National Experts on Corporate Ethics Meet

Richardson, TX—For the second consecutive year, the Journal Citation Reports (JCR) ranked Public Administration Review (PAR), journal of the American Society for Public Administration (ASPA), the most frequently cited journal in public administration. JCR, published by the independent database publishing company the Institute for Scientific Information (ISI), is widely recognized as an authoritative source for determining the quality of academic journals. ISI's stated mission is to “provide comprehen-

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Remembrance and Reflection
ASPA and Its Members Join Nation in Honoring the Heroes and Victims of September 11, 2001

Washington, DC—A closed-door two-day meeting of the Ethics Resource Center (ERC) Fellows Program took place in July in Washington, DC, resulting in a consensus by the Fellows as to the source of the issues facing corporate America today. The Fellows Program, in its fifth year, brings together business ethics experts from the corporate, non-profit, government and academic sectors twice yearly to discuss the quality of academic journals.

The nation’s leading thinkers in corporate ethics agree that in the wake of recent corporate debacles, fixing the rules and doubling the penalties is not fixing the problem. “If we are to prevent these incidents from happening again, the real issue we should be examining is personal and organizational integrity,” says Stephen Potts, chairman of the ERC Fellows Program and former director, U.S. Office of Government Ethics. “Upholding the rules in an organization requires a strong ethical compass from both leaders and employees.”

Norman Augustine, former chairman and CEO of Lockheed Martin Corporation and

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E-government Service Delivery Enhanced

Washington, DC—Thirty-three percent of local governments report changes in their information security practices following the September 2001 terrorist attacks, according to the results of a comprehensive survey of cities and counties conducted by the International City/County Management Association (ICMA). More than 4,100 cities and counties responded (52.6 percent) to the survey, which covered e-government services, financing and management; online procurement; geographic information systems (GIS); and use of intranets.

Highlights of the survey include:
- 11 percent of local governments have removed information from their web sites for security reasons
- 63 percent of local governments use geographic information systems
- 65 percent of local governments outsource hosting of their web site
- 71 percent report online communication with elected and appointed officials
- 31 percent of responding jurisdictions offer online requests for services such as pothole repair
- 27 percent of local governments use an intranet to provide online training
- Although only five percent offer online payment of utility bills, 51 percent plan to offer the service

Aggregate results of the survey are available on ICMA's web site at http://icma.org/go.cfm.

For more information on how to be published in PA TIMES, please contact Christine Jesett McClure at 202-595-4313, or cjewett@aspnet.org.
Experts Agree That Fixing Rules Not The Same as Fixing Problem

From ETHICS, pg. 1

founding chairman of the ERC Fellows Program, opened the meeting with a keynote address. Leading a panel discussion entitled, “Enron and Arthur Andersen: Lessons Learned” was Charles Bowsher, former comptroller general of the United States and member of the Volcker Commission that conducted an internal investigation of Arthur Andersen’s recent involvement in the Enron crisis. Bowsher was joined on the panel by two influential retired executives: Reid Thompson, former CEO of PIMCO, and Arnold McKinnon, former CEO of Norfolk Southern Corporation. Other speakers included James E. Copeland, Jr., CEO of Deloitte & Touche, who addressed the Fellows about his proposal for the creation of a National Financial Review Board (NFRB), and Roderick Hills, former chairman of the Securities and Exchange Commission, who offered valuable insights with respect to appropriate response to these ethics issues.

The strength of the ERC Fellows program is the diversity of views within its membership. However, the Fellows reached a consensus on the following:

• Rules and regulations will not yield change without corporate leaders who shape a company culture that has an unwavering commitment to ethical behavior in all aspects of the business.
• Ethics officers must be significant members of a corporation’s governance process. Boards of directors should demand that the ethics officer have direct access to them as well as senior management. This would include regular meetings with the audit committee of the board.
• Under no circumstances should a company’s code of conduct be waiverd.
• Leadership’s commitment to ethical behavior must be backed by a solid ethics program with appropriate communication and training mechanisms to build a foundation of integrity.
• Business leaders must set a clear example of ethical behavior and establish “doing right” as a business priority, not merely meeting the minimum required standards.

Government, corporations, business leaders, legal authorities, accounting professionals and the public must all work together to create norms of professional business responsibility where integrity is the foundation. The answer to today’s corporate crisis is not merely in passing more laws. It is not more regulations. It is not increasing punishments. Research funded and conducted by the ERC Fellows has established that ethical leaders make ethical companies. In addition, we know from our research that where there are strong ethics programs, employees have a high sense of the company’s integrity and feel less pressure to commit misconduct.

The ERC Fellows Program is a select group of corporate, government, non-profit and educational leaders who share an expertise and strong practical interest in the fields of organizational ethics. The Program provides an intimate forum for meaningful dialogue around cutting-edge ethics issues, which then prompts the formation of collaborative working groups and research teams to address these issues. An emphasis is placed on work products or research outputs with practical applications for member organizations as well as the broader business community. The ERC Fellows annually bestow the Stanley C. Pace Award for Ethical Leadership on an individual or organization that exemplifies moral courage and leadership. The ERC Fellows Program is in its fifth year.

ERC is a nonprofit, nonpartisan, educational organization that works in four core leadership areas: institution and coaliton development, research and knowledge building, consulting and technical assistance, and education and advocacy.

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Complementarity and Balancing Political and Administrative Leadership

James Svara

There is probably no topic as intriguing to scholars or as challenging to practitioners as the relationship of politicians and administrators. The topic can be examined at three levels of abstraction: individual, institutional and conceptual. At the individual level, the relationship involves balancing contrasting styles and values of two types of officials. At the institutional level, the relationship involves blending the structures designed to set the direction and oversee the performance of government and the agencies that carry out the work of government, although officials in each set of structures have interest in and get involved in the work of the other officials. Finally, at the conceptual level, the relationship involves defining the nature of politics and public administration and how to bring them together in the governance of society.

Before proceeding further in the examination of the relationship, it is important to note that the institutional relationships vary depending on which of two constitutional structures is used. On the one hand in separation of powers structures, the head of the executive is an elected official with powers separate from the other elected officials in the legislature as in U.S. national, state, mayor-council and county executive governments. On the other hand in unitary power structures, the executive is chosen by the legislative body: either the politician who heads the governing party selected by the legislative body or a professional administrator appointed by the governing board as in parliamentary systems and council-manager and county administrator governments, and special districts with boards and appointed executives.

In developing models of political-administrative relationships, it has been common to think of government as divided into two spheres with separate roles assigned to elected officials and administrators—two sets of officials who operate in terms of different norms of behavior. Three other models, based on the political responsiveness of administrators, the autonomy of administrators and overlapping roles of politicians and administrators, have also been identified. The characteristics of the four models are as follows:

- **Separate roles:** clear subordination of administrators to politicians and separate roles and norms. Administrators steer clear of policy and politics and simply carry out the decisions of elected officials. This has often been held up as the traditional and “proper” relationship, and it has typically been associated with the council-manager form of government.
- **Responsive administrator:** subordination of administrators to politicians and dominance of political norms over administrative norms. Administrators are committed to the political goals of elected officials and compliant in their interactions with politicians. This view presumes a political dominance and might be linked to strong elected executive forms of government, such as the strong mayor-council form of government.
- **Autonomous administrator:** equal or greater influence for administrators, and separation of politicians from the administrative role. This relationship reflects a bureaucracy or perspective that assumes that administrators organized in self-sufficient bureaus of local government call the shots and keep politicians at a distance.
- **Overlapping roles:** reciprocal influence between elected officials and administrators and shared roles. Many studies of government at all levels and with various forms conclude that this is the way things are, as opposed to the idealized separate roles model, but the nature and implications of the overlap has not been carefully examined.

A large-scale cross-national survey of the highest appointed administrator in city government, e.g. city managers, provides data for examining the extent to which these models are found in the real world of local government. The essential pattern that emerges from analysis of relationships among top administrators and elected officials in 14 countries—12 in Europe, Australia, and the United States—is one of overlapping roles. There is a complementarity between political and administrative norms, with a high level of independence, reciprocal influence and a positive working relationship.

The research shows variation in the relative influence of top administrators and elected officials. Some administrators—30 percent of the more than 4000 administrators surveyed—are relatively independent with less influence than elected officials. Some, 13 percent, are relatively independent with more influence than politicians. Most, 56 percent, are interdependent and view their influence as essentially the same as that of elected officials. Virtually all, however, have extensive give-and-take with elected officials. Even the dependent administrators don’t shy away from involvement in policy initiation or sacrifice political neutrality to the support of incumbent elected officials, and the independent ones don’t ignore their obligation to be responsive to elected officials.

Thus, although all four models are conceptually plausible ideal types, in the world of local government the model of overlapping roles reflecting a complementary and supportive relationship between elected officials and administrators is typically found. A careful reworking of the works of the founders of public administration and the originators of the council-manager form show that this should not be a surprise. They had in mind a complex relationship in which separate roles were recognized and respected but extensive interaction and sharing was also expected.

Conditions might appear to be very different at the national level where separation of powers is more pronounced. Administrators can contribute to distrust of permanent staff and where the resources of elected officials are substantial. In the last two decades, Republican presidents have tended, at least initially, to limit the role of career civil servants and the Clinton-Gore team made extensive use of outside consultants and pushed agencies to be customer driven. Recent books provide some mixed evidence. In What Motivates Bureaucrats?, Marissa Gordon argues that in the face of determined efforts by the Reagan administration to create an “administrative presidency” and control the bureaucracy, top-level administrators were generally compliant and their contributions to policy-making were limited. On the other hand, Joel Aberbach and Bert Rockman in their study The Web of Politics observe that it is common for grudging respect to develop between political appointees and civil servants over time as they have more experience working with each other. Both come to the same conclusion. For there to be a constructive relationship, political appointees must be willing to listen.

In a complementary relationship, elected officials and administrators maintain distinct roles based on their unique perspectives and values and the differences in their formal position. Still, the functions they perform necessarily overlap as elected officials provide political oversight of administration and administrators are involved in policy making unless elected officials make concerted efforts to exclude them. There is interdependence and reciprocal influence between elected officials and administrators. In order for a balanced complementary relationship to be maintained in the face of this complex interaction, elected officials must have respect for the competence of administrators and their commitment to the public interest. For their part, administrators must support the law and Constitution, respect elected officials and acknowledge the need for accountability while at the same time being responsible for serving the public and supporting the democratic process. Furthermore, administrators should be independent and demonstrate an active and committed form of neutrality. They must be honest in their dealings with elected officials, seek to promote their own professional and personal competence and the broadest conception of the public interest, and act in an ethically grounded way.

Although the value commitments of public administrators have been increasingly recognized in recent decades, the foundations of democratic governance from the beginning have been the sharing relationship between elected officials accountable to voters and professional administrators who are simultaneously accountable to elected officials and committed to advancing the public interest. In Great Britain, the Northcote-Trevelyan report in 1883 advocated having “permanent officers subordinate to Ministers yet possessing sufficient independence, character, ability and experience to be able to sustain their position in the face of some financial crisis, and to some extent to influence those who are from time to time set above them...” The same qualities are needed today, and evidence shows that they are practically constant.

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Partnering For the People
A lliances Between Career Administrators and Political Appointees in Federal Agencies

Linda Wines Smith, Sujata Millick

The discussion of leadership balance between professional administrators and political appointees must begin with an understanding of the historical nature of the interrelationship. Public administration has long sought to define and categorize this relationship from all spectrums of interactions. The dilemmas have revolved around issues of balance of power, bureaucratic authority, responsibility, accountability, responsiveness and neutrality.

New administrations usher in new philosophies, new priorities, new leaders and a “getting-acquainted” period in government. While individual skill-sets of both groups of leaders can be complementary, often dissimilar perspectives and backgrounds can become a source of tension and result in misunderstandings. This paper provides the historical framework for understanding the multi-faceted relationship between the career leader and the political appointee.

Federal service is based on the concept of neutral competence, while appointed service is viewed as being based on the concept of responsiveness. Careerists in government carry out two potentially conflicting advocacy responsibilities: advocating policy implementation processes based on professional expertise while ensuring that such action is viewed as facilitating the administration’s position. On the other hand, appointees are faced with the need to be responsive to the agendas of the administration while ensuring that their decisions and policies are viewed as being equitable and balanced towards the agencies they lead. Underlying these paradoxes is a tension based on concerns of loyalty and responsibility between career leaders and political appointees. This tension is an accepted part of life in the American political and governance culture.

But such tensions aren’t novel or disabling. Some regard the manifestation of this tension to be exactly what the founding fathers desired of a new polity. The fundamental principle of the separation of governmental power has resulted in disparate arguments validating the value of two leadership systems—one professional and one political—and at the same time lamenting the disruption of efficient government action. The theoretical discussions on the subject have focused on the challenges and priorities of the two roles, their values and their impact. At the heart of the issue of leadership balance between professional administrators and political appointees are four imbalances: meritocracy vs. patronage, politics vs. administration, administrative responsibility vs. political oversight, and administrative interest vs. political interest. The following paragraphs provide brief summaries of the debates. While they may not do full justice to the nuances of the arguments, they depict the weightiness of the subject.

The passage of the Pendleton Act in 1883 affirmed the importance of a competent civil service based on meritocracy and distinguished from the prevalent spoils system. It, for the first time, emphasized the importance of a competent leader within public service distinct from the partisan politics of the time. This early act, coupled with the Civil Service Reform Act almost 100 years later, was an attempt to create balance out of apparent imbalance.

