MetroBlogOrlando Offers Online Real-time Access for Citizens

Orlando, FL—Keeping citizens informed and involving them in public policy decisions is a constant challenge in public governance. Citizens expect government to share information and listen to their concerns and ideas. To meet this end, governments employ traditional communication and customer service tactics. At the most basic form, these include newsletters, public hearings and websites. More responsive governments utilize speaker’s bureaus, customer service hotlines, traveling public hearings and participation in community events. This demand for more information and more access coincides with increased demand in the private market for immediacy. The Internet has created a “now” mentality for consumers; and this expectation increasingly applies to the public sector.

Metroplan Orlando, the metropolitan planning organization (MPO) for the Orlando (FL) Urban Area, recently implemented a new communication/public involvement tool to meet the real-time demand for access and information. A new web log, commonly referred to as a “blog,” was launched in July 2005. Branded as MetroBlogOrlando and accessible at the URL of the same name, MetroBlogOrlando.com, the blog serves as a forum for discussion of transportation issues in Central Florida, providing citizens with a medium for information and an opportunity to share their comments, concerns, questions and ideas. In many ways, MetroBlogOrlando is an online, 24/7 public hearing.

At the most basic level, a blog is an online journal of information that is updated (posted) on a regular basis. Many blogs, but not all, allow for readers to comment on individual postings. MetroBlogOrlando utilizes a software program called MovableType that allows for real-time comments. With this capability, the blog allows for an online conversation between Metroplan Orlando staff and citizens. Unlike a message board, though, the blog format allows Metroplan Orlando staff to guide the conversation, keeping discussions relatively on-topic. Unlike standard “comment forms” which are present on most websites, the blog format allows others to “listen in” and participate in the conversation.

Metroplan Orlando staff typically post new topics daily. Several staff members participate as “bloggers.” In addition to public relations staff, transportation planners within the organization post information according to their respective areas of expertise. Blog postings are listed in chronological order, with the most recent posted at the top of the home page. Older postings are archived according to subject and month. Recent comments from citizens are listed to the right of the home page. This format allows citizens to participate in discussions according to their interests. Furthermore, the category archives provide user-friendly navigation.

Several circumstances provided the impetus for the creation of MetroBlogOrlando. As an MPO, Metroplan Orlando is required by

For more information or to sign up for MetroBlogOrlando, please contact John Manderville directly at 407-822-7535. To contact the MPO, please call 407-218-0400, or visit www.metroplanorlando.com.

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America’s Youth Speak Out
Youth Provide Revealing Snapshot Into Their Lives in Nationwide Poll

Alexandria, VA—A recently released poll shows that America’s young people overwhelmingly believe in the American Dream, but more than four in 10 express doubts that they will be able to realize it for themselves because they are stressed out, worried about their personal safety and confused about how to make smart choices regarding their health and well-being. These are some of the revealing findings from a new nationwide survey conducted by Harris Interactive on behalf of America’s Promise—The Alliance for Youth.

This spring, 1,278 young people aged 10-17 were polled with appropriate representation from urban, suburban and rural neighborhoods. The entire “Voice of America’s Youth” is available at the America’s Promise home page at www.americaspromise.org. Today’s young people demonstrate much of the same optimism about the future as previous generations of Americans. The results show that:

• 95 percent respondents have set personal goals for themselves, agreeing “I have goals that I want to reach in my life.”
• 92 percent agreed with the statement, “My success depends on how hard I work.”
• 88 percent agreed with the statement, “I’m confident that

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MetroBlogOrlando Exceeds Expectations of City Officials and Citizens

From METROBLOGORLANDO, pg. 1

federal law to engage the public in transportation planning. In addition, public involvement in the transportation world is a sound business practice. Addressing early opposition to any given project is less expensive, both financially and politically, than dealing with irate citizens when the bulldozers begin turning dirt. In other words, early buy-in saves time and money.

Traditional public hearings require significant staff time and are largely ineffective. If hearings are held during the day, people complain because they cannot attend. If hearings are held at night, people complain because they cannot attend, likewise for weekends. Location is also a problem. No matter where a hearing is held, somebody will complain about the location. The only solution to this is to hold multiple hearings, which exacerbates the problems of staff time. MetroBlogOrlando was created to complement existing, traditional public hearings.

The blog also fulfilled Metroplan Orlando’s desire to provide total access and transparency. Furthermore, the blog is consistent with the organization’s commitment to innovation. Overcoming apathy and lack of awareness is the challenge of public involvement endeavors; and new approaches are needed. As with any public organization, Metroplan Orlando is constantly looking for innovative ways to engage its constituents.

Like other public organizations, Metroplan Orlando uses traditional communication and public involvement methods. Quarterly newsletters are mailed to opinion leaders and active citizens; public hearings are held in diverse communities; annual reports, brochures, Web sites and other communication materials provide detailed information on planned transportation projects; and the organization’s staff, through speaking engagements and community events, reach out to citizens to share and listen. Implementing a blog, however, was a new, innovative approach which added to existing tactics.

Beyond demonstrating innovation and diversifying outreach efforts, the blog met five specific objectives which were established prior to development. These objectives were:

• To position Metroplan Orlando as the forum for local elected officials, transportation experts and citizens to work together to improve mobility in Central Florida.
• To provide information about transportation projects and issues to citizens.
• To increase public involvement in the transportation planning process.
• To identify emergent concerns or opposition to specific transportation projects or issues.
• To provide an unfettered medium to expand on, clarify or correct transportation-related stories reported by the media.

Since its implementation in July 2005, the blog has surpassed expectations. In the development stages, four areas of evaluation were identified: number of comments (amount and trend), number of visitors, content analysis of postings, and feedback given at a fixed posting at the bottom of the blog home page, entitled, “Tell us what you think about this blog.” The response from citizens has been extremely positive. As one citizen commented, “I’m not one for attending public hearings/official meetings, but as a downtown resident I do wonder what is going on. Kudos to you for using this new technology to give all of us an easy way to get information, get involved and voice our opinions!”

metroblogorlando.com

America’s Youth Have Dreams, But Many Feel They Cannot Be Realized

From AMERICA’S YOUTH, pg. 1

I’ll be able to find a good-paying job when I’m an adult.”

But young people also have serious doubts about achieving their goals for the future.

• 42 percent expressed concern about achieving their specific dream, agreeing with the statement, “I don’t know if I’ll be able to reach my goals.”

• 1 in 5 (20 percent) disagree that “In America, kids can grow up to become anything they want.”

• 1 in 3 (34 percent) do not believe they have enough skills to be successful in life.

The results show that a sizeable number of young people have serious concerns about their own personal safety.

• 4 in 10 said kids in their community fight too much.

• 3 in 10 said too many kids in their community have guns/knives/other weapons.

• 3 in 10 stated they do not feel safe walking alone in their communities.

• 44 percent feel they need to watch out for bullies.

Also revealed in the poll: 1 in 4 said they do not have enough caring adults (parents, coaches, teachers, etc.) in their lives and nearly one-half (45 percent) wished they had more adults they could turn to for help.

On health-related questions, the poll’s results suggest that efforts to educate the nation’s young people about the need to take care of themselves are making progress. Nearly all youngsters in the survey recognize the importance of prioritizing health, even at a young age.

• 92 percent agree “it’s important for people my age to pay attention to their health.”

Nevertheless, many young people acknowledge that they may not be leading the healthiest lifestyle and feel the daily stress they feel is a major contributor.

• 67 percent feel “a lot of stress” in their lives. 43 percent want more information on how to deal with stress, their leading request regarding the health-related topics polled.

• 48 percent state that their peers “put a lot of pressure on other kids/teens to do things they don’t think are right.”

“This research gives us a revealing look into the state of America’s young people. The good news is that they are telling us they believe in the American Dream. They have the drive to set their goals for the future and want to become healthy, productive citizens who give back to society,” said Marguerite W. Sallee, president and CEO of America’s Promise The Alliance for Youth. “But they are also telling us that their belief in the American Dream is mixed with a large dose of skepticism. When nearly 40 percent of our young people say they doubt that they will be able to achieve their dreams, then we as a nation need to fulfill our obligation to the next generation and heed their call for help.”

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The benefits of adding a blog to an organizations repertoire of communication practices through MetroBlogOrlando, the blog provides an innovative channel for public information and involvement. As a 24/7 public hearing, MetroBlogOrlando ensures that citizens have an opportunity to voice their opinions. Citizens expect more responsiveness, more access and more transparency from government.

For more information contact Bob O’Malley, director of public affairs & strategic planning, Metropolitan Orlando at bomalley@metroplanorlando.com.

America’s Youth Have Dreams, But Many Feel They Cannot Be Realized

The Recruiter and online Career Center provide a unique opportunity.”

The blog has been well-received from the ubiquitous gadflies as well. In fact, an unintentional benefit of the blog has been that it now serves as a “lightning rod” for criticism. Any public administrator would agree: it is much better to have negative comments made in a forum where staff can respond than in front of a television reporter and camera.

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Changing the County Nonprofit Funding Process: Streamlined Decision-making, Improved Access

Lydian Altman-Sauer, Loretta Lewellyn

For many local government managers and staff, the time and effort involved in funding nonprofit organizations may seem to outweigh the benefits provided by nonprofits through the services they deliver with city or county funds. Often, the time spent discussing allocations to nonprofits seems out of proportion to the small percentage of the total government budget that this funding represents. Or, the same nonprofits receive funding year after year, so there is no opportunity to fund new programs or target funding to other services. In some communities, last-minute politicking over nonprofit funding distracts from budget deliberations and results in negative publicity.

In 2003, Pitt County, NC, officials were struggling with the nonprofit funding process. Pitt County officials elected to office on the promise of changing the current process for funding nonprofits. Rather than funding six separate nonprofit organizations, the county now allocates a set amount allocated for total nonprofit funding. Staff also assembled materials from other local governments, including a formal funding rationale, application form, and contract for services. These materials laid the groundwork for discussions at a February 2003 county board of commissioners’ retreat. Discussion focused on these key questions:

Why did the county fund nonprofits?

What purposes could be served by changing the current process for funding decisions?

Should the county continue to fund nonprofits?

If so, should they restrict applicants to those they were currently funding or open the door for others?

How should they obtain and evaluate proposals for funding?

Should there be a set amount allocated for total nonprofit funding?

Should there be a minimum-maximum award amount per agency?

The board decided some nonprofits provided important public services that the county should continue to fund. Over the next few weeks, staff and commissioners developed a new process for consideration of funding requests from nonprofit organizations. The Board adopted the new process in March and followed it during the FY 2004-05 budget development and adoption. In the first step of the new process, county staff advertised for funding applications from nonprofit organizations. A staff committee then evaluated the applications and forwarded them to the Manager for his consideration during the review of budget requests from county departments.

Adapting a plan similar to that used in Concord, NC, Pitt County designated three types of grants—start-up grants, sustaining grants, and one-time grants—where the maximum award amount will be $500-$5,700 and an annual maximum budget for total funding for all nonprofits of approximately $100,000.

Sustained funding is available as long as the funding dollar amounts are available. Pitt County designated funding nonprofit programs that complement or coincide with commissioner-designated priorities. Most of the agencies receiving funding from this category provide cultural or recreational services.

According to Pitt County Budget Administrator Loretta Lewellyn, “Start-up status means that funding will be considered for three years, but the amount will decrease each year in an effort to gradually decrease the nonprofit’s reliance on governmental support. After the three years, the organization is not eligible for additional funding for the same program.”

In the first year of this new process, the county board designated requests from 14 agencies as “sustaining grants” and eliminated funding to three agencies previously funded for many years. Commissioners also provided “start-up” funding for five new organizations.

A major change in the allocation process involves recreation related requests. Rather than providing separate nonprofit organizations, the county now allocates money to the Community Schools & Recreation Program for reallocation through that organization’s own, more in-depth recreational grant process.

Each nonprofit organization funded by the county is required to enter into an agreement stipulating the conditions and purposes of the grant. “This provides more accountability for use of county funds,” says Lewellyn.

Most elected officials commented that the process was much easier than in previous years, even though there were one or two changes to the committee’s recommenda-
tions. Pitt County Manager, Scott Elliott, noted in his Budget Message: “Thus far, the process has streamlined what was once a laborious part of the budget process and provided the opportunity to include funding for five new agencies this year.”

In the FY 05-06 budget development, the new process continued to cut down on time spent during the budget workshop sessions, yet the “drama” of the presentations made on behalf of some of the nonprofit agencies remained. Even though no changes were made to the staff-driven funding evaluation process and final funding recommendations, time allocated to nonprofits simply shifted from the budget workshops to the public hearing that precedes the budget adoption. This resulted in a delay to the budget’s final adoption.

Learning from the experiences of the last two budget cycles, Pitt County staff is considering further adjustments to the process for next year. One idea is to designate the total amount of money allotted for nonprofit funding during budget adoption but wait until after the fiscal year has begun to open the application process and review. To ensure input from elected officials, this change may mean changing the current staff-only review and recommendation process to include a commissioner or commissioner-appointed person to the review committee.

The real test of this new process will come in future years. Will the sentiment remain to enforce the sunset funding clause when many of the FY 2004-05 “start-up” programs are no longer eligible for funding? Is the funding process flexible enough to allow elected officials to be responsive to residents and/or shifting community priorities? Will commissioners resist delegating their decision-making authority to staff or to a volunteer review board? Can this funding process withstand the pressures that could potentially arise when people who are elected to office on the promise of bringing change might expect an adjustment to existing policies and processes?

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An Organizational Assessment

Nonprofit Autonomy and Democracy?

Lisa Dicke, John Barkdull

As nonprofit associations are expanding worldwide, a realistic appraisal of their capabilities, stability and the issues and factors that affect them is needed. Managerial and organizational capacity building has been the “buzz phrase” in many of the nonprofit discussions over the past few years, but here we focus on six concerns that we think also deserve attention. After raising these, we discuss each and conclude with a few strategies that nonprofits might adopt to help them maintain their autonomy in light of moves to thoroughly professionalize the field.

#1: Is the development agenda donor driven rather than representative of grassroots concerns? The question raised here is one of local autonomy. To what extent are nonprofits able to retain control of their policy agendas when receiving outside resources? Is policy derived from the grassroots (bottom-up), or are the strings attached to donor funding directing or re-directing policy agendas in fundamental ways?

#2: Does the concentration of financial resources on a few major nonprofit organizations limit broad-based participation by lesser funded nonprofits? Most financial resources enjoyed by nonprofit organizations are targeted at a handful of major groups rather than evenly distributed across the diverse spectrum of nonprofits. Does this concentration of resources diminish the potential of the thousands of community groups that comprise the “backbone” of civil society?

#3: Is excessive bureaucratization undermining the democratic integrity of nonprofit organizations? As the major nonprofits have grown, they have become more hierarchical, bureaucratic and professionalized. Global civil society organizations operating at all levels have adopted the bureaucratic form to some extent, which can work against maintaining democratic representation and undermine certain criteria of accountability.

#4: Has fundraising supplanted mission as nonprofits strive to compete in the organizational marketplace? Because nonprofits cannot raise revenues by taxation or other coercive means, they must engage in fund development activities or watch their organizations wither and die. This raises the question as to whether fund development has supplanted the service mission as the organization’s primary task.

#5: Are global nonprofits at risk of co-optation by the international actors they seek to hold to account? The growth in the number of nongovernmental organizations worldwide has been stimulated in part by an increasing use of bilateral and multilateral resources. These resources include funding organizations such as the World Bank and regional development banks, USAID, the Office of the UN High Commission for Refugees (UNHCR) and the World Food Programme (WFP), among others. Although nongovernmental organizations gain capability, they may risk cooptation.

#6: How much of the nonprofit sector is supportive of democratic principles? Our final question draws attention to an oversimplification often made about nonprofits. These organizations are often conceptualized as necessarily altruistic or supportive of progressive ideals. But civil society is a complex and contradictory phenomenon. In all societies, anti-democratic elements of civil society exist as well as those that are democratic or organized for the “public good.”

Although each of these concerns represents a sector, the common problems they introduce include loss of organizational autonomy and democratic participation, uncoordinated policy shifts and boxed agendas. Below we consider these and briefly offer some strategies.

