the quality of people and of work by creating things like an Innovation Lab which dedicates a room for 15-20 people to regularly meet and share the results of what they are doing with others using sketch boards, maps, picture and engaging visuals. Innovation Labs are well located to team members but far enough away from their desk phone ringing that they can tune in to the discussion without interruption.
Letter to the Editor

Reader Responds to June Frederickson Perspective
Editor,

What better prescription for undermining individual rights and governmental transparency necessary for democracy than Professor H. George Frederickson’s advice “to worry less about the democratic accountability of the public service and to worry more about the competence, independence, resources, and managerial leadership of the public service”? (Frederickson Perspective, June 2007, p. 11.)

Experience in the Twentieth Century made it abundantly clear that getting the trains to run on time is not enough. One must focus on their destination, whether in Europe, literally, or figuratively as in the treatment of Martin Luther King, Jr. by J. Edgar Hoover’s FBI, the downwinders by the Atomic Energy Commission, the Tuskegee syphilitics by the Public Health Service, those subjected to the Department of Energy’s nuclear waste and the CIA’s poisonous experiments, brutalized prisoners and warehoused public mental health patients, and the many others who suffered serious–sometimes unspeakable–abuse at the hands of public servants throughout the United States.

Let’s get beyond the tired and debilitating ideas that public servants are sufficiently angelic to rise above the Madisonian system of checks and balances and that trading off rights and democracy for cost-effectiveness is good governance. The Frederickson Perspective becomes the “Frederickson Problem” when it substitutes Dr. Feelgood cheerleading for the difficult challenge of making public administration both effective and fully consonant with our democratic-constitutionalism.

David H. Rosenbloom
American University

Innovation Doesn’t Happen On Its Own

From INNOVATION, pg. 9

Building Caretakers are competent and confident much like good personal trainers. They work to extend the relationship and their approach is one-on-one. They give others an experience so exciting and seamless that they are often considered friends not colleagues. Their guide to great service includes first a recognition that stakeholders need the organization’s expertise and knowledge to sort through all possibilities, second, that becoming a trusted source of information or advice will build a loyal base of stakeholders; third, starting small can be a beautiful beginning just as a café’ or bistro can grow into a restaurant chain. Fourth, relationships can resonate with sustainability by encouraging virtuous cycles of giving and receiving; and fifth, outside in stakeholders should somehow have an opportunity to be recognized and should be given special treatment in some way almost as if they were members of a special club–because they are members of a special club: outside in stakeholders.

Building Storytellers persuade others in a way that facts, reports, agendas and market trends rarely do because stories make an emotional connection with the stakeholder. By telling their stories, they help build the organization’s credibility, facilitate team bonding, give people permission to openly discuss a relevant but controversial idea, create heroes in clients, citizens and stakeholders that have gone unnoticed, create a vocabulary of change and create order out of chaos.

By recognizing the outside in as well as the inside innovators, we are able to make the most of innovation in the organization and to literally put a face on those who are helping the organization change in positive ways. Team up for innovation is similar to an athletic event and many of the same principles apply:

• Stretch for strength: flexibility is new strength
• Go the distance: innovation is not just a program—it is a way of life.
• Never Surrender.
• Embrace the mental game: innovators have the uncommon sense to pursue promising ideas long after others have given up or given in.
• Celebrate coaches by seeking them out and trusting their judgment.

In the final analysis, innovation does not happen on its own, but with the right team, it turns things around, becomes a way of life and moves the organization and the individuals ahead in positive ways.

ASPA member Christine Gibbs Springer is principal with Red Tape Limited in Las Vegas, NV, and a former ASPA president. Email: cggs@aol.com

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The Public Administration of Adding Value

H. George Frederickson

This is the question: do the contemporary principles and professional practices of public administration add value to government? To those of us in public administration the answer to this question may seem an obvious yes. But, in the face of criticism of bureaucracy and questions of administrative competence, a yes answer is evidently not obvious to others.

If the answer is yes, and I believe it is, the vague and generalized claim that the contemporary principles and professional practices of public administration add value to government is of little use, hardly more than a management consultant’s catch phrase.

For the value added concept to be useful and credible, one must wrestle with and attempt to answer a series of secondary questions, the most important of which are: exactly which values does good public administration add value to government can fairly be said to be yes.

It is fortunate that the subject of values and organizations, both public and private, has been the subject of extensive empirical and philosophical scholarship. Perhaps the best known work on values and organizations is the “competing values framework” (CVF) of Robert E. Quinn, Kim S. Cameron, John Rohraugh and their colleagues. There are four primary models in the competing values framework:

- The human relations framework which places an emphasis on flexibility; has an internal focus; stresses cohesion, morale, tradition, and human resources as criteria for effectiveness. Organizations in the human relations frame are said to have collaborative cultures and are thought to be clan-like. Leaders with facilitating and mentoring skills are thought to be particularly in organizations which emphasize human relations values. Universities are good examples.

- The open systems frame emphasizes flexibility; has an external focus; and stresses readiness, growth, resource acquisition, and external support as criteria for effectiveness. Organizations in the open systems frame are said to have collaborative cultures and to tend toward adhocracy. It is thought that leaders with brokering and innovation skills are particularly well suited to organizations which emphasize open systems. Research and development and computer software organizations are good examples.

- The relational goals frame emphasizes control and an external (customer) focus; and views planning, goal setting, productivity, and efficiency as criteria for effectiveness. Organizations in the relational goals frame are said to be clear. It is thought that leaders with monitoring and coordinating skills are particularly suited to organizations in the relational goals frame. Manufacturing firms are good examples.

- The internal process frame emphasizes flexibility; has an internal focus; and stresses readiness, growth, resource acquisition, and external support as criteria for effectiveness. Organizations in the open systems frame are said to have collaborative cultures and to tend toward adhocracy. It is thought that leaders with brokering and innovation skills are particularly well suited to organizations which emphasize open systems. Research and development and computer software organizations are good examples.

- The internal process frame also emphasizes control but has an internal focus; and stress information management, communication, stability, and control as criteria for effectiveness. Organizations in the relational goals frame are said to be clear. It is thought that leaders with monitoring and coordinating skills are particularly suited to organizations in the internal process frame. Departments in city governments are good examples.

A representation of a consolidated version of the competing values framework has been developed by the estimable Colin Talbot of the University of Manchester in Great Britain. Preferred leader types for particular frames are in the center boxes, different theories are at the corners, and internal versus external forces and control versus flexibility forces are represented by the arrows.

Next it is helpful to attempt to fit James Q. Wilson’s framework of types of governmental agencies into the competing values framework. In government, following Wilson, there are:

- procedural agencies (if processes are properly done, outcomes will take care of themselves) such as the judiciary or the regulatory agencies;
- coping agencies (outcomes are fuzzy and there is disagreement regarding processes) such as prisons and schools, along the lines of Erwin C. Hargrove and John C. Gilderwell’s Impossible Jobs in Public Management;
- production agencies (both procedures and results are observable) such as the Social Security Administration or a city public works department;
- and craft agencies (results are fairly easy to see, how they are achieved may not be clear) such as the National Institutes of Health or universities.

Wilson’s procedural, production and coping agencies would be situated in the lower left frame of the CVF, while his craft agencies might edge into the upper left frame and possibly toward the upper right frame.

The point is that there is a good bit of variation in the characteristics and values of public agencies. How, then, can the application of the concept of adding value be applied? Here are some suggestions that might help.

First, to acknowledge that there are many forms of organization and management and sometimes competing values.

Therefore, there is no universal value added template.

Second, what exactly is the culture and characteristics of the agency to which one would assume to add value? Where does it fit in the CVF? Exactly what values are to be added?

Third, adding value is a time-based concept, therefore, one must determine a starting point and describe and define the values which attend to that starting point, and then set out claims that over time, through the use of specific organization and management procedures, value will be added. Adding value is like gardening, it takes time.

Fourth, adding value probably will involve trade-offs between certain values that will be given less emphasis and other values that will be given more.

Finally, it is essential that we make clear that we believe that the visible hand of good organization and management makes government better and, therefore, adds value.