Another such balancing attempt was the casting of the politics-administration dichotomy espoused by Woodrow Wilson in 1887. Wilson emphasized the difference in roles and responsibilities of the two types of public servants—the elected officials and the career bureaucrats. Frank Goodnow best explained this dichotomy in Politics and Administration, where he stated that careerists (or bureaucrats) practice administration, while elected officials are engaged in the practice of politics. Goodnow argued that politics and administration could be distinguished as “the expression of the will of the state and the execution of that will,” and without harmony between the expression and execution of the state will, political paralysis would result. This dichotomy prevailed until the 1960s when Paul Appleby in Big Democracy denounced the feasibility of a demarcation between politics and administration and contended that political intervention acted as a check on bureaucratic power.

In a third balancing act, the debates on administrative responsibility were brought to the forefront in the 1930s and 1940s by Carl Friedrich and Herman Finer. Friedrich argued that administrative responsibility had to come from within the organization through professionalism, professional standards and internal checks and balances. Finer responded that internalizing the process would allow little external review by legislative or political sources. Finer believed that external checks and balances were necessary to prevent abuse of bureaucratic power.

Finally, E. Pendleton Herring in Public Administration and the Public Interest examined the role of the bureaucrat and stated that the government bureaucrat was critical in reconciling group differences and making political policy or will a reality. Perhaps it was in doing just that, that the bureaucrat became “political.” This view was reinforced by Lilienthal in 1944, who, upon evaluating the Tennessee Valley Authority planning process, stated that the planning process of government was a blatantly political enterprise—one that he considered beneficial. In 1969, this view of governmental process was rebuked by Theodore Lowi, who criticized the politicization and liberalization of special interests within government.

This leads to the obvious conclusions that government is indeed a complex organization serving many interests, often more divergent than convergent; and that one leadership model is insufficient for this complex issue. As such, any leadership balance that exists today can easily be upset tomorrow. Seeking ideological consensus between the two groups is to attempt a formidable feat.

Today there are over 6,000 career senior executives in federal government and over 7,000 political appointees. Together these groups represent the leadership in government. As the second National Commission on the Public Service considers reforms to government management, it should examine the relationship between career and political appointee leadership and how both can most effectively serve the administration and ultimately the taxpayer. However, it is not clear that a mandate for structural reform exists. Perhaps more can be accomplished by educating the two groups on the theoretical frameworks. This might allow the groups to understand each other’s motivations, strengths, perspectives, interests and agendas and realize that it isn’t one versus the other, but one and the other; both necessary and vital. Only through exposure to history can a partnership develop between professional administrators and political appointees and this increasingly punctuated topic be ameliorated.

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Disclaimer: Opinions expressed in this article are those of the authors and do not necessarily represent the opinions of the Federal Bureau of Prisons, the Department of Justice or the Department of Commerce.
Roger’s Rules for Public Administrators Working With Policy Makers

By Roger Israel

The rules that follow are not really rules but rather advice to consider in light of the special challenges faced by public administrators who regularly interact with elected and politically appointed officials. They have been developed over a 35-year career, 25 of which were spent at the great divide of American public administration, where the people meet government through the relationship between their elected officials and professional public administrators. Ten years in the classroom teaching on this subject have provided a little distance from which to be more reflective. I was only partially successful in this work environment, but I tried to understand and learn from my mistakes, and was always keeping mental notes on the things that seemed to work and those that did not.

What follows may not be as captivating as “Rumsfeld’s Rules,” written in the 1970s for presidential advisors by current Secretary of Defense Donald Rumsfeld, but they may be more helpful and familiar to my colleagues in state and local government. The rules are divided into three categories: the relationship, self-knowledge and professional practices.

The Relationship

• Be extremely careful in developing close personal relationships with policy makers. There are many potential complications, including the possibility that other policy makers may resent this, and you may not know until it’s too late.
• Resist, with every force in your body, getting involved in local political campaigns. What seems a “sure winner” or potential job insurance in the short run can easily stall, derail or destroy a promising professional career.
• Become more familiar with your elected officials as individuals; it is important to know their unique personal histories, values and styles when you need to gain their attention and support on an issue. If you think they are mostly alike, stay away from this work. No two are alike.
• Micromanagement, especially by elected officials “reaching in” to the bureaucracy to help a constituent, is often viewed in public administration circles as inappropriate or harmful to the efficient, effective performance of public agencies. Policy makers and citizens may have a very different perspective. For elected officials, it is one of the most important responsibilities they have in our system and it is critical to their political survival. For citizens, these “intrusions” by elected officials sometimes provide necessary accountability for the decisions and actions of public administrators. Elected officials in the United States are, after all, our ombudsperson. Public administrators, especially at the highest levels, must create an environment in their organizations that is respectful of and appropriately responsive to legitimate inquiries from elected officials on behalf of their constituents. If you regard all such intrusions as inappropriate micro-management, then a change of sector might be worth considering.

Self-knowledge

• If you really do not like most elected officials, make sure that your career goals do not include working closely with them. You won’t enjoy it very much—and they will know it. They are far more sensitive to, and aware of, the staff’s feelings toward them than most of us realize. Remember that reading people is one of the key attributes needed to gain election in the first place.
• Understand your own “skin sensitivity” before upward mobility brings you closer to day-to-day contact with elected officials. One needs to be very sensitive to often subtle signals from the political bosses, but at the same time not too vulnerable to the personal stress that negative signals from them may induce. Politics is a contact sport and the closer you get to it the more you are likely to be personally and intensely impacted.
• Make sure there’s enough flexibility in your own values and standards so that you can survive the adjustments you will have to make when you find out that your policy makers operate on a different set of values that make you uncomfortable. Of course, there are limits. Try to learn what they are before you are fully into this arena. But the politics/administration interface is not a safe place for public administration ideologies.
• When you reach leadership or major managerial responsibilities, spend some time figuring out what you can, in good conscience, do on your job and what you simply cannot tolerate. This is no job for you.

See ROGER’S RULES, pg. 6

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Mordecai Lee

For the last few years, it’s been fashionable for policy makers to talk about reinventing government, making the new public management akin to business administration by throwing out the rules, letting agencies be entrepreneurial, eliminating red tape, flattening organizations and getting rid of middle-managers. Yet whatever management trend might be hot at the moment and endlessly repeated by politicians, there’s a very different and unchanging reality masked by these trendy statements. Notwithstanding the sloganeering about encouraging risk-taking in the public sector, the opposite is actually what key players really want.

Supposedly, the bureaucracy is timid, routinized, rule-bound and slow-moving because of some inherent flaw of public administration. Actually, these characteristics exist in public management largely because the holy trinity of politicians, auditors and the media actually punishes any agency that behaves otherwise and proceeds to make a mistake. These people do not permit mistakes; they are unforgiving of experiments that don’t work out.

Auditors, reporters and politicians love to highlight minor problems and inflate them to gargantuan proportions such as the $60 Department of Defense hammer, some to gargantuan proportions such as the $60 Department of Defense hammer, some

You can be one of their sources for ideas, proposals, pilot projects, legislation, studies. You can help make them look good.

Try to see the world through the eyes of a politician: what helps or hurs chances for a successful career, whether for reelection, election to higher office, accolade of power, access to an important post. What might be a good topic for publicity, for legislative accomplishment, for back patting from the oral writers?

There’s a saying that’s been attributed to Senator Edward Kennedy that could serve as a motto for the public administrator who can successfully work with politicians:

“You’d be amazed how much can get done in ___ (fill in the name of your city/state) if you let someone else get the credit!”

Similarly, the Brownlow Committee in 1937 described the ideal presidential assistant as having a “passion for anonymity.” That’s also a pretty good depiction of the government manager who knows how to effectively work with elected officials.

The leadership balance between elected officials and professional administrators is not an even one, never will be. Nonetheless, public administrators can accomplish many of their goals if they accept the political limitations on such relationships. Herbert Simon’s coinage of “satisficing”—seeking outcomes that are satisfactory and sufficient rather than optimal and perfect—is a good definition of the approach a government manager should take when working with politicians.

ASPA member Mordecai Lee is an associate professor at the University of Wisconsin-Milwaukee and coordinates the Extension Continuing education web site for public administrators and officials, govttraining.org. He was elected to five terms in the Wisconsin State Legislature.

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Politicis and A dministrators: A Partnership Doomed to a Superior-Subordinate Relationship

From ROGER’S RULES, pg. 5

insurance policy because it may cause you to leave your job. Call it instead an integrity and emotional survival guideline, especially for those situations when you may have only minutes or hours in which to make a critical decision. If it doesn’t save your job, it might save your health and even your life.

Professional Practices
• Do everything you possibly can to help your elected officials look good—at least for actions and behaviors that you consider respectable. If you do this skillfully, which is often challenging, you will be rewarded by their appreciation, although your peers and employees may see you as a “suck-up.” When good things for the organization follow good vibes from the political folks, your employees may change the evaluation from suck-up to politically astute. And do not help one elected official to look smart at the expense of others. The satisfaction you both enjoy will be short lived. You will surely pay later.

• Being politically astute is valuable, but it can be dangerous if you end up going over that ambiguous line between politically shrewd advice to becoming an advocate or strategist for one or more of your political leaders. If you get too politically enmeshed, their respect and trust may turn sour, especially if things do not go well for them politically.

• Letting newly elected bosses know how well connected you are with individuals or groups they are politically close to is often an illusory advantage. It may stem at first that they are impressed. But, they may also regard this as an unwelcome restriction on their authority and prerogatives (which is what some professionals who do this are looking for), and they may suspect that you have used these connections to deflect attention away from concerns or problems with your own work performance.

• Absolutely avoid criticism of either your elected officials or top level professionals while in the company of other policy makers. It makes you look unprofessional, because it is unprofessional, and it will usually come back to torture you in ways that you may never be able to anticipate or even comprehend.

And a final plea, as opposed to a policy; try not to be too harsh in judging your political leaders. Most are not Plato’s absurd elected beings. They are flawed human beings like the rest of us; they usually mirror their constituents’ qualities (i.e., the good, the bad...); and they are often under enormous pressures that we cannot fully understand without having walked in their shoes. But they are absolutely central to the longest-running experiment with our form of democracy in the planet’s history.

To the extent that we, as public administrators, can help them support and bring about decisions closer to the broadest possible public interest, we are making representative democracy work better and bringing much-deserved credit to our profession.

Now please add to or subtract from this list based upon your own experiences at the great divide between politics and public administration!

ASPA member Roger Israel is an associate professor of public administration, and coordinator of the public administration/non-profit management program at Metropolitan State University in Minneapolis/St.Paul. Prior to his academic career, Israel worked in city, state and metropolitan government for 25 years and served twice as president of the Minnesota Chapter of ASPA.

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Political Leaders are Flawed Human Beings Like the Rest of Us

From ROGER’S RULES, pg. 5
Improve Leadership Abilities by Managing Expectations

You may be one of the lucky ones not to have received a pink slip during this time of downsizing. But before you heave a sigh of relief, you realize that the work still has to be got done, right? In fact, you may now get assignments for which you or your team lack the expertise or time to complete. Does this sound like an impossible situation?

“People have always had difficulty clarifying what it is they want to see as a final result when assigning projects,” says Stanley Portny, a project management expert. “Many people think they are expected to automatically understand others’ expectations and then they start running in the wrong direction, resulting in wasted time and effort.”

Portny suggests that clarifying a project’s desired outcomes increases the chances that they will be achieved. In addition, “people fail to appreciate that vague requests often result in wasted time and money. The first rule of thumb is ‘Don’t assume anything!’” Portny says.

He offers these tips for busy people who are riding the wake of the downsizing tidal wave. In order to increase your chances for successful project outcomes:

1. **Spell out the expectations.** This is no time to be shy. If you don’t get this part right, the whole project can run askew. Ask probing questions of all people who will be looking for project results, including:
   - What are the true indicators of success?
   - Define, very specifically, what will signal successful project completion. Desired outcomes might include physical products, services or new procedures. Try to determine the particular desired characteristics of each outcome. The expectations may be wide ranging and, at times, conflicting, depending on whom you question. Be sure to document the expectations and determine if you feel you can achieve them all. Discuss with the project requesters any about which you have concerns.

2. **How much time would the requester like you to spend on the project and when would he or she like the results?** The person who assigned you the project may not realize that, prior to downsizing, a similar project might have taken three weeks, but now, with your reduced staff and increased workload, it may take longer and require more work effort. Discuss these realities with the requester and work together to develop responsive and achievable schedules and resource budgets.

3. **Identify and involve all people who may be looking for results from this project.** It’s not unusual that the person assigning you the project is not the one who originally conceived it. Identify and consult all people who will be looking for project results, including the person with the original idea, as well as others who may benefit from what you will produce. Consider both managers and staff who will be affected by or needed to support project results. Be sure to include these people in your project planning and to keep them involved and informed as the project moves along. If people are reluctant to give you their time, explain that their involvement is essential to help you meet their true needs.

4. **Draw on the knowledge and experience of others.** If your assignment involves work in areas with which you are unfamiliar, consult others who have more experience. Identify knowledgeable colleagues or consider retaining the services of external experts. Consult these people as you prepare your plan and at key review points during your project. Ask questions so you can understand how best to approach your assignment. Be sure to clarify any information from the experts or from the person who assigned you your project that you feel is ambiguous. Remember the old adage: ‘There are no stupid questions.’ Document everything and share the news. Keep the momentum going and ensure you are on track by communicating regularly throughout the project with the person who assigned you the project and others looking for your project’s results.

5. **Carefully manage changes in expectations.** If your client asks you to modify or change the outcomes that your project is to achieve:
   - Be sure the requested change is in writing.
   - Always assess the impact of the requested change on all aspects of the project.
   - Be sure the others who are awaiting your project’s results also agree that the proposed change should be made.
   - If you agree with the requested change, modify all impacted elements of your project plan and share the news with everyone involved in the project.

