"BEST" GOVERNMENT AGENCIES RATED

The most respected agencies of the US government are the Federal Reserve System, the National Institutes of Health (NIH), and the National Security Council (NSC), according to results of a survey conducted by the Council for Excellence in Government (CEG) in conjunction with Fortune Magazine (November 19, 1990).

Using a scale of 1 to 5, agencies were rated on four criteria: quality of management; quality of work force; quality of service; and return on tax dollar. The top three received ratings of 3.9 and 4.1 and are classified as "superstars."

"The top-rated agencies are all older, more established agencies for which a political consensus exists about their mission. They are generally highly visible, and they all have a reputation for stability of leadership and for seeking and retaining excellent people," said Mark A. Abramson, president of CEG and an ASPA member.

By contrast, those at the bottom have suffered from declining resources and high turnover of staff, often because they are politically controversial. "They tend to be newer organizations whose mission is less clear and for whom there is not a national political consensus about their work," Abramson said.

The Federal Reserve was rated tops for quality of management and quality of service; the NSC tops for return on tax dollar; and the NSF and NIH shared the top ranking for the quality of work force.

The next category, "the best," consisted of 15 agencies including the Central Intelligence Agency, Office of the US Trade Representative, Centers for Disease Control, Federal Bureau of Investigation and the Securities and Exchange Commission. They received ratings between 3.8 and 3.5.

Among the 19 lowest ranked agencies, with ratings of 2.5 and below, were Equal Employment Opportunity Commission, Department of Housing and Urban Development, Farmers Home Administration and Department of Education.

Large central management agencies, such as the General Services Administration and the Office of Personnel Management, were not selected for rating because of their too large and centralized. Several of the smallest agencies were also excluded from the ratings.

CEG asked its members to rate almost 90 of the most important government agencies and offices within major departments. The 250 Council members who participated in the survey had previously served in a wide range of agencies and departments. Ratings were obtained by totaling the points received by the agency and dividing it by the number of individual ratings.

 STATES REFORM EDUCATION SYSTEM

Deirdra Wright

In addition to teacher accountability, overcrowded classrooms, and student performance, state and local administrators in education are now grappling with what has been called a major problem in the state education system—education financing.

President Bush has pledged to attack the problems in America's education system by placing them high on the national agenda, but the problems are still being tackled by cities and states with little financial help from the federal government.

According to the US Census Bureau, of the richest communities (with populations of 10,000 or more), Winnetka IL, spends the most at $8,306 per pupil compared with $2,800 per pupil spent by Socorro TX, the poorest community of comparable size in the US.

Ten states, including Texas, New Jersey and Kentucky, have been forced by their supreme courts to level the difference in school funding between rich and poor districts. These court actions have prompted districts in 13 other states to sue against disparities.

The Texas legislature passed and Gov. William Clements signed a $258 million school funding plan, with the money to be raised through increases in sales and cigarette taxes as well as budget cuts. New Jersey also responded to its supreme court decision by instituting hikes in sales, income, and excise taxes to fund a new $505 million school reform plan.

Kentucky, whose entire educational system was declared unconstitutional, founded a task force and hired consultants to study the issue. As a result, the state's new plan guarantees almost $2,500 in state aid per pupil, with the poorest districts getting 25 percent more. Since the state hadn't had a major tax increase in 20 years, funding for the new plan has come from tax hikes.

Generally, the bulk of education financing comes from local property taxes; therefore, poorer districts cannot keep up with wealthier ones because of the high concentration of public housing and low property values. In affluent areas like the San Francisco and Chicago suburbs, schools have swimming pools, tennis courts and top-quality computer equipment.

Some experts say the gap in funding between districts had narrowed during the seventies but widened again during the eighties.

PRIVATIZATION HOLDS PROMISES/PERILS FOR PAS

John L. Larkin

Privatization holds many promises for public administrators trying to salvage their budgets from potential disaster. The potential ability to reduce costs with the possibility of increased efficiency is continuing to sway governments at all levels toward privatizing. However, those who tout the benefits of contracting out government services to the private sector are often don't know the intense challenges privatization creates for the day-to-day work of the public manager, and the challenges to the very nature of public administration itself.

Contracting out is one of the most popular of many methods of privatization. It's popularity stems from the fact that it has been in use for so long. "Many of the functions which today are taken for granted as 'inherently governmental' were originally contracted for," writes ASPA member Katherine Hall, in an article on privatization appearing in the January/February 1991 issue of Public Administration Review.

A study on privatization was published last year by a panel commissioned by the National Academy of Public Administration (NAPA). Titled "Privatization: The Challenge to Public Management," it recognized the short but effective history of contracting out. "When the federal government entered the field of road construction as early as 1916, it did so not through the creation of a federal road construction bureau, but through grants to states to help finance contracts with private contractors." Only since the time of the New Deal has government taken upon itself the responsibility of providing services such as tax collection, sanitation, transportation, and fire protection.

One of the primary arguments for contracting out is the claim that the private sector is inherently more efficient than the public sector. However opponents tend to stress other factors, such as reduction in the quality of services delivered, as reasons for lower prices.

Public employee unions are the primary opponents to privatization and the Public
Buried and burned garbage means energy is being wasted. That, in turn, means a weaker American economy. We need to forge the new era of soaring energy costs and shortages signaled by the Iraqi invasion of Kuwait.

Recycling Americans' vast waste output can save close to half the total energy consumption that we now use to make and process raw materials. Save that energy, say conservationists, and our oil dependence drops dramatically.

Here's an issue the Feds can barely touch: State, county and city governments make the country's solid-waste decisions. A push for recycling has come from them, not Washing- ton.

Even before the Iraqi crisis, states and local- ities were exhibiting their most serious moves ever on the recycling front. Prince Georges County MD officials said on July 6 that they build the nation's largest facility to recover recyclable materials. It will be able to sort, separate and process more than 70,000 tons of newspapers, cardboard, glass, plastic, tin and aluminum each year, and will open by 1992.

On the same July day, Gov. James Florio's task force on New Jersey indent for recycling 60 percent of its solid-waste output by 1995—the most ambitious goal any state has ever set.


To skeptics who doubt these goals are achievable, there's the Seattle record. Recycling there has risen, in short order, to 60 percent, with a goal of 60 percent by 1998.

You can argue that recycling's most important along the more populated coasts, especially in a state like New Jersey which lost 78 per- cent of its landfill in the 60s and may soon be barred from exporting a major portion of its waste to lower target states such as Pennsylva- nia, Ohio, Indiana and Kentucky.

But the waste problem is affecting everyone. From sea to shining sea, landfills are filling up and closing down. And Americans angrily illustrate the NIMBY (Not In My Back Yard) syndrome at the very mention of new ones. Local officials are widely suspected of contaminat- ing groundwater supplies and risking haz- ardous waste dumping.

Since the mid-80s, there's been an equal citi- zens favor high-capacity incinerators that are suspected of generating air pollution including dioxin, nitrogen and sulphur oxides.

Our mounting energy dilemma may now accelerate the drive to recycle. Compared to the energy expended for original manu- facture, it takes 90 percent less energy to remanufacture aluminum or plastic, 50 per- cent less to steel or paper, 30 percent less for glass. The environmental payoff is also immense. A ton of remelted aluminum forgives the need for four tons of bauxite and nearly a ton of petroleum coke. Burning a ton of paper releases 1.500 pounds of carbon dioxide, the greenhouse gas. Recycling that much paper saves 17 trees that abiotic 250 pounds of carbon dioxide yearly, reports the Institute for Local Self-Reliance.

Ideally, the federal government would be leading with recycling research and pilot pro- grams. It isn't.

