PEPPER REPORT EXCLUDES VA SYSTEM

John Carswell

The Pepper Commission has released its final report on its plan for the future of the American health care system. This report, which describes a plan for restructuring the US health care system, ignores the largest health care provider in the country, the nationwide system of hospitals, clinics, and nursing homes operated by the Department of Veterans Affairs.

The US Spontaneous Commission on Comprehensive Health Care, named the Pepper Commission in honor of its original chairman, the late Congressman Claude Pepper, has been working since May 1989 to develop recommenda-

The Pepper Commission is not the only proposal for health care reform that ignores veter-
ans health needs and the Department of Veterans Affairs (VA) resources. In fact, none of the major proposals circulating in Washington and around the country spell out a role for VA in their schemes.

Restructuring the US health care system will have an enormous impact on the VA. Univer-
sal access to health care, by reform of the current public-private system or by national health insurance, could reduce demand for VA medical care to the point that its hospitals and clinics would have to be closed. On the other hand, VA could be overwhelmed by demand for certain kinds of service, mental health, alcohol and drug abuse treatment for example, if those services were not covered by federally mandated or federally provided benefit packages.

Even if Congress fails to enact a coherent national plan, the future of VA's medical sys-
tem is uncertain. The current situation in the US health care industry is unstable, and if the federal government is not doing anything about it, state and local governments will have to.

VA stands beside the country's health depart-
ments as the "provider of last resort" for many Americans. A significant part of VA's work-
load is indigent; many VA patients need men-
tal health, alcohol and drug abuse related health care. It is clear that state and local governments do not have the resources to add veterans to the list of their health care clients.

Because health care has become such a large part of state, county, and city budgets, public administrators will necessarily be important voices in the national debate on health care. As the debate grows, they will have to speak in the interest of their govern-
ments and as members of their communities.

The Pepper Commission's Purpose Created by Congress to recommend legisla-
tion that would ensure all Americans cover-
age for health care and long term care, the cost of goods sold, driving up prices at home and making it tougher to compete abroad. The government pays more than one third, fueling deficits and squeezing other pro-
grams. In spite of this prodigious spending, the cost of uncompensated care is forcing hospitals into bankruptcy at the rate of one facility every week.

HUD ISSUES REPORT ON FAIR HOUSING ACT

Debra Wright

The most significant fair housing activity of the US Department of Housing and Urban Development has been its enforcement of the Fair Housing Amendments Act, according to a recently released study. The State of Fair Housing, prepared by HUD, is the first annual report to Congress on the extent of the agency's enforcement of fair housing practices since the act went into effect March 1989. Required by law, the report describes HUD's efforts in interpreting the new law and writing regulations; estab-
lishing procedures to investigate, resolve, and report complaints; and hiring and training staff.

The most important regulatory decisions included the addition of familial status (having children under the age of 18) and handi-
caps to the law. The law now states that families and the handicapped have the same protection as any other groups; people affected by a human immunodeficiency virus (HV or AIDS virus) have a physical impairment and are covered by the act. Fam-
ilies with children have the right to live on any floor of a high-rise building; and facilities with "total only" and family sections are unlawful.

Briefly, the Fair Housing Act was interpreted to apply to all types of dwellings, including condominiums, cooperatives, and mobile homes. Other additions state that complaints may be filed by an organization alleging that a discriminatory housing practice will result in an injury to that organization, and by a tester.

Most of the responsibility for implementation falls to HUD Secretary Jack Kemp who has given overall administration of the act to Gordon H. Mannfeldt, Assistant Secretary for Fair Housing and Equal Opportunity. HUD is required to investigate every complaint within its jurisdiction that is not referred to a certified state or local agency for processing.

Examples of complaints out of HUD's jurisdic-
tion would be filed more than a year after the occurrence, or involving housing not covered by the act; or an alleged age dis-

crimination, which is not prohibited by the law. The law also requires that investigations be completed with "reasonable cause determination" within 100 days, unless it is impractica-
ble to do so.

HUD's fair housing enforcement staff has grown from 169 in fiscal year 1988 to an esti-

mated 369 in fiscal year 1990. This includes more than 150 trained investigators. In 1989, 7,000 fair housing complaints were filed with HUD and state and local agencies. Of those complaints, more than 2,000 were reconciled. In addition, the agency along with the US Department of Justice obtained $2 million in relief for aggrieved persons.

Outside of federal, state, and local govern-
ments, HUD is required to cooperate with other public and private agencies to prevent housing discrimination. Through Voluntary Affirmative Marketing Agreements (VAMAs) with national organizations representing the housing industry, HUD encourages compli-
ance by the private sector.