A wise person once said: “That government is best which is administered best.” ASPA member H. George Frederickson is Ston Professor of Public Administration at the University of Kansas and co-author of both The Public Administration Theory Primer and The Adapted City: Institutional Dynamics and Structural Change. E-mail: gfred@ku.edu
Poor Judgment Is Not Unethical!

The August Ethics Moment reported a case in which a city manager candidate, let’s call him Bob, with-held information about an investigation into an allegation that he abused his terminally ill wife. After two separate formal investigations failed to uncover evidence of abuse, the State Attorney declined to prosecute.

When Bob was asked by the search firm, “if we conducted a thorough background check on you, would we find anything in your background which might embarrass a future employer?” he replied “no.” Bob touted his lengthy experience as a highly successful city manager and proudly proclaimed his commitment to ethics and integrity. He won the favor of the City Commission but on the day a contract was to be offered, the abuse allegation surfaced in the local media. The City Commission called an emergency meeting and decided to postpone the job offer until it had concluded its own investigation. A three member committee, which included Commissioner Kent, the director of HR, and a representative of the police department, was formed and traveled to the community where Bob had served as the city manager for four years.

After visiting the community and meeting with former and current town council members, the town manager who was assistant town manager under Bob, the president of the Chamber of Commerce, a police sergeant, and the town attorney, the committee reported that “we have no concerns about his honesty or integrity…” Commissioner Kent summed up his thoughts to the City Commission by stating, “Bob exercised poor judgment as a candidate who sold himself on honesty, integrity and character, but that is not a sufficient reason to not offer a contract. Poor judgment is not an unethical act.”

The City Commission voted 4-1 to approve Bob’s $170,000 a year contract. “Congratulations Bob,” said Commissioner Ann, “we want you here as soon as possible.”

Meanwhile, commissioners decided to withhold the final payment to the head hunter until the city attorney determined whether or not they could penalize the firm in some way for not conducting a through background investigation.

This is a hypothetical case based on a real case reported in the Sarasota Herald-Tribune June 13 & 19, 2007.

The American Society for Public Administration (ASPA) member Donald C. Menzel is ASPA’s past president and professor emeritus of Political Science at Northern Illinois University. E-mail: donmenzel@tampabay.rr.com

State-Employee Salaries Improve

From SALARIES, pg. 1

From 2006 to 2007, the highest increase recorded in the last five years, the AFT study shows. This faster salary growth likely reflects the fact that state revenues from 2006 to 2007, the AFT study reports. This faster growth may reflect the fact that state revenues from 2006 to 2007, the AFT study reports. This faster growth is due to a combination of increased state revenues and increased state spending. The AFT study finds that state revenues increased by 8.6 percent in fiscal year 2006 and grew by 8.7 percent in fiscal year 2005.

For example, state general-fund spending increased by only 1.3 percent, 0.6 percent and 3 percent in fiscal years 2002, 2003 and 2004 respectively, far below the 29-year historical average of 6.5 percent. It was during these earlier years that many states were forced to slash programs, cut personnel and enact salary freezes.

Some state-employee job titles saw better salary growth than others. Those showing the greatest increases from 2006 to 2007 were architects, employee benefits analysts, geologists and correctional officers. Meanwhile, those seeing the smallest increases included foresters, biologists, senior chemists and systems analysts. Bridge inspectors have received considerable media attention lately in the wake of the tragic bridge collapse in Minnesota.

While they saw a solid 6.1 percent salary increase from 2006 to 2007, their salaries have grown a mere 1.1 percent since 2002, the lowest increase recorded for any job title over the 2002-2007 period.

State-Employee Salaries Still Lag Behind Private Sector

Despite this year’s higher-than-average salary growth, the salaries of most state-employed professionals still trail those of their private-sector peers. The AFT study shows that private sector salaries exceed state-employee salaries in 17 of the 20 cases in which job comparisons were made. In six cases (biologist, buyer, chemist, economist, geologist and lawyer), the gap is 50 percent or more. Across all 20 occupations, private sector salaries are, on average, about 30 percent higher than those of state employees.

For the eighth consecutive year, the AFT report finds that collective bargaining is a key factor in reducing the private-public sector salary gap. For example, buyers in collective-bargaining states earn 20 percent more than their noncollective-bargaining counterparts, chemists earn 19 percent more and accountants earn 17 percent more. Across all 45 occupations, the collective-bargaining advantage averages about 14 percent.

The full report can be found at: www.aft.org/pubems/pubs-reports/PEComparisurvey07.htm

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PAGE 12 PA TIMES • SEPTEMBER 2007 American Society for Public Administration
Legislation Introduced To Ensure Federal Continuity As Baby Boom Generation Retire

Bill would facilitate part-time reemployment of federal annuitants

Washington, DC–U.S. Senator Susan Collins, Ranking Member of the Senate Committee on Homeland Security and Governmental Affairs, recently introduced legislation designed to enhance the federal government’s ability to respond to the potential loss of the nearly 1.8 million federal retirees who are eligible for retirement in the next decade. This important legislation would authorize federal agencies to reemploy retired federal employees on a limited basis, without forcing the employee to take a reduction in salary corresponding to their retirement annuity.

The reemployment would be limited to a maximum of 520 hours (65 days) in the first six months following retirement, 1,040 hours (130 days) in any 12-month period, and a total of 6,240 hours (780 days) for any one employee. While the individuals would receive both salary and annuity payments, they would not be considered employees for the purposes of retirement and would receive no additional retirement benefits based on their service.

“This legislation will prove vital as the federal government loses many of its skilled, experienced, senior employees,” said Senator Collins. “Nearly 4,500 federal retirees have returned to work on a full-time basis demonstrating the importance of these experience employees to federal operations. My legislation would provide agencies with needed flexibility to bring retirees’ experience back into the federal workforce for limited-time or limited-scope projects, provided needed mentoring and training for the next generation of our federal workforce.”

The federal government currently loses over 50,000 employees per year to retirement. The Office of Personnel Management (OPM) estimates that 60 percent of the current federal workforce of three million will be eligible to retire in the next ten years. At present, if a federal retiree returns to work on a part-time basis, they must take a pay reduction to offset their federal retirement annuity.

City of Tallahassee, FL

Named a PTI Innovation Lab for Public Safety Systems Integration

Washington, DC–The City of Tallahassee, Florida has been recognized by the Public Technology Institute (PTI) as an Innovation Lab for its use of technology to improve the effectiveness of its public safety agencies.

Tallahassee was named an Innovation Lab for its Public Safety Systems Integration Project. The project involved replacing the police and fire computer aided dispatch system (CAD) and records management system, and integrating both new applications with enhanced 9-1-1, automatic vehicle location technologies (AVL), advanced technical mapping, querying tools, imaging technologies, electronic field reporting, crime and fire analysis tools, and the City’s 800 MHz data system.

Additional phases have been included since the project’s inception in 2001 to keep current with technology trends, such as wireless data transmission via cellular technologies.

This project was a collaborative effort between the City’s Information Systems Services Division, Police Department, and Fire Department. As a result of this project: Dispatchers can now transmit call information data along with voice communications to police officers and firefighters, meaning public safety personnel have access to accurate and timely intelligence and analysis through the real-time sharing of information.

• Police officers and firefighters can monitor the status of all CAD call activity on their mobile computers in their vehicles.

• Geographic mapping functionality, working with AVL, is used to dispatch the closest vehicle (when appropriate), assist in determining most efficient travel routes, and visually show crime analysis trends for resource management and strategic planning.

• The City of Tallahassee has saved thousands of dollars by eliminating duplicate entries of police reports, and reduced personnel costs by allowing officers to review and submit reports from the field rather than having to take the time to travel to the police station to submit their reports.

Information on the project is available from the PTI web site (www.pti.org).

Five States to Enhance Crime Solving Systems Using Forensic DNA Technology

NGA Center Creates Policy Project to Improve Public Safety

Washington, DC–To help states better use forensic DNA analysis to promote public safety, the National Governors Association’s Center for Best Practices (NGA Center) today announced the selection of five states–Florida, Kentucky, New York, Ohio and Washington–to participate in a new initiative, the Improving Forensic DNA Policy Project.