Stan Portny, president of Stanley E. Portny and Associates, LLC, is an internationally recognized expert in project management and project leadership. His book Project Management for Dummies is available in bookstores nationwide.
U.N. and IASIA Undertake Worldwide Public Administration Education and Training Initiative

New York—The demands of a globalizing world that is witnessing significant growth in resource inequality, the continuing problems of public administration, and the new needs of the world’s leaders have placed great weight, the increasing calls for greater decentralization and more accountability in governance and the transforming of formerly command economies into market economies all have placed, and will continue to place, extraordinary requirements for creative leadership upon both the current and future generations of governmental leaders. It is for this reason that the Division for Public Economics and Public Administration of the United Nations Department of Economic and Social Affairs (UN/DESA/DPEPA) and the International Association of Schools and Institutes of Administration (IASIA) have recently agreed to initiate a four-year effort to improve the quality of education and training in public administration for both the current generation of governmental leaders and the next generation as well.

Led by Guido Bertucci, the director of the U.N.’s Division for Public Economics and Public Administration, and Florida International University’s Allan Rosenbaum, the current president of IASIA, the goal of this joint initiative is to strengthen institutional capacity for effective public administration education and training and, in so doing, have a significant impact upon the development of effective and transparent governance throughout the world—both now and in the future. As Bertucci noted, “this initiative is important to both the immediate and the long-term well being of the world’s people since the quality of public administration education and training has a very significant relationship to the quality of governance. It is also critical for the success and the achievements of the U.N. Millennium Development Goals.” In turn, Rosenbaum pointed out that “the quality of governance is often highly related to the level of development of a region. While there is no country in any region of the world which can be absolutely satisfied with the quality of its governance, it is very clear that in those countries where governance is the most effective and transparent, economic development is the most advanced and poverty is neither as widespread nor as oppressive.”

Further complicating the tasks facing all levels of governmental leadership are the rapidly growing public demands for greater ethical behavior, and the emergence of a variety of new modes of relationships between the public and private sectors. The result is that the arrays of issues facing top-level government leaders—both current and future—are extraordinarily complex and difficult ones. They are ones that urgently require new approaches to enhancing the competencies of current leadership and developing the skills of future leadership.

While this initiative is intended to be worldwide in scope, in keeping with United Nations and IASIA priorities, particular focus will be placed upon Africa, Asia, Central and Eastern Europe, Latin America, and the Middle East. It is anticipated that the initiative will have major phases—a first year of assessment activities and then three years of implementing a variety of activities involving technical assistance and demonstration projects.

The initiative was kicked off with a special session at this year’s annual meeting of the Network of Institutes and Schools of Public Administration of Central and Eastern Europe (NISPAce) in Krakow, Poland, which was organized by NISPAce Executive Director and IASIA Board Member Ludmilla Gadjosova. Subsequent sessions to seek input from relevant public administration communities were held at the annual Inter-American Conference of Mayors in Miami, Florida, and the annual Conference of IASIA in Istanbul, Turkey.

Two activities that will play a major role in defining and shaping the initiative will be occurring this fall. First of these will be a U.N. Expert Group meeting on “New Challenges for Senior Leadership Enhancement for Improved Public Management in a Globalizing World,” which will take place at the U.N. Staff College in Turin, Italy, in September 2002 and will bring together a group of 20 individuals. Yolande Jemiai, a senior staff person at the United Nations who is working with Bertucci on this initiative, noted that the specific areas of concern, which the experts will address, will include:

• defining the concept of leadership, as well as defining the target group or groups of the initiative;
• identifying and outlining key issues facing top-level government leadership;
• outlining specific areas of competency enhancement necessary to better equip top-level government leadership to function in today’s increasingly complex governance environment;
• exploring various strategies to facilitate the most effective forms of competency enhancement for top-level government leadership; and,
• developing a proposed program of activities that will produce significant initiatives in the area of competency enhancement for top-level government leadership in transitional and developing countries.

The second major activity will be a conference, open to any ASPA member, on “Improving the Quality of Public Administration Education and Training: New Needs, New Approaches,” which will take place at Fundacao Getulio Vargas in Rio de Janeiro in November 2002. This conference will bring together individuals from every region of the world who are involved in new methods and approaches to public administration education and training. It is anticipated that the conference will result in the development of a set of ideas and techniques that are appropriate for the education and training of the next generation of governmental leadership. The focus will be on both education and training activities and, most importantly, how to make them as relevant as possible to newly developing civil servants—recognizing the need for specific regional and cultural relevance.

In addition, IASIA has established a working group that will explore the development of standards of excellence and effectiveness in public administration education and training, which take into account the different administrative cultures of the world. As part of its work, the group will review existing relevant materials such as accreditation standards, various codes of ethical and professional performance in the field (for example, charters for the public service and relevant ethics codes) and the like. This group is being co-chaired by James Kalebbo, the director of the Uganda Management Institute, and Blue Wooldridge of Virginia Commonwealth University.

It is anticipated that over the next year at least two reports on the first-year assessment activities will be produced. The first will address the need for, and the means to respond to, the education and training needs of the current generation of government leadership. The second will address the status of public administration education and training in the major regions of the world (excluding, in all probability, North America and Western Europe). These reports will be jointly published by UN/DESA/DPEPA and IASIA.

Beginning in 2003, various efforts will be undertaken to seek additional external funding from sources such as the Ford or Turner/U. Foundations or the World Bank. The purpose of such funds would be to organize in Africa, Asia, Central/Eastern Europe, Latin America and the Middle East relevant initiatives, technical assistance and demonstration projects in the area of public administration education and training. It is anticipated that such projects will significantly improve the quality of public administration education and training in those regions, and in so doing, improve the quality of governance and the quality of life for the citizens of those regions.

For more information contact ASPA member Allan Rosenbaum, director of the Institute for Public Management and Community Service at Florida International University, and president of IASIA at rosenbau@fia.edu
The summer 2002 class “Ethics in Public Service,” at the University of Texas at Arlington (UTA), provide a response to Ralph Hambrick’s ethical dilemma in the June 2002 PA TIMES “An Ethics Moment.” Using Montgomery Van Wart’s sources of values in ethical decision making from his 1996 Public Administration Review article titled “The Sources of Ethical Decision Making for Individuals in the Public Sector” as evaluation criteria, those in favor of this action and those opposed suggest ethical criteria to consider. In conclusion, the majority of the class decides on the ethical course this public administrator should follow.

In this dilemma, Ralph Hambrick of Virginia Commonwealth University questions the ethical correctness of using a loophole in federal Medicaid policy to collect $259 million in matching funds for the state. He writes, “Both participating localities and nursing homes in the state have refused to collaborate for the money because it is unethical.” Van Wart suggests there are five key values every public sector employee should consider when making ethical decisions: individual, public, organizational, professional, and legal interest values.

**Is This an Ethical Dilemma?**

There is consensus this is an ethical and leadership dilemma. An ethical dilemma is about values. Aristotle speaks of “pain and pleasure” in moral acts. This suggests that the act must affect someone else besides the individual making the decision or performing the act. Furthermore, Aristotle defines voluntary action by whether the agent originates it with knowledge of particular circumstances of the action. If the dilemma is a value issue—the decision maker has knowledge of how the work and decision would affect others—it is an ethical issue. Leadership means the public administrator will act according to what is discerned.

**Individual Interest Values**

Government needs people who are honest, fair, and demonstrate integrity. What individual values were advanced for this state administrator in the decision to pursue the $259 million in funding?

Those who argue in favor of this action suggest the state administrator is promoting the individual values of fairness and integrity. By acquiring and using these funds, the administrator is not lying or cheating and is fairly using means necessary to better the state and those residents in need. The action of this public administrator is certainly adhering to the “golden rule.”

The opposing view questions why loopholes need be used to gain additional state funding. The use of a legal loophole calls to question the individual ethical values of the public administrator. The appearance is that the state administrator is using an individual ethical standard to quell the perception of impropriety.

**Public Interest Values**

Is it in the public interest to access the funds using a legal loophole? Is there a point where the state official must consider the greater national Medicaid interest? Van Wart explains that public interest derives from the community.

Those in favor of acquiring the funds argue that as a public official, one is entrusted in acting for the public interest, with or without the public’s apparent backing. This public administrator cannot pass on the need for the funds, albeit through a loophole, for the betterment of the localities. To promote social equity, this public administrator in this case must act in the best public interests of the state’s residents. The opposing side questions how social equity is advanced by the decision to access these funds via a loophole. Though Virginia may have more money, the concept of social equity extends beyond its borders and to the national requirements of Medicaid. The appearance of impropriety in doing the public’s business is paramount, and the ethical perception in using this loophole does not serve the public interest.

**Organizational Interest Values**

On one side of the organizational ethical equation is the value of effectiveness in outcomes. On the other side is the value of efficiency in process. What is the organizational ethical climate?

Speculation of the organizational ethical climate in this case suggests an outcome approach. Those in agreement with acquiring the money suggest the outcome of the agency is effectiveness and the focus on public interest and social equity within the state. This public administrator must seek to acquire these funds.

The other side argues an egocentric organizational ethical climate exists and effectiveness of outcomes centers on the effectiveness of the public administrator. More important is a principled approach that focuses on process over outcomes.

Regardless, the class agrees that if the public administrator disagrees with acquiring the funds through a legal loophole, he or she may covertly obstruct the transfer. The ethics of this organization must be derived from a culture that allows decisions of this magnitude to be reached using an individual’s moral values.

**Professional Interest Values**

According to the ASPA Code of Ethics, a professional is charged to “understand and apply legislation and regulations relevant to their professional role” and “respect … and support government constitutions and laws.” A question presents itself—are these professional standards too high and unrealistic? Perhaps the professional standards forget that providing Medicaid coverage to the state residents relying on these funds is not the focus of this dilemma.

Those in favor argue that professional interest includes the “discretionary authority to promote the public interest.” This is a controversial issue and requires public input. The state administrator should involve the public in the decision-making process before proceeding.

Those opposed to acquiring the funds contend that the relevance is the law. Gaining public input does not relieve the professional from the respect and duty to follow a written law. The public administrator cannot knowingly use loopholes for state gain. As a professional, the public administrator should work to “improve and change laws that are counterproductive and obsolete.”

**Legal Interest Values**

Legal values provide a narrow answer to this ethical dilemma. The acquisition of funds is for the good of the state. Just by presentation, this case suggests an opportunistic infraction against federal jurisdiction. Those in agreement with the process of acquiring the funds, through the loophole in the law, argue that actions based on rules do not automatically make it ethically correct. This case does not test the exercise of discretion where the administrator has discretion and it is shown the law does not express social equity. This public administrator must seek to acquire these funds.

The opposing views argue the administrator must work to satisfy both the public interest and the legal interest, including a loophole in the law. As Aristotle suggests, if the agent originates it with knowledge of particular circumstances of the action, it becomes an ethical issue. Knowing there is a loophole is the same, morally, as knowing the requirements of the law. This public administrator must become a working voice for the unheard in regards to the needs of his state and healthcare, and create changes in the law to prevent this situation from again arising. The law, as known to the public administrator, must be observed when acting for the public interest.

The majority of the students support the public administrator’s efforts to acquire these funds, even through a loophole in the law. The values of fairness, equity and public interest outweigh issues of legal loopholes and professional interests. In addition to acquiring these funds, the public administrator must prevent “mismanagement of public funds by establishing and maintaining strong fiscal and management controls, and by supporting audits and investigative activities.” Additionally, the professional interest values require all state public administrators be involved in examining and closing this loophole.

Bureaucratic norms, such as those revealed in this case, reject the exercise of discretion. The expectation is the public administrator will allow a structural framework of legal issues to override acting in the public interest and acting ethically in a moralistic and normative sense. The ethics of doing what is right is a product of the desire to act with fairness and equity. To demonstrate integrity, this public administrator must have discretion in the accomplishment of duty.

Janice Harrington, Emily Murphy, Monica Ramirez and Rudy Nino are MPA students in the School of Public Affairs at UTA. ASPA member Rod Erakovitch is an adjunct professor and doctoral candidate at the School of Public Affairs at UTA. Erakovitch is also an assistant professor of management at Texas Wesleyan University and the ASPA Ethics Section communications.

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**Does your agency or organization have an innovative best practice others can learn from?**

Submit your article to:

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Commentary

The Current Debate Over Research in Public Administration

Mark Henych, Charles Mesloh

There have been numerous articles written about the poor quality of research literature produced in the field of public administration. With public administration being a discipline for little over 50 years it is not surprising that public administration research is still developing. Although a number of the articles are anecdotal in nature and may qualify as poor research, a few take a detailed look and closely analyze research written products that have been generated around the country. The purpose of this critique is to examine why there is such a problem with public administration research.

Literature Review

McCurdy and Cleary’s study in 1984 examined 142 doctoral research projects published in the 1981 Dissertation Abstracts International to determine the research done in public administration. They found that 18 percent met none of their criteria regarding a contribution to the field of public administration, while 28 percent met only one. Robert Stallings argues that research problems in the field should be determined by those in the field, such as practitioners. He states that first-hand experience or hands-on experience gives one knowledge that can only be considered an “acquaintance with” type of knowledge.

Houston and Delevan examined empirical research in six public administration journals. Variables under study included: purpose of study, research design, types of data and statistical techniques used. They found that little theory testing and a lack of methodological rigor was a problem and “a cumulative knowledge base was not being developed.”

Cleary compared the 165 dissertations published in 1990 to those published ten years earlier to determine whether dissertation research had improved. It was a replication of the McCurdy-Cleary study and used the same six criteria to analyze the dissertation abstracts. In all areas with the exception of one (important topic), the 1990’s dissertations showed marked improvement.