But states and localities aren't waiting. The Council of Northeastern Governors set up a multi-state "Northeast Resource Reduction Council" that's been negotiating "smart pack- aging" with the nations major manufacturers. The goals: less waste volume, less toxics and a model for packaging rules that states across the country can reasonably impose.

Some counties (New York's Westchester and Minnesota's Hennepin, for example) are offer- ing financial rewards to cities and towns that find ways to recycle and reduce their waste flow. There's more talk about attacking the problem of organic yard wastes that comprise 20 to 25 percent of the solid-waste stream. Neighborhood or community-based compost- ing programs could theoretically recycle all yard wastes into soil conditioner.


Some 240 million line rings are scrapped each year. But the best solution yet found—rubber poyroll to transfer the old lines into a mar- ketable utility for less than an expensive and requires such a huge supply of tires that it may be outside the reach of most states. But several states, the Center for Policy Alternatives suggests, could enter into a compact to make the venture plausible.

More state and local leaders need to push now for such measures as recycling of plas- tics, "bottle" deposit fees for containers and pricing garbage for households so people have incentives to reduce their trash flow.

It all adds up to a cultural revolution: making the disposal society think of the disposal costs of any item—an auto, a can of paint, a battery—from the moment of initial purchase.

Before the Middle East fired up, state and local politicians knew the landfill crisis would drive them in this direction. Now, with the energy factor again so critical and official Washington so lethargic and defen- sion-dazed, the state-city county challenge enlarges farther: to provide leadership for a nation.

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PRESIDENT'S COLUMN

ASPA LOOKS AHEAD

Carl W. Stenberg

With the end of the year approaching rapidly, this is a good time to look back on where ASPA has been in recent months, and to look ahead to the future. In this column, I'd like to highlight three areas that should be of particular interest at this juncture: finances, structure, and operations.

The major challenge of the year has been putting ASPA's financial house in order. At the December 1-2 National Council meetings, the Finance Committee will present revised FY 91 and proposed FY 92 budgets that meet this challenge. Balancing these budgets and contributing to deficit reduction, while retaining essential programs and current dues lev- els, has proven difficult but the Committee and staff have risen to the occasion. Strengthening ASPA's financial base has required sacrifices in several key areas—including membership services, sup- port to chapters and sections, and profession- al staffing—but the long-term benefits can't be overestimated. I am confident that we're back on track financially that a solid foundation for future growth has been established.

A second area of activity has been the formulation of recommendations to strengthen the governance structure of the Society. The preli- minary proposal for restructuring ASPA men- tioned in my previous columns have generated significant amounts of discussion and debate throughout the Society. They have been considered at each of the regional annual conferences and a number of chapter meetings. Several members also have sent written responses.

The reactions reflected wide ranging views on how ASPA could be improved, and raised a number of additional areas warranting atten- tion. Moreover, they underscored the vitality as well as the diversity that characterize the Society, and demonstrated the strong commitment and deep caring that many of our members have for ASPA and its mission.

At the NASPA meetings on October 25—27, Ern Beaumont, Tom Lynch, Shirley Wister, and I met to discuss the feedback and recon- sider our preliminary proposals. A set of revised recommendations will be submitted to the Council in December for consideration of their desirability, feasibility, and impact. We anticipate final Council action at its March 24 session.

In brief, our restructuring proposals call for the following:

- Consolidation of the current 10 regional structure into 6 regions;
- Downsizing of the National Council from 41 to less than 25 members;
- Adding section representatives to the Council;
- Eliminating contested elections for the Vice- President, At-Large Council members, and section representatives; and
- Streamlining the size and clarifying the role of the executive committee.

Proposals along these lines have been offered before and for a variety of reasons turned down. As we seek to "right-size" ASPA to enable the Society to meet member needs and interests as well as to pursue opportunities for advancing excellence in pub- lic service, the governance foundation cannot be ignored. If you would like a copy of the detailed proposals, please contact the national office.

The third area is operations—how well we, as a society of public administrators, manage our affairs. Like budget balancing and govern- ance restructuring, there is no "one way to do it here." To provide the National Council and the staff with an objective assessment of our operations, the American Society of Associa- tion Executives has been retained to conduct a management audit during the first quarter of cont. on page 36
NEW GUIDE TO HELP LOCAL ADMINISTRATORS

With the release of a new management guide, city and county administrators can strengthen executive management and develop an effective program to improve productivity and quality of services.

Cities and Counties: Implementing An Executive Management Improvement Program, published by the Coalition to Improve Management in State and Local Government, consists of proposals based on the principles that any problem can be solved and any goal achieved if the chief executive has a capable and supportive legislative body and is able to develop the requisite organizational and managerial capacities described in the guides.

Although the guide focuses on cities and counties with populations of at least 100,000, it contains many proposals adaptable to smaller jurisdictions, and recognizes the differences in urban, suburban, and powers between counties and cities.

Applicable to state, county, or local government, the guide outlines the coalition's seven-state strategy to help implement successful goals and policies:

- create a climate that supports employee pride in performance;
- utilize a variety of in-house and external managerial resources;
- recruit persons with strong leadership and managerial competencies;
- integrate policy planning and budgeting to set long-term and goals and priorities;
- foster a participatory type management including all supervisors and unions;
- strengthen intergovernmental and public/private cooperation; and
- utilize various media and forums to highlight objectives.

The handbook comes complete with a list of contacts and sources for information and assistance. It also addresses subjects such as examples of projects a government may undertake, development of an innovative workforce, and affecting the management improvement office (MIO).

The fifth in a series of guides, this manual was prepared through the joint venture of the International City Management Association, the National Association of County Administrators, and the National League of Cities.

Copies of the guide may be ordered by contacting Donald C. Stone, Director, Coalition to Improve Management in State and Local Government, Carnegie Mellon University, Pittsburgh PA 15213, (412) 268-2179.

The purpose of NIDR's public policy program is to build institutions that improve the methods of resolving public disputes. Mediated negotiation is the program's basic tool.

In the past five years, the institution's grants and technical assistance have helped to create seven experimental statewide offices of mediation in Florida, Hawaii, Massachusetts, Minnesota, New Jersey, Ohio and Oregon, grant materials can produce better results than conventional bargaining and litigation; and support experimental uses of mediation to receive public policy conflicts ranging from AIDS to public housing.

Address inquiries to David Anderson Hooker, Senior Program Assistant, National Institute for Dispute Resolution, 1901 L Street, NW, Suite 600, Washington, DC 20036.

SURVEY SHOWS STATE INCREASE RECYCLING LEGISLATION

New York State recently completed a nationwide survey of recycled commodity purchasing by state governments. More than one half of the responding states indicated they either have legislation in place requiring a price preference for recycled commodities or that such a preference is under consideration. Twenty-three states indicated their specifications encourage bidders to offer commodities manufactured using recycled materials. Twenty-four states indicated they require certain commodities to contain recycled components. While paper was the most common of such commodities, garbage bags, trash cans, and license plates were also mentioned as targeted areas.

HOUSING BILL Passes Congress

A housing bill was passed in the 101st Congress. The Cranston-Gonzalez National Affordable Housing Act (S. 566), which is expected to be signed into law by President Bush, makes changes in the Federal Housing Administration (FHA) program, creates an auction program for multi-family mortgages, and establishes a new homeownership assistance program for first-time home buyers that provides assistance to bring down interest rates to six percent. The program, however, did not receive any funding in the 1991 HUD appropriations bill.

HIGH COURT UPHELS DECISION TO ABOLISH AT-LARGE CITY COUNCIL

The US Supreme Court let stand a ruling that the Norfolk VA at-large city council system violates the rights of black voters. In Norfolk v. Covington, the city challenged the federal appeals court of Richmond, which ordered the city to adopt a single-member district system, to reflect more adequately the city's 35 percent black population. The city claimed the precedent would "invalidat[e] for the first time a single-member district system used in municipalities throughout the United States., but the NAACP argued that "...at-large city council elections deny black voters an equal opportunity to elect candidates of their choice."