Is the development agenda donor driven rather than representative of grassroots concerns? Nonprofit organizations are at the highest risk of succumbing to donor driven policy agendas if they are too dependent on the revenue from a single funder or do not scrutinize to ensure a donor’s alignment with mission. Nonprofits can resist these problems by diversifying their funding portfolios early on to avoid the fiscal crises that frequently precipitate entry into ideologically mismatched partnerships. Simple tools and methods for creating strategic plans, raising funds, finding kindred partners and building coalition networks are widely and readily available.

Organizations should also routinely conduct internal audits of their board composition and programmatic activities. Board reviews can be used to help ensure representation or identify agency capture. Programmatic audits can help organizations determine if they are straying from their missions or investing disproportionately in only tangentially related activities. Funding agreements and internal audit committees can be established to carry out these activities.

Does the concentration of financial resources on a few major nonprofits limit broad-based participation by lesser funded organizations? The number of nonprofits is increasing but the extent to which their access to important policy arenas has been blocked is not known. If participation is obstructed, however, addressing the problem could take a variety of forms. One solution would be to reallocate resources to allow all organizations to compete on a more level playing field. This could be accomplished through government regulation or tax policies, public donations, or investments in skill and capacity building for lesser funded nonprofits. These options would require, at minimum, a leadership champion.

While controversial, one example might include President George W. Bush’s championing of Section 104 of the Personal Responsibility and Work Opportunity Reconciliation Act (PWORA, 1996). Often referred to as “Charitable Choice,” Section 104 encouraged government agencies to partner directly with sectarian organizations, including those pervasively sectarian to provide a wide array of social services. The policy was justified, in part, on the grounds that faith-based organizations had been discriminated against and encountered barriers not required by the First Amendment and thus unfairly been denied access to government funding opportunities, namely, government contracts. Although findings suggest that faith-based organizations have been slow to seek out government contracts, Section 104 does provide greater access.

Is excessive bureaucratization undermining the democratic integrity of nonprofit organizations? Bureaucracy as an organizational form is highly undemocratic. Decision making emanates from a hierarchical organizational apex and superior/subordinate chains-of-command are adopted to ensure compliance with downward moving directives. It is a structure that is much maligned, yet copiously replicated.

Paradoxically, while bureaucratization is inherently unequal it also introduces equity. Standardization helps to ensure fairness, consistency and procedural due process. Many nonprofits applaud the professionalism that has resulted from the adoption of bureaucratic structures and directives.

Organizations need not become excessively rigid and anti-democratic. Government reforms in the United States, United Kingdom, Australia, Canada and other countries have shown that by flattening organizational hierarchies, decentralizing, empowering front-line employees and creating additional opportunities for transparency and community input, their organizations can be more flexible and responsive. Although there are expenses associated with the reforms, nonprofits can seek to temper excessive bureaucratization by incorporating these more democratic features.

Has fundraising supplanted mission as nonprofits strive to compete in the organizational marketplace? Nonprofit organizations are nonprofit distributing—i.e., surplus revenues must be plowed back into the basic mission of the agency. Mission (above all other concerns),...
A new era has begun in American philanthropy. According to George McCully of the Catalogue for Philanthropy, this “new philanthropy” is unique in that it is more engaged, guided by individual donors with an emphasis on collaboration; hands-on, unconventional modes of giving and volunteering; and a focus on small organizations and grassroots, entrepreneurial problem-solving. Public administrators may want to take heed of these new philanthropic trends. Why? Because this new philanthropy and the funding mechanisms to emerge from its environment may enable public administrators to gather citizen input, engage citizens to solve community problems and offer an avenue for bringing resources to bear on these problems.

Take as an example the “giving circle.” A giving circle has been described as a cross between a book club and an investment group and entails individuals pooling their resources and then deciding together where these resources should be distributed. After recently completing a national study of giving circles in the United States (and Canada), I found nearly 200 giving circles, though there is indication that many more exist. They are located across the country. Though data are limited, it is estimated that nearly $3.2 million has been given away (for all years giving circles have been in operation). At least 8,000 individuals participate in giving circles and most giving circles are relatively new, having started only in the last five years. Giving circles, to varying degrees, tend to: pool funds, give away resources, educate members about philanthropy and issues in the community, include a social dimension, engage members in volunteering and maintain their independence by not affiliating with any one particular charity. The degree of each of these aspects varies depending on the type of giving circle.

There are three types of giving circles: loose networks, small groups and formal organizations. An example of a loose network giving circle is Womenade. At least 25 Womenade groups exist in the United States. The movement started in Washington, DC, when doctor Amy Kossoff and her friends decided to hold a potluck dinner and ask attendees to donate $35 to a fund that would enable Kossoff to continue to give financial assistance to her clients for prescriptions, utility bills and rent. Kossoff did much of her work in a hospital setting and public clinics and regularly provided assistance to her clients out of her own pocket. The women called the group Womenade and held their first potluck in March 2001. Nearly 100 women attended, raising $3,000. A year-and-a-half later, Real Simple magazine did a story on Washington Womenade, including a story on “How to Start a Womenade,” and the idea spread.

An example of a small group giving circle is Shared Giving in Durham, NC. Shared Giving is made up of 16 members who each pay in $500 a year to participate. Members meet every other month to discuss potential fundees and community issues. They gather information about nonprofit organizations by conducting site visits or speaking directly with nonprofit executives about the needs of the organization. They make decisions through a consensus style format. The group gave its first grant in early 2002. Since then they have given grants between $1,000 and $5,000, usually for specific programs or projects, to things like a family violence prevention center, a community center that provides tutoring for Hispanic children and their parents and an organization that helps seniors with medical prescription costs and management.

Finally, an example of a formal organization is Social Venture Partners (SVP). SVP started in 1997 in Seattle and now has expanded to at least 25 SVP-type giving circles in the United States and Canada. SVP is structured to follow a venture philanthropy model—applying venture capitalist principles to philanthropy. Its major foci are educating members about philanthropy and community issues and creating long-term, engaged relationships with funding recipients. The cost to join SVP is usually around $5,000. SVP also asks members to volunteer at the nonprofit agencies they fund, providing consulting and capacity

Do All Nonprofits Promote Democratic Principles?

is what sets these organizations apart from government or profit seeking organizations. Nonetheless, all organizations need resources to carry out their activities. Most nonprofit executives report that fundraising is a priority for their organizations. Findings from the Listening Post project (a joint initiative headed by the Carnegie Civil Society Studies Initiative and Johns Hopkins Institute for Policy studies), for example, show that 90 percent of 249 surveyed nonprofit executives reported fiscal stress in their agencies, with over half reporting severe or very severe stress. When asked to identify their major operational priorities, financial self-sufficiency was among the top two responses given. By contrast, fewer than 10 percent cited “preserving our ability to reach or serve those least able to pay” and fewer than 5 percent “maintaining our advocacy/civic engagement role.” It is easy to understand why. Nonprofits must compete for funds and managing revenues effectively is essential to their survival. Many individuals serving on boards of directors are selected for their business savvy and ability to raise funds. The professional values of these individuals may or may not be aligned with the substantive mission of the organization, however. Yet, concern for mission should not be outweighed by concern for revenues. How can nonprofits manage both?

One strategy is to screen potential board members for both professional skills and a commitment to the organization’s ideals.

See GIVING CIRCLES, pg. 6
Beyond Management: Nonprofit Organizations and Philanthropy in Government

The Nonprofit Sector: A Partner with Government

John Mandeville

America’s vast network of nonprofit organizations and volunteer associations constitutes a dynamic force that complements the efforts of government to meet social needs. Charitable nonprofit organizations are an important part of civil society. The National Center for Charitable Statistics reports that in 2004 over 1.4 million nonprofit organizations were registered with the Internal Revenue Service. Over 900,000 of these organizations receive special taxation benefits from the United States Government. In turn, these organizations employed over 11 million employees (1998 estimate). In partnership with government these organizations are on the front line representing community interest within civil society.

The role of the nonprofit sector in American society is built upon tradition and supported by the special treatment it receives from government. American government provides legal incentives to promote the existence of nonprofit organizations. The most important incentive in special treatment under the tax code. Tax exemption benefits for charitable endeavors began with the establishment of the charitable deduction for individuals in 1917. In 1922, Herbert Hoover wrote that the private sector should promote “the proper use of cooperative institutions, particularly trade organizations, professional associations, and similar organizations...that unlike government bureaus, would be flexible, responsive, and productive” in their service to charity.

The growing challenges of the Great Depression of the 1930’s overwhelmed the capacity of the private sector to meet the demand of charitable need. Under the New Deal, the role of government, as an agent of social welfare, drastically expanded. The growth of the welfare state changed the role of private charity. Prior to the New Deal, private sector involvement provided much of the community based relief for poverty and community need. After the New Deal, private charity emerged as a partner with government.

Nonprofit organizations are recognized for their mission to provide public goods and services. Organizations recognized as charitable private nonprofit organizations are true public charities. These types of organization are numerous. Public charities play a vital role in the provision of services to our communities. Most of the organizations that are traditionally recognized as “nonprofits” are public charities. Many types of organizations receive public charity designation. They include schools, hospitals, day care centers, and human services agencies.

Public charities are recognized under Section 501 c3 of the Internal Revenue Service Code. This section of the IRS code recognizes two general types of tax-exempt nonprofit organizations: (1) charitable organizations, and (2) philanthropic foundations. These types of organizations are exempt from income taxation and are eligible to receive tax-deductible contributions. Organizations with annual revenues of $25,000 must file a tax report. Smaller organizations must register with the IRS. Some organizations, such as churches are exempt from reporting and registration requirements. Henry Hansmann offers an economic theory that seeks to explain societal support for nonprofit organizations. He argues that nonprofit organizations serve as the private producers of public goods.

Government responsibility for the production of public goods is limited by its ability to raise tax revenue to support such activities and by public tolerance for the degree and types of public goods it can provide. According to Hansmann, government can only provide what is acceptable to the “median voter.” The nonprofit sector serves to meet the demand for public services that exceeds the capacity of government support or transcends voter tolerance.

Government recognition of the needs that are met by nonprofit organizations has produced a variety of incentives that foster their formation at the state and local levels. In 1998 charitable deduction allowances resulted in estimated contributions of $17.2 billion for social services. Local property tax exemptions provide billions of dollars in benefits to nonprofits. Property tax relief provided over $6 billion in benefit to nonprofit organizations in 1998. Other tax preferences such as child care tax credits, and educational credits promote the consumption of services provided by nonprofit organizations.

Tax benefits provided to nonprofit organizations substantially reduce the amount of government revenue. However, the social benefits of tax exclusion far outweigh their cost. Lester M. Salamon identified four major forms of societal benefit that is provided by nonprofit organizations.

Providing Needed Services: Nonprofits are a major resource for the provision of public goods that are not produced by government agencies and the for profit sector. Services that cannot be provided by government are often provided by nonprofit organizations.

Guarding Public Values: Nonprofit organizations promote individual initiative and involvement in public affairs. Through their promotion of involvement, they foster values of pluralism, diversity, and freedom.

Advocacy and Problem Identification: Nonprofit organizations advance issues to the public agenda that might otherwise go neglected. As advocates, they serve as a watchdog over the affairs of government agencies and elected officials.

The Development of Social Capital: Nonprofit organizations increase the availability of civic resources in the community by promoting communication and networking among citizens and organizations.

Governments also employ the tax structure to regulate nonprofit organizations. Tax laws allow governments to structure charitable giving to promote the redistribution and equalization of private resources. Donors who receive tax deduction credit may not receive any direct cash benefit or material gain from their contribution. Tax-exempt status is provided to organizations with the expectation that they will employ their resources for public benefit. The Internal Revenue Service rigorously oversees the use of charitable contributions. Organizations that do not use donated resources for public good risk losing their tax exemption.

Tax laws also allow government to regulate the financial management of organizations in the nonprofit sector. Annual tax filing requirements and audits are important tools in this process. Evidence that funds have been used inappropriately, or have been accounted for improperly will generate government scrutiny and sanction. Restrictive laws and regulations have been used extensively to police nonprofit activities. For example, government closely monitors the income producing efforts of nonprofit agencies. State governments typically license and monitor the fundraising activities of major nonprofit organizations.

Elizabeth Boris refers to the nonprofit sector as “the glue that holds communities together”. Governments, through the application of beneficial tax laws and policies, help that glue to bind together the diverse threads of our society. Tax laws also regulate government with a vehicle for oversight and control of the nonprofit sector. Private initiative and public tax subsidies are a creative force in civil society. These resources allow nonprofit organizations to complement the efforts of government agencies to meet the needs of our modern society.

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Giving Circles Offer Another Option for Public Administrators

From GIVING CIRCLES, pg. 5

Building support. SVP affiliates fund in various areas but often take an interest in issues related to youth and education. The reasons people say they join or participate in giving circles are varied and enlightening. Contrary to Robert Putnam’s concern about declining community engagement, some of the most often cited reasons for participating in a giving circle is the chance to become more engaged in the community and giving process, to be doing more than just writing a check and also interacting directly with nonprofit organizations. The hands-on process of reviewing proposals and going on site visits creates the more engaged philanthropy that they desire. On the other hand, some participate because of the minimal time commitment involved. These are the individuals, overwhelmingly women, who participate in giving circles where giving money is seen as an alternative to volunteering (such as Womenade). Another frequently cited reason for participating was the fun or social aspect—the giving circle is a chance to be social “while doing good.” Additionally, the giving circle was seen as a way for a group of people to control how things go. The opportunity to be part of a group and leverage the amount of money a participant is able to give is another important reason members participate in a giving circle. It makes people feel like they are part of a bigger movement fairly quickly while magnifying their individual contribution. Cited as many times as leveraging was the chance to give back and make more of an impact in the community through the giving circle. Individuals participate as well because they want to learn more about nonprofit organizations, issues in the community, or about becoming better philanthropists.

Giving Circles and Their Importance for Public Administration

Public administrators would benefit from having a better understanding of giving circles. Understanding and connecting with citizens in these groups could enable public administrators to gather citizen input and engage citizens to solve community problems. Donors’ desire for more engagement through their philanthropy, or wanting to be able to make a difference in the community, may serve as a sign to public administrators that citizens want more of a direct understanding and say—a closer relationship—with solving community problems. This is relevant for public administrators who are interested in ways to engage citizens in governance and who believe that a collaborative relationship between citizens and public administrators is desirable—even necessary—for a legitimate and effective public administration. Giving circles could serve as a forum for public administrators to engage and educate citizens in this way, as well as to empower citizens—especially women—to be involved in governance. There is a word of caution, however. Public administrators must keep in mind that giving circle members are most likely not representative of the community at large and their resources are limited. It is also not clear how well received “outside” influence would be accepted within these independently-minded groups.

On a more instrumental level, giving circles may serve as an avenue for bringing resources to bear on certain community problems. Giving circles focusing on specific community issues may be able to help meliorate problems, though this will necessarily be done on giving circle members’ terms rather than through any kind of mandate from government officials. This means that giving circle funding might prove helpful but cannot be counted upon as a reliable source for solving community problems. Nonetheless, giving circles might be considered partners in battling some community problems, much in the way that local governments have relied on private philanthropy in the past for one-time projects such as building libraries or upgrading parks.