Houston and Delevan examined the content of research articles sampled from selected journals for the five-year period of 1984 to 1988. One hundred fifty-four articles from academic fields and 150 articles from practitioner-oriented fields were used for a comparison analysis. They concluded that more rigorous theory testing and the use of quantitative methods were necessary.

Identification of Issues

Each of the previously discussed studies has articulated a major weakness in public administration or provided data that supports one of these studies. However, in the doctoral program of today, only a small percentage of the graduates choose to remain in academia. Since the field of public administration is practitioner based, it is not surprising to see a large portion of the literature based upon some form of problem solving. This is not consistent with the criticisms made within the literature reviewed for this paper. Those in academia as if all who obtain a doctorate should be working toward theory building for the benefit of mankind and scoff at research that fills only a small niche at the local level. However, before this is interpreted as a scathing review of the educational system as a whole, it is important to examine each of these complaints in their entirety and evaluate their validity on a stand-alone basis.

Theory Testing

The issue of testing existing theories appears in a number of the critical articles addressing this area. McCurdy and Cleary found that only 42 percent of the dissertations surveyed tested a theory or reached a conclusion containing a causal statement while Houston and Delevan identified 63 percent of the published articles that contained hypothesis testing. Cleary later found that number had risen to 73 percent.

In contrast to these earlier findings, Adams and White showed 22 percent of dissertation research was relevant to theory, while Lan and Anders found that 32 percent of the published articles related theory building. This necessitates the determination of the value of theory testing. Obviously it serves a genuine purpose in the furtherance of knowledge within a field.

Stallings states that the nature of research in public administration is principally weak, as there is the absence of theory. For existing theories he states that they only bear remotely and indirectly on practice. However he adds that the issue here is that in a field that is dominated by practice, how does one identify core problems to which theories can be applied? He states that the issue could be rectified not by separating theory and practice, but rather by incorporating them into a three-way relationship of theory, practice and method.

However, theories are not the only goal of research. Knowledge can be advanced through practice as well as theory and to diminish the value set on a dissertation only because it fails to fall within someone’s critical perception seems to weaken the system as a whole.

Cutting Edge

The invention of new questions drives this field. However, theories are not the only goal of research. Knowledge can be advanced through practice as well as theory and to diminish the value set on a dissertation only because it fails to fall within someone’s critical perception seems to weaken the system as a whole.

The first question that comes to mind is by whose standard is an article worthy of the title “cutting edge.” The differences between theorists and practitioners are easily discernable when value judgments come into play. What may be cutting edge to one group may be regarded as worthless by the other. The lack of clear definition makes this complaint problematic at best. As a result, it becomes a weak tool for debunking the work of another.

There is an obvious problem in the state of literature within public administration dissertations and publications. However, this problem may lie less in the writing of these so-called weak research papers and more in those who evaluate them.

The problem appears when the topic of a dissertation falls under attack merely because it fails to test theory or achieve the highly coveted leading-edge status. This is problematic in itself. It demonstrates that those in power are framing the role of Ph.D. as an academia-only-club and if you have to ask, you probably can’t afford it.

The original goal of this analysis was to analyze the weakness in public administration research and examine the current trends to determine the differences between practitioner-based research versus academia-based research. As this analysis continued, it became obvious that there was less of a methodological problem and more of a debate over the future of public administration.

Unfortunately, that issue is outside the scope of this paper. It should suffice that the field of public administration could not exist without practitioners and academics. In order to resolve these confrontational issues, guidelines should be established by ASPA in accordance with the wishes of both groups to determine the direction of research and parameters to conduct that research. This would allow the petty struggles to establish goals that insure methodological rigor along with the freedom to research outside a theoretical framework.

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Letter to Editor

Dear Editor:

In “Getting to Green” (July 2002 PA TIMES), George Fredericksen gushing praises the new Executive Branch Management Scorecard of the Federal Office of Management and Budget (OMB) as telling us “more about agency management and effectiveness than we have ever known before.” The OMB now rates agency performance on a scorecard/traffic light scale of red (lousy), yellow (in the middle) or green (great).

When the president of the National Association of Public Administration (NAPA) joined the OMB in 2001, one of his major tasks was to help expand the privatization of public services. One way to do this, of course, is to show that we should replace public agencies with private corporations.

Fredericksen could have used fewer paragraphs to explain the OMB red/yellow/green system. The Bush Administration was dedicated to issuing “red cards” to Clinton agencies because Bush had to show he inherited a mess. Obviously, agencies that now have “red cards” will become “green-carders” by re-election time in 2004. If they are still “red-carders” in 2004, why re-elect the president?

OMB represents the ultimate destruction of professional public management, a long-term bipartisanship. If the latest political fad continues, every new president will issue “red cards” at the beginning of his/her term, then change them to “green” before election time.

I suggest that public administration professionals should not immediately agree that “the Bush Administration’s score carding approach to the management of federal programs ...[as] deserving thoughtful consideration.” There is no reason to adopt the Administration’s grading of “no damned good” as valid for all public agencies.

Frederick C. Thayer

Central Michigan University

Visit the ASPA web site at www.aspanet.org
During a session on social equity at a recent national public administration conference, I was startled to discover one of the participants described social equity as class warfare. In a time of national crisis, the speaker said, we should be united, and it is inappropriate for people in public administration to emphasize our differences and divide us. It is not the place of public administration to concern itself with matters of fairness and equity between, as he put it, the classes. The class warfare comment dissolved the session into a rhetorical and ideological shooting match, destroying any hope of reasoned deliberation. I was too stunned to react, and the moment passed. But from that moment on, I was haunted by the argument that the pursuit of social equity in public administration is a form of class warfare has nagged at me. Please join me as I pull that sliver out.

My first unspoken reaction was this: if social equity in public administration is class warfare, sign me up for the conform. This is a war worth fighting. Obviously this response indicated that I was as drunk on the rhetoric of social equity as the speaker was on the rhetoric of class warfare. Gradually I sobered up.

My second reaction was befitting my line of work. I wondered, like any professor would, if there was something I had missed, something new and profound in either the field of public administration or the circumstances and conditions in which Americans live. When professors have doubts about what they think they know, they retreat to the research and literature on the subject in question. This is what I found.

The two best recent studies of social and economic circumstances in the United States are Lisa A. Keister’s Wealth in America: Trends in Wealth Inequality, published in 2000, and Kevin Phillips’ Wealth and Democracy, published this year. But as they both offer an impressive array of information over an extended period of time, sufficient to give informed historical perspective to the subject. Both insist on the importance of distinguishing between wealth and intergenerational wealth accumulation on one hand and annual income on the other. Regarding the contemporaneous accumulation of wealth, both studies find that in the whole sweep of American history there has never been greater concentration of wealth in the hands of the few. Even the concentration of wealth, and the top 20 percent controlled a temporarily accumulation of wealth, both studies find distinguishing between wealth and intergenerational accumulation works.

The lead article in the August issue of PA TIMES, Paul Epstein described how he and colleagues from the New York Metropolitan chapter of ASPA participated in “The Loonie to the City,” a town meeting which focused on plans to rebuild the World Trade Center site. Furthermore, Paul is promoting development of a comprehensive web-based performance measures based on the Civic Alliance’s desire for performance measurement to work.

And of course, John Knamsky always keeps us current with his timely, online column, “Managing for Results.”

In taking this retrospective look at CAP, it becomes obvious that CAP fellows and CAP Board members are a dynamic group with a common interest in performance measurement. There are other accomplishments too numerous to detail here we expect to feature them in future CAP Corner columns.

The Spirit

For information or items of interest related to CAP or performance manage ment/measurement activities or if you have a related item for the CAP Corner, please contact Denise Wells, CAP Director, 3120 G Street, SW, Suite 700, Washington, DC 20005, (202) 585-4300, dwells@aspanet.org or be sure to check out the “CAP Corner” on ASPA’s web site www.aspanet.org.
Imagine you are an inspector in the Village Engineering Department and have the responsibility to inspect the sidewalks of residents whose streets are being resurfaced. The village policy is clear—residents who live on streets that are partially resurfaced must pay up to $1,000 per home for their sidewalks to be replaced. But, residents on streets that are fully resurfaced are not required to pay. Your job is to determine how much a resident who lives on a partially resurfaced street must pay to replace the sidewalk. Sounds straightforward enough.

Not so. Why? Because the technical criteria for determining the difference between a full resurface and a partial resurface is murky. Moreover, as the inspector, you have suffered for many years trying to explain the system to residents who are impacted. And, it is your strong belief that the required fee is too great of a burden, particularly as it is not applied in all cases and a large percentage of the residents are retired. After years of expressing your concerns to the director of the engineering department and having them ignored, you decide to take the matter directly to the mayor.

The engineering director does not find your conversation with the mayor amusing. Indeed, he becomes quite angry with you for going to the mayor and having his policy decision questioned. He instructs you to proceed with collecting money from residents and lobbies the mayor to support the current policy. You continue collecting checks and contracts from residents but decide not to cash them or process the contracts because you feel the mayor will rule in your favor. And, you are right. The mayor concludes the system is unfair and resident contributions are eliminated for all sidewalk replacement projects.

Upon hearing the mayor’s decision, you return the unprocessed checks and destroy the contracts. The director, not having budgeted for the change, instructs you to continue with the old policy for the upcoming construction season and to initiate the new policy the following year. Concerned about losing your job, you lie and say that you had not collected any money. You feel it would be impossible to collect the money for the upcoming project year as the change in policy had already been announced in the local press.

In the meantime, the director investigates and finds that the money has indeed been collected and subsequently returned. In his opinion, this was contrary to a direct order. You admit lying but claim that you had merely followed the wishes of the elected officials. The director gives you a pink slip thus terminating your employment with the Village. You decide to appeal the decision to the assistant administrator.

Now imagine you are the assistant administrator. What should you do? Was the director right to fire the employee for her behavior? Was the director acting out of his anger at having his decision overturned? Was the employee acting in the best interest of the community? Is it sometimes ethical to disobey an order when you feel it is the right decision? Should the employee have been disciplined?

—based on a real case. Name of submitter withheld by request.

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Improving Homeland Security Focus of DCC’s 2002 Grant Program

Franklin, TN—Dialogic Communications Corporation (DCC) announced today it has established the 2002 Homeland Security Grant Program. The Homeland Security Grant Program is open to all city and county law enforcement agencies and fire departments, campus law enforcement and state and local government emergency management agencies, operating in the United States, regardless of size or population served. The deadline for application submission is September 15, 2002, with three of the company’s high-speed notification systems being awarded in mid-November 2002.

“As a result of 9/11, public safety agencies’ operations across the nation have been given a mandate to create or improve emergency response and notification plans,” said Rick Wimberly, DCC’s director of public safety/homeland security. “We recognize this need at DCC, and want to help by providing technology, free of charge, that an agency can use as the foundation of a comprehensive homeland security plan in its region.”

DCC’s grant program was established in 2001, awarding systems to the Shreveport Police Department (WI) and Utah’s Valley Emergency Communications Center, the nation’s largest service network. The 2002 grant program was modified and expanded in light of the tragic events of September 11, 2001, focusing more on homeland security initiatives.

The company’s 2002 Homeland Security Grant Program will lead to three system awards to public safety operations serving a population of less than 100,000; 100,000 to 1,000,000; and more than 1,000,000 (based on 2000 U.S. Census data). DCC grantees will receive the complete high-speed notification system, installation and a one-year maintenance and support contract. Although for-profit organizations are not eligible to apply, DCC encourages applicants to partner with outside groups.

“DCC also will benefit by receiving invaluable information that can help the company build upon its technology and, consequently, improve homeland security for our clients nationwide,” Wimberly added.

DCC’s high-speed notification technology is proven to automate emergency communication procedures with response teams and local resources. It contacts individuals by phone, pager, fax and e-mail; delivers incident-specific information or potentially life-saving instruction; confirms message receipt and prints/foxes reports outlining call-out results. Using this technology, agencies have achieved tremendous results nationwide in terms of public safety, speed, accuracy, cost savings and efficiency.

DCC’s 2002 Homeland Security Grant Program opens the window of opportunity to even more operations to take advantage of the technology’s numerous benefits to first response operations.

For an application, please e-mail, rick.wimberly@dccusa.com. Include a contact name and title, the agency name, address, phone and fax number. Any history, if any, with this type of technology, would be appreciated.

A review committee made up of DCC’s director of public safety/homeland security, DCC customers and an outside grant consultant will select the recipients. For more information, call 800.723.3207 or visit www.dccusa.com.

Leading Work-Life Companies Announce New Telecommuting e-Courses

Minneapolis—Work & Family Connection, Inc., the nation’s only work-life information clearinghouse, announced that an alliance with Gil Gordon Associates, a leading telecommuting consultant, has produced the world’s only web-based e-learning courses on how to telecommute, and manage telecommuters, successfully.

Companies report saving as much as $10,000 per commuting employee, according to the International Telework Association & Council, with an average 63-percent reduction in absenteeism per teleworker. And more companies are responding to employees who want to work from home; the latest Society for Human Resources Management (SHRM) survey of its 165,000 members found the number offering telecommuting grew from 20 percent to 37 percent in the past four years, the biggest jump of any flexible work arrangement.

Says Susan Seitel, president of Work & Family Connection, “These courses are designed to be colorful and engaging, as well as substantive and practical. ‘Managing Telecommuting: A Guide For Remote Managers,’ offers managers and supervisors a complete, easy-to-follow roadmap beginning with choosing the right person for telework. They’ll understand the basics of remote management, how to set goals and evaluate success, and keep their telecommuters linked to the office and on the career track. And there’s a whole module devoted to planning with their teleworkers, and anticipating and resolving challenges.”

“The courses were previewed by e-mailing Training@workfamily.com or calling 800-487-7898.