Although DNA can often be a key piece of evidence in solving crimes and identifying criminals and victims of violent crime, its full potential as a crime-fighting tool remains unrealized. Massive backlogs of unanalyzed DNA samples currently sit dormant in crime labs across the country. Compressing the analysis timeline, existing DNA programs may need to identify new sources of funding because federal funds that helped support lab operations are due to sunset in 2009.

Through the policy project, state teams comprised of representatives of the governor’s office, crime labs, law enforcement, the state legislature, state justice agencies, and prosecutor’s and public defender’s offices will participate in exercises designed to help them develop state policies that will strengthen and improve existing forensic DNA programs, including:

• Expanding DNA databases to include the collection of evidence from high-volume crimes;

• Adding missing persons and unidentified human remains to DNA databases; and,

• Developing sustainable sources of funding for existing forensic DNA programs.

State teams will attend a learning lab, in-state policy workshop and receive customized technical assistance from the NGA Center and National Institute of Justice experts over the course of a year. The project is made possible through a partnership with the U.S. Department of Justice’s National Institute of Justice.

To learn more about governors’ efforts to improve public safety, visit www.nga.org/center/sewp.

NEI’s New Website Offers Comprehensive Media Resources

The nuclear energy industry’s resurgence demands up-to-date, comprehensive news and information. In an effort to provide a dynamic and all-encompassing reference point for journalists and others, the Nuclear Energy Institute is launching a new Web site.

The online News & Events page (www.nei.org/newsandevents) offers the industry’s top stories, NEI news releases, and information on conferences and meetings. You will find links to in-depth resources, including fact sheets and policy briefs, which offer salient facts about nuclear energy and explain the Institute’s policy positions.

Journalists also can access several online publications: Guide to Nuclear Energy Experts, Perspective on Public Opinion and Nuclear Performance Monthly. Additionally, the site features viewpoints on nuclear energy from policymakers, environmentalists, editors and academics. Besides the News & Events page, NEI’s new Web site offers resources on a wide range of key industry issues, including protecting the environment, reliable and affordable energy, nuclear plant safety and security, and integrated used fuel management. You also will find sections devoted to public policy, industry data and nuclear technology.

For more information visit www.nei.org.

If you have a press release for ‘Where Things Stand,’ contact Christine McCrlein at cjmccrlein@aspnetarg.com.

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<td>Receive 3rd Class mailing of P&amp;R and PA TIMES and access to archives of both online. Members may use the category of Student Membership for a maximum of three years.</td>
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<td>ASPA members receive free membership in one local chapter. Chapters are listed on ASPA’s website.</td>
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<td>Additional Chapter Fees</td>
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| I have read and agree with ASPA’s Code of Ethics. (see www.aspanet.org) |

Join Online! www.aspanet.org
ASPA to Publish Book Series for Public Servants

Books to Address Practical Matters of Public Administration for Practitioners

Washington, DC–The American Society for Public Administration (ASPA) and Taylor & Francis Group LLC are pleased to announce the creation of a new book series in public administration and public policy. Evan Berman, a leading scholar and Huey McElveen Distinguished Professor at Louisiana State University, has been appointed editor-in-chief of the series. The series will primarily draw on the expertise of ASPA members as potential authors.

“The purpose of the ASPA Series in Public Administration and Public Policy,” said Berman, “is to provide books that address practical matters of public administration for practitioners, and discuss cutting edge topics that contribute to national debates, including disciplinary discourse. The series may include additional works, as is in the interest of ASPA.”

According to ASPA Executive Director Antoinette A. Samuel, “Throughout its history, ASPA has sought to be true to its founding principles of scholarship and professionalism within the public service. This new series will offer excellent examples of how our field applies theory and scholarship to the practice of public administration.”

“We are very excited about this partnership with ASPA,” said Richard O’Hanley, of the Taylor & Francis group. “We have sought, for a while, a way to bridge academia and professional public administrators and policy makers and provide practical, useful information to improve governance. The ASPA series is the vehicle for this.”

Building on two centuries’ experience, Taylor & Francis has grown rapidly to provide the academic, professional and commercial markets.

First Scholarships Given in Honor of Larry D. Terry

Following the untimely death of ASPA member Larry D. Terry in summer 2006, The University of Texas at Dallas (UTD) established the Larry D. Terry Emerging Leaders Scholarship Endowment for financial support of graduate students enrolled in the UTD public affairs program. Members of ASPA, university faculty and administrators, and other friends of Terry responded to the establishment of the Fund by donating money in Terry’s memory. The permanent endowment has earned enough money to support emerging leaders who will make a difference and this scholarship is awarded to students who will make a difference.

At a recent ceremony attended by UTD students, faculty and administrators, four MPA and four Ph.D. students were awarded the first scholarships. All graduate students were invited to write essays on Terry’s concept of leaders as conservators and a faculty committee selected the winners. The four MPA winners were Michael Pose, Abra Nusser, Scott Clayton and Lisa Palomba. The four Ph.D. student winners were Karen Jarrell, Ilker Pekgozlu, David Scott and Ronald Timmons.

In his book, The Leadership of Public Bureaucracies: the Administrator as Conservator, Terry argued that civil servants play a vital role in stabilizing governments and are “national treasures” regardless of political demands for downsizing public payrolls. His impact through the highly acclaimed book, his numerous scholarly journal articles and his six years as editor of Public Administration Review (PAR) earned him a place as one of the leading public administration scholars of his era.

He was an acclaimed author, international authority in public administration and a fellow in the National Academy of Public Administration (NAPA). ASPA gave Terry the 1996-97 William E. Mosher and Frederick C. Mosher Award, for submitting the best article by an academician in PAR.

Terry was given the Alumni Outstanding Professional Accomplishment Award by the College of Architecture at Virginia Tech. He also received ASPA 2000 and 2004 Presidential Citation of Merit Award for his leadership of PAR and the Conference of Minority Public Administrators’ (COMPA) Citation of Merit Award for scholarly achievements.

He was serving as vice president for business affairs at The University of Texas at Dallas (UTD) at the time of his death in 2006. Terry was also a professor in public administration at UTD. During his five-year tenure at UTD, he served as executive vice provost for academic affairs and was the interim vice president of business affairs before accepting this position on a permanent basis in 2006.

Prior to coming to UTD in 2001, Terry taught for 10 years at Cleveland State University’s Levin College of Urban Affairs. He was acting associate dean and director of graduate students when he accepted the position at UTD. According to the dean of the Levin College, David Sweet, Terry helped propel the college to the number two ranking by U.S. News and World Report and put the college on the national stage.

Larry D. Terry graduated from Booker T. Washington High School in Tulsa, OK, and attended Lincoln University in Missouri where he played defensive end on the football team. He was a member of Kappa Alpha Psi fraternity and earned a master’s degree at the University of Missouri, then taught at Radford College while he earned his doctorate degree at Virginia Polytechnic Institute and State University in 1989.

Throughout his career, Terry mentored first-generation college students and urged them to attend graduate school. He inspired people and was well known for getting things done and for doing the right thing. His work and achievements demonstrate that one person can make a difference and this scholarship is awarded to support emerging leaders who will have the potential to carry on his legacy of leadership and public service.

If anyone would like to make a donation to the Larry D. Terry Emerging Leaders Scholarship Endowment at UTD, please send checks to Douglas J. Watson, Director, Graduate Programs in Public Affairs, The University of Texas at Dallas, 800 West Campbell Road, WSTC 17, Richardson, TX 75080.
Membership Has Its Privileges . . .

Harvey White

American Express has used this marketing expression effectively for many years. The access and benefits accorded through its credit cards have become coveted privileges for several generations of consumers. Its purchasing power and services offer reassurance to travelers around the world. ASPA membership has its privileges and much more, including a “phenomenal professional experience” and a sense of “professional self” worth living.

Whether in access to credit, insurance, purchasing power, programs, opportunities, or personal development, the credit card has become a coveted privilege. Similar to the logic of an uninitiated credit card user, a myopic view of rights would lead to a “Fallacy of Incompleteness” that is calling them back to the next generation are important to them. We need to reach out to these members at every level of our organization. I have stated on several occasions, “ASPA does not have former members; only inactive members.” We must reclaim these members! We must find ways to engage them in the work of our Society.