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Dealing With The Imminent Retirement Crisis, Part 4—Making It Real

In my last several columns, I described the results from a new research project sponsored by my organization, CPS Human Resource Services. This project is part of a long-term strategy to help public agencies deal with the imminent retirement crisis facing all levels of government. In 2003, CPS published “The Aging-and-Retiring Government Workforce: How Serious Is the Challenge? What Are the Issues and Why Are They Important?”1 In this initial study, we highlighted government agencies’ federal, state and local— that are already preparing for the upcoming workforce shortage. Many of these organizations are using workforce planning as the basic tool to dig deep into their organizations, root out vulnerabilities and trouble spots, and deal with them. The new study— “Building the Leadership Pipeline in Local, State and Federal Government”— was also conducted by independent researcher Mary B. Young. The Pipeline study focuses on a key aspect of preparing for the retirement deluge—leadership development. Our research question was, “What are jurisdictions at the local, state, and federal levels doing to build their leadership pipelines to ensure they have a supply of experienced talent for the future?” We interviewed over 90 public sector experts including practitioners, academics, and journalists. The report highlights 15 jurisdictions/ agencies that are aggressively building their leadership pipelines. So far in this series of columns, I have described some of the approaches these jurisdictions are taking. I have also highlighted the two leadership development models we uncovered— the “Just-in-Time” (JIT) approach, and the “Integrated Leadership Pipeline” approach. The JIT model focuses on developing new leaders quickly, sometimes at the last minute to prepare a new manager. We liken this approach to an inoculation you receive if you’re traveling abroad, just before you leave for the trip. Typically, the JIT model concentrates on a relatively small segment of the workforce, such as middle managers who are likely to be promoted to senior management, or brand new senior managers. The second model—the “Integrated” approach integrates an organization’s full range of HR practices around a workforce planning framework such as workforce planning and/or a leadership competency model. The ideal result is a set of HR practices that flow together seamlessly to move talented people through the leadership pipeline. The integrated approach also broadens the leadership pipeline by enabling more employees to develop leadership competencies. Just as importantly, our research also identified the competencies that leaders believe are critical for leadership success: • Understanding the enterprise and its environment • Understanding other departments and agencies • Building relationships and networks • Getting things done in government • Managing change • Managing the public and the media • Influencing, motivating, developing and retaining talented people • Managing conflict • Dealing with problem employees Making it real Of course, even the best-intentioned managers and organizations face tough practical challenges when trying to develop systems to build their leadership pipelines. Over the past several months, we have been traveling around the country making presentations highlighting the study’s findings. Invariably, audience members ask the following questions: • So what can we do to build our leadership pipeline? • How do we convince our senior managers that this should be a strategic priority for our organization? • How can we evolve from the just-in-time approach to a more integrated system that truly builds our leadership pipeline? In the Pipeline report, we make eight concrete recommendations to help public agencies build their leadership pipelines. In this month’s column, I’ll discuss the first four: Make workforce planning the foundation. Workforce planning (WFP) should be the framework—the glue—that integrates all HR practices. I’ve written several columns about workforce planning: “Let’s do it again” won’t repeat what I’ve already written. But, stripped to its bare essentials, WFP means identifying your workforce needs in the future, analyzing where you stand now, and then putting in place HR strategies to close workforce gaps. This applies specially to gaps between the competencies your organization needs to succeed, and what you have now. The International Public Management Association for Human Resources (IPMA-HR) has published an excellent guide to workforce planning. Engage senior leaders. Many managers struggle to convince agency leaders (including elected and appointed officials) that developing the leadership pipeline must be a priority. Workforce planning is one way to get the attention of leaders since, if it’s done right. WFP produces hard numbers on workforce and competency gaps. But there are other tactics that can also be very effective. In Anaheim, CA, for example, HR Director David Hill dramatically illustrated the need for planning. At a meeting of the city’s senior management team, he first asked all senior managers to stand. Next he told everyone who was retirement-eligible to sit down. Then be asked those who would be eligible in two years, and then in five, to do the same. That left only a few managers still standing. In about two minutes, Hill had powerfully demonstrated the potential impact of retirements on the city’s leadership. In another case, the HR Director of Minneapolis showed two organization charts to managers of one city department. The first showed the department’s leaders and their dates-of-hire. Then she showed what the same chart would look like in five years with all retirement-eligible managers shown in red. Most of the boxes on the org chart were red. This wake-up call quickly convinced department leaders to develop a workforce planning process. When we show these two charts, the second one draws audible gasps. It’s not that the Minneapolis retirement projections are that different from most jurisdictions; it’s that the chart makes such a powerful statement about the need to aggressively build the leadership pipeline. While visual tactics like these are dramatic props to persuade senior managers that leadership issues must be front and center, theatrical approaches don’t substitute for solid workforce planning. But they can send a loud wake-up call to complacent leadership teams. Of course, creating awareness is just the first step. Organizations also need to engage senior management in developing new leaders. The case studies in the Pipeline report demonstrate, through examples, that leaders must play critical roles in identifying, assessing, developing, hiring, encouraging and promoting future leaders, by: • Developing succession planning systems (Roseville, California; Plano, Texas; State of New York Office of General Services; Michigan Department of Human Services) • Identifying and validating competencies (Roseville, Plano, South Carolina) • Nominating and encouraging self-nomination for formal leadership development programs (Plano, Roseville, U.S. Department of Labor) • Mentoring or coaching (Michigan Department of Human Services, U.S. Office of Personnel Management Senior Executive Service Candidate) Development Program) • Sponsoring developmental assignments, action learning, and job rotations (Pennsylvania Management Associates Program, Plano, U.S. Department of Labor, Michigan Department of Human Services) Identify competencies leaders must master. A competency model provides direction—a road map for developing future leaders and a yardstick for assessing them. The Roseville, CA and Michigan DHS cases, for example, describe several approaches to developing competency models. Organizations must understand that some of the leadership competencies needed in the future will probably be different from those that current leaders have. For example, leaders will need to improve their ability to manage and use technology effectively and efficiently. They will also need to develop competencies in areas like team building; understanding the enterprise and its environment; building relationships and networks; managing change; influencing, motivating, developing and retaining talented people; and managing conflict. This goes for technical competencies too. For example, there’s a growing need in the federal government for leaders to manage service contracts successfully, a skill that was less important in some agencies five years ago. Assess developmental needs. Many of the jurisdictions we highlight in the Pipeline report stand out because they use data-driven approaches to build their leadership pipelines. One of the toughest challenges in workforce planning is assessing current competency levels. What can your employees do well, and what do they need to do differently or better? Instead of simply assuming they know the competency areas they need to develop, leading-edge organizations rigorously assess potential leaders using tactics like online assessments, multi-rater feedback, and self-assessments. We highlight several of these organizations in the report including the California International

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See RETIREMENT CRISIS, pg. 10
Keys to Strategy Implementation

The strategic planning process only works when strategies are implemented. Formulating those strategies is difficult. Executing them is much harder due to political and organizational obstacles that stand in the way. For implementation to truly be successful depends upon the way in which the strategies address key success factors such as organizational structure, coordination, information sharing, incentives, controls, change management, organizational values and the role of power and influence in the implementation process.

• While strategies are most often developed by the board and stakeholders with great thought and care, implementation is often left to chance due to:
  • Leaders and managers feeling more comfortable with planning than implementation;
  • Leaders feeling that implementation is best left to someone else and that it is not their responsibility;
  • Implementation taking longer to accomplish and requiring adjustments as unforeseen circumstances occur;
  • Implementation requiring more people to be involved and continued communication over time.

Good strategies that understand the role of the organization in the marketplace and define and communicate the operational components with measurable objectives come first.

These strategies should be relevant to the organization’s portfolio and designed to effectively use the organization’s strengths to take advantage of opportunities and challenges in the marketplace as well as addressing internal weaknesses. They are best derived after conducting a thorough multi-variant analysis to determine how programs and services support overall organizational mission by weighing problems against opportunities, deliberative changes against insightful initiatives, organization wide change against focused adjustments, and widely accepted change against the more innovative.

Whether the chosen strategies are ones that retrench or grow, divers or diversify, vertically integrate or concentrate, stabilize or collaborate—they will be more successful for having analyzed how both internal and external forces affect the delivery of core services.

Organizational structure comes next.

There must be the right balance between centralization and decentralization of decision-making as well as a commitment that the costs of and benefits of rollout are clear and departments with the largest responsibilities have the resources to meet them or a different and dedicated organizational structure will be created with those resources.

Choosing centralization, as an example, results in efficiency from the utilization of expertise, organization-wide assets. Decentralization helps the organization get closer to the community it serves.

What aspects of strategy drive the choice of structure and how does structure affect the implementation of strategy? As an example, an organization with a focus strategy that targets a particular citizen group, geography or service often considers decentralization as a strategy while recognizing that there will be some centralized staff in order to achieve efficiencies across the decentralized units. Likewise, organizations that are seeking to grow usually recognizes that over time they will also need to decentralize.

Organizational coordination and information sharing is the next key to success. It requires that there be:

• A definition of how coordination is to occur. Will it be in a pooled way where there is a low level of interdependence and little need for coordination as with self-contained and largely independent units or in a sequential way where there is vertical integration or an internal supply chain and a higher level of coordination will be required or in a reciprocal way where the actions of each department affects many others and high levels of cooperation are essential to strategy implementation.

An action plan laying out exactly how information sharing and knowledge transfer will occur given the many formal and informal factors that affect knowledge transfer from databases, to IT processes, to informal conversations. In order to truly understand and effect how information is shared, we need to understand the characteristics of the knowledge senders and knowledge users as well as what type of information will be transferred and within what organizational context. As an example, a culture of cooperation based upon a common, perceived mission affects implementation positively, while a culture marked by error avoidance and the need to blame others for poor results will have a negative effect on implementation; and

• An identification of what key decision makers on the Board, in Executive Offices, in Supervision and on the ground—will be responsible and accountable for making active coordination occur.

The next key is incentives that reward the right things and that are tied to short-term objectives derived from the strategies being activated. These incentives need not be major monetary bonuses but should fuel and guide the motivation in the right direction and should involve celebrating the achievements that most managers already have and will in completing agreed upon tasks.

Controls that reward the doers, clarify responsibility and accountability and require timely and valid information so that strategies will be reviewed and adjusted regularly are key to successful processes. These controls should be able to recognize when things go wrong so that organizational learning occurs. Without the analysis of facts and a discussion of how to adapt and adjust, successful implementation remains an illusion.

Another key to success is a plan to manage change whether it is incremental, sequen- 
tial or complex. This often is the single biggest obstacle to effective implementa-
tion due to the complexity of doing so.

In order to effectively manage change, we need to ask the size and content of it, how much time we and others have available for execution, what tactics can be employed, who will take responsibility for the change process at every level, how we can remove resistance and what controls will monitor the results of what we have done in the change management process.

This, in my experience, is best done by:

• Making the reasons for change clear and compelling based upon organizational values and acceptance by leaders.

• Focusing on changing people’s behavior.

• Communicating, communicating, communicating.

• Budgeting time to reduce resistance through participation, involvement and education; and

• Acknowledging that people key to success move through their individual change cycles at different speeds and will come to acceptance of what is happening at different times and need to be allowed to do so.

Finally, power is vital to successful implementation. Any strategy that violates organizational values and power structures will fail to be implemented. Having power facilitates the formulation and execution of strategy. Individuals, units, departments that lack power or influence can and must form coalitions with those have it in order to foster and support success. We must recognize that those who have power typically want to keep it.

People in power may persist in doing what’s necessary to perpetuate their positions, even if their actions are inappropriate under different or changing conditions. When this happens, the Board and Leadership need to alter the power structure by changing strategy, structure or resource allocations so as to redefine power relationships.

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Administrative ethics and corruption

Ethics in Public Management
H. George Frederickson and Richard X. Ghire, Editors

This long-awaited follow-up to the groundbreaking Ethics in Public Administration represents the state of the art in research on administrative ethics.

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On Ethical Administration—A Response
Dear Editor:
The articles on Ethics and Administration in the July 2005 issue are superb. Those ideas should not stay just with the readers of PA TIMES who are, perhaps, very few compared with the U.S. population. American citizens should be exposed to those discussions during the regular or occasional public meetings at all levels of government. They may be able to craft grant programs for the purpose. The discussions may bring positive results for establishing ethics in administration.

The issue of trust brought by [Stephen J.] Smith in his article (“The Necessary Ingredient for the Future of Public Administration”) is also vital for the meetings proposed above. Without the patients’ trust doctors may not want to administer medicine, without students’ trust teachers may not be able to run the classes & without players’ trust coaches may not win the games. Likewise, a democracy will not be able to function without the citizens’ trust in the administrators.

During a faculty-staff meeting in a denominational college, an article titled Christian Ethics was proposed. This writer asked “Is Christian Ethics different than Hindu, Muslim, Jew or other ethics? Should we change the title of the course?” The Dean and the School of Arts who proposed the course and the President of the college just looked at each other and then the question remained unanswered.

If the religious leaders come together and draw a chart of Ethics for all, it would then be easier for the public administrators to bring ethics in administration. Otherwise no matter how sincerely an administrator follows the guidelines of his/her ethics they may come in the way of those who follow a different denomination or faith. A conference of the invited religious leaders from all faiths in the world was held by United Nations about two years ago. More people of every faith may yield to a charter drawn by the leaders of all faiths than the one drawn by any particular professionals.

Although his article (“Spiritual Values in the Public Administration Curriculum: Why or Why Not?”) is excellent, [Donald] Menzel mentions Christianity, Buddhism, Judaism and Islam but forgets Hinduism. 80 percent of the 1 billion people of India are Hindus. In addition, they are in almost every country in the world making mark in every honorable profession-judges, lawyers, programmers, professors, businesspersons and members of the state assemblies. One, Ms. Chawla, gave her life in a space shuttle disaster of America. Two, having 80 percent Hindus, is the biggest democracy in the world and is being considered for a seat in the Security Council. There is at least one Hindu temple in almost every big city in America imparting education in Ethics for every profession and for every day life. Should we forget them in our thought, in writing and in speaking while remembering others?

[David] Bergman’s comparison (“Ethics and Public Administration in a Democracy”) of the two leading democracies—India and America—also brings provoking thoughts. One wonders what will happen in America when the population rises to one billion like in India. The methodologies are already a mirror of some of India’s problems mentioned in the article—corruption for one. Smith, in his article, has shown step by step how the ‘citizen disengagement’ is consistently on the rise in America (although he or this author do not say that the administrators are at fault). Unethical, corrupt and criminal behavior at the top levels of private administrations recently in the American economy and the citizenry hard–Ervon and World Com, for example.

ASPA International Reference: International Supplement, PA TIMES, February 2005. It is gratifying to note that ASPA has gone international like APSA (American Political Science Association) and others. ASPA may want to help every nation in the world in establishing a School of Public Administration. A time frame may be about the next 12 years at the end of which all the 150 or so nations will have the schools. While working on this school, harmony can prevail in the thought, practice and procedures of the public administrators in the world. Although there will be some differences due to topographical and other conditions, we will see many commonalities useful for the citizens in every nation.

Prahbaker G. Joshi
Rhode Island
Life member, ASPA

More on Prisoner Abuse
Dear Editor:
For me, Professor [Jeremy] Plant’s article (“Prisoner Abuse: The Stain That Won’t Fade Away”) in the July 2005 issue of PA TIMES was jarring in his inference that a clear weakening in the ethical behavior in military prisons (displayed at Abu Ghraib and Guantanamo) has transpired from 1970 and today. I do not question the legitimacy of the claim; however, the claim should raise alarm bells among Americans who still hold onto an image of the country as a shining city on the hill defending admirable principles of virtue. Plant raises a number of important points:
1) to wear a uniform carries the honor (or on the flip side the dishonor) of the country, 2) having power and using it responsibly (or not using it responsibly) represents an individual test for each to pass or fail on their own, 3) the nation’s leaders and citizens have a responsibility to provide guidance about acceptable behavior guided by ethical principles. I agree with each of these propositions but would add that not everyone’s experience in the Vietnam period is emblematic of moral superiority in 1970 compared to 2005. In 1970, I was serving in the Central Highlands of Vietnam with the 4th Infantry Division. It is evident from personal experience and should be clear to most combat veterans that those empowered with deadly force do not always act judiciously or within the confines of the rules of engagement (see Lt. Calley and My Lai). What Plant’s essay should remind us is not that we were morally superior in the past but that morality should still guide policy and that the United States as a collective society still clings to but often fall short of fulfilling its ethical ideals.

Lessons of the past teach us that might does not always make right. As public administrators we should strive to uphold American principles such as rule of law and honoring agreements (see United States and Geneva Convention treaties). It seems evident that Abu Ghraib and Guantanamo do not pass the face validity test of proper action for societies that value human rights and dignity. Corrective action should be taken. At the micro-level, if individuals knowingly engaged in non-sanctioned/illegal behavior they should be prosecuted. At the macro-level, if policies were enacted that are out of step with the values and sensibilities of the American citizenry, they should be changed.