American University’s School of Public Affairs Announces Award Winners

Washington, DC—Victor J. Ferlise, deputy to the commanding general in the Department of the U.S. Army Communications- Electronic Command, and Kenneth M. Pusateri, general manager of the Defense Nuclear Facilities Safety Board, have been selected as the 2002 recipients of The Roger W. Jones Award for Executive Leadership, which is presented annually by the School of Public Affairs at American University.

On September 24, William M. LeoGrande, acting dean of the School of Public Affairs, will host a ceremony to honor these two federal career executives, who have demonstrated the same commitment to excellence, leadership, and professional development as the man for whom this award is named. After the awards presentation the awardees will address the topic of, “September 11th—Impact on Agency Management Actions: People, Policies, Priorities, Processes.”

This is the 25th year that the award named for Roger W. Jones has been presented. Jones epitomized the best among career executives through his service in government operations and as a spokesperson to four presidents. In addition to being a former professor in the School of Public Affairs, Jones was a public servant who greatly influenced the improvement of government service through his commitment to the education and training of managers and executives.

For more information on the award recipients or the award itself, contact Heather Finneran at 202-885-2942.
Building Good Governance: Reforms in Seoul

Edited by Marc Holzer and Byong-Joon Kim, Building Good Governance: Reforms in Seoul, published by the National Center for Public Productivity and the Seoul Development Institute, contains as cases the reforms which Seoul planned and administered. It addresses the impacts of those reforms as well as difficulties and problems in the implementation process. As there has rarely been such analytical and comparative information available on reform cases in the Asian region, this book should prove to be an invaluable contribution to the countries which plan to promote similar reforms. The book consists of four major sections: enhancing transparency, improving integrity, upgrading responsiveness and increasing productivity. In the volume, there are discussions as to the background and the application process, the problems discovered in the implementation process, the efforts to overcome those problems, and the program effects of the specific reform projects.

As pointed out by Holzer and Kim, Western concepts and models of administrative reform were not always applicable to the case of Seoul. The resulting adaptations and answers to the difficult questions involved in the effort to reform the city may assist other cities in other parts of the world.

Arie Halachmi, Professor
Institute of Government
at Tennessee State University

Ordering information:
Checks payable to National Center for Public Productivity, Rutgers University, Grad. Dept. Public Admin., Rutgers U., Newark, 360 King Blvd., Newark, NJ 07102. $45 per copy, plus S&H $10 U.S. and Canada or $20 Internationally. Information: pubadmin@andromeda.rutgers.edu or http://newark.rutgers.edu/~ncpp

This book is an important contribution to the literature about governmental reform, and should be of interest to public administration practitioners and scholars concerned with the effectiveness and openness of governments.

–Glen Hahn Cope, Dean
College of Public Affairs and Administration
University of Illinois at Springfield
One Year Later: ASPA Members Reflect on September 11, 2001

September 11, 2001, is a day and an event that everyone in the United States and many people around the world will remember as a tragedy, a milestone, a cataclysm that is never to be forgotten. Like many times before, we’ll all remember where we were and what we were doing when we saw and heard the news, and whenever we remember, we’ll be reminded of the tremendous courage, loss, honor, sacrifice, and service to the public exhibited on that one day, and for many days afterwards. There have been other historical events with this kind of impact. The first musket shot that started the American Revolutionary War wasn’t shown live on CNN, but it has had far-reaching results.

The cannon fire that started the Civil War. The telegraphic broadcast of the golden spike connecting east and west by the transcontinental railroad. The bombing of Pearl Harbor on December 7, 1941. The assassinations of President John F. Kennedy, the Reverend Martin Luther King, Jr., and Robert Kennedy. The launch of Sputnik, and Neil Armstrong’s walk on the moon. The bombing of the Federal Building in Oklahoma City. And now, September 11, 2001.

September 11 is a “day that will live in infamy,” like Pearl Harbor, and a day that through tragedy and loss has also inspired many to greater dedication to and appreciation of public service. The terrorists of September 11, 2001, has changed our lives, and made us stronger in our dedication to public service for the greater good, in honor of those at the World Trade Center, at the Pentagon and on the airplanes at those sites and in Pennsylvania on that day. Your dedication to public service as ASPA members shows clearly in the following commentaries on the events of September 11, 2001. Thank you for your commitment to public service, and for sharing it with us.

-Glen Hahn Cope, ASPA president

I’m not sure I remembered to say, “Thank you” to many people, some who were strangers, and some who I’ll never see again, the Marines, Navy personnel, the contractors and the civilians that work in the Navy Annex, “next door” to the Pentagon.

On the morning of September 11, I was in a meeting in the Navy Annex and did not hear about the tragedy that was unfolding at the World Trade Center. My first warning was a loud thud, but since we were in a construction zone, I dismissed the noise as common to the construction noises we routinely heard. Minutes later, the fire alarm sounded.

As we exited the building, the director’s secretary and a colleague quickly briefed me about happenings in New York and the Pentagon. Of course, the “thud” I had heard was the plane smashing into the Pentagon on the side we worked on. As we evacuated, the billowing, black smoke and flames on the roof verified that we were under attack.

At first, in shock, people stood around in the street wondering what to do. Many Naval personnel raced down the hill to help victims at the Pentagon while the Marines formed into units and prepared for a defensive response donning camouflage uniforms and weapons.

Shortly after we evacuated, we were told to go into Arlington Cemetery and get as far away from the building as possible. Although we didn’t know it at the time, I now suspect this was because the fourth airplane was in the air and we didn’t know its intended target. To get into the cemetery, it was necessary to go over a stone wall about three feet tall on our side, but with a six-foot drop on the other. “Thank you” to the Marines who jumped over the wall, picked me up, and handed me and several other people into the safety of Arlington Cemetery. From there, we watched a blue and white helicopter circling overhead and saw the fighter planes that were launched in pursuit of the fourth hijacked airplane. “Thank you” to the pilots and crews who watched over and protected us.

I moved toward a group making telephone calls on their cell phones. I had been trying to call my own family without success. One of the men, a civilian Marine—that’s what the Marines call their civilian employees—was successful in getting through, allowing me to advise my family that I was safe. “Thank you,” civilian Marine.

By this time, the FBI, the emergency vehicles, the ambulances, the firefighters and the police arrived to deal with the disaster at the Pentagon. There is no “Thank you” big enough for these dedicated first responders.

When we were finally able to leave Arlington Cemetery, the Marines opened the Mutual Aid Society at Henderson Hall where a retired Navy admiral was giving directions about where to get water, use the restrooms and make telephone calls. I remember thinking this was an unusual job for a retired admiral, but I truly appreciated his service and his care!

Finally, I arrived home to numerous calls on their cell phones. I had been trying to call my own family without success. One of the men, a civilian Marine—that’s what the Marines call their civilian employees—was successful in getting through, allowing me to advise my family that I was safe. “Thank you,” civilian Marine.

In my comments published in the October 2001 issue of PA TIMES, regarding the September 11 attacks, I expressed the hope that finger-pointing and rhetoric could be...
New York City and Washington, DC, to Hold Memorial Ceremonies on September 11, 2002

On the one-year anniversary of the terrorist attacks of September 11, 2001, New York City and Washington, DC, will honor those lost and those who became heroes in memorial ceremonies.

Washington, DC

At 9 a.m. on September 11, 2002, a one-hour ceremony will take place at the Pentagon, at the Phoenix Project site, which is the area damaged in the attack. While not open to the public, this ceremony will include addresses by President George W. Bush, Secretary of Defense Donald H. Rumsfeld and Chairman of the Joint Chiefs of Staff Gen. Richard B. Myers. Additionally, the flag flown on the side of the Pentagon after September 11, 2001, will again be raised, and a moment of silence will be held at 9:37 a.m., the time that American Airlines Flight 77 hit the Pentagon last year.

In addition, Washington, DC, will hold a candlelight vigil at 7:15 p.m. at Freedom Plaza in downtown Washington. This memorial is open to the public, and DC Mayor Anthony A. Williams and several other city officials will preside over it.

New York, NY

The City of New York will hold extensive memorial activities beginning early in the morning on September 11, 2002, when separate processions of bagpipers will leave each of New York’s five boroughs to convene at the World Trade Center site. The ceremony itself will begin with a moment of silence at the time the first airliner struck, 8:46 a.m., and will last 102 minutes, the amount of time before both towers fell.

New York Governor George Pataki will recite the Gettysburg Address, and New Jersey Governor Jim McGreevey will read from the Declaration of Independence. Between the readings, former mayor Rudolph Giuliani and relatives and coworkers of those who died will read the names of all 2,823 victims at the site. “Taps” will be played, and the ceremony will conclude at 10:29 a.m., with the ringing of bells at houses of worship across the city.

During the rest of the day, family members of victims will lay down roses at ground zero for later use in a permanent memorial. Candlelight vigils will be held in each borough that night.
Elections and the Future of ASPA

As fall approaches, many ASPA members are beginning to observe campaign advertisements in the local media, an abundance of state and local candidates shaking hands at county and state fairs or on their doorsteps, and other unmistakable signs that we’re once again entering the election season. As we prepare for local, state, and congressional elections in the United States, it seems appropriate also to think about ASPA elections and their role in the future of ASPA.

Unlike in many of our counterpart professional organizations, ASPA elections are competitive. This means the process is open to all who want to participate, and there will always be winners and losers, just as there are in national, state and local elections. Since our founding, many ASPA members have believed that ASPA values such as democracy, openness, representation and diversity are served best through competitive nomination processes and elections.

There are advantages and disadvantages to competitive elections. One advantage is the opportunity for any member to run for election to the ASPA National Council, or for vice president. This practice probably enhances diversity in our leadership and governing bodies, and, as a result of the appointments made by the elected officers, in our steering groups and action teams. The diversity of ASPA’s membership and leadership is important to us as an organization. ASPA includes practitioners and academics, local, state, federal, non-profit and private sector professionals, seasoned public administrators and new professionals, members from diverse ethnic and racial backgrounds, men and women, members from the United States where we began, and increasing numbers of members from around the world. We have chapters in many locations around the United States and sections that operate nationally and internationally. What we all have in common are shared values, including excellence in public administration, public service, diversity, openness and transparency and democratic processes.

Another advantage of competitive elections is the promotion of democratic governance, which many people believe is enhanced by competition limited by the lack thereof. Our policies require that there be two or more candidates for vice president, thus requiring that election to be competitive. ASPA policies also require competition in National Council district elections whenever two or more members’ names from a district are submitted to the Nominating Committee.

In practice, this means that most district elections are competitive, although sometimes only one candidate is available. Overall, contested elections may have resulted in more diversity in our officers and National Council membership than might have occurred otherwise. Contested elections may also have enhanced officers’ and council members’ understanding that they represent the ASPA membership in their deliberations. Although it’s probably impossible to measure this with any certainty, contested elections do seem to be consistent with the practice of democracy in organizational activities that has been highly valued by many ASPA members.

Competition also has disadvantages. When elections are contested there are inevitably winners and losers. It is disappointing to lose ASPA elections, just as it is to lose in other competitions. While many ASPA members who lose elections may go on to win other ASPA elections in later years, as I did, this possibility is of little comfort at the time the election results are announced. Some outstanding ASPA members aren’t willing to be nominated for ASPA National Council or vice president because they don’t want to risk losing. Luther Gulick, one of ASPA’s founders, was concerned about this problem. As quoted in a January/February 1975 Public Administration Review (PAR) article by Don Stone that described some of the founders’ deliberations during the creation of ASPA, Gulick said, “I think you will have nothing but trouble from requiring that there be two nominations for the offices of president and vice president. It is hard enough to get anybody to run, without getting somebody else to run for the purpose of being defeated.” This aversion to risk almost certainly influences some potential leaders not to run, and results in less diversity of all types in ASPA candidates. ASPA benefits greatly from good candidates who are willing to take the risk of running and losing, and we have been fortunate through the years that strong, highly effective leaders have been elected. Even so, Gulick’s concerns from the early twentieth century are still an issue at the beginning of the twenty-first.

As we revise the ASPA strategic plan this year and develop ASPA’s future, one of the issues we need to consider is how to make elections more democratic processes, openness, diversity, and representation in light of the downside of competitive elections that may discourage many members from considering serving ASPA on National Council or running for vice president. As ASPA’s election season begins, it is important for us to consider both their potential contributions and the risks the candidates for National Council and vice president are taking by participating in competitive elections. We can be supportive of their efforts by reading and thoughtfully considering their statements, by voting in the elections, and when the results are announced, by affirming the contributions of both the winners and those who don’t win this year, but still have great contributions to make for the future of ASPA. We can also be supportive of ASPA’s future by considering what form future ASPA elections should take that will both uphold our strong democratic values and result in the election of excellent ASPA leaders.

Have you recently had a book published and would like to see it listed in PA TIMES?

Submit the title, publication information and a brief summary to Jess Price at jprice@aspanet.org

Now Available from ASPA Members:


This book describes the competing accountability demands placed on a manager against the background of the U.S. Department of Health and Human Services.


This book is written for the large number of public administration practitioners and students who are interested in becoming department managers in various areas of government service. It emphasizes the interdependence between the human resource department and line managers in implementing personnel functions. It also provides enough background and history about human resource management in the public sector for line managers to appreciate why the field functions as it does.

The Art of Line Management, by Jeff Yates, published by the University of California Press.

This book details 30 years of research into the similarities and differences between 19 rich democracies, looking at where they are now and how they will develop in the future.


This book offers insight into emotions in organizations and how they impact change, interpersonal relationships, and work design. Based on research studies for managers, the book is designed to help practitioners and consultants as well as scholars and students.