Regardless of their current affiliation, there is a place for them. For our sake and theirs, we must reconnect inactive members with “The” American Society for Public Administration.

While opportunity, responsibility, obligation and perhaps even duty are corollaries of membership privileges, our Society offers even more. ASPA membership has a unique capacity to positively influence the self worth of public administrators’ professional lives. This includes helping to facilitate development of the professional self-identity, research psychologist, Nicholas Humphry refers to as “a self worth having.”

While most are successful government, public service professionals focus on understanding the needs of others and having a positive effect on their “self worth,” which often requires a diminished emphasis on personal self-concerns.

Meeting the challenge of helping to positively transform life for others is enhanced when the process is accompanied by interaction in a phenomenally rich domain of professionalism. A domain Humphry believes should be intrinsic with depth and richness, “with its qualities of seeming to be more than any physical thing could be.” ASPA membership can provide this domain of professionalism for public administrators.

When the phenomenal professional experience an ASPA membership can provide is achieved, public administration becomes the metaphysical reality Humphry calls a “self worth having” that constitutes a professional “life worth living.” The results are “more lively, more fascinating and more fascinated, more determined” public administrators who pursue the common good–wherever it takes them. As Humphrey points out, they also become “more like the amazing piece of work that humans are meant to be.”

ASPA’s domain of professionalism is crucial for creation of a positive professional self-identity, research psychologist, Nicholas Humphry refers to as “a self worth having.”

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ASPA’s domain of professionalism is crucial for creation of a positive professional self-identity, research psychologist, Nicholas Humphry refers to as “a self worth having.”
Chapter News

Evergreen Chapter Event to Focus on Public Service Career Opportunities

To help government agencies fill an unprecedented number of current and anticipated vacancies, the Evergreen Chapter of the American Society for Public Administration is hosting the first-ever Washington State Public Sector Career Fair, Monday, October 29, from 10 a.m. until 4 p.m., at the Seattle Center. The Career Fair is being planned and held in collaboration with Puget Sound area local, county, state and federal government agencies. This Career Fair is believed to be the first event dedicated solely to employment opportunities in the public sector. Unlike most recruitment fairs, this free event is sponsored by the hiring agencies themselves.

“Government agencies at all levels are experiencing an unprecedented need for employees with a variety of skills. Vacancies exist at all levels, from entry level to highly experienced managers and executives,” said J. Paul Blake, president, Evergreen Chapter of ASPA. “Many agencies are experiencing or anticipating increasing turnover due to retirement of more experienced employees. Employees are needed to fill positions in every occupation, including the trades, utilities, social services, customer service, accounting, administrative support, public safety (fire, police and homeland security), healthcare, scientific research, policy analysis and management,” added Blake.

Steve Benowitz, chair of the Career Fair Steering Committee said, “Federal, state and local government officials are facing challenges as retirements among their employee ranks increase. The Washington, D.C.-based Partnership for Public Service reports that 193,000 federal positions will need to be filled in the next two years. Our goal for this event is to connect prospective employees with viable opportunities and to raise the general public’s awareness about the critical workforce issues facing government at all levels.”

Several workshops on employment issues including how to navigate the federal and state application process, tips on interviewing, and a panel discussion on the significance of public service will be scheduled as part of the Career Fair. For additional information, contact Sarya Sok, Event Manager at saryasok@gmail.com or 206-963-1615.

Chapter News

The Central Florida Chapter would like to extend an invitation to join us for an informative fall meeting series focused on the Taxation and Budgeting Issues

The first meeting will be a luncheon program scheduled for September 20, 2007, at the Orlando Citrus Club from 11:30AM -1PM.

PRESENTER/SPEAKER – John Wayne Smith, Florida League of Cities

TOPIC – Property Tax Reform: How are Cities Responding

LOCATION – Orlando Citrus Club, 1800 Citrus Center, 255 South Orange Avenue, Orlando, Florida 32801

LUNCHEON – $20 for members & non-members; $10 for students

PARKING – $2.00 per hour, Citrus Center Parking Garage

RSVP BY – September 16, 2007 via email (cflaspa@yahoo.com)

SAVE THE DATE

Next meeting: October 18th 11:30 AM – 1 PM

Topic: Budgeting Tactics Amid Tax Reductions and Shortfalls

For more information contact: cflaspa@yahoo.com

Chapter News

Cincinnati Chapter Honors Local Public Servants

Each year the Greater Cincinnati Chapter of ASPA honors outstanding individuals for their work in the field of public administration. Winners of the 2007 Public Administrator of the Year Awards for 2007 were recognized during GCC-ASPA’s annual lunch banquet part of Public Service Recognition Week.

The above photograph includes Career Achievement winners Colerain Township Administrator David Fogelson and Greenhills Municipal Manager David Moore. Individual Contributor awards were given to Colerain Township Assistant Administrator Frank Birkenbauer and Montgomery Police Officers Tom Wagner and Paul Payne. Lee Carroll, interim budget director with the City of Cincinnati, received the Early Careerist award; and Alesa Shamel, support specialist with Talbert House and Mary Bennett, receptionist for the OKI Regional Council of Governments both received the Support Services award. A posthumous award for Citizenship and Public Service was given to the family of Al Mink, Anderson Trails coordinator for Anderson Township. Many thanks to the Seasongood Good Government Foundation which supports the banquet and the chapter through grants. David Altman represented the foundation at the banquet once again this year.

Individuals were selected by committee members and the membership. The nomination and selection process was coordinated by Kerri Castlen of Hamilton County Mental Health and Recovery Services Board and David Krings, former Hamilton County administrator.
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<td><strong>ASPA welcomes the following new members from the month of July. 2007.</strong></td>
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<td><strong>Please note: Members rejoining ASPA are not included on this list.</strong></td>
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Public Administration Dead? A long and short Answer

Wayne Jones

The first mental response to the topic of the month, “Is Public Administration Dead,” was of course not. My reason was that I am scheduled to teach four classes in public administration in the department of political science and public administration here at Virginia State University. I am sure the university would not continue to register students, provide them with advisors and professors and to award degrees in a discipline that was dead. Public administration is alive! Right?

It was a natural progression to think that if public administration is dead, I should not be providing letters of recommendation to many of my students who graduated from our undergraduate program in public administration and whose desire to make a career in our interesting discipline requires a graduate degree. Surely these students would not be able to seek and secure admission in universities offering master degrees in public administration if the field were dead?

I continued my train of thought that public administration is alive by checking the classified section of the local newspaper. As usual, there were numerous ads that were seeking candidates for positions in public, private and nonprofit agencies that required experience and a degree in public administration. This was another example that public administration is alive.

The classifieds did not provide total proof that public administration was alive, so I moved to the obituary page. Thankfully, a review of the obits did reveal a listing for public administration. It still appears that public administration is not dead.

The first mental response to the topic of the month, “Is Public Administration Dead,” was of course not.

My next thought process to confirm that public administration is alive was to review my old check stubs. I paid my membership dues to the American Society for Public Administration (ASPA) earlier this year. Every month I look forward to receiving a copy of PA TIMES. ASPA, a respected organization, would not accept my hard earned money if public administration were dead.

I then moved to connect public administration at the three levels of government to its possible demise. Could public administration be dead and word not have made it to the general public and academia?

My thoughts then moved to a very serious and tragic incident and how public administration and many of its practitioners were responsible for dealing with its aftermath. The recent devastating bridge collapse in Minnesota led me to firmly establish that public administration is alive, for almost every news report from that painful day had an interview with some local public official speaking of the public administration that was overthrown by the collapse of the bridge spans. Very often this was followed by comments from officials from several public agencies at the state level.

At the local level, public administration is alive. It was local police, fire and rescue personnel who were the first responders to the tangled web of steel and concrete that was formally a connecting source between the twin cities of Minneapolis and St. Paul. Each of these agencies is directed by an administrator who has training/education in public administration or who practices public administration.

If the situation at the bridge collapse in Minnesota was anything resembling most local disasters, there were also responders from several nonprofit agencies who provided support (water, food, coffee, etc.) to the police, fire and rescue personnel as they worked feverously to remove those who were fortunate to live but who needed assistance to get off of sections of the bridge that lay dangerously in the river.