CONGRESS OPENS DOORS TO IMMIGRANTS

Congress recently passed the first comprehensive revision of immigration laws in 68 years. When the legislation goes into effect in 1992, it will more than double the number of immigrants legally admitted to the United States. Because of their job skills, grant temporary legal "legal haven" to Salvadorans illegal, and open the borders to thousands of immigrants from countries which have been largely excluded under current laws. It also eliminates immigration and sex tourism.

Address inquiries to David Anderson Hooker, Senior Program Assistant, National Institute for Dispute Resolution, 1901 L Street, NW, Suite 600, Washington, DC 20036.

UNPRECEDENTED PEACETIME CHILD CARE SPENDING PASSES CONGRESS

Congress has approved a $22 billion package for tax credits and child-care grants. Although the bulk of the money will go to poor working families, who can spend it as they wish, the five-year spending plan also lays the groundwork for a broad federal policy to encourage and govern those who provide child care services. If implemented, the Bush administration has been supportive of such a plan. It will be the first federal child-care legislation since World War II.

BUDGET NEGOTIATIONS EXPAND MEXICAN

Beginning on July 1, 1991, states will be compelled to provide medical coverage to all children up to age 19 in households below 100 percent of poverty, on a phased-in basis. Rapped down from the state's cost to cover children up to age 19 in households with incomes of 150 percent of poverty. Capped entitlement programs for the frail elderly, developmentally disabled, and mentally retarded are to come off the books at the same time. Another mandate will accelerate Medicaid participation for Qualified Medicaid Beneficiaries up to 100 percent of poverty. In order to fund this expansion, pharmaceutical companies are compelled to offer discounts to the Medicaid program.

CONGRESS AGREES ON CLEAN AIR STANDARDS

After 13 years of trying to reauthorize the Clean Air Act, Congress has enacted new standards for reducing urban smog, acid rain, antitrust, and ozone depleting chemicals. States will be required to submit comprehensive plans to address pollution problems in metropolitan areas that do not meet ambient air quality standards. Depending on the severity of the pollution situation, states will be required to use a number of control strategies, such as motor vehicle inspection and maintenance programs, permit systems for VOC sources and super recovery systems at service stations, and clean fueled vehicle programs.

NEW HANDBOOK GIVES STRATEGY IN SOLID WASTE MANAGEMENT

The Environmental Protection Agency (EPA) has released a 110-page handbook that presents a way for cities to solve their solid waste management problems using public involvement from the initial planning stages. Sites for our Solid Waste. A Guidebook for Effective Public Involvement examines the solid waste dilemma and the sitting process. It focuses on the development of a public involvement plan as a means of reducing controversy and political conflict in the siting of a facility. Free copies of the guide are available from EPA.

NEW PENALTIES IMPOSED FOR SAVINGS AND LOAN FRAUD

The stripped-down anti-crime bill recently passed by Congress imposes new penalties for those found guilty of white-collar crimes. New penalties include mandatory jail sentences for those who are found guilty of theft or conspiracy to defraud government or major fraud hugings. The bill also includes new penalties for child abuse and child pornography, money laundering, obstruction of justice, and double federal aid to local law enforcement agencies.

DESEGRAGATION TAX ORDERED REPEALED

A US District Court Judge has ordered the Kansas City School District to refund more than $10 million in taxes to 9,000 property owners. A property-tax increase was ordered in 1987 to help finance school desegregation, but the Supreme Court struck down the tax this year that the increase was unconstitutional. However, federal judges may order local officials to pay back any money that desegregates public schools. The money to be refunded can be paid in an escrow account by Jackson County KS.

WHERE THINGS STAND

GFOA SEEKS APPLICATIONS FOR AWARDS FOR EXCELLENCE

The Government Finance Officers Association of the United States and Canada (GFOA) announces its annual Awards for Excellence in Financial Management program. The Awards for Excellence program recognizes outstanding contributions and innovations in the field of governmental finance.

Finance officers and others are invited to submit projects or publications in any of the following categories: accounting and financial reporting; budgeting; cash management; debt management; financial management; retirement administration; and research exchanges.

The application deadline for this year's program is January 11, 1991. For additional information and an application packet, write to GFOA Awards for Excellence, 150 N. North Michigan Avenue, Suite 800, Chicago, IL 60601-7476, or call GFOA at 312/977-9700.

NIDR ANNOUNCES 1990-91 GRANT PROGRAM

The National Institute for Dispute Resolution (NIDR), the only grant-maker in the US devoted solely to conflict resolution, is currently accepting applications for its 1990-91 public policy grants program.

State agencies, court systems, and nonprofit dispute resolution organizations may apply for grants for statewide offices of mediation. Also, individuals and any affected party may be considered for regulatory negotiation grants.

Potential applicants should send a brief letter of inquiry that expresses interest in being considered and summaries need, describes any existing policy mediation programs, and outlines any new program concepts that are under consideration.

Deadline for submissions is January 15, 1991. The current three-year cycle of this program will expire in June 1991.
Jeanne-Marie Col for Vice-President ASPA

- Special Technical Adviser/Public Administration, United Nations Department of Technical Cooperation for Development (responsible for negotiating technical cooperation agreements for administrative innovations, civil service reforms, and public service policy development processes).
- (On leave), Public Administration Program, Sangamon State University; previously taught at SUNY Albany, UC Davis, San Jose State University, and Makerere University in Uganda.
- Consultant to various local, state and federal agencies, international and not-for-profit organizations.
- Author of more than 30 research papers in books, journals, and conferences, including Guide for Policy Development for Women’s Advancement, available in English and Spanish.

Contributions to ASPA
- Chair/National Conference Program Committee
- Chair/Commission on Organization and Structure
- Chair/Professional Development Committee
- Chair, SWPA
- Served on executive boards of SIAM, SICA, and NYPP
- Member of COMPA, SPQC, SIAE, and SAPP
- Member of the Council of the Central Illinois Chapter, member of the New York Metro Chapter, ASPA life member
- Chair/Region VI Conference
- Organized workshops in regions I, II, IV, V, VI, and VII

A Healthy Approach to Diversity and Participation

I do some of my best thinking during my early morning half-mile swim. Today, I envisioned a healthy ASPA, which would:
- Develop our strength through diversity and participation
- Tone our muscles through budget conscious planning
- Enhance our impact through clarity, action and consensus

My experience at the national, regional, section and chapter levels of ASPA has been dedicated to an agenda based on the twin goals of diversity and participation. The 1990 Conference Program emphasized a wide variety of public sector and public-private partnerships to encourage broad-based participation among a wide range of diverse interests. I have contributed to the leadership of ASPA innovations including the strengthening of SWPA, and the greater involvement of the international community through SICA. As Chair of the Commission on Organization and Structure, I facilitated the recent creation of the National Delegate Assembly as a direct policy formulation linkage between chapters/sections and national committees. Each of these contributions was accomplished by open and lively discussion processes, which I hope will become the decision-making method for ASPA.

ASPA’s future development depends upon its network of chapters and sections which provide national centers of activities where people gather geographically (chapters) and substantively (sections). Specifically, we must increase the diversity of our membership with respect to gender, ethnicity, profession, and age. We must ensure that members have increased opportunities to participate in significant decision-making to determine not only activities which are personally satisfying, but also policies of professional and governmental significance.

We have much uncharted expertise at local, state, and federal levels. Challenges facing the public service in the 1990s demand the full attention and involvement of the energetic and committed members of ASPA.

Virginia Parker
GREATER CHICAGO CHAPTER REGION 6

ON ASPA NATIONAL COUNCIL

*Appointed 1989 to fill ASPA National Council position.