Popular Justice: Presidential Prestige and Executive Success in the Supreme Court, by Jeff Yates, published by the University of New York Press.

This book examines the interaction between the presidency and the U.S. Supreme Court, particularly the role of a president’s public prestige on that relationship. Three discrete case studies are explored in this book.


This book offers a complete directory of private- and public-sector unions and union leaders. It supplies key information on 157 national and international unions.


This guide provides some legal and philosophical guidance for any member of an interview team. The guide offers questions to highlight and to avoid, legal implications, and guidelines for post-interview processes.
In this issue of PA TIMES we are remembering the attacks of September 11, 2001, and honoring the victims, their families and friends, and the heroic public servants who rushed to the rescue and stayed to search for survivors.

I intend this column to be a tribute to the ASPA staff.

When I say ASPA staff I am not including myself. I was not in Washington, DC, on September 11. My husband and I were in upstate New York, 150 miles north of the Twin Towers, in a cabin on a lake. We were two days into our annual vacation, preparing to leave shortly for Maine. When we heard the awful news, I tried to prepare to leave immediately. We had two cars. And I learned that most of them had to go far out of their way to get home that day (e.g., all the way north into Maryland before they could go south to Northern Virginia). But they took care of each other and everyone got home safely.

I spent the afternoon calling each of them, and between Erik and I we finally learned that they were all safe. I told Erik and Pat to make sure everyone knew that they should not go to work the next day. Then Erik and I and then ASPA president Dan Ahern spent some time on the telephone developing a message, which was posted on the ASPA web site and sent via email to ASPA members, stating our position on the attacks and our faith in the resilience of the American people. For several days, Erik worked feverishly to keep people informed, to try to make contact with people who were in the attack zones, and to notify ASPA members when he learned that specific people were safe.

Christine McCrehin and Courtney Klein, in the communications department, decided, in consultation with the rest of the staff, that they had to scrap the October issue of PA TIMES and do an issue that reflected this horrific event and the amazing public servants who sacrificed their lives. The whole staff worked to redo the issue in two short weeks. And the issue was the best tribute that ASPA could hope for.

The month after September 11 was very difficult. ASPA’s headquarters office is halfway between the White House and the Capitol and right on top of the major hub of the DC Metro system, Metro Center, in the “target zone.” As if that weren’t enough, within two weeks of the attacks we were once again under siege. Our post office, Brentwood, was the first facility in Washington to process an anthrax-contaminated letter. Suddenly ASPA staff didn’t know if they were safe doing the routine job of opening their mail. We got masks and gloves. Staff went to local hospitals for the antibiotics, but those were reputed to have very unwelcome side effects. Fortunately none of the staff got sick.

As we became more secure about our mail, it stopped coming. Since Brentwood was shut down (and still is), our mail was reportedly being sent to Ohio and elsewhere to be irradiated. We got mail months late or not at all. We still don’t know what we are missing.

This, of course, had severe consequences for our revenue collection. Now, in the spring and summer of 2002, we are feeling the effects of the economic downturn and of our members’ organizations’ severe budget cuts. Yet this incredible ASPA staff continues to be upbeat, creative, and responsive. I hope you appreciate them as much as I do!

As always, I welcome your comments mhamilton@aspanet.org or 202-585-4307.
PAR Special Issue on September 11

Limited number of copies available, purchase now!

All ASPA members and current subscribers to PAR will receive a copy of the Public Administration Review September 11 Special Edition along with their copy of the September/October 2002 issue of PAR. However, if you would like to purchase extra copies of the special edition, either for yourself or classroom use, please contact: 
Darryl Townsend
202-585-4308 or dtownsend@aspanet.org

Cost: $30 per copy or ask Darryl about discounts on bulk purchases

ASPA Nebraska announces the:

District IV Midwest Conference
October 24-26, 2002
Omaha, Nebraska
DoubleTree Hotel Downtown
1-800-222-TREE
(conference rate $119 single/$129 double until 10/10/02)

Featuring local, regional, and national practitioners and scholars from public and nonprofit fields addressing the theme of: Critical Emerging Issues in the 21st Century.

Registration Fees:

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More information available at: www.aspanet.org

Or contact Rick Noyes at rnoyes1348@aol.com or (402) 475-2795.

ASPA Member Takes Part in National Forum on Terrorism

Karen L. Bune

The National Criminal Justice Association (NCJA), based in Washington, DC, sponsored a national forum on terrorism that was held in Breckenridge, CO, in July 2002. Entitled “Security and Justice in Times of Terrorism: The Criminal Justice System’s New Challenge,” it brought together a national group of participants and an audience from across the United States.

Governor Mike Leavitt of Utah gave the opening speech. In his remarks, he clearly and concisely pointed to the reality of terrorism and the enormity of the tasks ahead that professionals face in their responsibilities to deal with all aspects of terrorism. He stated, “The threat is real. We are all soldiers in a war. It is time for us to act collectively and aggressively. The process of organizing this is reshaping our government. It is about redefining our national governmental scheme.” In speaking of the terrorist mind, Governor Leavitt continued, “The Western mind does not understand fanaticism, especially when it wears a suit. They are in the United States today. They watch our response, and they change theirs.”

Projecting the efforts that lie ahead, Governor Leavitt explained that it is important to begin looking at state systems coupled with the creation of a national homeland security plan. He further stipulated it is critical to respect the autonomy of contributing entities that transcend branches and levels of government and leverage existing systems and networks. Governor Leavitt suggested that the criminal justice system is “a great place to model the situation.” He inspired the group to think about organizing a charter group or organization of states that would volunteer to build scalable areas that can expand and be replicated in state enterprises. He emphasized, “Homeland security is really hometown security.”

It was an honor for me to be an invited participant at this forum. I served as a speaker on two panels entitled “Responding to Victims’ Needs” and “Lessons Learned.” Other panels covered various topics including the response of the Office of Justice Programs, inoperability in times of crisis, planning for crisis, legislative response to terrorism, emerging technology for counter terrorism, investigation and prosecution of terrorism, bio-terrorism, and emergency management.

This forum was popular and well attended by professionals from varied sectors of the criminal justice system including law enforcement, public safety, victim services, top officials in the U.S. Department of Justice, the Executive Office of the President, FEMA, Center for Disease Control, public health, attorney generals, and technology, among many others. It was a rewarding experience for serious, conscientious professionals nationwide to gather together to share information, obtain new knowledge, and discuss ideas, policies, programs, and plans to improve and enhance the nation’s response to the very real and unrelenting threat of terrorism. It was my pleasure and privilege to be a part of this proactive national effort.

ASPA member Karen L. Bune is a victim services professional, a consultant on victim issues for the U.S. Department of Justice, and an adjunct professor at George Mason University in Fairfax, VA, where she teaches courses in victimology. E-mail: kbune@vaco.com

Members on the Move

Guy B. Adams and Danny A. Balfour–have received the 2002 Best Book Award from the Social Issues in Management Division of the Academy for Management for their book, “Unmasking Administrative Evil.”

John G. Bretting–has accepted a position in the College of Charleston department of political science in Charleston, SC.

Ted Carter–has been appointed by Washington, DC Mayor Anthony Williams as his new campaign manager.

Laurie DiPadova–accepted an offer from Northern Kentucky University to serve as the founding director of the newly formed and endowed Scripp-Howard Center for Civic Engagement.

Stuart S. Grifel–recently received the designation of certified internal auditor from the Institute of Internal Auditors.

Martin Monica–was selected as the new chief of police in the city of Parlier, CA.

Rex Reed–has been promoted at the Nevada Department of Corrections to the position of administrator, Offender Management Division.

Carl Steenberg–has been named by Governor Parris Glendening to lead the first study commission on public financing of campaigns in Maryland.

Mary M. Timney–has been appointed professor and chair of the department of political science at Pace University.
San Francisco Bay Area Chapter Presents First Gloria Nordin Scholarships

Jess Price

Earlier this year in Phoenix, AZ, five MPA students attended the 63rd ASPA National Conference thanks to the San Francisco Bay Area Chapter’s Gloria Nordin Scholarship. The 2002 recipients of the Gloria Nordin Scholarship were Donna Hom, Karen Wong, Kim Wade, Vera Porter and Lisa Rosales, all students working toward their MPAs at California State University.

The scholarship, established this year, is named for San Francisco Bay Area Chapter former president and longtime ASPA member Gloria Nordin, who passed away in November of 2001. Born in Birmingham, AL, to a schoolteacher and a painter for the Birmingham Housing Authority, Nordin was exposed at an early age to the fair housing issues that she would champion throughout her life and career.

Nordin graduated from Xavier University in New Orleans and worked for 30 years with the Department of Housing and Urban Development (HUD) in Fair Housing and Equal Opportunity (FH EO).

Her fight for fairness in housing was not limited to her professional life, however, as Nordin (under her then-married name) filed suit against a landlord who denied her housing because of her race. She eventually won the case on appeal. Known as Smith vs. Alder, the case would become one of the landmarks in housing discrimination law.

Second only to her belief in fair housing was Nordin’s belief in public service. After moving to California in 1987, Nordin became active in the San Francisco Bay Area Chapter, volunteering initially and eventually working her way up to serve as president. Over the years, Nordin routinely encouraged others to become involved with ASPA. It is in this light that the San Francisco Bay Area Chapter presented this year’s scholarships.

“My personal gain from the conference is beyond the academic,” says scholarship recipient Donna Hom. “I not only heard many valuable explorations on theories and reports about practices, but also met people from various organizations to whom I am writing e-mails. My hope is that we will continue to exchange information and that through exchanges we will learn, develop and refine public administration’s best practices.”

Hom’s fellow scholarship recipients agree with her assessment of the conference. For Karen Wong, the conference “provided academic growth and understanding to sensitive and pressing issues we must confront, an opportunity to examine different social realities and it provided a network of resources that can and will help better prepare me in my strides to expanding my educational objectives and becoming a better public servant.”

These experiences are precisely what the San Francisco Bay Area Chapter had in mind for these students. The chapter selected this year’s scholarship recipients in honor of Nordin’s career and her dedication to encouraging others to participate in ASPA. The chapter hopes to build the scholarship fund to continue offering Gloria Nordin Scholarships in the years to come. Contributions to the Gloria Nordin Scholarship Fund may be sent to SFBAY ASPA at 530 Divisadero St., #170, San Francisco, CA 94117.

Gloria Nordin was a lifetime advocate of equal opportunity, fairness and public service.

Jess Price is communications associate at ASPA. E-mail: jprice@aspanet.org

Public Administration Review Most Frequently Cited Journal in PA

From PAR, pg. 1

Conservative coverage of the world’s most important and influential research.” On an annual basis, ISI evaluates nearly 9,000 international journals in the sciences, social sciences and arts and humanities. This evaluation process is guided by a number of factors, including discipline-specific citations, overall citation rate, impact and an immediacy index. PAR consistently ranked among the top 10 in all categories.

Larry D. Terry, PAR editor-in-chief, said he was “pleased with the journal’s rankings.” Terry also stated “the number one ranking, in particular, was good news for PAR authors because it provided an independent assessment of the quality and impact of their work on the field.”

Most Frequently Cited Public Administration Journals, 2001

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For more information on ISI and a complete list of journal rankings, visit www.isinet.com.

Do you know a chapter member who should be profiled in ASPA TIMES?

Send their story to Jess Price at jprice@aspanet.org.

Corrections

In “Beijing Hosts First Sino-U.S. International Conference on Public Administration” in the August 2002 issue of PA TIMES, a photo was identified as China’s chief minister for their Council of Ministers. The minister’s name is Zhongyu Wang.

Additionally, the photo below was identified as the participants of the First Sino-U.S. Conference on Public Administration at Renmin University of China in Beijing, China. The photo actually shows the participants of a conference at Huazhong University of Science and Technology in Wuhan, China.
The following are new ASPA members, or have rejoined ASPA in the month of July 2002.

Robert Carreira  Arizona
Jill Fowler  Arizona
Georgiana J. Meeks  Arizona
David J. Taylor  Arkansas
Tina Gay Allen  At Large Member
Antonio Simancas  At Large Member
Stephen R. Staffer  At Large Member
Susan Hann  Central Florida
Jill Ibell  Central Florida
Yoonho Kim  Central New York
Godwin C. Echikunwoke  Central Ohio
Wolf Hrabyk  Central Pennsylvania
Michele Ruano-Weber  Central Pennsylvania
Elizabeth A. Smith  Connecticut
Carmela J. Moore  East Georgia
Carl Zeilman  Empire State Capital Area
Andrea S. Frost  Evergreen
Eric A. Carlyle  Georgia
Johanna Weathers  Georgia
James A. Evans  Greater Birmingham
Dwight Culberton  Greater Cincinnati
Kathy A. Mock  Greater Connecticut
Gerald E. O’Flynn  Greater Connecticut
Gray W. Bradley  Greater Kansas City
Mark Rothert  Greater Kansas City
Bruce T. Haddock  Gulf Coast
Michael Maher  Hampton Roads
Gerri Reagan  Hampton Roads
Andrew Wilks  Hampton Roads
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Joseph Tamba Koroma  Indiana
Timothy C. Vance  Indiana
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Michael Sullivan  Iowa Capital
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Advancing excellence in public service . . .
2003 Award Nomination Period Opens September 1, 2002

Society Awards

Chapter/Section Newsletters
These awards are given annually to recognize newsletters as a vital means of communication and a valuable service offered to chapter and section members. All chapter and section programs presented during calendar year 2002 are eligible. Nominations should explain how the newsletter meets the following criteria:
• Is the program offered to ASPA members and transferable to other organizations?
• Is the program a vehicle for ensuring ethical practices in government?
• Does the program identify new topics and target audiences?
• Does the program promote knowledge and skills needed to be a creative, ethical, and responsible public manager?
• Does the program identify benefits and practices to excel in the public service?