Many of these same agencies will provide assistance to families who lost love ones in the same disaster. Public administration is alive, as many directors of nonprofit agencies have degrees in public administration. No. Instead, at its edges, it is evolving into something new, something beyond public administration and beyond the administration of their respective agencies.

Public administration is alive at the state level, too, as it was state officials who were responsible for dealing with many of the difficulties associated with identification of persons who were killed in the collapse of the bridge and notification of family members.

Public administration is alive at the federal level as the non-military resources of the federal government responding included individuals from the National Transportation Safety Board, a federal agency that actively participates in major transportation related accidents.

Each of these federal agencies is managed by an administrator. In addition to the federal response to address the immediate human needs, we can say that public administration is alive and well at the federal level as plans are already in the works to fast track the bidding and construction of a replacement bridge.

It will take the action and efforts of public administrators at the three levels of government to effectively deal with the results of that catastrophic event. What started with an immediate response of
Public Service Career Fair

October 29, 2007

» You have talent
» We have opportunities

Jobs are available NOW at all levels and in all occupations

Washington State Public Service Career Fair

Job opportunities with:
Local government
County government
State government
Federal government

For additional information, contact Sarya Sok at saryasok@gmail.com or visit www.evergreenaspa.org
ASPA in Brief

ASPA to Post Slate of National Council Election Candidates on Website

Elections to be held this fall to determine who leads ASPA—the premier public service organization. The formal slate of candidates will be announced in September. Look for the slate announcement on the ASPA website, or in the October issue of PA TIMES.

ASPA Welcomes Two New Chapters

The American Society for Public Administration welcomes two new Chapters into the family! The Coastal Bend and Rio Grande/Rio Bravo Chapters are both located in the southern-most part of Texas and hope to be well represented at ASPA’s Annual Conference in Dallas next March. Current and new ASPA members can join either of these Sections today. Simply contact Patricia Yearwood at ASPA at pyearwood@aspanet.org to join.

Call for Accountability Cases

We invite proposals for additional cases from academics and practitioners who are able to provide detailed accounts of events that illuminate accountability concepts. Please send 1-2 page proposals to Robert Schwartz (Robert.Schwartz@utoronto.ca) or to Dan Williams (Daniel.Williams@baruch.cuny.edu).

Accountability concepts lend themselves to cases that surface difficulties and dilemmas. As such, their audience is likely to be students in academic programs and practitioners in formal training settings. Cases are used to illuminate theories and are explicitly linked to the literature. All cases are subject to a double-blind peer review process. The American Society for Public Administration’s Center for Accountability and Performance acts as publisher for individual cases. Cases are published individually on the web as they are finalized. Eventually, we would like to compile completed cases in book form.

We have identified 10 concepts (broadly defined) around which cases might be developed. Potential authors are welcome to suggest additional concepts.

- Thick and thin accountability: Personal responsibility to internal moral guidelines compared with accountability to directions.
- Politics of accountability: how apparently robust new accountability measures lead to little true accountability due to lacunae in legislation and in implementation.
- Problem of many hands: issues in holding individuals accountable when responsibility is scattered.
- Rituals of Verification: issues of decoupling and colonization.
- Ethics and Accountability: issues in the design and operation of ethics accountability institutions i.e the case of special prosecutors.
- Audit and Accountability: uses and abuses of audit findings.
- Evaluation Dilemmas and Accountability: publishing program evaluation findings.
- Accountability and Third Party Governance: advantages and disadvantages of downward accountability.
- Elusive Accountability: promises and pitfalls of commissions of inquiry and other investigations in satisfying demands for accountability.
- Accountability for Accountability: Examining the ways in which ethical matters interact with accountability for performance.

Case Characteristics

Cases must portray actual events and evolve from careful research. Information for cases might be garnered from media reports, investigations, audits, hearings and secondary sources. Often, there will be a need for authors to conduct interviews with key actors in order to find out what exactly transpired.

New Accountability Case Now Available

ASPA and its Center for Accountability and Performance (CAP) recently published the third case in a series designed to provoke thinking about accountability dilemmas and policy decisions that public servants are likely to encounter in their professional careers. Rita Ormsby’s “Quorum Query: A Walk Around Legal and Political Accountability?” discusses legal and political accountability requirements that local governments must be transparent as well as efficient and effective. Readers are asked to consider elected officials’, citizens’ and the media’s roles in assuring accountability. Other cases in the series, “The New York Police Officer: Democratic and Moral Accountability in Conflict” and “Elusive Accountability: The Versailles Case” are also available for sale in PDF format by visiting the ASPA Store at www.aspanet.org.

ASPA’s Fall 2007 Student and New Professionals Membership Promotion

August marks the start of ASPA’s biannual Student Recruitment Campaign. For the past 10 years ASPA has launched this recruitment campaign, coinciding with the traditional fall and spring semesters, to attract and recruit students into our Society.

The purpose is to bring to the attention of our future public administrators the value of ASPA membership and help them form a foundation for their future work in the field of public service. Professors and Practitioners visit the ASPA Student Recruitment Page at www.aspanet.org/scriptcontent/student.cfm for detailed information on how you can help with the campaign. Students join online today at www.aspanet.org!

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

Public Administration Is Not Dead

From ANSWER, pg. 19

local and county services, had to be elevated to a federal level due to the unique, dangerous and costly nature of the recovery of the remains of victims and the rebuilding of the bridge and community. The title of this month’s topic is more than interesting. It is thought provoking. When I consider the death of public administration, I find it a troubling thought. Not just because it is the discipline that I have grown to know, live and love, but because to me the death of public administration would signal the death of society as we know it. If we look at the history of public administration in the United States we associate its founding with Woodrow Wilson. In 1887, Wilson authored The Science of Administration, in which he proposed “it is the object of administrative study to discover, first, what government can properly and successfully do, and secondly, how it can do these proper things with the utmost possible efficiency and at the least possible cost either of money and energy.” A look farther back into history will reveal that there has been some form of public administration in existence for as long as policy makers have selected persons to be responsible for the management and operation of public functions. Public administration has survived through time, history and technology because mankind has not found a way to replace, with any machine or computer, the human qualities needed to respond to the human needs, problems and conditions of society. Is public administration dead? No it is not. Public administration has a good history and an excellent future, as a discipline, a profession and area of study in all sections of our country and the world where responsible governments and nonprofit organizations desire to have professionally trained men and women at their helm.

ASPA member Wayne A. Jones is assistant professor in the department of political science ad public administration at Virginia State University. Email:wjones@vsu.edu
Behavioral Interviews: 3 Steps to Great Answers

Deborah Walker

Some of the most challenging interview questions are found in behavioral interviews. These interviews are designed to test your abilities in three ways:

• Determining how well you work under pressure
• Finding out how well you work with others
• Establishing whether you can resolve conflicts

Behavioral interviews can be disastrous if you don't know how to prepare for them. And you really do need to be prepared.

Sample Interview Questions

For many employers it is critical that their staff be able to think clearly, act quickly and stay calm in a fast-moving, ever changing work environment. Employers want to know how much stress you can handle and whether you can resolve conflicts to gain win-win results for all parties. When employees cannot resolve difficulties with internal or external customers, the result is stifled operational growth and depleted sales.

For situations that did turn out well, present them based on what was accomplished, like this:

“Yes, I learned an important lesson about following directions and asking questions for clarification when…”

For situations that did turn out well, present them based on what was accomplished, like this:

“Yes, I had to deal with a really angry customer just last week. But when I calmly asked a few questions I was able to get to the heart of her issue. I was able to fix the problem, and she was happy with us again.”

With the right interview preparation, you can turn nightmare behavioral questions into opportunities to sell yourself. You’ll be seen as an employee who is able to stay calm under pressure, work well with others to promote corporate goals, and retain key customers, contributing to revenue growth.