Virginia Parker is also a:
- Greater Chicago Chapter ASPA Council member;
- Member of the National ASPA Finance Committee;
- Member of the 1992 National Conference Planning Committee;
- Member and Treasurer, SWPA Executive Board;
- Member, American Public Health Association;
- 17-year veteran public administrator; and
- Deputy Commissioner and CEO, Chicago Department of Health.

Vote for Virginia L. Parker
Paid for by the Committee to Elect Virginia L. Parker

JANICE L. FLUG for At-Large National Council

"As a member of National Council, I will work to provide meaning to membership in ASPA. I have the organizational and administrative skills to explore, create, and implement solutions."

Experience:
- Library Personnel Administrator, American University
- Active in a number of professional organizations
- Leadership experience in ASPA chapters, sections, and committees (SWPA, SBFM, National Finance Committee, NCAC and Maryland Chapters)
- Academic committees and task forces
- Two Master's degrees (MPA and MLS)
- Numerous honors and awards

Paid for by Friends of Janice Flug
SBFM ACCEPTING AWARD NOMINATIONS FOR 1991

TWO AWARDS WILL BE GIVEN FOR STUDENT PAPERS

The Section on Budgeting and Financial Management (SBFM) is accepting nominations for the E. Kenneth Howard Career Achievement Award. The award was established by the late E. Kenneth Howard, who was President-Elect of ASPA at the time of his death in 1985. It is presented annually in recognition of persons whose career contributions in the fields of public budgeting and financial management have increased the integrity of public service.

Past recipients of the award include T. Norman Hund, Alan Post, Clair Townsend, and Stuart Connors. The 1991 award will be presented at the ASPA National Conference in Washington D.C. in March.

Nominations for the award are due by January 15, 1991. Additional information and nomination forms may be obtained from Thad Juszczak, Chair, S. Kenneth Howard Award Nominating Committee, 600 West Point Drive, Springfield, VA 22153, 202/696-0300 (work) or 703/455-2011 (home).

STUDENT PAPER AWARDS

SBFM also announces nominations for its second annual student paper awards. Two awards will be given: one for the best paper written by a senior undergraduate student ($75.00 prize) and for the best paper written by a graduate student ($150.00 prize). Winners will be announced at the 1991 ASPA conference.

Papers should be on a topic relevant to the Section's interests including budgeting, revenue policy or administration, debt administration, financial control, financial reporting, and computer applications in public finance. To be eligible, papers must have been written for a course offered during the 1990 calendar year and must be nominated by a faculty member. There is no limit on the number of papers a faculty member may nominate. Papers will be judged by a panel of SBFM members.

Nominations should be sent by January 31, 1991, to Robert L. Bland, University of North Texas, P.O. Box 5336, Denton TX 76203.

ASPA EXECUTIVE DIRECTOR RESIGNS

SEARCH COMMITTEE HAS BEEN FORMED

ASPA's Executive Director Shirley Wester has announced her resignation effective April 15, 1991. A search committee, chaired by President Carl Sterberg, is being formed and will conduct its first meeting December 1, in conjunction with the winter National Council and committee meetings.

"Shirley brought a new spirit to ASPA with ideas, insights, and innovations," Sterberg said. "ASPA members should be grateful to her for raising concerns about ASPA's overall mission and goals. She has been bold and courageous in spelling out her views on ASPA and she has sparked a healthy debate which wouldn't have happened without her initiative."

Wester has been executive director since July 1, 1987. Under her direction ASPA embarked on an aggressive growth plan, sponsored a successful special focus conference, "Ethics in Government: An Intimate View," coordinated a joint conference with the President's Council on Management Improvement, and will undergo a peer evaluation designed to aid ASPA in determining its goals for the future.

"I am proud of what ASPA has accomplished in the past three and a half years," Wester said. "I hope the Society will continue to reach toward its full potential."

"I express gratitude to Shirley for her contributions," Sterberg said. She has assembled a talented staff and launched new initiatives which increased ASPA's credibility and visibility.

LEVINE AWARD NOMINATION DEADLINE EXTENDED

The nomination deadline for the Charles H. Levine Memorial Award for Excellence in the Public Administration has been extended to January 2, 1991.

The Levine Award, presented jointly by ASPA and NASPA, is given to a faculty member who has demonstrated excellence in three major areas of the field—teaching, research, and service to the wider community.

ASPA CHAPTER SPONSORS CANDIDATES FORUM

ASPA's Inland Northwest Chapter co-sponsored the Spokane WA County Commissioner candidates forum last October along with the League of Women Voters. The forum featured candidates Phil Harris and Pat Mum- mey. With about 50 people attending, the debate was aired on Cox Cable Channel.

The chapter co-sponsored with the League to provide the public an opportunity to gain a better understanding of the candidates, and so that the candidates would have a fair and equal opportunity to present themselves before the voters.

CANDIDATES CHANGE IN TWO REGIONS

Candidates in two regions, vying for seats on ASPA's National Council, have changed since the November 1, 1990, issue of PA TIMES.

Region III candidates are Ralph C. Bledsoe and Edward J. Willett. Candidates from Region IX are Sheldon Edner and Rose Pind.

MEMBERS ON THE MOVE

Two additional ASPA members have received awards from the International City Management Association: Gerald Fox, county manager, Mecklenburg County NC, is the winner of the Program Excellence Award for Environmental Management. James Hanlita, city manager of Long Beach CA, is the winner of the Program Excellence Award for Personnel-Human Resource Management.

Gregory Hagerick, director of the Illinois Institute for Training and Development, has been appointed manager of the Continuing Education in Transportation and Public Works Program, Institute of Transportation Studies, University of California, Berkeley.

The North Carolina Bar Association has selected Michael L. Vass and Ellen Stoney Vass (both from North Carolina State University) as consultants for the association's statewide survey of attorneys.

The National Academy of Public Administration has elected as fellows Patricia Wallace Ingraham of the State University of New York—Albany and Susan J. Tolchin of The George Washington University, Washington DC.

Robert C. Collins, former town recorder of Jonesborough TN, is now the revenue administra-
tor of the city of Knoxville TN.

Stan D. Kennedy, former manager of the village of Wilmette IL, has been appointed to a three-year term as a trustee of the Financial Accounting Foundation, the organization responsible for general oversight of the Financial Accounting Standards Board.

Vera Vogelasang-Coombs has been elected President-elect of the National Association of School Training and Development Directors (NASTDD). She will succeed to the presi-
dency in October 1991.

Robert and Kathy Denhardt were selected by the Royal Australian Institute of Public Administration to conduct a one-day workshop on "Characteristics of High Performance Public Organizations" in Brisbane, Australia.

Lora R. Holcomb has been promoted to the position of deputy public works director for general services for the city of Phoenix.

The Woodbridge Development Center in Woodbridge NJ has appointed John K. Dowdney to the position of Assistant Superintendent to oversee 1,200 employees running a facility designed to care for and train individuals with developmental disabilities.

Doris M. Collins, former town recorder of Jonesborough TN, is now the revenue administra-
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Doris M. Collins, former town recorder of Jonesborough TN, is now the revenue administra-
tor of the city of Knoxville TN.

The Woodbridge Development Center in Woodbridge NJ has appointed John K. Dowdney to the position of Assistant Superintendent to oversee 1,200 employees running a facility designed to care for and train individuals with developmental disabilities.
ASPA ACKNOWLEDGES CONTRIBUTORS

ASPA is pleased to recognize the following individuals for their support and commitment to the Society and its goals.