Steven G. Koven
Professor, University of Louisville
Member, ASPA

Assessment Centers Develop Leaders

From RETIREMENT CRISIS, pg. 8

City/County Management Association Coaching Program, Virginia Beach, South Carolina, the New York Safe Office of General Services, the federal government SES Candidate Development Program and the U.S. Coast Guard.

In two case studies—Roseville and Plano—we illustrate how assessment centers can be used to develop potential leaders. Prospective managers who participate in assessment centers get feedback on their strengths and developmental needs. The managers, and their organizations, can then use this information to guide career development. That’s what Roseville’s Chief of Police did several years ago. Today, he credits his experience in the Roseville Management Development Assessment Center as a key to helping him prepare, and compete successfully, for the chief position.

Assessment center results also give the organization data about the strengths of its current replacement pool and the competency gaps that need to be closed to prepare candidates for future leadership positions.

For a free copy of Building the Leadership Pipeline or the IPMA-HR Guide to Workforce Planning, please contact me at 508-385-9744 or clavignola@cps.ca.gov.

ASPA member Bob Lavignola is a client services manager with CPS Human Resource Services in Wisconsin. E-mail: Bob@cps.ca.gov.
BuROCKracy: Get your “Crat” Working

After a careful examination of the literature it is clear that Max Weber intended the word bureaucracy to be pronounced buROCKracy. Long before rock and roll, Weber somehow knew that it would be the ROCK in buROCKracy that would someday cause younger generations to enlist in the public service and save democratic government. Some think that “rock the vote” will motivate younger generations to be active in political affairs and especially to vote, and they may be right. “Rock the vote” is good and should be encouraged. But because voting alone will not save democratic government, it is “crat” that really motivates young people to be engaged in public affairs.

Some readers may not be familiar with the use of the word crat among the younger generations. Crat appears to have been derived from the word bureaucrat and is the cool, insider’s hip word to refer to all things bureaucratic. If one is thought to be a particularly savvy and effective public administrator one is referred to by others as having “got crat.” If one is encouraged to do an especially good job one may be asked to “gimme some of that crat” or to “have your crat on this.” If, in a particularly stylish way, one guides one’s agency carefully and successfully around bureaucratic appearances, one is thought to be having “laid down some real crat” on the agency.

It is important to note the difference between crat and the ordinary or standard practices of effective public administration. Crat implies a certain way to walk, to dress, to present oneself. Crat is the highest form of both bureaucratic effectiveness and bureaucratic style. Walk the halls in Washington, in the state capitals or in the city halls and you can easily spot those with crat. After all, appearances matter. The young are always influenced by the music of their generation and the development of BuROCKracy and crat are closely associated with contemporary music. Here, for example, is a crat adaption of Green Day’s “American Idiot.”

**AMERICAN BUREAUCRAT**

I wanna be an American bureaucrat
When I tell people they ask, “what the hell is that?”
I say politics ain’t the same as bureaucracy
But never-the-less there is still no dichotomy.

Welcome to Public Administration
Some think it’s implementation
Of somebody else’s policies
I hate to say it but I have a confession
Bureaucrats get to use their discretion
To implement as they please

It’s not for you if you value simplicity
Issues today have all grown in complexity
It doesn’t take a trip to the Smithsonian
To figure out that we’re all Hamiltonian.

Public Administration
Some think it’s implementation
Of somebody else’s policies
I hate to say but I have a confession
Bureaucrats get to use their discretion
To implement as they please

Music is, of course, generational. My own generation was especially influenced by Bob Dylan. To help the reader understand crat, here is an adaption of Dylan’s classic, “Knockin’ on Heaven’s Door.”

**KNOCKIN’ ON DISCRETION’S DOOR**

Someone take these rules away from me
I can’t use them any more
I’ve got to bend the policy
Feels like I’m knockin’ on discretion’s door

Knock, knock, knockin’ on discretion’s door
Knock, knock, knockin’ on discretion’s door
A working dad got caught with drugs
But if I send him to the courts
Who would buy his children’s lunch?
Feels like I’m knockin’ on discretion’s door

Knock, knock, knockin’ on discretion’s door
Knock, knock, knockin’ on discretion’s door
Even the coolest crat around was once a student
Even the coolest bureaucrat was once a student

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

This book is a lot more interesting than a spreadsheet (…and more accurate)!
In July’s Ethics Moment, David Rosenbloom (DH Rosenbloom@Verizon.net) described three cases in which for-profit private providers of prison services failed to prevent serious harm to individuals in their custody. Is saving money through privatization more important than saving lives? Are those who profit from it, or advocate privatization as the key to the more cost-effective government ethically responsible when their prescriptions and advocacy cause serious harm?

Disturbed by Rosenbloom’s assertions, Hank Abrams (abrams@bostonems.org) asks:

- Was there a problem with deaths from inadequate medical care in the state’s prisons prior to contracting with PMHS? If yes, then there appears to be no discontinuation of the contract with PMHS. If yes, was care provided by another contractor or public employees? If yes and public employees were used, was a different kind of medical care, then privatization is not the problem. If yes and another private contractor, then privatization may be the problem.
- What has been the experience with other private providers of prison health services? Do private providers, on average, perform the same, better, or worse than public providers with respect to quality, cost, etc.? With PMHS’ “mixed track record,” what might account for variation across states (more money per prisoner, clear performance standards, etc.)?
- More generally, one is always ethically bound to exercise due diligence in developing and assessing options for providing various public services. One would be remiss if one were to ignore evidence about the adverse impact of privatization of a particular service. However, one would also be remiss if one were to ignore evidence about the adverse impact of not privatizing a particular service. For example, in New York, the famous scandal of Willowbrook developmental center shows what sometimes can happen even under a civil service system; in that particular instance, a private nonprofit was used to provide smaller more humane facilities on the campus grounds. I am not sure but I believe that using nonprofit entities was part of the court order vs. the State Office of Mental Retardation and Developmental Disabilities.

- Some services, in principle, are more feasible candidates for some form of privatization than others. One of the factors is the ease with which performance can be measured and assessed (either privately than others. One of the factors is the ease with which performance can be measured and assessed (either privately or by public agency doing the contracting or, if relevant, the direct consumer of the service). Residential refuse collection probably is relatively easy to assess while prison health services is probably relatively difficult. Often, one considers the use of private nonprofit agencies as an alternative to profit-making firms.
- Related to point 4, I get uneasy about blanket statements about either public provision or privatization for various public services. Privatization may not be reasonable for prison health services but may well be reasonable to consider for other services. I guess I take a pragmatist’s perspective. Keep many options open and exercise due diligence in assessing what makes sense to do considering goals of key stakeholders, theory, experiences elsewhere, and the specific situation confronted by the jurisdiction in question.

David Rosenbloom replies:

Dr. Abrams raises a number of important points. I agree that cost-effectiveness comparisons between governmental and non-governmental provision of services are relevant. These should factor in the value of constitutional rights and administrative law requirements, such as due process and freedom of information, that typically pertain to government agencies but not non-governmental organizations. Moreover, “due diligence” should not be a step further by considering whether privatization will just improve matters on the margin or bring a service, such as health care in prisons, up to an adequate level.

In West v. Atkins (487 U.S. 42, 55 [1988]) the Supreme Court held that “Contracting out prison medical care does not relieve the State of its constitutional duty to provide adequate medical treatment to those in its custody…” Another federal court reasoned that “[f]inancial resources can never be an adequate justification for the state’s depriving any person of his constitutional rights. If the state cannot obtain the resources to detain persons awaiting trial in accordance with minimum constitutional standards, then the state simply will not be permitted to detain such persons” (Hamilton v. Love, 328 F. Supp. 1182, 1194 [1971]).

Public administrative ethics based on constitutional contractorization “zero tolerance” may seem impractical. However, such contractorization guards against “a pragmatist’s perspective” that might too readily sacrifice the interests of some for gains of others. If we marginal, short-term, or substantial and lasting by others. In “Privatization and Deadly Health Care in Prisons,” the mother of the baby who died after being born in a prison toilet said, “I can’t find a reason why a baby had to die.” Responding that more babies would have died under such circumstances if prison health care had not been privatized was ethically untenable.

ASPA member Donald C. Menzel is ASPA’s president and professor emeritus of Northern Illinois University. E-mail: dmenzel1@wampsbay.rr.com

ASPA member John Kamensky is a senior fellow with the IBM Center for The Business of Government. E-mail: john.kamensky@us.ibm.com.
National Trust Declares Victory in Campaign to Protect Section 4(f) of the Transportation Law

Washington, DC—the National Trust for Historic Preservation recently declared victory after its two-and-a-half year campaign to defend safeguards for historic resources that are part of Section 4(f) of the transportation law.

“Section 4(f) is the strongest federal preservation law on the books, and its loss would have been a devastating blow to efforts to protect America’s heritage,” said Richard Moe, president of the National Trust. “Thanks to the leadership and foresight of the conferences, and particularly the leadership of Sen. George V. Voinovich, Sen. Jim Jeffords (I-VT), Sen. John Warner (R-VA), Sen. Lincoln Chafee (R-RI), Sen. Kit Bond (R-MO), and Rep. James L. Oberstar (D-MN), Americans can rest at ease knowing that important pieces of their heritage will not be reduced to rubble.”

On Friday, Congress completed a massive six-year transportation reauthorization bill that beat back repeated attempts to overturn Section 4(f)’s strong, substantive protections for historic resources. Sen. Voinovich, the American Association of State Highway and Transportation Officials (AASHTO) and the Ohio Department of Transportation also worked with the National Trust to develop the consensus language on Section 4(f) that the Senator attached to the measure and conferences adopted in the final agreement that passed the House and Senate late Friday night. At the same time, Congress asked the Department of Transportation to issue regulations on Section 4(f) within one year, and the National Trust and its partners will be vigilant in ensuring that those regulations do not undermine what was accomplished in legislation.

Since early 2003, when the first changes to Section 4(f) were proposed, preservationists across the country—including National Trust trustees, advisors, and members; statewide and local organizations; Main Streets; and the Trust’s partners in preservation, Preservation Action and the National Conference of State Historic Preservation Officers—have worked to demonstrate support for Section 4(f). Part of the Department of Transportation Act adopted by Congress in 1966, Section 4(f) states that transportation projects must avoid historic sites unless there is “no feasible and prudent alternative” and the project includes “all possible planning to minimize harm” to historic sites. This unequivocal “hands-off” directive has been invoked hundreds of times over the past 35 years to keep the nation’s heritage from being bulldozed and blacktopped. This law was responsible for halting plans for an elevated riverfront highway that would have walled the New Orleans French Quarter off from the Mississippi River; and for preventing the construction of a massive interstate bridge that would have loomed over the Baltimore Harbor and Fort McHenry, the birthplace of our National Anthem. More recently, the law was largely responsible for blocking a major highway slated to cut through the heart of South Pasadena, Pasadena, and El Sereno in Southern California.

Innovations in American Government Award 2005

Winners Announced

Six groundbreaking government initiatives—ranging from a program that ensures safe housing in Los Angeles to a rating system that assesses every federal program’s purpose and design—have won the Innovations in American Government Award. Often called the “Oscars” of government, the Innovations in American Government Awards are a program of the Ash Institute for Democratic Governance and Innovation at Harvard University’s Kennedy School of Government, administered in partnership with the Council for Excellence in Government. Each of the six winners will receive a $100,000 grant to support replication activities of their significant and creative efforts.

The six winning programs are:

- Charter Agencies in the State of Iowa—redirects energy from bureaucratic requirements into innovation. The agencies volunteer to be accountable for measurable customer benefits and contribute savings/revenues in return for exemption from many state requirements.
- Program Assessment Rating Tool at the U.S. Office of Management and Budget—assesses every federal program’s purpose and design through on-site visits and analyses that determine effectiveness. The uniform assessment is used to improve management and to make informed budget decisions.
- SEAED School of the D.C. Public School District—the nation’s first urban public boarding school, provides integrated academic and boarding services to help students in grades seven through twelve achieve their academic and social potential.
- State Forensic Program of Allegheny County, PA—reintegrates individuals with behavioral health diagnoses upon release from state penitentiaries into the community and provides assistance with basic needs and mental health services to help participants become productive members of society.
- South Pasadena, Pasadena, and El Sereno Systematic Code Enforcement—redirects energy from bureaucratic procedures and past mistakes to inspiring people to federal government service and promoting excellence in government performance, and Atlantic Media Company, publisher of The Atlantic, National Journal and Government Executive magazines.

www.hampton.va.us/for youth/index.html

Systematic Code Enforcement Program of Los Angeles, CA (winner of the Fannie Mae Foundation Innovations in American Government Award in Affordable Housing).

The six winners were selected from among 18 finalists and more than 1,000 applicants for the awards, which were presented in Washington, DC.

For 18 years, the Innovations in American Government Award has recognized quality and responsiveness at all levels of government, honored government efforts that are creative, effective and address significant problems, and has fostered the replication of innovative approaches to the challenges facing government. The award is a program of the Ash Institute for Democratic Governance and Innovation at Harvard University’s John F. Kennedy School of Government, and is administered in partnership with the Council for Excellence in Government.

For more information visit either www.ashinstitute.harvard.edu or www.excelgov.org.

Sammies Program Honors Excellence in Service to America

The Service to America Medals, or Sammies, are national awards to honor the notable accomplishments of America’s federal employees. From the 30 finalists honored on June 30th, nine Service to America Medals awardees will be selected, and the winners will be announced at a September 28th gala in Washington, DC. The Service to America Medal recipients will also receive a significant monetary award (from $3,000 to $10,000).

The Sammies were created in 2002 by the Partnership for Public Service, a nonprofit organization committed to inspiring people to federal government service and promoting excellence in government performance, and Atlantic Media Company, publisher of The Atlantic, National Journal and Government Executive magazines.

For more information about the Service to America Medals, visit www.service- toamericadmedals.org.

www.ashinstitute.harvard.edu/innovations/award.cfm

GAO Reports

- “College Textbooks: Enhanced Offerings Appear to Drive Price Increases”
- “Defense Management: Munitions Requirements and Combatant Commander’s Needs Still Require Linkage”
- “Environmental Liabilities: EPA Should Do More to Ensure That Liable Parties Meet Their Cleanup Obligations”
- “Health Centers: Competition for Grants Has Grown and Efforts to Measure Performance Have Increased”
- “Homeland Security: DHS’ Efforts to Enhance First Responders’ All-Hazards Capabilities Continue to Evolve”
- “Medicare Contracting Reform: CMS’s Plan Has Gaps and Its Anticipated Savings Are Uncertain”
- “Physician Services: Concerne Care Characteristics and Considerations for Medicare”
- “Tax Administration: IRS Needs Better Strategic Planning and Evaluation of Taxpayer Assistance Training”
- “U.S. Postal Service: Guidance on Suspicious Mail Needs Further Refinement”
- “Securing U.S. Nuclear Materials: DOE Needs to Take Action to Safely Consolidate Plutonium”

Reports listed above may be found at http://www.gao.gov

Center for Digital Government Reports

- “Getting the Green Light: Safer Communities Through Mutual Aid and Critical Communications Interoperability”
- “The Sawyer Principles: Digital Government Service Delivery and the Lost Art of Shahiwarding a Fence”

Reports listed above may be found at http://www.centerdigitalgov.com

National Academies Press Reports

- “Review of Goals and Plans for NASA’s Space and Earth Sciences” (National Academies Press)
- Improving Evaluation of Anticrime Programs

Reports listed above may be found at http://www.nap.edu

Other Reports

- “Religion Proving Important in the Political Landscape” (Rockefeller Institute of Government)
  http://www.religionandsocialpolicy.org/new_satellite.cfm?id=3157
- “Student Loan Repayment” (Partnership for Public Service)
  http://www.ourpublicservice.org/research/show.htm?doc_id=290829
- “College Textbooks: Enhanced Offerings Appear to Drive Price Increases”
  http://www.ourpublicservice.org/research_show.htm?doc_id=290829
- “Physician Services: Concerne Care Characteristics and Considerations for Medicare”
  http://www.ourpublicservice.org/research_show.htm?doc_id=290829
- “Tax Administration: IRS Needs Better Strategic Planning and Evaluation of Taxpayer Assistance Training”
  http://www.ourpublicservice.org/research_show.htm?doc_id=290829
- “Getting the Green Light: Safer Communities Through Mutual Aid and Critical Communications Interoperability”
  http://www.ourpublicservice.org/research_show.htm?doc_id=290829
- “The Sawyer Principles: Digital Government Service Delivery and the Lost Art of Shahiwarding a Fence”
  http://www.ourpublicservice.org/research_show.htm?doc_id=290829

For more information visit either www.service-toamerica.org or www.service- toamericadmedals.org.