Where the Jobs Are: Report for Public Service, and Federal Jobs for Students and Professionals

Where the Jobs Are Report: Security and Protection

More than 35,000 people will be hired in the next two years for security and protection positions in the federal government. These jobs vary by location and positions. Some of the top departments for Security, Protection, and International Relations jobs are:

• Department of Homeland Security 23,746 (including Intelligence Analysis, Contact Representatives, Transportation Security Officers)

Additionally, employers want to hire people who are cooperative, easy to work with and willing to respect leadership. An organization that runs like a team is more productive, efficient workplace. Increased employee synergy also leads to low employee turnover.

To find out how well you work with others you might be asked:

“Tell me about a time when you strongly disagreed with your team?”

“Tell me about a time when your boss was wrong? How did you handle it?”

Finally, employers want staff members who can resolve conflicts to gain win-win results for all parties. When employees cannot resolve difficulties with internal or external customers, the result is stifled operational growth and depleted sales.

The company’s bottom-line objectives are at stake, so employers really want to be sure they’ve made the right hiring choice.

To discover your conflict-resolution skills you might be asked:

“Tell me about a time when you had difficulty resolving a customer conflict?”

Once you understand the motivation behind such questions, you can begin mapping out a strategy for interview preparation.

How to Prepare for a Behavioral Interview

There are three steps to preparing for a behavioral interview:

• Notice that behavioral questions ask you about specific events, so take inventory of the stressful or difficult situations you’ve encountered at work. Think back to times when you didn’t agree with your boss, or when your peers drove you crazy, or when customers made unrealistic demands.

• If the workplace doesn’t provide much to choose from, expand your thought process to include other circumstances where you work or must cooperate with others, like community activities, neighborhood associations, or church functions. For instance, planning a school fundraiser, participating on a neighborhood committee or participating on a professional association board. Any of these situations are ripe with opportunities for conflict and cooperation, where something must be accomplished for the betterment of the group.

• Once you’ve thought of several situations, plan how you will present them in a positive light. For situations you didn’t handle well (like your boss yelled at you and you ran off crying) present them in terms of what you learned, like this:

“Tell me about the most stressful situation you’ve encountered in your current position.”

Diverse: Issues in Higher Education, Walden University ranks high on the list across numerous multicultural segments and degree programs.

In its 2007 Top Graduate Degree Producers analysis, Diverse ranked Walden a top producer of master’s and doctorate minority graduates in the following disciplines:

Master’s:

Education–Total Minority (No. 5) Education–African-American (No. 6) Education–Native American (No. 6) Education–Asian-American (No. 7) Education–Hispanic (No. 8)

Doctorate:

Business–African-American (No. 2) Psychology–African-American (No. 3) Business–Total Minority (No. 5)

Charter Oak State College Announces New Program in Public Administration

Charter Oak State College has launched a fully-accredited online Bachelor’s program in Public Administration. Students can take our online courses from anywhere in the United States without having to worry about missing time at work!

Our Fall 2007 offerings include:

• PUB 101–Introduction to Public Administration (Jason Jakubowski–Past President, CT-ASPA)

• PUB 210–Ethics in Public Administration (Paul Pettersson–President, CT-ASPA)

• POL 215–Politics & Public Policy (Roger Kemp–Past President, CT-ASPA)

• POL 205–State & Local Government (Jason Jakubowski–Past President, CT-ASPA)

• MGT 365–Non-Profit Management (Michelle Mileczanowski)

For more information visit: www.charteroak.edu/publicadministration or call (888) 832-3855

The PA TIMES would like to create a list of potential mentors for students and new professionals.

Interested?

Contact cjewett@aspanet.org
Pay It Forward...
Career Advice from an ASPA Member

Denise Lindsey Wells

As I begin to think about the career advice that I would give to students and new professionals, I naturally reflect on my own career experiences. I have been employed by the federal government, a state government, and currently by the private sector, consulting primarily to federal government agencies. Then too, while employed by the federal government, I was fortunate to have an Interagency Personnel Act Agreement, which allowed me to work as the Director of ASPA’s Center for Accountability and Excellence, whose mission is to help policymakers, plan participants, and the public.

In preparation for this article I reviewed previous articles authored by my colleagues at ASPA and published in this column. These articles all make excellent points which I won’t reiterate, but to which I would add the following:

• In March 2005, William E. “Bill” Solomon wrote, “Make certain that you are computer literate and proficient with at a minimum Excel and Word.” I want to add PowerPoint to Bill’s suggestion.

Many federal agencies and private sector firms use PowerPoint when developing briefs and presentations to organizational leaders.

• In July 2005, Warren Barclay wrote “in looking for job opportunities in State and local governments, …it’s the Web, the Web, and the Web.” While I agree that the Web may be the first step for getting your resume inside the organization, networking with friends and colleagues inside the organization can keep your name and application in the forefront.

Several of my colleagues noted that we typically have several careers and I particularly like Laurie DiPavlova-Stocks’ notion of preparing students for “an unscripted future” as described in her article, “I Can’t Do That” (February 2006). It reminds me of an opportunity I had several years ago to relocate to the Washington, DC area. It was an opportunity I had not sought so my first reactions was, “I can’t do that.” Fortunately for me, the gentleman making the offer asked, “Why not?” Of course, I had several good reasons, but as we explored them together, we were able to eliminate all the barriers and I learned a very valuable lesson: when I think I cannot do something, I ask myself, “Why not?”

Erik also wrote about “public administration professionals transitioning between sectors (public to private, nonprofit to public, public to healthcare).” Similarly, the composition of the government workforce is changing to one that includes fewer government employees and more non-governmental employees from the private and non-profit sectors.

This phenomenon is being explored by the National Academy of Public Administration (NAPA) in an initiative dubbed the “multi-sector workforce.” ASPA also embraced the initiative by sponsoring a professional development session on this subject at its 2007 national conference.

NAPA has recognized “that federal, state and local civil servants (whether full- or part-time, temporary or permanent); uniformed personnel; and contractor personnel often work on different elements of program implementation, sometimes in the same workplace, but under substantially different governing laws; different systems for compensation, appointment, discipline, and termination; and different ethical standards.” I believe the current reality of dealing with a multi-sector workforce is the challenge of the future for leaders, supervisors and new professionals in public administration. As reported last April by www.boston.com, Harvard University announced that it would offer a new program “to prepare students for leadership roles in the public, private, and nonprofit sectors” and give them “a broader view of the issues and challenges they’ll face in their working lives.”

As the public sector workforce becomes more multi-dimensional and fluid, public administration offers new and exciting possibilities for those of us in public service. Perhaps ASPA’s Executive Director Annette Samuel says it best. “We need to disassociate public service with place [or sector] and associate it with mission.”

Denise Wells is an ASPA member; National Council Representative (District 2), and vice chair of ASPA’s Section for Women in Public Administration (SWPA). She is an associate with Booz Allen Hamilton in McLean, VA. E-mail Welldj@verizon.net.

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ICMA-RC and ICMA Form Center for State and Local Government Excellence

Awards First Grant to the Center for Retirement Research at Boston College

Washington, DC—ICMA-RC and ICMA recently announced the formation of the Center for State and Local Government Excellence, whose mission is to help state and local governments become competitive employers so they attract and retain a talented, innovative, and committed workforce. To mark its launch, the Center has awarded its first grant to the Center for Retirement Research (CRR) at Boston College to study state and local pension plans.

The Center, which received its initial funding from the ICMA Retirement Corporation (ICMA-RC), will partner with leading researchers to help policy-makers better understand emerging challenges in pensions and retiree health care. The Center also seeks to promote careers in state and local government.

“Supporting individuals who choose a career in public service and encouraging their long-term financial security is a key goal of the Center,” said ICMA-RC President and Chief Executive Officer Joan McCallen, the Center’s principal director and chair.

The Center’s mission is urgent as more than 60 percent of state and local employees are over age 40, and two-thirds of knowledge workers are eligible to retire in the next 10 years. To attract and retain skilled workers, decision makers need high quality data and a better understanding of the competitive environment they face, including complex retirement security issues.

“In an increasingly complicated world, it is vital that state and local governments hire the best and the brightest,” said Robert J. O’Neill, Principal Director of the Center and Executive Director of ICMA (International City/County Management Association). “The Center’s research will give our leaders the information they need to make state and local governments savvy employers that will attract talented individuals, from recent college graduates to mid-career experts.”