The agency has signed VAMAs with the National Association of Home Builders, the National Association of Real Estate License Law Officials; the National Association of Realtors, the National Association of Real Estate Brokers; and the National Apartment Association. The goal of VAMAs is for indi-
viduals of similar income levels in the same housing market area to have similar choices in housing regardless of race, color, religion, sex, or national origin.

Through Community Housing Resource Boards (CHRBs), volunteers representing a cross-section of professional, political, eco-
nomic and interest-group organizations, the public is kept aware of housing opportunities. Although this is not a new group, HUD has increased the maximum CHRB grant from $25,000 to $50,000. CHRBs are expected to advise local government industry boards; monitor local progress in implementing VAMA goals; and facilitate discussion among local interest groups, the housing industry, and local governments on factors affecting equal housing opportunities in the community.

HUD admits that it is too early to tell what extent its efforts in enforcing the act have helped to eradicate housing discrimination, but in a letter to Congress concerning the act, Kemp said he was "committed to enforcing the law" and will make sure housing opportu-
nities are equally available to all.

HUD's efforts will not wipe out discrimination because it is fundamentally rooted in our society, said Anthony Downs, senior fellow with the Brooking Institution in Washington, DC. However, Downs added, it seems that HUD has made an attempt to attack it.
Dear Editor:

Sharon L. Caulfield’s essay, “Managing Information Resources: The Educational Response” (PA TIMES, October 1, 1993), reinforced my belief that I am fortunate to participate in an innovative educational program in information management at the US General Accounting Office (GAO). The author states that most educational programs offered in-house, which vary in length from a few weeks to several years, fail to cover the more comprehensive information resource management (IRM) concepts and strategies needed by public administrators.

GAO established a comprehensive program for management information systems to meet its needs. Last year, GAO arranged with George Washington University to offer a six-week training program that leads to a graduate-level certificate in information management science. The program members need to conduct reviews in the complex and rapidly changing field of information management. GAO’s Training Institute and the agency’s Information Management and Technology Division worked with the university to develop the school’s first off-campus graduate program design, which meets the specific needs of a federal agency. The evening courses are offered at GAO’s Training Institute, and the cost to GAO staff is half the on-campus rate or even less.

On the basis of Professor Caulfield’s comments on the status of in-house IRM training for public administrators, I believe the GAO-George Washington University program could serve as a model for other organizations.

Sincerely,

Daniel J. Semick
Senior Evaluator
US GAO

Dear Editor:

I attended the meeting of the National Council on December 2, 1993. My purpose in writing this letter is to describe the attitude of the national officers—President, President-Elect, and Vice President—and the National Council regarding the president’s decision to leave by the end of the fiscal year. The council met in a change in the by-laws relative to president’s terms of office. It is hoped that we will take effect after 60 days notice to the membership that the individual and the council of membership of ASPA oppose the term limits.

The National Council adopted a $1.749 million budget for FY 1993. This budget is to be used for eliminating the fourth quarter chapter rebates and for paying the past due legal bills. A $1.770 million budget for FY 1994 is needed to continue to make as $1.323 million deficit budget. For FY 1992 the National Council adopted a $1.770 million budget to be paid for by reducing chapter rebates by 25 percent.

When the National Council discovered that it could not eliminate or reduce these rebates without changing ASPA’s by-laws—the amount of the rebates to chapters is fixed in the by-laws—the Council backed up, changed the by-laws, and then adopted the budgets with the reduced chapter rebates. No effort was made to develop or to offer budget alternatives. There is more but space does not permit me to go into more detail.

The key here is that unlike ASPA’s chapters and membership take action to oppose the by-laws revision, the cost of the fiscal irresponsibility of the past few years will be borne by the chapters almost exclusively.

The attitude prevalent at this National Council meeting was that chapters do not matter. Further, the attitude was that it is the chapters and the membership who are at fault for all of the fiscal and programmatic problems which ASPA has experienced over the past few years.

At its December 1-2 meetings, the National Council took a number of important actions that will help ensure the vitality and value of our Society for years to come. I would like to bring you up to date on four of these decisions.

First, as reported in last month’s PA TIMES, Shirley Wester has submitted her resignation, which the Council accepted at its meeting. Shirley has served ASPA well during her three and a half years. She brought a new spirit and spark to our organization; her ideas and insights about mission and priorities have generated discussions, debates, and decisions that will make ASPA a much stronger organization in the future. Shirley also recruited an able and dedicated staff, which we are counting on to be an integral part of implementing our vision.