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US General Accounting Office
Seattle WA

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Los Angeles Police Department Academy
Los Angeles CA

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Deputy Regional Administrator
General Services Administration
Fort Worth TX

STONE DRAFTS PLAN FOR EASTERN EUROPE

Donald C. Stone, a Carnegie Mellon University professor and an ASPA charter member, has been called to a draft a plan to help reshape the economy of Eastern and Central Europe. An expert in governmental planning, Stone helped develop the Marshall Plan for Europe's recovery after World War II. The request followed a recently scheduled 24-member conference in Wolfgang, Germany, where Stone addressed the current challenges facing Europe—political, economic and social changes.

Stone said before any economic rebuilding can take place, it is important to take immediate care of human needs first. The plan he is currently drafting addresses the role of European businesses and government in improving living conditions. It also suggests the formation of an umbrella organization to implement this plan. A similar group, the Organization for European Economic Cooperation, was formed during the Marshall Plan.

A consortium of public service groups has been created to advise and assist Stone. The groups include the National Academy of Public Administration; the American Consortium for International Public Administration; the Institute of Public Administration; the National Association of Schools of Public Affairs and Administration; and the Coalition to Improve Management in State and Local Government.

Stone said the largest hurdle will be funding. So far, the only money donated was given by Volkswagen and an anonymous private donor. Volkswagen arranged the Wolfgang conference and Stone's visit there.

Although there has been no money committed, except for the initial planning stages, the consortium is targeting private funds from companies that trade in Europe and various foundations.

According to published reports, experts in the public administration field praise Stone for taking on this task, saying he is the right man for the job.

"His whole career has been devoted to making the world better," said Al Blumstein, dean of CMU's Graduate School of Urban and Public Affairs.

During the 1940s, Stone helped plan the European Recovery Program, which became known as the Marshall Plan because then Secretary of State George Marshall's involvement in generating congressional support.

National Public Management Research Conference
Sponsored by the Maxwell School of Citizenship and Public Affairs
Public Management researchers from the U.S. and other nations are invited to submit abstracts or papers for consideration for the National Public Management Research Conference to be held at the Maxwell School of Citizenship and Public Affairs, Syracuse University, Syracuse New York. The Conference will be held on September 20 and 21, 1991.

The purposes of the Conference include:
(1) to assess the state-of-the-art in public management research;
(2) to present the best and most current public management research; and
(3) to encourage the development of public management research by identifying gaps in theory, research, and methodology.

There are many different concepts of "public management", but for purposes of the Conference, public management research is viewed as entailing a focus on the strategic elements of public management and the relationship of policy to management.

The Conference is organized into the following Sections:
(1) Concepts of Public Management: Sorting Out Relationships Among Public Management, Political Administration, and Public Policy Research;
(2) Strategic Public Management, Public Management Decision-Making;
(3) Innovative Methods and Techniques for Public Management Research;
(4) Interorganizational Relations and Public Management;
(5) Assessing Public Management and Organizational Effectiveness;
(6) Organization Theory, Design, and Behavior;
(7) Public Management Technology/Public Management Information Systems;
(8) Politics and Public Management;
(9) Research Comparing Public and Private Management.

When submitting papers or abstracts for consideration, please indicate the Section(s) most suitable for your paper. Research papers taking a systematic and empirical approach are preferred.

The organizing committee for the Conference includes Barry Bozeman, Brint Milward, Hal Rainey, Stu Bretschneider, Patrick Scott, and Jack Stevens. Papers and abstracts, as well as questions about the Conference, should be submitted to Patrick Scott, Technology and Information Policy Program, The Maxwell School, 349 Link Hall, Syracuse University, Syracuse New York, 13244. Phone: 315/443-1800; Fax: 315/443-1075; Binet: TIPP@SUVM.

All papers or abstracts submitted for consideration must be received by February 1, 1991. Decisions will be made by February 14. Papers will be due to the Conference organizers August 15, 1991. There is a $25 registration fee. This fee will be used for the production of Conference proceedings. This fee is waived for matriculated students.

COLUMBIA UNIVERSITY
Graduate Program in Public Policy and Administration
Columbia University's Graduate Program in Public Policy and Administration invites inquiries from public managers about:

- Part-time program for mid-career professionals.
- Full-time Masters of Public Administration Program

Please send me information about the:
- Part-time program for mid-career professionals
- Full-time Masters of Public Administration Program
- One-week Summer Institute
- The Programs of the Public Management Training Center

Mail to: Nancy Dugan, Assistant Dean
Columbia University Graduate Program in Public Policy and Administration
School of International and Public Affairs
420 West 118th Street, Room 4417
New York, New York 10027
(212) 854-2167

NAME
ADDRESS
PHONE

Excellent In Public Management
Columbia University's Graduate Program in Public Policy and Administration invites inquiries from public managers about:

- Part-time program for mid-career professionals
- Full-time Masters of Public Administration Program
- One-week Summer Institute
- The Programs of the Public Management Training Center

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Mail to: Nancy Dugan, Assistant Dean
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School of International and Public Affairs
420 West 118th Street, Room 4417
New York, New York 10027
(212) 854-2167
GOVERNMENT POSITIONS

Director of Planning
Building and Development Services
City of North Port (Sarasota County, Florida)

Salary negotiable DOQ; current salary $35,000 plus per year, and comprehensive fringe benefit package. Challenging advanced professional career opportunity involving management of recently reor- ganized department with $252,000 budget and 14 employees responsible for plan- ning, building, zoning, code enforcement, grants program and all other aspects of physical development. Position reports directly to the City Manager and is an integral part of the management team using all aspects of government management with the administra- tion of day-to-day operations. 

Applicant should possess general knowl- edge and formal training in at least some of the referenced areas and have technical expertise. Must possess excellent management and written/ oral communication skills. A master's degree in public administration, planning or related field is desired. Minimum of three to five years of progressively responsible professional planning experience is desirable. Applicant should have a strong interest in becoming a key member of a management team professionally directing a rapidly growing 75 square mile city located in Southwest Florida. Providing your resume and letter of interest to City of North Port Personnel Office, 5650 North Port Boulevard, North Port, Florida 34287. Deadline for resumes: December 31, 1990.

Recruiting Deputy District Administrator
(Jacksonville, Florida)

Dept of Health & Rehabilitative Services, District Administrator, Jacksonville, is seeking a Deputy District Administrator to assist in directing the department's service programs within a seven-county district of the State. Jacksonville is a major health and human service agency. These service programs involve state, county and health care agencies. Several million dollars are budgeted for this position each year. The position requires a master's degree in business administration or public administration and a minimum of five years of increasingly responsible experience in the health and human services field.

Interested applicants should submit resumes to: Lee Johnson, Deputy Administrator, HRD District 1, 9820 Arlington, Jacksonville, Florida 32211.

Deputy City Manager
City of Cincinnati, Ohio

The City of Cincinnati is seeking a top professional to serve as the Deputy City Manager. Responsibilities include the management of all City departments and agencies and play- ing a leadership role in policy development. Minimum qualifications: significant local government management experience and general management including service in a large city or county organization. A Master's Degree in Public or Business Administration is pre- ferred. Demonstrated experience as a City Manager of a community of at least 100,000 is desirable. Salary range is $37,000 to $50,000, depending on the qualifications of the candidate. Application materials are to be returned to Personnel Department, Room 15, City Hall, 305 East Walnut Street, Cincinnati, Ohio 45202 by December 15, 1990.

EQUAL OPPORTUNITY EMPLOYER

Director of Personnel
Bureau of Personnel
Michigan Department of State

The Michigan Department of State seeks high- ly qualified candidates for the position of Director of Personnel, Bureau of Personnel. The Bureau of Personnel is the lead historical agency in the State of Michigan, comprising the State's Archeology office, the State Archives, the State Historic Preservation Office, the State Museum System, and a publication section including the Michigan History magazine. The Director reports to the Secretary of State, and serves as State Historic Preservation Officer.