Donald C. Stone Service to ASPA
This award is given to ASPA members who have contributed outstanding services to the Society. Any individual currently an ASPA member and who has been an ASPA member for three consecutive years is eligible for consideration. Current or former ASPA presidents, the current president-elect and the vice president are not eligible. Nominations must include a brief narrative of the nominee’s services to ASPA. The award will be based on outstanding contributions to a more equal society. Up to four awards may be given.

National Public Service Awards (NPSA)
ASPA and the National Academy of Public Administration have established the National Public Service Awards program to pay tribute to public service practitioners, to provide recognition for outstanding individuals, and to underscore the need to have creative and highly skilled individuals as career managers of complex and demanding government functions. There is a separate nomination procedure for these awards. A brochure with complete nomination information is available by contacting ASPA. Nominations for this award must be received by October 18, 2002. The awards will be presented in March during ASPA’s 64th National Conference in Washington, DC. Call Pharrilda Scott at the ASPA office (202) 585-4311 for full information.

Center for Accountability and Performance (CAP) Awards

Donald C. Stone Service to ASPA

2003 Award
Nomination Period Opens September 1, 2002

Joint Awards

Elmer B. Staats Lifetime Achievement Award for Distinguished Public Service
This award is presented to an ASPA member who has made significant contributions to both the academic and practitioner communities of public administration. Award recipients will have distinguished themselves through their current active engagement in and contributions to the practice of public administration on a sustained basis.

Oveta Culp Hobby Hobby Training Awards
These awards recognize chapters and sections which provide professional development to members through planned activities. All chapter and section programs presented during calendar year 2002 are eligible. Nominations should explain how the program meets the following criteria:
• Does the program promote knowledge and skills needed to be a creative, ethical, and responsible public manager?
• Does the program identify benefits and practices to excel in the public service?

Charles H. Levine Memorial Award for Excellence in Public Administration
This award is presented by ASPA and the National Association of Public Affairs and Administration (NAPAA), recognizes a public administration faculty member who has demonstrated excellence in three areas of the field—teaching, research and service to the wider community. Nominations must include a current curriculum vitae of the nominee and a one-page statement on each of the following three criteria: Research: The nominees should have publications in the public administration field which have made an impact on the field. The publications may include books, refereed journal articles, research notes, monographs, or book chapters. Teaching: The nominee should have a demonstrated record of outstanding teaching. Teaching evaluations, awards and accomplishments of students may be submitted as evidence of teaching ability. Community and Public Service: Service and contribution to the public sector or nonprofit sector is an important factor in the award. Such activity may include service on boards and commissions, government service and service to professional organizations.

The Harry Hatry Distinguished Performance Measurement Practice Award
This award is presented to an individual whose outstanding teaching, education, training, and consultation in performance measurement have made a significant contribution to the practice of public administration. The winner, who does not have to be an ASPA member, must have spent the primary part of his/her career in public service and may be selected from local, state or federal government as well as from international and public service nonprofit organizations. The award recognizes a person who has made outstanding contributions to a sustained basis rather than a single accomplishment. Preference will be given to a person whose accomplishments have been measured and whose impact has been documented in the literature.

The Center for Accountability and Performance Organization Leadership Award
This award is presented to an organization that has yielded outstanding results on a sustained basis. It recognizes outstanding applications of a systems approach to performance measurement, and demonstrated positive effects on government performance and accountability. The organization may be selected from local, state or federal government as well as from international and public service nonprofit organizations. Preference will be given to an organization whose results have been measured whose impact has been documented in the literature or at conferences.

I hereby nominate: ____________________________
for a 2003 ASPA Award. This nomination is for the following award:

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

(1) Name ____________________________
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(3) Daytime Phone Number ____________________________
(4) Daytime FAX Number ____________________________
(5) E-mail ____________________________
(6) Membership Number ____________________________
(7) Organization Name ____________________________
(8) Fax ____________________________
(9) Telephone ____________________________
(10) Attachments ____________________________
(11) Return this form with nomination information to: ASPA 2003 Awards, 1120 G Street, NW, Suite 700, Washington, DC 20005-3885

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The PA Times requests that articles be between 800-1200 words and written in reporter’s format (most important information first, etc.) for ease of cutting or adding text if necessary. Deadlines for each of the 12 issues are listed below. Recruitment advertising questions may be directed to Jess Price, communications assistant, jprice@aspanet.org. Press releases, announcements, article inquiries and display advertising questions may be directed to:

Christine Jewett McCrehin, Communications Director
Phone: 202-585-4313 • Fax: 202-638-4952 • cjewett@aspanet.org

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American Society for Public Administration

Join ASPA Today!

For a limited time, we are offering a special membership discount ... 15 months of ASPA membership benefits for the price of 12 months, so please encourage your colleagues to join ASPA before September 30, 2002, and also, receive a special issue of Public Administration Review, remembrance of the September 11, 2001, terrorist attacks.

Membership Application

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Base Fees

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<td>Student</td>
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<td>Those enrolled at a college or university in the U.S. and limited to a maximum of three years. Please list university/college when using this category.</td>
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<td>Foreign</td>
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<td>Those living outside of the U.S., Canada, Mexico and not receiving mail at an APO or FPO address.</td>
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<td>Family Membership</td>
<td>$35.00</td>
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<td>For persons receiving mail at the same residence. One copy of Public Administration Review and PA TIMES will be provided to the family. For applies to each additional family member. Please indicate name(s) of additional family member(s) on the form above.</td>
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Select A Chapter

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Networking Opportunities—Participation in ASPA through its chapters, sections and national and regional conferences will expose you to a vast network of public administration professionals, resources and information.

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The Center for Accountability and Performance (CAP)—A resource for members interested in performance measurement and managing for results, CAP offers case studies, workshops, workbooks, symposia and other educational tools.

Public Administration Review (PAR)—The premier journal in public administration. Crucial for keeping you current on important topics.

PA TIMES—A monthly newspaper focusing on the concerns of public administrators and highlighting best practices in the field. The Recruiter is an employment section on our Web site and in PA TIMES.

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Martin School of Public Policy and Administration

The Martin School of Public Policy and Administration seeks to fill a faculty position in public or nonprofit management, organization theory, and/or public administration theory beginning fall 2003. The Martin School offers a multidisciplinary Ph.D. degree in public administration as well as master’s degrees in public administration and health administration. The Martin School strives to develop further its reputation as a formidable presence in the public administration arena and seeks to fill this position with an individual who is an outstanding scholar and teacher. Rank is open, but associate preferred.

Review of applications will begin immediately and continue until the position is filled. Additional information is available at http://www.ml.ky.uk. Applicants should submit a curriculum vitae, a list of at least three references, and at least one sample of a recent working paper or publication to:

Edward Jennings, Chair
Management Search Committee
Martin School of Public Policy & Administration
415 Patterson Office Tower
University of Kentucky
Lexington, KY 40506-0277

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Texas A&M University
Department of Political Science
Public Administration/Public Policy

The Department of Political Science (http://www.polisci.tamu.edu) invites applications for a tenure-track, assistant professor in public administration/public policy; appointment at the associate level may be possible depending on budgetary contingencies and qualifications of the candidate. The Department seeks an individual with strong theoretical interests and methodological skills whose substantive interests focus on the role bureaucracies play in the policy process. Within public administration/public policy, we are also interested in scholars who study policies or organizational processes linked to race and ethnicity. We would also be interested in scholars with a comparative focus. The starting date for the position is Fall 2003; a completed Ph.D. is preferred. Applicants should send a letter of interest (outlining the research agenda), three letters of reference, a curriculum vitae and a writing sample. We especially encourage applications from candidates who would increase the Department’s gender, racial and ethnic diversity. Review of applications begins on October 1 and will continue until the position is filled. Please send application materials to: Patricia A. Hurley, Professor and Interim Head, Department of Political Science, Texas A&M University, 4348 TAMU, College Station, TX 77845-4348.

Applicants for this position must have an earned Ph.D. in a field related to public administration, political science and/or public policy, to begin teaching in fall 2003. Preference is given to candidates with strong theoretical interests and methodological skills whose substantive interests focus on the role bureaucracies play in the policy process. Within public administration/public policy, we are also interested in scholars who study policies or organizational processes linked to race and ethnicity. We would also be interested in scholars with a comparative focus. Please send application materials to: Patricia A. Hurley, Professor and Interim Head, Department of Political Science, Texas A&M University, 4348 TAMU, College Station, TX 77845-4348.

University of Utah
Department of Political Science
Public Administration Job Announcement

The Department of Political Science at the University of Utah invites applications for a tenure-track faculty position in public administration at the assistant professor level starting in Fall Semester 2003. Applicants’ primary teaching and research interests should include one or more of the following: local government administration, human resource management, environmental policy, health policy. Additional consideration will be given to those with secondary interests in quantitative methods or research design. The successful candidate’s primary teaching responsibilities will include courses that would serve the undergraduate political science and public administration programs as well as the MPA program. The successful candidate must be able to teach a course in health policy at the masters level or be willing to develop such a course. Ph.D. is preferred, although A.B.D. will be considered. Teaching experience is desired. Salary and benefits are competitive. Interested individuals should submit a letter of interest, vita, and names of references to Search Committee, Political Science and Public Administration, Box 1839, University of Utah, Salt Lake City, Utah 84112. Review of applications begins on October 1 and will continue until the position is filled.

The Salt Lake metropolitan area, with a population exceeding 1.5 million, offers all of the cultural, economic, and social amenities of a major city along with unrivaled access to outdoor recreation. The University is located within 10 minutes of the Wasatch National Forest and within an hour of ten ski areas. Eight national parks and numerous national monuments, forests and wilderness areas are within a five-hour drive. The University of Utah is an Equal Opportunity/Affirmative Action employer and actively encourages applications from women and minorities. The University provides reasonable accommodation to the known disabilities of applicants and employees. Review of applications will begin November 1, 2002. This position is authorized but contingent upon final budgetary approval. Inquiries about the position should be directed to Prof. Rick Green, MPA Director (801-581-6781) Email: rick.green@cppa.utah.edu

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Three letters of reference should be sent directly by the reference writers. Send letter of application with vitae, graduate transcripts, teaching evaluations, and a sample of scholarly writing to:

Public Administration Search Committee
University of Utah, Department of Political Science
260 S. Central Campus Drive, Rm. 252
Salt Lake City, UT 84112

Management and Organizational Sciences
Assistant Professor

The University of Texas School of Public Health at Houston

The University of Texas School of Public Health at Houston seeks a full-time, tenure-track Assistant Professor in the field of Management and Organizational Sciences as applied to public health, health care delivery and organizational performance improvement. Responsibilities of the position are conducting independent and collaborative research, teaching and advising graduate students, and performing community service. Teaching responsibilities will include developing a doctoral level course in management and organizational theory and participating in master’s level management/administration courses. A doctoral degree in a management or organizational science or a related field is required. Candidates with background and experience in health care organizations and health systems are preferred. The ideal candidate will possess a commitment to excellence in teaching and advising and the ability to support an active research program.

Review of applications will begin immediately and continue until the position is filled. [bold]Applications should send a C.V. to: Dr. Michael Swint (John.M.Swint@uth.tmc.edu), Search Committee Chair, The University of Texas School of Public Health at Houston, School of Public Health, 1200 Herman Pressler, W224, Houston, Texas 77030.[/bold]

The University of Texas is an Equal Opportunity/Affirmative Action Employer. Minorities and women are strongly encouraged to apply.
The University of North Carolina at Greensboro
Assistant Professor

The Department of Political Science anticipates filling a tenure-track Assistant Professor position in urban politics/policy and public administration, beginning August 1, 2003, pending budgetary approval. The faculty member will be expected to teach advanced undergraduate courses (urban politics, public administration) and graduate courses (e.g., urban politics, local government administration) in the NASPAA-accredited MPA program, as well as other courses in the applicant’s areas of interest. The department has eleven full-time faculty and strong undergraduate and graduate programs (MPA, nonprofit management certificate). PhD in political science or public administration is expected by the time of appointment. Salary is competitive. Applications from minorities and women are strongly encouraged. Send application letter, vita, sample syllabi, teaching evaluations, a sample publication, and at least three letters of recommendation to: Urban PA Search Committee Chair, Dept. of Political Science, UNCG, P.O. Box 26170, Greensboro, NC 27402-6170. Application deadline: Oct. 15, 2002. EOE/AA/W/M/V/D.

The University of Alabama at Birmingham (UAB)
Urban Public Administration/Public Policy

The Department of Government and Public Service invites applications for a tenure track position at the assistant professor level in the broad areas of urban public administration and urban policy development, beginning Fall 2003. The successful candidate must demonstrate a commitment to productive scholarship. The teaching load is two courses per semester in our NASPAA-accredited MPA program. The Ph.D. should be in-hand by the time of appointment. UAB is the premier comprehensive research university in Alabama, ranked as one of the top 15 research universities in the nation. The successful candidate would be expected to teach the Program's current courses in Non-Profit Administration, in addition to developing additional courses. Prior teaching excellence in teaching, research, and community/university service is required. The University of Alabama at Birmingham is an Equal Opportunity/Affirmative Action Employer.