If you have a press release for “Wherethings Stand,” contact Christine McCrath at cjmccrath@azpanet.org.
Welcome to the American Society for Public Administration (ASPA).

We invite you to enter into the dynamic current of information, challenges and people that make public service what it is today. We are advocates for greater effectiveness in government; agents of professionalism and goodwill; publishers of progressive journalism at its best; purveyors of academic theory and best practices; and providers of global citizenship.

We believe that by embracing new ideas, addressing key public service issues and promoting change at both the local and international levels, we can enhance the quality of lives worldwide.

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2005 ASPA Member-Get-A-Member Campaign

☐ Full ASPA Membership—$100
Receive PAR and PA TIMES in the mail; access archives for both online.

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Name of ASPA member who referred you

Select A Chapter

Chapter Number
ASPA members receive free membership in one local chapter. Chapters are listed on the back of this form.
☐ Check here if you prefer to be an at-large member.
☐ Exclude my name from any listing of members sold commercially.

Please add the membership fee and total optional fees to arrive at a grand total fee.

Grand Total Fee $

Payment Information
Dues must be prepaid. Send completed application and payment to: ASPA, c/o SunTrust Bank, Department 41, Washington, DC 20042-0041.
☐ Check payable to ASPA ☐ Mastercard ☐ VISA ☐ American Express

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Signature

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Additional Chapter Fees
Chapter membership in addition to the one free provided by ASPA incur a $6 fee. Additional Chapters are listed on the back of this form.

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Code of Ethics
I have read and support the principles embodied in the ASPA Code of Ethics. (optional) See www.aspanet.org for Code.

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Join Online Today!
www.aspanet.org • (202) 393-7878 • info@aspanet.org
ASPA • 1120 G Street NW • Suite 700 • Washington, DC 20005
ASPA's Nominating Committee recently selected a slate of candidates for seats on the Society's National Council. Ballots will be mailed to ASPA members on November 14, 2005, and will be counted on January 20, 2006. The candidate winning the vice-presidential seat will assume the presidency in 2008. The new Council members will begin their terms at the conclusion of the 2006 ASPA National Conference next April in Denver, CO.

The candidates are:

**Vice President**
- Patria de Lancer Julnes
  - Utah State University
- Craig P. Donovan
  - Kean University
- Donald Klingner
  - University of Colorado

**District I**
Connecticut; Delaware; Maine; Maryland; Massachusetts; New Hampshire; New Jersey; New York; Pennsylvania; Rhode Island; and Vermont
- Byron Price
  - Rutgers University, Newark

**District II**
- District of Columbia; Indiana; Michigan; Ohio; Virginia; Virgin Islands; Puerto Rico and West Virginia
- Jerri Killian
  - Wright State University

**District III**
Alabama; Florida; Georgia; Kentucky; Louisiana; Mississippi; North Carolina; South Carolina; and Tennessee
- Steven Bobes
  - Miami-Dade County, FL

**District IV**
Arkansas; Colorado; Illinois; Iowa; Kansas; Minnesota; Missouri; Nebraska; New Mexico; North Dakota; Oklahoma; South Dakota; Texas; and Wisconsin
- John Bartle
  - University of Nebraska, Omaha

**District V**
- David C. Broom
  - Seattle, WA

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**NY Metro Chapter Honors Public Servants**

On June 15, 2005, the NY Metropolitan Chapter held its annual award dinner. The main honorees were Thomas Suozzi (pictured above left), Nassau County executive; and Fernando Ferrer, former Bronx Borough president and current Democratic candidate for mayor of New York. Suozzi and Ferrer both gave inspired speeches on the importance of public service and the value of public servants to the people of New York. Other awardees included Robert Balsamo, chief officer, Central Maintenance Facility, Department of Buses, MTA NYC Transit and Michael Landi, president, Transit Managerial Benevolent Association.

Wendy Haynes, ASPA National president-elect also attended and gave a speech on ASPA and the importance of Public Service. Stephen Rolandi, ASPA National Council representative also was involved in helping host the event.

Attendance was over 200 people and the event was hosted by William Ciaccio, NY Metropolitan president, who, with his reelection, is now the longest serving president in ASPA NY’s history.

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**ASPA HAS MOVED!**

Beginning September 1, 2005, ASPA’s national office will be located at:

**1301 Pennsylvania Avenue, Suite 840, Washington, DC 20004**

Please note our new address. Phone numbers, email addresses, ASPA’s fax number and website address will remain the same.
Have you ever had the pleasure of travel-
ing cross country in an automobile with
youngsters? I have. On many occasions
my wife and I, along with our two
children (now grown), traveled back and
forth between Pennsylvania and Illinois
for the holidays and other occasions. And
the usual refrain, after a few hours on the
road was—“Are we there yet?” Now I
don’t think of my family as Griswold-like
but—discouraging our children from
asking this question was no small task as
we tumbled along in our sparkling new
green 1964 Pontiac station wagon. After
repeating “no, we are not there yet” more
times than I can remember, we would
break out into a song-fest as the final mile
came into sight.

In this column, I am putting myself in
ASPA’s backseat and asking, are we there
yet? It is now six months into my watch
as your ASPA President and I’d like to
share with you where I think we are and
where we are heading.

• First, I charged the Pride Steering Group
led by Jade Berry and Anne Kilpatrick
with the task of reviewing, recommending,
and initiating steps to advance pride in
public service and pride in ASPA as a
vehicle for competency, ethical manage-
ment and integrity in governance.

• I also asked the SG to take a close
look at the image of ASPA across the
broad expanse of conferences, the
selection of ASPA’s leaders, the ASPA
web page, the PA TIMES, and more.
Inasmuch as symbols, such as ASPA’s
logo, convey the image of ASPA, I am
also asking the SG to determine whether
or not a more contemporaneous set of
symbols are needed.

• Second, I charged the Performance SG
led by Craig Donovan and Judith
Kirchhoff to look at: ASPA programs either
in place or needed to cultivate relationships
with local governments and universities;
especially informing them of ASPA’s
benefits and opportunities; the solicitation
of practitioner and academic ideas to
enhance our national conference, strategies
and methods to collect and evaluate
information from members attending
national/regional/state conferences; the
need for a national conference program
management committee that transcends the
one-year watch of the ASPA president; the
need to establish relevant training/ workshop programs for domestic and
international audiences; and specific ways
and means to enable ASPA to be an
effective voice for professionalism, public
policy and ethical management.

• Third, I charged the Capacity SG led by
Donald Stoufer as your ASPA President and I’d like to
share with you where I think we are and
where we are heading.

• Among my first requests of National
leaders, to communicate personally with
members (new and those whose
membership has expired) as possible.

• The membership challenge remains a
challenge. As of April 30, 2005, the
membership was 8,769—a decrease of
9 percent since April 2004. Several efforts
are underway to turn this situation around.
A telemarketing campaign was launched
in January with 70 members reinstated
and 82 more members pledged to send in
their membership fees. Additionally,
ASPA has launched a “Member-Get-
A-Member” campaign. Have you recruited a
new member yet? And, I have also
initiated a “Reach Out” campaign. I invite
to join in this task because we share a
common commitment to professionalism
in government and appreciate the
importance of ethical governance for the
health and well being of our democracy.
I am calling on all members, especially
National Council and chapter/section
leaders, to communicate personally with
as many members (new and those whose
membership has expired) as possible.

• I charged the PA TIMES Editorial Board
led by Russ Williams with overseeing the
selection of the PAT best essay award and
consider new awards such as a “best”
chapter contribution; reviewing and acting
on the recommendations of the Ethics
Visibility Action Team to Place an “Ethics Feature” in the PA TIMES to highlight
ASPA’s Code of Ethics; reviewing the
wisdom of creating a public service
magazine that would complement the PAT
or even incorporate some of the current
features of the PAT into the magazine.
Russ reports that the board is determining
how best to structure a proposal to the
Ethics Section regarding how a Code of
Ethics feature might become a semi-
regular feature in the PAT TIMES. The
board feels that the creation of a public
service magazine would require a detailed
study by the ASPA staff to determine the
costs of such a publication versus the
current tabloid format, especially as it
relates to production costs and advertising
revenues. The PA TIMES is already well-
received in its current form, particularly in
the practitioner community. It would
also be necessary to determine if the
readership really desires such a change.

• On the national conference front, plans
are moving forward under the able leader-
ship of the program co-chairs, Don
Klingner and Carole Jurkiewicz, to put on
the best ever conference in Denver next
April. More than 300 proposals were
received from the members in June. And
with a theme of the “Sky’s the Limit:
Idealism and Innovation in Public Service,”
should be a dynamic conference.
Moreover, the conference will be stream-
lined somewhat with fewer committee
meetings. National Council sessions have
been moved to Saturday, April 1, 2006, and
Tuesday, April 4, 2006, to enable members
to observe the work of council. Be sure to
come early for a good seat!

• On the international front, ASPA is
cutting wide swaths as was recounted in
the August PA TIMES. Suffice it to say
here that ASPA is highly regarded in the
international community and is likely toecome even more so in the years ahead.
We have signed an agreement with the
Chinese Association for International
Exchange of Personnel (CAIEP) to
develop training and technical assistance
programs. CAIEP is a nationwide and
government sponsored institution engaged
in the international exchange of specialized
technical and managerial personnel. A
similar proposal is under discussion with
Thailand’s Office of the Public Sector
Development Commission (OPDC) and
The Institute of Good Governance
Promotion (IGP), a special administrative
arrangement of OPDC which acts as the
Service Delivery Unit. The OPDC
performs administrative work in support of
the Public Sector Development
Commission (PDC). This work includes
study and research, development of strate-
gic plans, policies and other action in
relation to public sector reform as well as
monitoring and evaluating ministry and
department operations.

Are we there yet? No—but we are moving
along at a fast clip, so put on your seat belt!
And, do recruit a new member, please.
ASPA member Donald C. Menzel is
ASPA’s president and a professor emeritus
of Northern Illinois University.
E-mail: dmenzel1@tampabay.rr.com

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Provo, UT

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Raymond D. Bodnar
Bridgewater, NJ

Robert E. Bateman
Provo, UT

Endowment Fund
June marked my first year with ASPA. It has been an exciting, challenging and reaffirming year. My excitement has its roots in learning what ASPA has meant to our members and what we have contributed to our democracy. This has fueled my aspiration for ASPA’s future. The challenges have been those which are both consistent with most non-profit associations, as well as those uniquely ASPA’s. However, I receive constant affirmation about the possibilities for our future through the endless dedication of our volunteer leadership, the commitment of our members and the excellent professional contributions of the ASPA staff.

We are moving forward… We appropriately acknowledge and respect what we were, but I am uncompromisingly focused on “what we can be.” As we embark upon this journey, we have our 2004-2008 Strategic Plan as our guide. Specifically, the Strategic Plan provides five major goals to drive our actions and provide definition to “what we can be.” They are:

- **Goal 1:** Be a recognized voice for issues and values in public policy, management and practice.
- **Goal 2:** Be a catalyst to enhance the scope and quality of resources and the knowledge base in the field of public service.
- **Goal 3:** Foster inclusive communications among those who serve the public.
- **Goal 4:** Find ways to enable those who serve the public to be current and effective.
- **Goal 5:** Grow the society membership and ensure its financial viability.

Effectively addressing these goals, through the combined efforts of staff, volunteer leadership and members will help us realize the future for ASPA, which we all desire.

Also driving our future, is the addition of two key staff to the ASPA team. Matt Rankin has joined our staff team as ASPA’s new Senior Director for Program and Service Development and Mary Johnson has accepted the position of Director of Financial Management. Both of these professionals bring skills and experiences that will contribute to our forward movement.

In addition, there is an aspect of ASPA’s history and organizational composition that has served, and will continue to serve, as an “asset” to building our future. This asset is the collective intellectual and experiential knowledge and contributions we harness from our students, academics, and practitioners. This is our Society’s resource base! Our adeptness at orchestrating the voices that emanate from our students, scholars and public servants will determine “what we can be.”

Our distinction as a Society that represents the broad spectrum of public administration is well established. In addition, our historical mission to advance the science, processes and art of public administration must be the driving force for our future actions. This mission, constructed from the beginnings of our Society, resonates, for me, loud and clear. The breadth of our tent dictates the openness to diverse voices. And, the diversity of our voices will create our future.

Some have questioned whether ASPA has a future. At first, I was taken aback by this questioning. However, I have come to realize that it is a very good question. A focus on addressing this question will require us–all of us–to ensure that ASPA is pertinent to its mission, agile enough to adjust to change and strong in its infrastructure to Move Forward.

Now, I’d like to address Moving Forward from a literal perspective. As of September 1, 2005, ASPA will move its national office location. Although our phone numbers and e-mails remain the same, our new mailing address is: 1301 Pennsylvania Ave, NW Suite 840 Washington, DC 20004

After nearly 20 years in the same location, we are very excited about this new phase in ASPA’s history. Our new home co-locates us with other public organizations, such as the National League of Cities (NLC), Public Technology Inc. (PTI), International Sister Cities, etc. Actually, we are pleased to have PTI as our sub landlord. Both PTI and ASPA see this move as an opportunity to work together more closely on new projects.

As background, ASPA has, for many years, attempted to sublease unused space at our 1120 G Street address. The unused space has been a financial drain on our budget. We were able to identify a company to occupy our total space. Consequently, it was necessary that we, very expeditiously, locate space for ASPA.

We were able to partner with PTI for the Pennsylvania Avenue location. We occupy less square footage, which more appropriately meets the needs of our current staff complement. Also, in the long run, this arrangement will result in a significant cost savings for ASPA.

In conclusion, our figurative and literal movement is truly exciting. Let’s embark upon this journey together with “what we were” as our foundation, and “what we can be” as our destination!
What is Professionalism? A Tragi-Comedy.

Heidi Salati

Not that long ago our intern came to me and asked if I would mind writing a definition for “Professionalism” as part of a larger project she was working on. I thought to myself, well how easy is that? Apparently, not as easy as I initially thought because I found myself avoiding our young intern after a couple of weeks just before she could spot me. I felt horrible and guilty but I had the speed of a hamster with a cat on my tail. I don’t ever recall “ducking” anyone in my “professional” career but this intern became my nemesis, a force I did not want to reckon with even though the quiet, always smiling young lady was eager to please. Whenever she did manage to catch me she had this forgiving eager to please. Whenever she did manage to catch me she had this forgiving look, you know the look, the one you get when someone already knows what the answer is.

The problem was simple. I overanalyzed it. So there begins my journey. I thought about it day and night. I looked at people on the subway, in restaurants, walking down the street and tried to size them up into two categories…those who practice professionalism and those who don’t. That is almost where the problem began because those I unwittingly placed into the unprofessional category made me think of several things like can they learn professionalism? Is it inherent—are you born with it? If someone is a practitioner of professionalism does that also mean they are automatically ethical, will they be accountable for their actions—hand-in-hand—maybe not?

I quickly moved from the unsuspecting public onto friends and colleagues, which opened up a whole new can of worms. We say in Washington everyone has an opinion—you don’t know the half of it until you ask. Half said you could absolutely learn and by extension practice the concept of professionalism; others said it wasn’t that easy because knowing a concept and practicing it are very different in that one may exist without the other. Which leads me down another indefinable corridor of questions—Who has written the authoritative definition of professionalism? Is there a one-stop-shop for this answer? No. At least I couldn’t find it. Every source had a slightly different take on the definition. Just different enough to make me fit-to-be-tied. I would like to think that my definition will stop the presses and cause a revolution among practitioners of professionalism everywhere as they breath a sigh of relief reading those words that they have been waiting their whole life for…the words that will guide them to be better employees, better stewards of their profession. Of course, the intern had a better chance catching me than that happening.