The Center’s $1.5 million grant to the CRR will fund a two-year initiative to establish a data clearinghouse on state and local pension plans and explore their funding status and economic impact. Although state and local plans cover about 10 percent of the workforce and hold more than 20 percent of the nation’s total pension assets, to date research and data collection have been limited and fragmentary.

“We are delighted to be working with the new Center for Excellence in State and Local Government,” said CRR Director Alicia H. Munnell. Our program of research and data collection will be tailored to the unique circumstances of public sector employers and employees. By supporting this effort, the Center will set the stage for a national research agenda that will benefit policymakers, plan participants, and the public.”

The Center’s Board of Directors, elected for three-year terms, includes Joan McCallen, principal director and chair; Robert J. O’Neill, principal director; J. Kenneth Blackwell, The Buckleye Institute for Public Policy Solutions; Donald J. Borut, National League of Cities; Gregory J. Dyson, ICMA-RC; Jeffrey L. Esser, Government Finance Officers Association; Peter A. Harkness, Governing Magazine; Feather O’Connor Houstoun, William Penn Foundation; George V. Pedraza, UBS Securities, LLC, and Academy Management SW, LLC; Raymond C. Scheppeach, National Governors Association; and Anthony A. Williams, Public Properties Realty Investment Trust, Inc.
ASPA Membership Does Have Its Privileges

From PRESIDENT’S COLUMN, pg. 16

sional self-identity for public administrators and a major vehicle for nourishing and cultivating the ethos of Public Administration. It is also a principal mechanism for creating pride in belonging to a meaningful profession. In its capacity as a domain of professionalism, ASPA is the primary emblem for fostering a sense of identification with Public Administration, its causa nobilis, and the resulting “esprit de corps.” This “esprit de corps” plays an extremely important role in job satisfaction, performance outcomes and overall career achievement for all public service professionals. As the principal conveyor of both the ethos and “esprit de corps” for Public Administration, ASPA is instrumental for creating a positive state of mind and morale; a united sense of feeling and direction; and a vibrant, inspiring spirit and enthusiasm for our profession in generations of public administrators. This includes enhancing their capacity to maintain belief in themselves and others, and in the institutions for governance. The phenomenal experiences ASPA membership provides and the accompanying professional “self worth living” help to make Public Administration an exceptionally special and rewarding profession. ASPA Membership does have its privileges and much more!

ASPA member Harvey White is ASPA President and an associate professor at the University of Pittsburgh. E-mail: hwhite@usouthal.edu (please copy racholas@usouthal.edu on all correspondence).

CALL FOR PAPERS

Public Administration Quarterly Symposium on Action Learning

This symposium will focus on the principles of Action Learning (AL), which are used to get people in any organized setting to work on urgent problems through probing questions, to learn from such a process, and to subsequently take action. Papers on any aspect of AL theory, practice, or research (or related behavioral science approach) in the public/nonprofit sector are welcome.

Submissions of no more than 30 pages including references should conform to the PAQ manuscript guidelines located at www.aspanet.org. The deadline for submissions is November 5, 2007.

ASPA’s Section on Intergovernmental Administration and Management (SIAM)

Call for Nominations: “Donald C. Stone Student Paper Award”

SIAM is pleased to announce that it is currently seeking nominations of graduate or undergraduate research papers written for a course or independent study for the “Donald C. Stone Student Paper Award.” The winner will receive a plaque and some financial support to cover travel expenses to the ASPA Annual Conference at The Fairmont Dallas Hotel in Dallas, TX (March 7-11, 2008) from SIAM. The award will be presented at SIAM’s annual Business Meeting during the ASPA Conference.

Eligibility: The paper should address the topic of Intergovernmental Relations and/or Intergovernmental Management and should clearly demonstrate the integration of theory and practice. Papers should be no longer than 25 - 30 double-spaced pages. Only papers completed from January 31, 2007 to September 1, 2007 will be considered.

Sponsorship: Students may solicit a faculty nominator, or faculty may initiate the nomination process. Papers should be submitted with a brief statement by the faculty nominator that highlights why the paper should be considered for the award.

Deadline for Submission: A copy of the paper, faculty statement of justification, the student’s name, college or university and current e-mail contact information should be submitted by e-mail as an MSWord or RTF file to Dr. Chris Stream, Department of Public Administration, University of Nevada Las Vegas, 4505 Maryland Parkway, Box 456026, Las Vegas, NV 89154-6026 by 5 pm October 1, 2007.

Review Process: A panel of academics and practitioners representing SIAM’s current membership will recommend the recipient to the SIAM Board of Directors.

Awardee Notification: The awardee will be notified by November 1, 2007.

Public Voices

Journal of the Section on Historical, Artistic, and Reflective Expression (SHARE) of the American Society for Public Administration (ASPA)

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

Volume IX, issue 1, a symposium entitled Music and Civic Space, was guest-edited by Dr. Linda Dennard, Department of Political Science and Public Administration at Auburn University-Montgomery. Featured articles include:

- Music and Civic Space: The Political Harp
- The Beatles, the Beatles Generation, and the End of Cold War
- “Love and Peace or Else”: U2 and the Development of Social Consciousness Inside and Outside the Framework of Rock
- John Adams, Klinghoffer and The Transmigration of Souls: Musical Responses to Terrorism
- Beyond the Fife and Drum: Northern Protestant Working Class Cultures
- The Politics of Aesthetics
- “Let Us Say Yes…” Music, the Stranger and Hospitality
- The Suppression of the Music of Ionian Islands by the Modern Greek State: Culture that Did Not Fit the Political Agenda

All members of SHARE receive an annual subscription to Public Voices. Members of ASPA may add SHARE membership on their annual renewal form, or may send the $20 annual dues at any time to:

ASPA
C/O SunTrust Bank
Department 41
Washington, DC 20042-0041
Assistant Professor - Evaluation Economist. We seek an applied micro economist or micro econometrician with a background in government program and/or policy evaluation with research and teaching interests in econometric evaluations of government programs or policies. Emphasized substantive field include: health, education, welfare programs, or public security and hazard mitigation, or other areas such as the economies of organizations, financial market regulation, or quantitative methods. The full ad is found at www.albany.edu/rockefeller/pdp/faculty_search.html.

Assistant or Associate Professor - Public Management. Research and teaching interests should be in one or more of the following areas: inter-governmental management, inter-sectoral collaborative management (e.g. government, nonprofit, and private sectors), comparative administration, state and local government, non-profit management and administration, or the social and legal context of administration. Emphasized areas of specialization include: organizational behavior and theory, systems thinking, or financial market regulation. The full ad is found at www.albany.edu/rockefeller/pdp/faculty_search.html.

Assistant or Associate Professor - Public Policy. Research and teaching interests should be in one or more of the following areas: the structure, scope, and performance of government; taxation; fiscal policy; public provision of goods and services; state and local government and intergovernmental relations; health policy; educational policy and/or finance; welfare policy and poverty; or public security and hazard mitigation. Ability to contribute to other areas such as the economies of organizations, financial market regulation, or quantitative methods is advantageous. The full ad is found at www.albany.edu/rockefeller/pdp/faculty_search.html. Persons interested in any of these positions should consult the more complete text of the ads at the websites shown for application deadlines, application requirements, and other information on the searches, or contact Linda McGrail, Secretary to the Chair, Department of Public Administration and Policy, University at Albany, SUNY at lmcgrail@albany.edu.

Assistant Professor of Public Administration—Nonprofit Administration
Department of Public Administration
San Francisco State University

Position description: The candidate filling this position would be expected to support the Department of Public Administration’s current courses in nonprofit administration, develop additional non-profit administration courses based upon their own interests, and support the Department’s growing emphasis in Non-Profit Administration. In addition, the candidate would help to support the M.P.A. by teaching core as well as elective courses. The successful candidate is also expected to develop and carry out a full research agenda in some broader area of public affairs and to provide service to the campus and community. The successful candidate will begin the appointment in Fall 2008.