The successful candidate will be highly experi- enced administrator, preferably with a gradu- ate degree in a field related to one or more of the Bureau programs. The candidate will also have significant experience in a broadly based history agency. The candidate must have excellent communication and decision making skills, both oral and written. The candidate will be expected to provide direction and leadership to the State's historical program. The Director also reports to the City of Lansing with diverse political, indus- trial and ethnic groups. Training and experi- ence in a director or program planning and budgeting is highly desirable. Leadership in superintendence of a growing staff which provides approximately 70 full time employees, primarily in publications activities. Knowledge of professional fields and the ability to work with and direct professional staff is critical. The Bureau's budget is presently $3.0 million. The State of Michigan has constructed a $400 million facility to house the Bureau and the State Library.

The position is located in Lansing, Michigan. The salary is competitive and includes an excellent benefits package. This is a Civil Service position and successful completion of an examination is required for employment. The State of Michigan is an Affirmative Action/A Equal Opportunity Employer. Women and minority candidates are especially encouraged to apply. Interested applicants should send a resume and four letters of refer- ence to: James Rymbart Personal Affairs Michigan Department of State P.O. Box 4076 Lansing, MI 48901-7069

Applications must be postmarked by December 25, 1990.

Director of Department of Management

The issue of race is accepted appetizingly for the position of Director, Department of Management. The Director is the primary facial advisor to the Governor and provides executive direction for the development and administration of an annual budget of approx- imately $500 million. In these fiscal and management roles, the position oversees Executive Branch strategic planning and the development of policy and program design. This position is appointed by the Governor, subject to Senate confirmation and serves at the pleasure of the Governor.

Qualifications: minimum of a baccalaureate degree with extensive experience in fiscal pol- icy and budget development and administra- tion. The successful applicant will have had recent experience as a management senior official, preferably with a large public jurisdiction. Compensation for this position includes a salary in the range of $87,000-105,000, depending on qualifications and a comprehen- sive benefits package. Minorities, females and persons with disabilities are encouraged to apply. This position must be received by December 15, 1990 and should be sent to: Search Committee, Governor's Office, Room 700, State Capitol, Des Moines, Iowa 50319.

Applications may become public record.

The State of Iowa is an Equal Opportunity/ Affirmative Action Employer.

Director of Planning, Inspection and Development
The City of Belleville, Ill., (population 63,000), located 15 minutes east of St. Louis, Missouri, is seeking a Director of Planning, Inspection and Development (new position). The select- ed candidate will report to the Mayor, Planning Commission and Aedemician Ammendment Committee. Duties will include the development of area planning and land use programs; administration of zoning enforcement; preparation and adjustment of comprehensive area planning documents; direction of land use development studies; supervision of request for change in zoning; interpretation of code; direction of the inspection of existing and amendment strategy, down- town development strategy, and overall eco- nomic development program for the City.

Candidate should have a Bachelor's Degree in Urban Planning or related field, and a stable work history with demonstrated skills in urban planning with supervisory skills. City residency is required within twelve months of date of hire. Salary range is $35,000-$40,000. Send resume in writing with letter of reference by January 15, 1991 to: Regional Research and Development Services Admin. 1305 Chicago Avenue Campus Box 1484 Edwardsville, Ill. 62025 (618) 692-2122 AA/EE

Transportation Coordinator
City of Santa Clarita, California

The City of Santa Clarita is seeking a Transportation Coordinator. This is a 140,000+ s.v. vibrant, progressive growing community with a vision of the future, is seeking an experi- enced Transportation Coordinator. Interested applicants should send a resume and four letters of refer- ence to:

Jaysn Rymbart
Personal Affairs
Michigan Department of State
P.O. Box 4076
Lansing, MI 48901-7069

Applications must be postmarked by December 25, 1990.

Management Assistant
City of Long Beach, CA

(Salary: $2,445 per mo.$5,240 annually) There are three (3) positions available. Applicants must have a high school degree in public administration, business administration or related field.

Applications must include four copies of:

1) Resume which includes activities and honors;
2) Two letters of recommendation;
3) Complete undergraduate and graduate transcripts including specific courses compl- eted; subject verification; 4) A 3-5 page letter of interest, goals, and reasons for seeking a public manage- ment position with the City of Long Beach;
5) Resume must be submitted no later than February 15, 1991 to Human Resources Administrator, City of Long Beach, 323 West Ocean Boulevard, 12th Floor, Long Beach, CA 90802.

EEO

NON PROFIT POSITION

Evaluation Officer
USAID, Cairo

The Agency for International Development is currently seeking a U.S. citizen or resident alien personal services contractor to serve as Evaluation Officer for Agency's largest Mission. Incumbent will be responsible for coordinating all evaluation functions for diverse portfolio including, but not limited to, agriculture, health, population, education, trade and investment, and other sector projects and local development projects. Individual will be responsible for evaluation planning and scheduling, tracking ongoing and future evaluations, ensuring that contractors perform evaluations in accordance with USAID standards, and following up on evaluation recommendations. Evaluation Officer will be based at the AID Mission in Cairo. Limited travel within Egypt may be required.

Qualifications include a minimum of a bache- lor's degree in a development-related field, (master's preferred), specialized training in evalu- ation techniques, four years of evaluation experience, and two years of experience work- ing with development projects overseas. Previous work in Egypt or the Middle East and Arab countries is desirable.

Salary commensurate with education and expe- rience. Benefits include insurance, housing, shipment of household effects, commissary and US postal privileges. Contract duration is two years with possibility of extension without fur- ther competition depending on Agency needs.

EEO of a wide variety of cultural and ethnic backgrounds. Excellent American education- al relatives k-12.

Interested applicants should submit a complet- ed SF-171 to Mr. Craig B. Garibaldi, USAID, Cairo, Box 10, APO 09050-9000 as per USAID instruction. Deadline is December 15, 1990, but applica- tions will be accepted on a continuing basis. The Agency for International Development is an equal opportunity employer. Women and minorities are strongly encouraged to apply.

Executive Director
American Society for Public Administration
Professional association of 15,000 practitioners and academics, with a large elected governing body, national chapter and section structure, staff of 15 budget of $1.5 million, and national headquarters office located in Washington, D.C., seeks Executive Director to help lead this professional association. Candidates should have a strong commitment to the public service; ability to plan strategically and, indicate actions for strengthening the association; exceptional written and oral communications skills; and demonstrated fund raising abilities. Knowledge of and experience in the field of association management and fundraising degree and five years experience in association management or a senior administrative or supervisory position are required. This is a .43 full-time opportunity position. Send resume and salary history to: Search Committee, American Society for Public Administration, 1120 G Street, N.W., Suite 600, Washington, D.C. 20005.
The University of Pittsburgh's Graduate School of Public and International Affairs seeks applications for a two-semester appointment beginning July 1, 1991. The position is for a faculty member to teach in the Master of Public Affairs Program.

The Department of Political Science at the University of Texas at El Paso invites applications for a one-year appointment beginning Fall 1991. The appointment is for a faculty member to teach in the Master of Public Affairs Program.

The Department of Criminal Justice at the University of Texas at El Paso invites applications for a tenure-track position in the Department of Criminal Justice at the rank of assistant professor beginning Fall 1991. The appointment is for a faculty member to teach in the Master of Public Affairs Program.

The Department of Political Science at the University of Texas at El Paso invites applications for a tenure-track position in the Department of Political Science at the rank of assistant professor beginning Fall 1991. The appointment is for a faculty member to teach in the Master of Public Affairs Program.

The Department of Public Administration at the University of Texas at El Paso invites applications for a tenure-track position in the Department of Public Administration at the rank of assistant professor beginning Fall 1991. The appointment is for a faculty member to teach in the Master of Public Affairs Program.