So I tried a different angle-definition by elimination. I simply took away everything professionalism wasn’t and was left with what it must be. I believe Sherlock Holmes said, “Eliminate the impossible no matter how improbable whatever is left must be the truth.” The truth is professionalism is not ducking the 20-something intern, but rather taking responsibility for the fact that I hadn’t a clue how to answer her. Better said, I did not know how to put it into words on paper. I know what professionalism is—most of us do. I conduct myself professionally but sometimes what we do is a bit difficult to put into words.

So what is professionalism? Well, we’ll see when (and if) my definition is accepted. If not, I may have to find myself in a nice coffee shop, sitting, staring and starting all over.

Our intern is now an intern on the Hill where she will learn from our country’s leaders just what professionalism is. Thanks, Binita, for the inspiration!

Heidi Salati is ASPA’s senior director of professional development.

E-mail: h salati@aspanet.org

New ASPA Members

ASPA welcomes the following new members in the month of July 2005.

Please note: members rejoining ASPA are not included on this list.
National Public Service Awards (NPSPA) 
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 15, 2004. The awards will be presented in April 2005 at the ASPA’s 66th National Conference, held in Milwaukee, WI.

Charles H. Levine Memorial Award for Excellence in Public Administration
This award, presented by ASPA and the National Association of Schools of Public Affairs and Administration (NASPAA), recognizes a public administration faculty member who has demonstrated excellence in three major areas of the field—teaching, research and service to the wider community. Nominations must include a current curriculum vita of the nominee and a one-page statement on each of the following three criteria. Research: The nominee 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 non-profit sector is an important factor in the award. Such activity may include service on boards and commissions, government service and service to professional organizations.

Center for Accountability and Performance (CAP) Awards

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 has 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 non-profit organizations. The award recognizes a person who has made outstanding contributions on 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 and whose impact has been documented in the literature or at conferences.

Joint Awards

Gloria Hobson Nordin Social Equity Award
This annual award recognizes lifetime achievement and effort in the cause of social equity and is open to all nominees. Candidates may be employees of state, local or federal government; employees in the non-profit sector; or employees of colleges and universities. Elected public officials are eligible for the award. Employees from the private sector are also eligible for the award, but the emphasis should be on their achievement and effort in the public sector. Candidates do not have to be ASPA members.

John W. Gaston, Jr. Award for Excellence in Public Service Management
This award is presented to a public manager for excellence in public service management, particularly in the areas of natural resource management or environmental protection. Selection criteria include demonstrated attention to strategy, structure, systems, shared values, and skills, but the bottom line criteria is the achievement of results that contribute to public safety, health, welfare, and the quality of the environment. The award consists of $500 honorarium and a commemorative plaque.

Paul V. Van Riper Award for Excellence and Service
The Paul V. Van Riper Award for Excellence and Service will be awarded to an ASPA member who has made significant contributions to both the academic and practitioner communities. Nominations for this award must be received by October 15, 2004. The winners will be announced in PA TIMES and honored at the ASPA Annual Meeting. Nominations will consist of three categories by membership size and judged accordingly.

Professional Recognition

I hereby nominate: ___________________________________________________ for a 2006 ASPA Award. This nomination is for the following award:

Name ____________________________
Title ______________________________
Organization _______________________
Address ___________________________

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

Signature of Nominator ____________________________

Return this form with nomination information to: ASPA 2006 Awards, 1301 Pennsylvania Avenue, Suite 840, Washington, DC 20004

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 chapters and sections are eligible. Chapters and sections wishing to be considered must submit three issues of their newsletters which were published between December 1, 2002 and November 30, 2003. The chapters and sections will be placed into categories by membership size and judged accordingly.

Ovetta Culp Hobby Training Awards
These awards recognize chapters and sections which provide professional development to members through planned activities. Chapter and section programs presented during calendar year 2005 are eligible. Nominations should explain how the programs meet the following criteria:

• Does the program offer ASPA members and transferable to other organizations?
• Is the program a vehicle for ethics and climate in government?
• Does the program provide professional benefits and skills to a creative and responsible public manager?
• Does the program meet the needs of managers and provide an opportunity to meet the professional needs of members?

Donald C. Stone Service to ASPA
The Donald C. Stone Service Award is presented to an ASPA member who has contributed outstanding services to the Society. Any individual currently an ASPA member and who has been an ASPA member for three consecutive years is eligible for consideration. Current or former ASPA presidents, the current president-elect and the vice president are not eligible. Letters of nomination may be submitted by any current ASPA member on behalf of another member and should include a brief narrative of the nominee's services to ASPA. The outstanding service can be to a member or former member of the National Council; major contributions to the success of national committees; excellence in the leadership of chapters and sections; outstanding contributions to the planning and conduct of national or regional conferences; sustained effort to enhance the image of the profession through ASPA, other distinguished service to ASPA.
Chapter News

Suncoast Chapter Honors Local Public Administrators

ASPA President, Donald Menzel, Receives Hall of Fame Award for Service to Chapter and Public Service

Mary Mahoney

The Suncoast Chapter of ASPA gathered May 21st to celebrate public administration and honor outstanding public administrators. The event attracted nearly 60 members, guests and honorees. The Outstanding Public Administrator recipient was Joan Pyne, program director of the public administration program at the University of South Florida. As director for the past seven years, Pyne led the program through the successful re-certification process for the National Association of Schools of Public Affairs and Administration (NASPAA). She also developed the Non-profit Management Graduate Certificate Program. This initiative has been received with exceptional enthusiasm by students and the community and is the only one of its kind in the Tampa Bay area.

The chapter awarded the Public Management Innovation Award to the Academy Prep Foundation. Accepting the award was Ben Fisher, executive director. Academy Prep is a privately funded charitable organization for the promotion of the educational, social and ethical development of low-income middle school students. Founded in 1996 and based on the success of the Nativity Mission Center in New York City, Academy Prep operates two private middle schools in Tampa and St. Petersburg. The Academy Prep schools offer an educational program designed specifically to give these children enhanced opportunities and the greatest chance for success. Students attend Academy Prep up to 11 hours a day, six days a week, throughout the year, receiving a college preparatory education and a full range of enrichment activities. Teachers live in apartments located on the campus and several instructors are AmeriCorps participants, thereby reducing the operational costs of the education program.

The final award of the evening was the chapter’s Hall of Fame Award. This honors a Suncoast Chapter member for his/her sustained commitment to public service throughout their career and exceptional dedication and service to the Suncoast Chapter including elected office, non-elected board participation and volunteer service to chapter activities. The chapter presented it to former chapter president and current ASPA President, Donald Menzel for his many years of dedication to the Chapter, even when living out-of-state, and his continued support.

ASPA member Mary Mahoney is with the Management and Budget Department in Hillsborough County, FL. E-mail: mahoneym@hillsboroughcounty.org

Suncoast Chapter Award Committee Chair David Snyder presents Joan Pyne, program director of the public administration program at the University of South Florida, the chapter’s Outstanding Public Administrator Award.

ACCOUNTABILITY CASES

CALL FOR CASES

CAP – The Center for Accountability and Performance

Robert Schwartz and Dan Williams (Editors)

We are pleased to announce the launching of Accountability Cases. This innovative series uses real-world cases to illuminate concepts in accountability. Accountability Cases meets a long-felt need for high quality tools to be used in learning about accountability. Cases will raise issues and dilemmas by linking theoretical perspectives with tangible experiences. Cases will be peer reviewed and published through ASPA’s CAP.

We invite proposals for cases from academics and practitioners who are able to provide detailed accounts of events that illuminate accountability concepts. Please send 1-2 page proposals to Robert Schwartz (email: robsch@poli.haifa.ac.il) or to Dan Williams (email: Daniel_Williams@baruch.cuny.edu).

Members on the Move

Melissa Biet—is joining the Health Research and Educational Trust as a Community Health Evaluation Specialist. In this role she will be providing support for a national demonstration project with nonprofit hospitals called “Advancing the State of the Art of Community Benefit.”

Amy Kneudler Donahue (University of Connecticut), Walter Broadnax (Clark Atlanta University) and Rosemary O’Leary (The Maxwell School of Syracuse University)—have been awarded the NASA Distinguished Service medal for their work on the NASA Return to Flight Task Group, assembled in response to the Columbia space shuttle accident.

W. Bartley Hildreth—Regents Distinguished Professor of Public Finance at Wichita State University, as a Fulbright scholar, will serve as the visiting research chair in public policy at McGill University in Montreal for the Fall semester 2005, studying sub-national infrastructure financing.

Pan Suk Kim—was recently appointed by the Under-Secretary-General of the United Nations as a member of the Committee of Experts on Public Administration (CEPA) for a four-year term beginning January 1, 2006 and expiring December 31, 2009.

Dan Krejci—has joined the faculty of the department of political science and public administration at Jacksonville State University in Jacksonville, AL as a tenure-track assistant professor.

Brint Milward—was named director of the School of Public Administration and Policy and associate dean of the Eller College of Management at the University of Arizona. Milward previously served in these positions from 1988-2001.

Rosemary O’Leary—is a senior Fulbright scholar in the Philippines for 2005-2006. She is currently a distinguished professor at the Maxwell School of Syracuse University.

Alex Pattakos—has accepted an invitation to help build the Statue of Responsibility monument in Santa Fe, NM. He will join the elite “Honorary Advisory Council” of the Statue of Responsibility Foundation.

Raymond A. Rosenfeld—has been appointed head of the political science department at Eastern Michigan University. He just completed a Fulbright Senior Specialist Grant to coordinate and participate in the 1st International Public Management Summer Institute in Sigulda, Latvia.

Zhong "Jerry" Zhao—is joining the MPA program in the department of political science at Eastern Michigan University.

If you have a information appropriate for “Members on the Move,” contact cjewett@asapnet.org.
Public Service Profile

Jody Harris

What is your job? I am the director of program services for the Maine State Planning Office, an agency of the executive department within state government. Our office advises the Governor on policy development. In addition we administer financial and technical assistance programs for local and regional governments such as helping towns implement recycling programs, training and certifying local code enforcement officers, and developing land use plans. I oversee these programs, and I am also called upon to carry out special projects for the Governor. For example, I am currently staffing the Governor’s Steering Committee on Natural Resource-based industries whose goal is to strengthen Maine’s traditional fishing, farming, forestry, and tourism sectors. I also sit on the Governor’s Intergovernmental Advisory Committee, a committee that identifies barriers and incentives to the regional delivery of local government services.

What do you like best about your job? I enjoy the wide variety of issues and tasks. There is something new every day. I also like being part of an organization that influences policy on a very high level. Not everyone works next door to the governor’s mansion and provides recommendations that can improve the lives of one million Maine residents. It is very rewarding when your work leads to a change in a government program or policy that is implemented or introduced by the governor.

What motivated you to pursue a career in public administration? In my undergraduate program at the University of Maine I was an intern in one of the larger cities in Maine. I was involved in everything from setting up a community garden to documenting workers’ compensation claims. It was exciting and hands-on. I liked being able to see the difference that local government made in people’s lives—whether fixing a pothole on someone’s street or responding to calls for emergency assistance. Local government officials are the true heroes of our society. It was also during my days at UMaine that I first joined ASPA. I was immediately struck by the singular opportunity for students and young professionals to mingle with those in field and to discuss issues of common interest. The support I received then from the members of the Maine Chapter showed me that this was a profession of truly caring and dedicated individuals. I have maintained my membership in ASPA ever since, eventually serving as president of the Maine Chapter and as New England representative on the National Council. The society’s support of me and my career has been an ongoing source of inspiration and has helped me immeasurably.

What advice would you offer to others who might be interested in a public service career? Government needs good people. As with most of the rest of society, public service professionals are nearing retirement age and there will be tremendous opportunities for skilled managers. The best way to see if this is the right career for you is to get involved. Serve on a local civic board. Work as an intern for city government. Volunteer for a community activity. You will meet people that may be hiring in the future. In this regard, ASPA membership is an excellent investment. It offers an opportunity to meet other public service professionals within the chapter and across the country.

Announcing a new book in the ASPA classics series from M.E. Sharpe

Marc Holzer, Editor-in-Chief
Rutgers University, Newark Campus

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

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

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

The guiding purpose of this ambitious new series is to bring together the professional dialogue on a particular topic over several decades and in a range of journals.

Just published
Public Administration and Law
Julia Beckett and Heidi O. Koenig, Eds.

This collection from the pages of Public Administration Review has been edited for use as a supplement for both undergraduate and graduate courses in Administrative Law. The contents follow the standard pattern established by the field’s major textbooks, and each main section begins with introductory text and study questions followed by relevant readings from PAR that will illuminate lectures and textbook material.

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

Also available
Local Government Management
Current Issues and Best Practices
Douglas J. Watson and Wendy L. Hassett, Eds.

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

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PUBLIC SERVICE PROFILE
This column will profile individuals who exemplify the very best in public service. Most importantly, the series will focus the spotlight of pride on all who toil in the nobility of public service. ASPA members are invited to nominate colleagues for future profiling by contacting Public Service Profiles Editor, RaJade Berry at rajade.berry@worldnet.att.net.

–Donald C. Menzel, ASPA President

Jody Harris
What is your job? I am the director of program services for the Maine State Planning Office, an agency of the executive department within state government. Our office advises the Governor on policy development. In addition we administer financial and technical assistance programs for local and regional governments such as helping towns implement recycling programs, training and certifying local code enforcement officers, and developing land use plans. I oversee these programs, and I am also called upon to carry out special projects for the Governor. For example, I am currently staffing the Governor’s Steering Committee on Natural Resource-based industries whose goal is to strengthen Maine’s traditional fishing, farming, forestry, and tourism sectors. I also sit on the Governor’s Intergovernmental Advisory Committee, a committee that identifies barriers and incentives to the regional delivery of local government services.

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Top 10 Mistakes That New Managers Make

Here are ASPA-rations’ top ten mistakes that new managers make (from about.com’s management section):

1) Think you know everything. If you were just promoted to Production Manager, you may feel you know everything about production. Even if that were true, if it isn’t, you sure don’t know everything about the most important part of your new job, managing people. Listen to the people around you. Ask for their input when appropriate. Keep an open mind.

2) Show everyone who’s in charge. Trust me, everyone in your group knows who the new manager is. You don’t have to make a big show about being “the boss.” You do, however, have to demonstrate that, as the boss, you are making a positive difference.

3) Change everything. Don’t re-invent the wheel. Just because you are the boss doesn’t mean you are the person who has to see it through. Your job, just like it was before you became a manager, is to help your boss. Make sure to budget time to meet with someone to both give information and to receive guidance and training.

4) Be afraid to do anything. You didn’t ask for the promotion. Maybe you are not sure you can do the job. Don’t let that keep you from doing the job the best you can. Upper management wouldn’t have put you into the job if they didn’t have confidence that you could handle it.

5) Don’t take time to get to know your people. Maybe you worked alongside these people for years. That doesn’t mean you know them. Learn what makes them excited, how to motivate them, what they fear or worry about. Get to know them as individuals, because that’s the only way you can effectively manage them. Your people are what will make or break you in your quest to be a good manager. Give them your attention and time.

6) Don’t waste time with your boss. Since he/she just promoted you, surely he/she understands how busy you are and won’t need any of your time, right? Wrong. Your job, just like it was before you became a manager, is to help your boss. Make sure to budget time to meet with someone to both give information and to receive guidance and training.

7) Don’t worry about problems or problem employees. You can no longer avoid problems or hope they will work themselves out. When something comes up, it is your job to figure out the best solution and get it done. That doesn’t mean you can ask for other’s input or assistance, but it does mean you are the person who has to see it gets taken care of.

8) Don’t let yourself be human. Just because you are the boss doesn’t mean you can be human, that you can’t laugh, or show emotion, or make an occasional mistake.

9) Don’t protect your people. The people in your group will be under pressure from every direction. Other departments may want to blame you for failed interfaces. Your boss may want to dump all the unpleasant jobs on your department. HR may decide the job classifications in your area are overpaid. It’s your job to stand up for your people and make sure they are treated as fairly as possible. They will return the loyalty.