Required and Preferred Qualifications: Minimum qualifications include an earned Ph.D. or D.P.A. and demonstrated potential for excellence in teaching, research, and community / university service. For this position, prior teaching experience, nonprofit sector work experience, and the ability to teach other related public administration courses are pluses. If A.B.D., candidate should be on target to complete the Ph.D. or D.P.A. by August 1st, 2008. Salary is to be negotiated & commensurate with experience.

About the Department: The Department of Public Administration at San Francisco State University is an independent entity within the College of Behavioral and Social Sciences, one of eight colleges within the University. It has six tenured-track faculty lines and is an accredited M.P.A. degree program with emphasis in public management, nonprofit administration, policy analysis / decision-making, and simulation; or economic approaches to the policy process. Emphasized areas of specialization include: public security and hazard mitigation, education, welfare, the environment, health, information, or regulation (especially of financial markets). The full ad is found at www.albany.edu/rockefeller/pdp/faculty_search.html.

Assistant or Associate Professor - Public Policy. Research and teaching interests should be in one or more of the following areas: politics and the policy process; decision-making under uncertainty; risk analysis, modeling and simulation; or economic approaches to the policy process. Emphasized areas of specialization include: public administration courses are pluses. If A.B.D., candidate should be on target to complete the Ph.D. or D.P.A. by August 1st, 2008. Salary is to be negotiated & commensurate with experience.

About the Department: The Department of Public Administration at San Francisco State University is an independent entity within the College of Behavioral and Social Sciences, one of eight colleges within the University. It has six tenured-track faculty lines and is a growing M.P.A. accredited M.P.A. degree program with emphasis in public management, nonprofit administration, policy analysis / decision-making and urban administration. For more information, check these web sites: Department of Public Administration (http://bss.sfsu.edu/mpa/), College of Behavioral and Social Sciences (http://bss.sfsu.edu/bss/), San Francisco State University (http://www.sfsu.edu), and the San Francisco Bay Area (http://www.sfbayarea.com).

About the University: San Francisco State University, a large urban university, is part of the 23-campus California State University system and serves a diverse student body in liberal arts, sciences, and professional programs. The mission of the University is to maintain an environment for learning that promotes an appreciation of scholarship, freedom, and human learning; creates a productive intellectual accomplishment; and to provide broadly accessible higher education. SF State/ faculty are expected to be effective in teaching; to demonstrate professional achievement and growth through continued research, publications, and/or creative activities; and to contribute their academic expertise and leadership to the campus and community.

Application deadline: To apply, submit a cover letter explaining your interest and qualifications, a curriculum vitae, three letters of recommendation (no more than two years old), verification that you have been or will shortly be awarded the Ph.D. or D.P.A., a writing sample, and teaching evaluations / sample syllabi to the Non-Profit Search Committee, Department of Public Administration, San Francisco State University, 1600 Holloway Avenue, San Francisco CA 94132. The Department can also be reached at 415-338-2985 and mpa@sfsu.edu. Faxed or emailed applications will not be accepted.

Deadline: Review of applications will begin October 1st and will continue until the position has been filled. SF State is an “Affirmative Action/Equal Opportunity Employer”.
Assistant Professor of Political Science/Public Administration, Tenure-Track  
Department of Political Science  
St. Cloud State University

Salary: Commensurate with experience  
Date of Appointment: August 2008  
Responsibilities: The Department is seeking faculty to contribute to its undergraduate curriculum in Public Administration and American Government. The Department requires a candidate who is both a generalist in public administration and American government. The Department has a preference for someone who can specialize in local government management. Required courses include Introduction to American Government, Introduction to Public Administration, either Public Budgeting or Personnel Management, and Local Government Management. Faculty will be required to demonstrate the following for promotion and tenure: ability to effectively teach the above courses; show scholarly achievement; demonstrate continuous preparation and study; contribute to student growth and development; and serve the university community.  
Qualifications and Experience:  
Required: Ph.D. in Political Science or closely related field with substantial course work in Public Administration and American Government and Politics or Ph.D. in Public Administration with course work in American Government and Politics. A DPA is also acceptable.  
Also preferred: MPA degree and public sector experience.  
Highly desired: Experience teaching college level students; ability to communicate well with college students; ability to teach the courses identified above; ability to teach and work with persons from culturally diverse backgrounds. Proficiency in above will be demonstrated by some combination of graduate level course work, college level teaching experience, and relevant field research.  
Apply to: Chair, Search Committee, Department of Political Science, St. Cloud State University, 720 Fourth Ave. South, St. Cloud, MN 56301-4499, FAX 320-308-5422.  
Application information and deadlines: Applications must include a letter of application addressing abilities to teach the required courses, vita, graduate transcripts (copies acceptable for initial screening), representative course syllabi, documented evidence of teaching ability and at least three current letters of professional recommendation. Review of applications will begin November 1, 2007 and continue until position is filled. Finalist must also submit the SCSU Application Form and official transcripts.  
SCSU is committed to excellence and actively supports cultural diversity. To promote this endeavor, we invite individuals who contribute to such diversity to apply, including minorities, women, GLBT persons with disabilities. SCSU is a member of Minnesota State Colleges and Universities System.

Assistant Professor  
Division of Public Administration  
Northern Illinois University

The Division of Public Administration at Northern Illinois University invites applications for a tenure-track Assistant Professor position to begin August 2008. This position requires a Ph.D. in Public Administration or related field; all requirements for the degree must be completed by the start date of appointment. Successful applicants will possess evidence of or demonstrated potential for excellence in research and publication, teaching, and pursuit of extramural funding and will be expected to address teaching needs in non-profit management and human services policy. Applicants from all areas of the discipline are encouraged to apply.  
The Division has built a strong reputation in research on local government, and most MPA students intern or are employed in local government. The Division maintains strong relationships with its alumni. NIU is located 60 miles west of Chicago. Applicants are encouraged to visit the Division website (www.mpa.niu.edu) for more information about the Division and the area.  
The Division of Public Administration is a semi-autonomous unit in the Department of Political Science. The Division is responsible for the NASPAA-accredited MPA program. Division faculty teach undergraduate political science courses and are responsible for the public administration field in the Department’s Ph.D. program. Applicants must submit a letter of application, a curriculum vita, and letters from three references. Applicants should be prepared to provide teaching evaluations on request. Review of complete applications will begin on October 8, 2007, but the search will remain open until a suitable candidate is hired.  
SCSU is an Equal Opportunity/Affirmative Action employer. Review of applications will begin November 1, 2007 and continue until a suitable candidate is hired.  
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September 2007

24-25 AGA’s National Performance Management Conference
Theme: Promoting Government Accountability Through Performance Management
Location: Phoenix, AZ
Contact: Julie Cupp, jcupp@agacgfm.org
More info: www.agacgfm.org/PMC

26-28 Immigration and the Public Sector: Your World is Changing... How do you Respond?
Location: Phoenix, Arizona at the Crowne Plaza Hotel

27-29 2007 SECoPA Conference
“Sound Innovations in Public Administration: Setting the Tone for the Future”
Location: Nashville, Tennessee

October 2007

11-13 2007 NASPAA Annual Conference
Location: The Westin Seattle Hotel, Seattle, WA
More info.: www.naspaa.org

November 2007

2 9th Annual Texas State ASPA/CPM Conference and ASPA District IV Regional Conference
Transforming Public Service
Location: Texas State University, San Marcos, Texas
More Info.: www.txstate.edu/cpm

8-10 29th Annual APPAM Research Conference: What Else Shapes Public Policy Analysis and Management?
Location: Washington Marriott Hotel and Embassy Suites Hotel, Washington, DC

February 2008

7-9 The 2008 Social Equity in Leadership Conference, “Advancing Urban Governance in a Global Context,”
Location: School of Public Affairs, Arizona State University in Phoenix
More Info.: http://www.napawash.org

13-17 The Conference of Minority Public Administrators (COMPA) 2008 National Conference
Location: Hamilton, Bermuda
More Info.: Doris Micheaux, Conference Coordinator,
Doris.Micheaux@fortworthgov.org; 817-392-7841

March 2008

7-11 ASPA’s 69th Annual Conference
Transformational Public Administration: A Call for Public Service
Location: Dallas, TX
More Info.: www.aspanet.org