The Department of Political Science at the University of California, Berkeley, invites applications for a one-year appointment beginning Fall 1991. The appointment is for a faculty member to teach in the Master of Public Affairs Program.

The Department of Criminal Justice at the University of Texas at El Paso invites applications for a tenure-track position in the Department of Criminal Justice at the rank of assistant professor beginning Fall 1991. The appointment is for a faculty member to teach in the Master of Public Affairs Program.

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Public Administration
University of Arkansas at Little Rock
The University of Arkansas at Little Rock invites applications for a tenure-track, Assistant or Associate professor position beginning Fall 1991, contingent upon final funding approval. Applicant should possess a Ph.D. (by August 1981) with an emphasis in public administration, policy or related fields or a GPA. Teaching is in an MPA degree program with limited undergraduate course services. Candidates should have an interest in one of the following areas: State/Urban Administration, Intergovernmental Relations, Budgeting/Financial Management, Policy Analysis, Program Evaluation and Computer Applications in Public Administration.

The MPA program is housed in an institute that encourages research, faculty, applied research training, teaching specialization and legislative policy analysis. The successful candidate will enjoy an attractive teaching load and research and faculty opportunities in an urban state capital environment.

Please send cover letter describing interests, vita, graduate transcripts (preferably electronic) and names of three references to: Dr. Roby Robertson, Director, Arkansas Institute of Government; University of Arkansas at Little Rock, 2651 South University Avenue, Little Rock, AR 72204. Applications received by December 15th will be given first consideration but applications will be accepted until the position is filled. All applications will be considered without regard to race, color, or sex.

Applications will be subject to inspection under the Arkansas Freedom of Information Act.

The University of Arkansas at Little Rock is an affirmative action/equal opportunity employer and does not discriminate on the basis of race, color, sex, age, national origin, handicap, or veteran status.

Chair, Department of Public Administration
University of Central Florida
The Department of Public Administration at the University of Central Florida offers graduate and continuing education in public affairs, urban and rural development. The Department has developed a reputation for excellence in teaching and public service. The University has a strong commitment to public service and to the professional development of its students. The Department offers a MPA degree with concentrations in public administration, policy analysis, and urban and regional planning. The public administration program at the University of Central Florida is accredited by the NASPA-PAA. The Department offers an attractive teaching load and research opportunities. The University of Central Florida is an equal opportunity/affirmative action employer.

The University of Central Florida is a dynamic, growing research institution with an enrollment of approximately 21,000 students. The University of Central Florida is located in a rapidly growing area of central Florida, approximately 21,000 strong. The Public Administration Department now has approximately 100 undergraduate majors, and 150 students in the Master of Public Administration Program. Most graduate work is in state and local government, forming a strong body of active alumni.

Applicants should send a curriculum vitae, a letter of interest, and three or more letters of recommendation. The letter of interest is due December 15th, 1991 to: Dr. Stuart A. lifta, Chair, Public Administration Search Committee, Department of Political Science, Florida State University, Tallahassee, Florida 32316-1023. Applications from women and minority candidates are especially invited. UCF is an Affirmative Action/Equal Opportunity Employer and does not discriminate on the basis of race, color, sex, age, national origin, handicap, or veteran status.

Professor
School of Social Welfare
University of California at Berkeley
POSITION: Professor for 1991-92 Academic Year at Assistant or Associate level of appointment, open post, open pool. Major teaching and Management, and Social Welfare and Social Work.

RESPONSIBILITIES include: Leadership in curriculum development, instruction of multi- and doctoral level, and direction of doctoral research.

REQUIREMENTS: Degree of doctorate beyond 1991-92 academic year. Teaching responsibilities in social work, social work, and social science in the School's Graduate Program in Social Work (B.S.W./M.S.W.)/PhD program.

APPROVAL DEADLINE: December 31, 1991

Send vita and list of references to: Dean, School of Social Welfare, University of California, Berkeley, CA 94720. The University of California is an Equal Opportunity/ Affirmative Action employer.

University of Colorado at Denver
GRADUATE SCHOOL OF PUBLIC AFFAIRS ANNOUNCES

FACULTY POSITION
The Graduate School of Public Affairs (GSAP) is a dynamic and growing institution, with MPA and PhD programs that are substantial both in size and scope. We have active research, teaching and public service agendas. We are interested in making the public sector more effective, innovative, efficient, and accountable, and we seek faculty who share these values. Qualified candidates will be considered for all positions. The Graduate School of Public Affairs seeks candidates who represent diversity in terms of ethnicity, gender, national origin, and background.

Chair, Department of Public Policy, School of Public Affairs
University of Colorado at Denver, Campus Box 142, P.O. Box 173364, Denver, Colorado 80217-3364. The filing deadline is open; however, primary consideration will be given to applications received by December 21, 1990.

The University of Colorado at Denver has a strong institutional commitment to achieving diversity in its faculty and student body. It is particularly interested in attracting candidates from underrepresented minority groups, women, veterans, and persons with disabilities.

Administrative Behavior, Human Resource Management, California State University, Fullerton

The Department of Political Science invites applications for a tenure-track position beginning Fall semester, 1991. Teaching areas: Administrative Behavior, Human Resource Management. Applications by December 15, 1990. Teaching and research load is three courses per semester. Experience in public administration research methods, with preference to those who have completed the MPA or PhD degree. Teaching responsibilities are to be shared by three faculty members. Salary range is $40,000 to $44,000. Applicants should submit a letter of application, curriculum vitae, and three letters of recommendation to: Dr. A. Zarate, Chair, Department of Political Science, California State University, Fullerton, CA 92634.

Director
School of Urban Policy
College of Urban and Public Affairs
The University of Nevada, Las Vegas invites applications and nominations for the position of Director of the School of Urban Policy. The School of Urban Policy, one of three schools within the College of Urban and Public Affairs, is seeking a Director. The School offers undergraduate degrees in urban and public service administration as well as graduate degrees in urban and public policy.

QUALIFICATIONS INCLUDE: The candidate must have administrative experience, graduate program management experience, significant research, publication and presentation experience, and evidence of success in teaching and advising students. The candidate must have a Ph.D. or equivalent degree in urban affairs, public policy, or related fields. The candidate must have a record of successful, productive research and publication. The candidate must have experience in the development of urban policy and management programs. The candidate must have experience in the supervision of urban policy and management programs. The candidate must have a strong commitment to diversity in the School's graduate and undergraduate programs. The candidate must have a strong commitment to diversity in the School's graduate and undergraduate programs.

The position is available as of July 1, 1991. Salary and rank will be commensurate with the candidate's qualifications and experience. The position requires a Ph.D. in urban affairs, public policy, or related fields. The position requires a Ph.D. in urban affairs, public policy, or related fields. The position requires a Ph.D. in urban affairs, public policy, or related fields. The position requires a Ph.D. in urban affairs, public policy, or related fields.

Send nominations and applications to: Dr. Thomas R. Lawson, Chair, Search Committee for Director of the School, College of Urban and Public Affairs, University of Nevada, Las Vegas, Nevada 89154.

Georgia School of Public Affairs (ASPA) is a dynamic and growing institution, with MPA and PhD programs that are substantial both in size and scope. We have active research, teaching and public service agendas. We are interested in making the public sector more effective, innovative, efficient, and accountable, and we seek faculty who share these values. Qualified candidates will be considered for all positions. The Graduate School of Public Affairs seeks candidates who represent diversity in terms of ethnicity, gender, national origin, and background.

Chair, Department of Political Science, University of Colorado at Denver, Campus Box 142, P.O. Box 173364, Denver, Colorado 80217-3364. The filing deadline is open; however, primary consideration will be given to applications received by December 21, 1990.

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Chair, Department of Political Science, University of Colorado at Denver, Campus Box 142, P.O. Box 173364, Denver, Colorado 80217-3364. The filing deadline is open; however, primary consideration will be given to applications received by December 21, 1990.