10) Avoid responsibility for anything. Like it or not, as the manager you are responsible for everything that happens in your group, whether you did it, or knew about it, or not. Anything anyone in your group does, or doesn’t do, reflects on you. You may feel like a number of situations so there are no surprises, but also be prepared to shoulder the responsibility. It goes hand-in-hand with the authority.

Fyi...

UTEP MPA Program
Earns Accreditation

Program Offers Students a Bi-national View of Public Administration

The University of Texas at El Paso (UTEP) Masters in Public Administration has received full accreditation by the National Association of Schools of Public Affairs and Administration (NASPAA).

“It means that we are one of the elite schools. We are preparing the public sector workforce at a very high level,” said Dennis Soden, director of the MPA program and the Institute for Policy and Economic Development (IPED).

With UTEP’s location along the U.S.-Mexico border, the program provides civic-minded students with an excellent opportunity to learn about diversity and what is needed to work in a non-profit or public sector. Students are given a chance to interact with bi-national public agencies and get hands-on experience on issues affecting bi-national relations.

Soden said the accreditation is effective immediately. The MPA program has received accreditation through the 2011-12 school year. The program is accredited under IPED.

Call to Serve Pilot Project Under Way

In the 2005-2006 academic year, the Partnership is undertaking a pilot project with at least five Call to Serve schools and an advisory group of federal agencies to identify best practices that can be replicated throughout the Call to Serve network and which will help improve federal agencies’ outreach to campuses.

A variety of activities will take place on each campus to test different methods, messages, materials, and messengers. Key principles guiding the pilot will be a focus on cost-effective and sustainable ways to improve awareness and attitudes and attract college students to federal public service. Throughout the course of the pilot project, the Call to Serve team will report out relevant findings to the entire membership of the Call to Serve network. In addition, we anticipate opportunities for network members to feed into the pilot research at particular intervals.

The pilot campuses represent a cross section of the over 550 Call to Serve member institutions in terms of size, location, public/private status and student composition:

• Clark Atlanta University
• The George Washington University
• Ohio State University
• Stanford University
• The University of New Mexico

For more information visit www.calltoserve.org.

SOX Institute Introduces Free Sarbanes-Oxley Training Program

New York, NY–In keeping with its mission to champion Sarbanes-Oxley knowledge, expertise, professionalism and ethics, the SOX Institute announced the launch of its free SOX training road show coming to cities across North America this fall.

Included are complimentary SOX Group memberships, self-study programs, professional certifications, all-day seminars, and CPE, PDUs, CEU and PEU continuing education credits, all free with the purchase of any of its SOX training workshops.

The cities to be visited as part of the SOX Institute’s weekend road shows include:

• September: Edison, NJ; Philadelphia and Washington, DC
• October: Boston, Chicago, Dallas, Los Angeles, San Francisco
• November: Atlanta, Detroit, Miami and Toronto (Canada)

The training is oriented towards those who are in, or looking to enter, the various disciplines associated with a career in Sarbanes-Oxley, including auditing, accounting, finance, technology, ethics, and law. The experiential nature of the programs and the Harvard Business School case-studies used as teaching aids facilitate learning at all levels and in all the disciplines relevant to Sarbanes-Oxley. Participants can earn as many as 36 hours of CPE, PDUs, CEU and PEU continuing education credits.

As part of the road show initiative, the SOX Institute will be establishing local networking groups and chapters, and will be looking for professionals to take on leadership roles in those regions.

For additional information on the road show, visit www.soxinstitute.org.

OPM and Department of Education Create Studentjobs.gov

For additional information on the road show, visit www.soxinstitute.org.

You can visit www.soxinstitute.org for more information.

New Master’s in Homeland Security Program

The University of Connecticut and the Naval Postgraduate School (NPS) have partnered to offer a master’s degree in homeland security.

At least 70 students have applied for the expected class of 25 for the program this fall. The 36-credit online degree is designed for working adults in the public and private sectors. Students are expected to be drawn from such disciplines as public health, business administration and public policy.

Students will spend five weeks of the 20-month program at the main campus of UConn in Storrs, CT, and the rest of the program is completed online. The curriculum is based on one developed by the NPS, and NPS will provide UConn faculty with exercise simulation materials, including scenario-based exercises conducted in a city in cyberspace. The program aims to provide theoretical insights and analytic skills and to allow testing of those skills on terrorism prevention problems in a risk-free environment.

For more information visit http://trainingstudies.uconn.edu/newsletter/Volume%205/.

Department of Education’s Student Financial Assistance office.

For more information visit www.studentjobs.gov.

For more information visit www.soxinstitute.org.

For more information visit www.soxinstitute.org.

For more information visit www.soxinstitute.org.

For more information visit www.soxinstitute.org.

For more information visit www.soxinstitute.org.
Pay It Forward...

Career Advice from an ASPA Member

Throughout my career, I’ve been blessed by sage advice from mentors, colleagues and friends. The following list distills a few insights that have endured many tests and I hope will be as helpful to you as they have been to me:

Along the way
Treat those you meet with respect and good will. That’s the right thing to do. AND you may one day find yourself being interviewed by, working for or appealing to those you encountered along the way!

Take the time to listen to peoples’ stories, especially those of individuals who are pursuing work that interests you. If you attend carefully, their stories will provide insights that will be useful to you in your quest.

Remember that most of us will have many careers throughout our lives. We can have it all eventually—just not all at the same time!

Networking and growing
Interact with people who work in areas that interest you. Your local ASPA chapter events, continuing education or graduate classes and volunteer activities all offer excellent networking opportunities. Consider each person you meet to be a potential resource as a reference, informational contact, employer, employee or colleague.

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Give of yourself to a cause that matters to you, preferably related to your professional aspirations.

Build your work product portfolio. In the classroom, select assignment topics with an eye to areas that will be of interest to future employers. In your current job, offer to help a more experienced colleague with a project that’s related to where you want to move in the future.

Keep up with technology and be aware of the impact of technological change on the organizations that interest you.

Resumes and interviews
Update your resume/CV frequently and include the date of the revision. Always send your resume with a cover letter that highlights the relevant aspects of your experience, education and accomplishments.

Pay attention to how you feel and what you sense in encounters with prospective employers. Certainly, you want to impress them with what you have to offer, but they must also demonstrate that their organization is a good fit for you.

Follow-up meetings and interviews with a note. E-mail works, but a letter is better. Summarize what transpired, suggest a next step and thank people for their time.

On the job
Negotiate schedule changes and due dates in advance. If you can’t make a deadline, let your compatriots know and work it out another time.

Look around you when you’re heading off on a new project. Have you asked for and obtained the support you need? Is anyone following you? If you answer no to either question, stop and regroup. You can’t do it by yourself.

Remember: Others may define loyalty and trust differently than you do. Be clear about what you stand for and be aware of the rules of the game in your various environments. You may not abide by those rules, but make sure what an informed choice and not simply a byproduct of ignorance.

Believe me when I say that I don’t always follow this advice, but things seem to turn out better when I do. Good luck!

Wendy Haynes, ASPA president-elect, brings several decades of public service to her current work as associate professor and MPI coordinator at Bridgewater State College. A self-described “pracademic,” Haynes has served in leadership and analytical roles at all levels of government on both U.S. seaboards. She writes and consults on a variety of topics, including megaprojects, affordable housing, homeland security and performance management.

E-mail: haynes_wi@hotmail.com

Jump Start Your Career...

Advice from College and University Career Counselors

Arizona State University
School of Public Affairs

Whether you are a full-time student or a working professional, searching for and securing a job can be as much work as a full-time job itself. The key to securing the job of your dreams is to start thinking about your career early and often and to be clear about what it is that you want to do.

Some helpful tips from successful alumni and faculty on jump starting your career:

Think ahead. As you begin your degree program, think about where you want to go with it. At least once a year, and preferably more often, assess your interests and what knowledge, skills, and abilities you will need to achieve what you want. Then assess how well prepared you are and what you need to do to prepare better.

Seek out all the advice you can. Talk to faculty about your career aspirations and get their feedback regarding what you should be doing to prepare. Meet with career counselors in your department or university. Take advantage of all the services they have to offer including assessment and workshops or sessions on career planning. Use their services in preparing cover letters, resumes and interviews.

Talk with fellow students already employed in the field that you have an interest. Find out from them how they entered their career and what they found to be their strengths and weaknesses in getting into their position. Continually look for opportunities to build your professional network. Who knows? They may even think of you when an opportunity comes along.

Get to know alumni of your program. Seek out those who are successful in the field you want to enter. Do not be afraid to ask questions about how they got where they are and what was helpful and not so helpful to them as they proceeded. If your program has an alumni group, attend their meetings and volunteer to help with their activities. When applying for a job, if you can identify alumni working at the organization you are interviewing with, ask them to ask about the job and the organization.

Seek out internships. Internships provide you the opportunity to see what working in your chosen field is like and gives the organization the opportunity to learn about you. Internships also help make other contacts for future employment. There also is nothing that says you need to limit yourself to just one internship experience. Entertain opportunities you normally would not. This can open doors you may never knew existed. Say yes to helping on special projects that may be outside your normal skills set—this will help you develop new skills and meet people you normally would not.

Get involved in professional associations. It is important to do more than just go to meetings. Get involved by volunteering for committees or activities. The involvement demonstrates your work ethic and abilities. It also gives you contacts who can be helpful in job searches.

Volunteer! Public and nonprofit organizations provide many opportunities for volunteer activity. The volunteer activity demonstrates your commitment to public service and provides an opportunity to showcase your work ethic and abilities.

Create a portfolio. Have unique examples of your work readily available at all levels of the job search process including, as appropriate, materials from such experiences as an internship, a practicum, or from individual initiatives.

Thoroughly research the organization in which you are interested. This includes talking with current or former employees of the organization, as well as researching the organization on the Web. Possessing the ability to discuss the organization’s current structure and activities and the viability to handle changes is important in demonstrating to a hiring committee your ability to assimilate into the organization and to hit the ground running.

Make sure you act on the information you gather during the above activities. Use what you learn to better prepare yourself for the career you want.

For more information about the Arizona State University School of Public Affairs, visit http://spa.asu.edu. Alumni and faculty contributors include Heidi Spann, H.R. Specialist, Office of Personnel Management; H.CLMBA; Tert Trauen, H.R. General Manager; Scottsdale, AZ; Joseph Cayer, SPA Professor; and Robert Denhardt, SPA Director and Professor.
Public Finance and Budgeting
The University of Georgia

The University of Georgia’s Department of Public Administration and Policy in the School of Public and International Affairs invites nominations and applications for a tenure-track position at the assistant or associate professor level. This position begins in August 2006 and requires a teaching and research focus on public finance and budgeting, with teaching in the department’s MPA and doctoral programs. Qualifications include a doctorate in public administration, political science, economics, or a related area, with a strong commitment to high quality research and teaching. Applications and nominations should be sent to Chair, Finance and Budgeting Recruitment Committee, Department of Public Administration and Policy, 204 Baldwin Hall, The University of Georgia, 30602-1615. Applications must include a curriculum vitae, three letters of reference, transcript of graduate work for applicants not yet in faculty positions, sample of the candidate’s best written work, and if available, teaching evaluations. All applications received by November 1, 2005 are assured full consideration. The University of Georgia is an Equal Opportunity/Affirmative Action Employer.

The Department of Public Administration and Policy offers graduate degrees in public administration and our MPA program is ranked third in the nation according to the 2005 rankings of graduate programs by U.S. News. The University of Georgia is located in Athens about 70 miles east of Atlanta. For more information, visit www.uga.edu/padp.

Public Policy
The University of Georgia

The University of Georgia’s Department of Public Administration and Policy in the School of Public and International Affairs invites nominations and applications for a tenure-track position at the assistant professor level. The position requires a research and teaching focus on public policy. Candidates should demonstrate a substantive policy specialization. The area of specialization is open. We prefer candidates with the ability to teach microeconomics and other analytical skills. Qualifications include a doctoral degree in public policy, economics, public administration, political science, or a related discipline. The starting date is August 2006. Applications should include a curriculum vitae, three letters of reference, transcript of graduate work (for applicants who have not yet held a faculty position), writing sample, and teaching evaluations. An additional online application must be completed at www.uga.edu/padp/publicpolicy.htm. All applications received by November 1, 2005 are assured full consideration. Submit to Chair, Policy Recruitment Committee, Department of Public Administration and Policy, 204 Baldwin Hall, The University of Georgia, 30602-1615. The University of Georgia is an Equal Opportunity/Affirmative Action Employer.

The Department of Public Administration and Policy offers graduate degrees in public administration and our Master of Public Administration program is ranked third in the nation according to the 2005 rankings of graduate programs by U.S. News. The University of Georgia is located in Athens about 70 miles east of Atlanta. For more information, visit www.uga.edu/padp.

Senior Faculty Position
Public Administration – Field Open
The University of Georgia

The University of Georgia’s Department of Public Administration and Policy in the School of Public and International Affairs invites nominations and applications for a position at the tenured full professor level. The position requires a research and teaching focus on public administration. Candidates should demonstrate a substantive policy specialization. The area of specialization is open. We prefer candidates with the ability to teach microeconomics and other analytical skills. Qualifications include a doctoral degree in public administration, political science, economics, public administration, political science, or a related discipline. The starting date is August 2006. Applications should include a curriculum vitae, three letters of reference, transcript of graduate work (for applicants who have not yet held a faculty position), writing sample, and teaching evaluations. An additional online application must be completed at www.uga.edu/padp/publicpolicy.htm. All applications received by November 1, 2005 are assured full consideration. Submit to Chair, Policy Recruitment Committee, Department of Public Administration and Policy, 204 Baldwin Hall, The University of Georgia, 30602-1615. The University of Georgia is an Equal Opportunity/Affirmative Action Employer.

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Public Administration and American Government
Augusta State University

The Department of Political Science at Augusta State University invites applications for a tenure-track teaching position at the Assistant Professor level, beginning August, 2006. Specialization is open. The successful candidate will be teaching both the graduate (MPA) and undergraduate level. A doctorate in Public Administration, Public Policy or the Ph.D. in Political Science with a strong concentration in public administration is required; ABDs will be considered. Augusta State University is an affirmative action/equal opportunity employer. Send a letter of application, curriculum vitae, graduate school transcripts and three letters of recommendation to Dr. Saundra R. Elder, Chair, Public Administration Search Committee, Augusta State University, Augusta, Georgia 30904-2200. Review of applications will begin November 14, 2005.

Assistant/Associate Professor of Public Administration
Roger Williams University

Roger Williams University is seeking a dedicated individual to teach within the Master of Public Administration Program in its Feinstein College of Arts and Sciences. The ideal candidate will also contribute to the University’s undergraduate Program in Public Administration and Political Science. A Doctorate in Political Science, Public Administration, Public Affairs, or a closely related field is required. Applicants must show a strong commitment to teaching, applied research, and interest in working with the professional community in New England.

The College of Arts and Sciences is the largest and central academic unit of Roger Williams University. We challenge and broaden the experience of all undergraduate students through an innovative Core Curriculum. We encompass more than 1700 undergraduate majors and more than 80 full-time faculty members in the humanities, performing arts, and the social and natural sciences. Our majors range from an ACS-accredited Chemistry major to a BFA in Creative Writing. The design of our majors allows students to explore other areas within the College and the professional schools and construct programs that fit their needs and interests. The College offers an MPA and plans to initiate a master’s degree in Forensic Psychology in 2005. We encourage all students to be creative, to conduct research independently and with faculty, and to critically examine their own experiences and the ideas of others.

Interested applicants should send cover letter and resume to: Roger Williams University, One Old Ferry Rd., Bristol, RI 02809 or human.resources@rwu.edu indicating Ref. #PD306-005. Roger Williams University is an Equal Opportunity/Americans with Disabilities Act Employer.

Preliminary interviews will be conducted at the APSA Annual Meeting.

Assistant or Associate Professor in Public Administration/Nonprofit Management
Hugo Wall School of Urban and Public Affairs
Wichita State University

State of Kansas

The Hugo Wall School of Urban and Public Affairs invites applications for a tenure-track position at the assistant or associate professor level in public administration and nonprofit management. Primary duties will include teaching, research, and service focused on nonprofit management and public administration. The successful candidate will have an opportunity to play a leading role in the development of an emphasis in nonprofit management within the Master of Public Administration degree and to exercise leadership that engages the Wichita area, nonprofit community in improving the management and leadership of nonprofit agencies.