San Francisco State University
Assistant Professor Positions in:
- Non-Profit Administration
- Public Administration / Public Policy

San Francisco State University invites applications for three tenure-track faculty positions at the Assistant Professor level, each to begin August 2003: 1.) Non-Profit Administration, 2.) Public Administration / Public Policy, and 3.) Urban Politics / Urban Administration / California Politics. The Public Administration Program at San Francisco State University is a NASPAA-accredited program with an interdisciplinary core of faculty while the Political Science Department is a twelve person department with an urban focus. They are both located within the College of Behavioral and Social Sciences in a multicultural urban university of 25,000 students. For more information, check these web sites: San Francisco State University (http://www.sfsu.edu/), SFSU Public Administration Program (http://bss.sfsu.edu/mpa/), SFSU Political Science Department (http://bss.sfsu.edu/polisci/) and the San Francisco Bay Area (http://www.sfgate.com/). To apply for any of these positions, submit a cover letter explaining your interest and qualifications, a curriculum vitae, three reference letters complete with contact information for references, a writing sample, and teaching evaluations / sample syllabi (if have teaching experience). Review of applications will begin October 1st. San Francisco State University is an Affirmative Action Equal Opportunity Employer. Members of historically underrepresented groups are encouraged to apply.

1. Non-Profit Administration Position

The individual filling this position would teach courses in non-profit administration and public administration and would be part of the NASPAA-required core graduate Public Administration faculty. Minimum qualifications for this position 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, non-profit sector work experience, and the ability to teach related, public administration courses (particularly in the areas of organizational behavior, ethics, administrative law and leadership) are pluses. The successful candidate would be expected to teach the Program's current courses in Non-Profit Administration (Non-Profit Administration, Developing Non-Profit Resources), would have the opportunity to develop additional non-profit administration courses based upon their own interests, and be expected to help build the Program’s growing emphasis in Non-Profit Administration. The successful candidate would also teach basic public administration courses and courses shared between public management and non-profit administration. The candidate’s appointment would be in the Public Administration Program.

Submit applications to the Non-Profit Administration Search Committee, Public Administration Program, San Francisco State University, 1600 Holloway Avenue, San Francisco CA 94132.

2. Public Administration / Public Policy Position

The individual filling this position would teach courses in public administration and public policy and would be a shared appointment between the Public Administration Program and the Political Science Department. The home department would be the Public Administration Program, with teaching responsibilities in the Political Science Department, and the individual would be expected to become part of the NASPAA-required core graduate Public Administration faculty. Minimum qualifications for this position 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, public sector work experience, and the ability to teach other public administration courses (particularly in the areas of organizational behavior, ethics, administrative law and leadership) are pluses. The successful candidate would be expected to teach current courses in public policy and general public administration at both the graduate and undergraduate levels. The faculty member also would be expected to help build the undergraduate offerings in both public administration and public policy by developing additional courses.

Submit applications to the Public Administration / Public Policy Search Committee, Public Administration Program, San Francisco State University, 1600 Holloway Avenue, San Francisco CA 94132.

3. Urban Politics / Urban Administration / California Politics Position

The individual filling this position would teach courses in urban politics and urban administration, California politics and share in teaching the internship program. The position would be a shared appointment between the Political Science Department and the Public Administration Program. The home department would be the Political Science Department, with teaching responsibilities in the Public Administration Program, and the individual would be expected to become part of the NASPAA-required core graduate Public Administration faculty. Minimum qualifications for this position 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, public sector work experience, and the ability to teach other political science and public administration courses are pluses. The successful candidate would be expected to teach courses in urban politics, urban administration and California politics and government at both the graduate and the undergraduate levels. The faculty member would also be expected to help build the curriculum in these areas by offering electives (such as intergovernmental relations, criminal justice administration, emergency management, or other possibilities) and to teach the internship course one time each year.

Submit applications to the Urban Politics / Urban Administration / California Politics Committee, Political Science Department, San Francisco State University, 1600 Holloway Avenue, San Francisco CA 94132.
Position Announcement
Assistant Professor -- Public Policy and Administration
Rutgers - The State University of New Jersey, Campus at Camden

The Department of Political Science and Administration seeks an assistant professor for a tenure-track position to begin September, 2003. The successful candidate will have demonstrated ability to teach graduate courses in Introduction to Public Budgeting, and Financial Management of Public Programs. The candidate should have a Ph.D. and show promise of continuing publications. Practical public financial or managerial experience is a plus. Ability to teach one or more of the following courses is also highly desirable: public information systems, law and public policy, research methods. The Department of Political Science and Administration offers the Masters of Public Administration degree. Students concentrate in one of three tracks: public management, health care management and policy, and international public service and development (in cooperation with the U.S. Peace Corps). The department offers opportunities for applied research through the Forum for Policy Research and Public Service and the Walter Rand Institute for Public Affairs. The department is accredited by the National Association of Schools of Public Affairs and Administration. The Camden campus offers close access to Philadelphia, New York, and Washington, DC. Salary is contingent upon qualifications and experience. Rutgers University stands in the top 5 percent of AAUP rankings of university salary and benefits. Further information about the department and campus can be found at:<http://www.camden.rutgers.edu/dept-pages/pbpol/>

Application materials should include: current CV, graduate transcript, evidence of teaching ability (syllabi, course evaluations, etc.), a writing sample or copies of recent publications, and at least three professional references. Send applications to:
Professor James A. Dunn, Jr., Chair
Department of Public Policy and Administration
Rutgers -- The State University of New Jersey
401 Cooper St.
Camden, NJ 08102

e-mail: jadunn@camden.rutgers.edu

Review of applications will begin December 1, 2002 and continue until the position is filled. Rutgers University is an Equal Opportunity/Affirmative Action Employer.

The University of Michigan-Flint
Department of Political Science
Announcement of Open Position

The Political Science Department invites applications for a tenure-track position in American politics and public administration at assistant professor rank beginning in Fall 2003. The candidate is expected to teach undergraduate and graduate public administration courses in American politics, public administration, and policy. Specialization is open, the Department is particularly interested in areas of non-profit administration, program evaluation and evaluation, educational administration and/or budgeting. The American subfield, is we seeking someone who will contribute to the teaching of the introductory American politics course. The UM-Flint is an equal opportunity educator and employer and specifically invites and encourages applications from women and minorities.

The search committee will begin screening applications October 15, 2002. However, we will continue to evaluate applications until the position is filled. Interested candidates should send a brief statement of teaching and research interests, together with a curriculum vitae, three letters of recommendation, copy of transcript, and writing sample to Professor Albert Price, Search Committee Chair, Department of Political Science, 310 French Hall, University of Michigan-Flint, Flint, Michigan 48502-1950.

For a complete position description see www.flint.umich.edu/departments/cas/.

The Askew School
Florida State University

The Askew School of Public Administration and Policy of the Florida State University, offering a NASPAA accredited MPA program and Ph.D Program, has a tenure track opening at the assistant professor level. Teaching in our public financial management specialization is required. Teaching and research interests in other areas of public administration and policy are welcomed. While training in nonprofit management is not required, a willingness to work with our Center for Civic and Nonprofit Leadership would be a plus.

Located in Florida's capital city, the Askew School offers extensive opportunities for research and networking. Faculty members are actively publishing scholars who enjoy working with junior colleagues. Several have won teaching awards and practitioners experience is valued. The school (http://askew.fsu.edu) is committed to sound scholarship and the foundational values of citizenship and public service. Standard teaching assignment is 2+2 and salary is competitive. Applications especially are invited from minority candidates. The Florida State University is an Affirmative Action/Equal Opportunity Employer. Submit C.V. and three letters of reference to: Dr. Mary Ellen Guy, Search Committee, Askew School of Public Administration and Policy, Florida State University, Tallahassee, FL 32306-2250. Applications should be submitted by October 31st when the first review of applicants will begin, continuing thereafter until the position is filled.

Town Manager
Town of Herndon, Virginia

Herndon is a progressive, ethnically diverse, high quality community, population 22,000, 4.3 square miles, located near Dulles International Airport in a growing, high-tech area of western Fairfax County. $36.8 M budget, 245 regular status employees. Council/Manager form of government, 7-member Town Council (Mayor and 6 councilmembers), elected at large on nonpartisan basis for 2-year terms.

Requires master's degree and minimum 10 years increasingly professional municipal government experience. Strong knowledge, skills and abilities required in the areas of communication, management, budget and finance, planning and capital improvement programming, neighborhood revitalization, economic development, leadership, consensus-building and organizational change management. The successful candidate must relocate to the Town’s corporate limits within one year of employment. More information available at www.town.herndon.va.us.

Send resume, cover letter, salary history and 5 work-related references to: Town of Herndon, Human Resources, P.O. Box 427, Herndon, VA 20172.

Closing date for submittal of resumes is September 30, 2002.

Assistant County Administrator
Hillsborough County (FL) seeking high level executive to assist County Administrator’s office in overseeing operations of Animal Services, Community & management administration & operation; instill confidence & credibility regarding County government operations/activities while developing strong/positive relationships; manage a variety of comprehensive & complex projects, manage diverse population of professional, technical, clerical & unskilled employees & interface effectively with County Commissioners, community leaders & general public.

Salary range is $94,952-$142,438, exceptional benefits.

Letter of interest & resume to: Human Resources Department, Executive Recruitment, P.O. Box 110, Tampa, FL 33601
Position Opened Until Filled
www.hillsboroughcounty.org
AA/EEO/Drug Free Workplace

Director
Planning & Growth Management Department
(Hillsborough County, FL)

Seeking a leader & visionary with exceptional leadership skills to manage, develop & motivate staff in a large, complex organization; proven track record of accomplishment professional knowledge in land development & management & planning/zoning in the public sector, 5 years at management level in local government. Desires candidates with strong & broad background in principles/practices, skill in planning/coordinating variety of comprehensive & complex projects, manage diverse population of professional, technical, clerical & unskilled employees & interface effectively with County Commissioners, community leaders & general public.

Salary range is $84,781 - $127,171, exceptional benefits.

Send letter of interest and resume to: Human Resources Department, Executive Recruitment, P.O. Box 1110, Tampa, FL 33601
position opened until filled
www.hillsboroughcounty.org
AA/EEO/Drug Free Workplace

Broward County FL
Budget and Management Analyst

The successful candidate will have highly-developed analytical, problem-solving, interpersonal and creative thinking skills; experience or training in local government budget analysis; and a bachelor’s degree in public administration or related field. Master’s degree and training or experience in business process improvement, program evaluation, group evaluation, group facilitation, conflict resolution or consulting is preferred. Salary range approximately $36,000 to $53,000. Salary is based on qualifications with hires typically at $40,000 with a Master’s degree. CHECK OUR WEBSITE for more detail: http://www.co.broward.fl.us/budget.html.

Please send resume, undergraduate and graduate transcripts to Marc Gelman, Assistant Director, Office of Budget Services, 115 S. Andrews Avenue, Room 404, Ft. Lauderdale, FL 33301; FAX (954) 357-6364 or e-mail mgelman@broward.org. EOE.
## September 2002

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<tr>
<td>17-19</td>
<td>Managing Performance 2002 - Governing Magazine's Annual Conference</td>
<td>Location: Hyatt Regency Hotel&lt;br&gt;City: Austin, TX&lt;br&gt;Contact: Mary Thoms at (202) 862-1431 or <a href="mailto:mthoms@governing.com">mthoms@governing.com</a></td>
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<tr>
<td>18-20</td>
<td>Performance Measurement For Government Forum</td>
<td>City: Washington, DC&lt;br&gt;Contact: Melissa Witanberg at (312) 362-9100 x14 or <a href="mailto:melissa@aiconferences.com">melissa@aiconferences.com</a></td>
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<tr>
<td>20-21</td>
<td>Prospects for Electronic Democracy Conference</td>
<td>Location: Carnegie Mellon University&lt;br&gt;City: Pittsburgh, PA&lt;br&gt;Contact: Peter Shane at <a href="mailto:pshane@andrew.cmu.edu">pshane@andrew.cmu.edu</a></td>
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<td>19-28</td>
<td>Institute of Public Administration of Canada (IPAC) Policy Conference</td>
<td>Theme: Red Tape to Smart Tape: Innovative Regulation for the 21st Century&lt;br&gt;City: Toronto, Canada&lt;br&gt;Contact: Patricia A. Dull at (416) 924-8878 or <a href="mailto:pdull@ipaclink.ca">pdull@ipaclink.ca</a></td>
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<tr>
<td>29-Oct.2</td>
<td>Council on Governmental Ethics Laws (COGEL) Conference</td>
<td>Location: Ottawa Marriott&lt;br&gt;City: Ottawa, Ontario, Canada&lt;br&gt;Contact: COGEL at (514) 972-3662 or <a href="mailto:info@COGEL.org">info@COGEL.org</a></td>
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<td></td>
<td>International City/County Management Association (ICMA) Annual Conference</td>
<td>City: Philadelphia, PA&lt;br&gt;Contact: <a href="mailto:icmaconference@icma.org">icmaconference@icma.org</a></td>
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## October 2002

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<tr>
<td>10-12</td>
<td>Association for Budgeting and Financial Management (ABFM) 14th Annual Conference</td>
<td>Theme: Fiscal Policy and Administration In Challenging Times&lt;br&gt;City: Kansas City, MO&lt;br&gt;Contact: Beverly Bunch at <a href="mailto:Bunch.Beverly@uis.edu">Bunch.Beverly@uis.edu</a></td>
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<tr>
<td>17-19</td>
<td>NASPA 2002 Conference</td>
<td>Location: Millenium Biltmore Hotel&lt;br&gt;City: Los Angeles, CA&lt;br&gt;Register online at <a href="http://www.naspaa.org/forms/2002ConfReg/register.asp">www.naspaa.org/forms/2002ConfReg/register.asp</a></td>
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<tr>
<td>17-20</td>
<td>First International Mary Parker Follett Conversation on Creative Democracy</td>
<td>Location: Boise State University&lt;br&gt;City: Boise, ID&lt;br&gt;Web site: <a href="http://www.follettfoundation.org">www.follettfoundation.org</a></td>
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For more up-to-date information check out the calendar of events on the ASPA web site at: www.aspanet.org