The University of Colorado at Denver has a strong institutional commitment to achieving diversity in its faculty and student body. It is particularly interested in attracting candidates from underrepresented minority groups, women, veterans, and persons with disabilities.
The University of Kansas invites applications for the Director of the Capitol Complex Center, which provides facilities in Topeka, Kansas, for graduate programs in Public Administration, Health Services Administration, Social Welfare, and Civil Engineering. The position publishes monographs and provides professional development workshops on state government policy and management. Required qualifications are advanced degree in public administration, political science, law, or related fields; scholarly or professional experience; and demonstrated ability to design and administer professional development programs. This position is open to qualified candidates regardless of race, color, national origin, sex, age, or marital status and will be filled as soon as possible. For information, contact B. Barkey, Professor and Chair, College of Liberal Arts and Sciences, University of Kansas, 1325 Murphy Hall, Lawrence, KS 66045-7647.

University of Southern California School of Public Administration

The University of Southern California School of Public Administration invites applications for a full-time tenured position at the Assistant or Associate level for a position in the tenure-track faculty of the School of Public Administration. The position includes teaching and research responsibilities in public administration, public policy, management, and related fields. Applicants should have a PhD in public administration or related fields and be committed to excellence in teaching and research. For information, contact: Assistant Dean for Academic Affairs, U.S.C. School of Public Administration, University of Southern California, 950 N. Gower Street, Los Angeles, CA 90007-1086. Applications and screening will begin January 12, 1992. Applications will be accepted until the position is filled. NFWM. Applications and supplementary materials (e.g., references) should be submitted to the EEO/AA representative.

The School of Public Administration is recruiting a faculty member with experience in financial management, budgeting, tax, and financial aid, with expertise in state government. The candidate must be able to develop and apply policy alternatives for the state government, and have demonstrated leadership ability. The candidate should be a Ph.D. in business administration. Applicants should send their resume and a cover letter to: Professor and Chair, College of Liberal Arts and Sciences, University of Kansas, 1325 Murphy Hall, Lawrence, KS 66045-7647. The position is open to qualified candidates regardless of race, color, national origin, sex, age, or marital status and will be filled as soon as possible.

The School of Public Administration is recruiting a faculty member with experience in financial management, budgeting, tax, and financial aid, with expertise in state government. The candidate must be able to develop and apply policy alternatives for the state government, and have demonstrated leadership ability. The candidate should be a Ph.D. in business administration. Applicants should send their resume and a cover letter to: Professor and Chair, College of Liberal Arts and Sciences, University of Kansas, 1325 Murphy Hall, Lawrence, KS 66045-7647. The position is open to qualified candidates regardless of race, color, national origin, sex, age, or marital status and will be filled as soon as possible.

American Politics/ Quantitative Methods

The Department of Political Science invites applications for a tenure-track position at the Assistant Professor level. The position is available in Fall 1991. Responsibilities include major teaching of courses in American politics, with specialization in American political institutions and methods. Candidates should have a Ph.D. in political science, with specialization in American politics. Candidates should submit a letter of application, a detailed curriculum vitae, a summary of research interests, and three letters of recommendation. Applications are encouraged from candidates of color, women, and members of historically underrepresented groups. For further information, contact: Professor Alan Ignatius, University of Kansas, 1325 Murphy Hall, Lawrence, KS 66045-7647.

Political Science

The University of Kansas invites applications for a full-time tenured position at the Assistant or Associate level for a position in the tenure-track faculty of the School of Public Administration. The position includes teaching and research responsibilities in public administration, public policy, management, and related fields. Applicants should have a PhD in public administration or related fields and be committed to excellence in teaching and research. For information, contact: Assistant Dean for Academic Affairs, U.S.C. School of Public Administration, University of Southern California, 950 N. Gower Street, Los Angeles, CA 90007-1086. Applications and screening will begin January 12, 1992. Applications will be accepted until the position is filled. NFWM. Applications and supplementary materials (e.g., references) should be submitted to the EEO/AA representative.

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The Department of Political Science has a tenure-track assistant professor position available for a tenure-track appointment as an Assistant Professor rank, starting in August 1991. The successful candidate will be broadly trained in and have a profress in political theory. The position is open to individuals who have completed a Ph.D. or equivalent degree, with preference given to candidates with significant scholarly publication. Excellent candidates will be rigorously evaluated, with particular emphasis on their potential for excellence and their promise for developing a strong research agenda. Applicants should submit a letter of application, vita, and three letters of recommendation to Dr. Y. Zaldivar, Chair of the Political Science Department, University of California, Berkeley, CA 94720. The position will close on December 1, 1990. Applicants are encouraged to apply to the search committee because of their demonstrated commitment to diversity and excellence.
EDUCATION FINANCING REFORM

Cont. from page 1

ies when attention shifted from education... or national levels.

Most government officials agree there is disparity in education finance, but the disagreement occurs when tax increases or a national

PRIVATE CITIZATION

Cont. from page 1

Employee Department of the AFL-CIO cites many examples of poor service delivery such as:

- Comcenter, a New York City commercial mail receiving agency went bankrupt, leaving 600 customers with no service. The New York post office was then forced to absorb the cost of rectifying the situation.

- Wakefern, Inc., a private security firm contracted to implement security services at Dulles Airport in Northern Virginia, failed to recognize 25 percent of the spots security checks done by the Federal Aviation Administration; and

- Private trucking companies have been discovered using trucks that transport garbage to carry vegetables and meat on their

return journeys.

These are extreme cases, but it is cases like these which add substantial fuel to the fire of those who try to keep government-provided services in-house. More frequently, opponents claim that low wages, poor benefits, and inadequate training contribute to some contractors' ability to win bids. Arguments like these place even more pressure on the manager making a decision to privatize.

Proponents say that contracting stimulates competition and, therefore, enhances the performance of government workers already delivering services. However, according to Robert T. Stites, president of the National Treasurers' Employees Union, those claims are misleading. "Once a job is contracted to the private sector," he said, "it cannot be brought back in. The government employees performing the job are either transferred or laid off and the competition ends there."

Perhaps the greatest effect privatization is having on the public manager is the struggle changing out is exerting over the entire field. According to the NAPA report mentioned earlier, "When government changes its role from that of a direct provider of services to that of an arranger of services provided by others, a host of new management challenges arises. Not the least of these challenges is the public manager's ability to understand his or her role within a changing system. The report continues, "Where traditional management concepts stress hierarchical lines of authority and clear divisions of responsibility, privatization involves blurred lines of authority and pervasively shared responsibility."

A major frustration in this respect is the lack of accountability inherent in contracting out. Managers continue to remain accountable for the use of public funds despite the fact that they often lack the means of controlling or even tracking those funds.

In many jurisdictions, managers have relied on their policy makers to provide a defense of regulations against this loss of accountability. However, the NAPA report warns, "government is presently in danger of imposing a regulatory regimen that robs the private sector of the attributes that made it attractive in the first place."

Despite these major challenges, instances of contracting out are approaching the peak numbers reached in 1986.

In a survey conducted recently by the Mercer Group, an Atlanta-based management consulting firm, it was discovered that "virtually all local governments surveyed contracted out at least one service to a private company." The study also found that "local governments are most likely to contract out if they have: a service manager for government or a strong mayor; relatively few unions; or a well-enforced/protected power base or a financial crisis."

James Mercer, president of the Mercer Group and an ASPA member attributes many of the privatization efforts that fail to lack of communication. "Many jobs are taken away from the private sector because the government managers do not establish their expectations with sufficient clarity—or their expectations were too high to begin with," he said. "Bad relations are fostered that could have easily been avoided from the beginning."

As public administration continues to turn to the private sector for services, these challenges will persist.

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