Minimum requirements include: doctorate in public administration or closely related field from an accredited university; demonstrated ability to teach an elective course in nonprofit management and at least one core course in the MPH degree; demonstrated commitment to diversity; evidence of a commitment to proactive community engagement; and, excellence in oral and written communication. In addition, a minimum requirement for an assistant professor position is demonstrated potential for excellence in research in the fields covered by this announcement. A minimum requirement for an associate professor position is a record of excellence in research in these fields that justifies a senior professor position. Preferred qualifications include: practical experience in nonprofit management; experience in program development at the university level; and, a desire to develop and teach a course in nonprofit finance.

The Hugo Wall School has a long-standing commitment to community engagement and serves as the academic home for faculty and professional staff, a NASPAA-accredited Master of Public Administration degree, and two research and service units, the Center for Urban Studies and the Kansas Public Finance Center. The School is preparing to celebrate its 50th anniversary in academic year 2007-08. Website: hws.wichita.edu.

Interested candidates should send a letter addressing minimum and preferred requirements for the position; curriculum vitae; graduate transcripts; names and contact information of three academic or professional references; a sample of scholarship, and teaching evaluations to Director, Hugo Wall School of Urban and Public Affairs, Wichita State University, 1845 Fairmount, Wichita, KS 67260-0155. Initial review of applicants will begin on November 18, 2005; applications will be accepted until the position is filled.

Wichita State University is an equal opportunity employer. Candidates from minority groups and women are encouraged to apply.

Position of Director of the School
School of Public Administration and Urban Studies
San Diego State University

Fall 2005

Position Description and Responsibilities:

Provides effective leadership and management for School wide personnel procedures, program planning, curriculum development, course scheduling, external funding and development, budget, and faculty and equipment resources; provides leadership in the recruitment of tenure track faculty, hiring part time lecturers and staff; facilitates the reappointment, tenure, and promotion process; represents the School to the College, University, and professional community; demonstrates strong commitment to international activities; promotes collaboration within and across departments and schools; provides integral involvement in the strategic planning and management of the College; maintains effective lines of communication among the faculty and staff, mentors faculty; some instructional responsibility; demonstrates commitment to cultural diversity.

Qualifications:

Applicants must have an earned doctorate in public administration, criminal justice, city planning or a related field in public and urban affairs, with a scholarly record of teaching and research; experience as a department chair is also required. Administrative and leadership skills related to personnel management, interpersonal communication, resource management, decision-making, and program development are essential. Experience in culturally diverse activities, university-community partnerships, interdisciplinary initiatives, and scholarly international pursuits is highly desirable.

Salary and Rank:
Faculty appointment at the rank of full professor. Salary negotiable.

Effective Date of Appointment: July 1, 2006

Applications: Review of applications will begin October 1, 2005 and continue until the new Director is appointed. Applications should include a letter summarizing the candidate’s qualifications, a curriculum vita, and three letters of reference. Please send all application materials by regular mail. Applications and inquiries should be directed to:

Dr. Lawrence Herzog
School of Public Administration and Urban Studies
San Diego State University
San Diego CA 92182-4705

Email correspondence to: lhernzog@mail.sdsu.edu

Information about the School at: http://psfa.sdsu.edu and about the University at http://sdsu.edu

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and does not discriminate against persons on the basis of race, religion, national origin, sexual orientation, gender, marital status, age, disability or veterans status, including veterans of the Vietnam era.

**Two Positions: Director SPA and Assistant Professor**

**School of Public Affairs**

**University of Baltimore**

School of Public Affairs, University of Baltimore. Pending budgetary approval, the School of Public Affairs (SPA) is seeking to fill two positions in its well-recognized and expanding program effective August 2006. The school offers a full range of programs at the undergraduate, MPA (conventional and web-based), and PhD levels, as well as BS/MS programs in Health Systems Management (HSSM). In addition, an integral component of the school includes the Schaefer Center for Public Policy, a comprehensive research center that, for FY 2005, generated approximately $5 million in grants and contracts under the guidance of a full-time director and staff.

The two positions are:

1. Director of the SPA. Senior associate or full professor. Must demonstrate a leadership capacity capable of guiding and integrating the SPA’s range of programs as listed above. Areas of concentration are flexible, although candidates whose interests are congenial with the SPA’s management/public affairs mission are especially encouraged to apply.

2. Assistant professor. PhD in-hand by starting date is required. Areas of concentration are flexible but demonstrated competency in any combination of the following areas would be highly desirable: public management, advanced analytical techniques, information resource management.

For all candidates, experience in web-based instruction is required. Send vita and list of references to:

Ms. Nancy L. Haysworth
Search Committee Coordinator
School of Public Affairs
University of Baltimore
1304 St. Paul Street
Baltimore, MD, 21202
nshayworth@ubalt.edu

Screening for all positions will begin 15 September 2005 and will continue until positions are filled.

The University of Baltimore is an Equal Opportunity/Affirmative Action employer.
Two Tenure-Track Assistant Professors
Truman School of Public Affairs
University of Missouri-Columbia

The Harry S Truman School of Public Affairs seeks applications and nominations for two tenure-track assistant professors with teaching and research interests in public policy, public management or both. Primary responsibilities of the positions include:

- carrying out a program of research leading to scholarly publication,
- teaching graduate courses both on campus and in Jefferson City, the state capital, and
- participating in outreach and public service activities as well as internal service.

Applicants for this position are expected to demonstrate high potential for scholarly research and publication as well as teaching excellence. An earned doctorate (discipline open) is required at the time of appointment.

The University of Missouri-Columbia is one of only a few public universities that has membership in the Association of American Universities and is classified by the Carnegie Foundation as a Doctoral/Research Extensive Institution. The Truman School currently employs more than twenty faculty and houses numerous research centers and institutes. Minorities and women are encouraged to apply. To request ADA accommodation, please contact the Campus ADA coordinator at (573) 884-7278 or at Hensold@missouri.edu.

Send letter of application, vita, three letters of reference and other supporting materials to:

Dr. Michael Diamond, Chair of Search Committee
239 Middlebush Hall
Harry S Truman School of Public Affairs
University of Missouri-Columbia
Columbia, MO 65211

Screening will begin November 1, 2005, but applications will be accepted until the position is filled.

Equal Opportunity/Affirmative Action Employer

Tenure Track Assistant/Associate Professor
Institute of Government
University of Arkansas at Little Rock

The Institute of Government faculty invites applications for a tenure-track appointment for an Assistant/Associate Professor in Public Administration with an emphasis in methods and policy analysis. Appointment begins fall 2006 (pending funding, time in rank open).

Primary teaching responsibilities are in methods and policy analysis, appropriate for an MPA program. Additional teaching areas are open, but an emphasis in public policy and/or public finance is desirable as well as experience in teaching courses online. A strong interest and experience in applied research that addresses the needs of state, local, urban region governments, or neighborhoods is essential. A doctorate in public administration, public policy or political science (with emphasis in public administration) is preferred. The MPA program is NASPAA accredited. The faculty is involved in MPA, non-profit management, Non-Profit Management and Conflict Resolution, and with the Clinton School of Public Service.

Review of applications begins immediately with a final decision to be made by early spring 2006. To apply, submit a letter of interest, CV, and the names and addresses of three references to:

Assistant/Associate Professor Search Committee
Institute of Government
2801 S. University Ave
University of Arkansas at Little Rock
Little Rock, AR 72204

For more information, contact ffdwight@uark.edu or 501-569-3211. For more background on the Institute go to http://www.uark.edu/sgd

The University of Arkansas at Little Rock is an equal opportunity, affirmative action employer and actively seeks the candidacy of minorities, women and persons with disabilities. Under Arkansas law, all applications are subject to disclosure. Persons hired must have proof of legal authority to work in the United States.

Public Policy Position
Institute of Public and International Affairs
University of Utah

Responsibilities: The College of Social and Behavioral Science (CSBS) at the University of Utah is launching an exciting new Institute of Public and International Affairs (IPIA) that will house numerous research, teaching, and outreach activities related to politics, public policy, governance, security, and international affairs. The University of Utah is seeking an accomplished senior scholar with expertise in public policy who would be tenured as a senior associate or full professor in one of the seven departments in CSBS and hold a senior appointment in IPIA. Departments in CSBS include anthropology, economics, family and consumer studies, geography, political science, psychology, and sociology. The successful candidate will be expected to contribute to core public policy teaching, undertake research projects that will advance the IPIA's public policy emphasis, and assist leadership in building the IPIA's regional, national and international reputation during its early, formative years.

Qualifications/Applicants should have a Ph.D. and outstanding record of scholarly publication and externally-funded research that have contributed to policy debates in their areas of expertise. Applicants' research should focus on one or more of the following: family and social policy, migration, health policy, health disparities, cross-border relations, transnational policy, and/or policy decision-making analysis. Researchers with an international perspective will be considered favorably. We encourage applications from individuals who are interested about working in a multidisciplinary environment. The successful candidate must be familiar with current public policy issues, have effective interpersonal skills, and an established, nationally visible, externally funded research program.

Application Deadline and Start Date: Applications should be received by November 1, 2005. The search committee may consider applications received after this time until the position is filled. This is a new position with an expected starting date of July 1, 2006.

Contact Person: Inquiries should be made to Cathleen Zick, Public Policy Search Committee Chair, phone: 801-581-6830, email: zick@cs.utah.edu. Applicants should include a letter of interest, CV, a sample of published work, and contact information for three references. Applications should be mailed to: Cathleen Zick, Search Committee Chair, University of Utah, 260 S Central Campus Dr Rm224, Salt Lake City, Utah 84112.

The University of Utah is an Equal Opportunity, Affirmative Action Employer. Nominations and applications from women and minorities, and provides reasonable accommodation to the known disabilities of applicants and employees.

Director
School of Public and International Affairs
College of Humanities and Social Sciences
North Carolina State University

North Carolina State University invites applications and nominations for the position of inaugural Director of the School of Public and International Affairs. The director will provide innovative leadership, generate external resources, and administer teaching, research, and extension activities in a new School of Public and International Affairs that will be launched July 1, 2006. The director will play a key role in faculty and staff recruitment and development, program planning and evaluation, and budgetary direction.

The School includes the Department of Political Science, Department of Public Administration, Master of International Studies Program, and the Law Enforcement Administrative Officers Management Program. The School operates “without walls” by involving programs, faculty, and students across the university and creating partnerships with organizations beyond NC State. The mission of the School is to expand understanding of public policy issues at the local, state, national, and international level; to improve government and nonprofit organizations; to promote civic infrastructure; and to develop public leaders.

Qualifications: Ph.D. or equivalent degree in Political Science, Public Administration, Public Policy or related field. A research agenda, scholarly record appropriate for appointment as a full professor at a Research Extensive university, and administrative experience are required. Experience with graduate programs and familiarity with land grant institutions are desirable. We want a leader to continue to build the School’s national reputation and agenda in the field.

Send letter of interest, including a statement of research and teaching agenda, a statement of research and teaching agenda, and three letters of recommendation to: Dr. Robert C. Bath, Chair, School of Public and International Affairs Search Committee, School of Public and International Affairs, 41011 Perkins Mall, Raleigh, NC 27695-8215.
The University of Utah has committed substantial new resources for building IPIA, a new Institute of Public and International Affairs (IPIA) that will house numerous existing and new research, teaching, and outreach activities related to politics, public policy, governance, security, and international affairs. The University of Utah has committed substantial new resources for building IPIA.

The University of Utah is seeking an accomplished senior scholar at the rank of professor, or possibly senior associate professor with expertise in public policy and experience administering in a research university to serve as the first director of IPIA. The director will be responsible for providing overall leadership for the IPIA. The director will work with faculty and other administrators to build IPIA by expanding and strengthening existing teaching, research and outreach programs; creating and developing new programs; enhancing relationships with external partners; and developing additional financial resources. The successful candidate must articulate a clear vision of how she will build the IPIA’s regional, national, and international reputation during its early, formative years.

Qualifications: Applicants should have a Ph.D and outstanding records of scholarly publication and externally-funded research that have contributed to policy debates in their areas of expertise. Applicants’ areas of research should focus on one or more of the following: family and social policy, migration, health policy, health disparities, cross-border relations, transnational policy, and/or policy decision-making analysis. Researchers with an international perspective will be considered favorably. The director’s academic appointment will be at the rank of full professor in one of seven departments in CSBS. Departments in CSBS include anthropology, economics, family and consumer studies, geography, political science, psychology, and sociology.

Application Deadline and Start Date: Applications should be received by November 1, 2005. The search committee may consider applications received after this time until the position is filled. This is a new position with an expected starting date of July 1, 2006.

Two Tenure-Track Faculty Positions
Department of Political Science and Public Administration
Mississippi State University

The Department of Political Science and Public Administration at Mississippi State University seeks applications for one or two tenure-track faculty positions at the assistant professor level. The areas of expertise are open. Special consideration will be given to applicants with expertise in budgeting, information systems, managing diversity or nonprofits. Candidates must be able to teach graduate level courses, conduct research in public administration, public or nonprofit management or public policy, serve on dissertation committees, and eventually direct dissertations. The teaching load is four course sections per year (22). Other responsibilities include routine department, college, and university service functions. The persons hired will possess the ability to work effectively with students and colleagues in a multi-disciplinary department. The position begins August 16, 2006. Salary is competitive. The department especially encourages candidates from historically underrepresented groups to apply.

Mississippi State University is the largest university in the state with an enrollment of over 16,000 students. The twelve-member Department of Political Science and Public Administration offers the B.A. and M.A. degrees, a NASPAA-accredited M.P.A. degree, and a Ph.D. in Public Policy and Administration. The department recently moved into a newly rebuilt, state-of-the-art building, and it enjoys additional operating support from the John C. Stennis Endowment.

The individuals hired will serve as members of the public administration core faculty. Teaching is a central responsibility of all faculty, and a record of peer-reviewed publication is essential for tenure and promotion. Competitive applicants should demonstrate the capacity for strong records in both areas. Applicants should have the Ph.D. at the time of appointment, but ABDs will be considered at the instructor level.

Salary is competitive. The department especially encourages candidates from historically underrepresented groups to apply.

Mississippi State University is an Equal Opportunity/Affirmative Action Employer.
CONFERENCE CALENDAR

September 2005

5-7 Annual Conference of the UK Public Administration Committee
Theme: "Public Policy, Administration & Management 2005"
Location: University of Nottingham, Nottingham, UK
Contact: Colin Talbot at Colin.Talbot@nottingham.ac.uk

20-23 IIAS 3rd Specialised International Conference
Theme: "Public Administration and Private Enterprise: co-operation, competition and regulation"
City: Berlin, Germany
Contact: Catherine Coninckx at coninckx@iiasiisa.be

21-23 VII Congreso de la AECPA (Asociación Española de Ciencia Política Y de la Administración)
City: Madrid, Spain

29-Oct. 1 8th Public Management Research Conference
Theme: "Reforming the Public Sector: What about the Citizens?"
Location: University of Southern California, Los Angeles, CA
Contact: liliwang@usc.edu

30-Oct. 1 2005 ASPA District 4/Texas State Conference
City: Austin, TX
Contact: Ken Matwiczak at kmat@mail.utexas.edu

October 2005

5-8 SECOPA 2005 Annual Conference
(Southeast Conference on Public Administration)
Location: Little Rock, Arkansas
Theme: Transforming Public Service in the 21st Century
Contact: David Sink at dwsink@ualr.edu

18-21 International Congress of CLAD on State and Public Administration Reform
City: Santiago, Chile

21-22 International Conference on Public Administration (co-sponsored by ASPA)
City: Chengdu, China
Contact: Don Menzel at donmenzel@tampabay.rr.com

November 2005

10-12 2005 Association for Budgeting and Financial Management (ABFM) Conference
City: Washington, DC
Contact: Kurt Thurmaier at thurmaier@iastate.edu

11-13 2005 ASPA Midyear Leadership Meetings
City: Washington, DC
Contact: ASPA at info@aspanet.org

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