Recruiting a new Executive Director by Shirley’s scheduled April 15 departure date will be a real challenge. I am delighted to announce that the Search Committee has been appointed and met on December 1. The Council approved a reasonable and process recommended by the committee, expressed its preferences as to selection criteria, and agreed to appoint Shirley’s successor at its March 24 meeting.

The Search Committee consists of the following members: President-Elect Erid Beau- trion, VC President Tom Lynch; past presidents Bill Collins, Pat Floresly and Sjo Murray; council members Lynne Crawford, Tony Ojeda, Arlene Schley, and George Wall; and long time ASPA leaders David (Doc) Cooke and Allen Haie. I will serve as chair.

A second major item of business was the budget. The Finance Committee recommended, and the Council approved, a revised FY 1991 budget and a FY 1992 budget. Both budgets balance the fiscal strains and changes unforeseen events, they should be a balanced reality. Shore up our fiscal foundation was difficult, and many hard choic
ASPA’S 1992 BUDGET APPROVED BY COUNCIL

ASPA’s National Council approved the FY 1992 budget and salaries for the fourth quarter of FY 1991 during its winter meeting Dec. 1 and 2 in Washington, DC.

Approval of the FY 1992 budget, which contains a projected $24 million in revenues and expenditures, was by a vote of 29 to 1.

The council also added $1.1 million to the Society’s reserves, increasing reserves for the second year in a row, to $4.5 million.

The council also accepted the resignation of Executive Director Shirley Waster effective April 15, 1991. A search committee has been formed by President Stenberg. The committee expects to have a new executive director named by the National Council meeting March 23, 1991.

LOCAL GOVERNMENTS LOSING VOTER SUPPORT TO BORROW

In November, voters rejected 58 percent of what was requested by state and local governments, according to the Building Industry Finance Officers Association (GFOA). It was the highest level of rejection for a general election in 15 years. On the ballots across the country were 428 bond issues representing borrowing in the amount of $12 billion. The GFOA reported that municipal bond reference scores had never been that low with average of 49 percent of the bonds passing.

COUNCIL WILL NOT LISTEN TO LOBBYISTS WITHIN 750 FEET

The Council of Fellows has not passed legislation which requires lobbyists to provide disclosure of all lobbying activity before their client is considered by its council. No application may be placed on the agenda of council or committee unless up-to-date disclosure has been filed. Such disclosure is to be made available for public inspection.

SECTION 8 RENTERS GET LEGISLATIVE BUST IN NORTH CAROLINA

The City Council of Brevard WA has passed an ordinance to protect low-income persons residing in Section 8 units from discrimination in securing adequate rental housing. The ordinance states that a person shall refuse to rent a dwelling unit to any rental applicant solely on the basis that the applicant proposes to rent such unit as a section 8 voucher or certificate issued under the Housing and Community Development Act of 1974.

MAYOR GAINS JUDICIAL SUPPORT TO FIRE LAWYER OVER POLITICS

The newly elected mayor of River Rouge MI fired the city attorney, a political ally of the former mayor, on the grounds of political and personal incompatibility. The Sixth Circuit Court of Appeals sided with the mayor stating that the City’s political affiliations were an appropriate requirement for the effective performance of an office in such a close working relationship with mayor and council.

MARYLAND INSURANCE POOL BECOMES FIRST TO COVER ENVIRONMENTAL ACCIDENTS

This year, a group of 42 Maryland towns and counties has become the first to include environmental risks in its insurance pool. Jurisdictions throughout the country have been sharing risks to combat ever rising insurance rates. Outside of Maryland, only a few counties and municipalities have covered environmental risks. Only one other county, N.C., which has 9,000 members, said it will restructure its convention in Phoenix in 1995 providing the state recognizes the holiday is important. According to Arizona officials, the 1991 convention was expected to generate $9 million.

NLC CALLS ITS CONVENTION SCHEDULED IN PHOENIX

The National League of Cities has canceled its 1991 convention in Phoenix, because Arizona does not recognize Martin Luther King Jr Day as a holiday. NLC, which has 9,000 members, said it will restructure its convention in Phoenix in 1995 providing the state recognizes the holiday is important. According to Arizona officials, the 1991 convention was expected to generate $9 million.

SERIES OF NEW LEGISLATION SIGNED BEFORE YEAR END

Before the end of 1990, President Bush signed a record number of bills. It includes the $25 billion National Affordable Housing Act, a five-year $170 billion farm bill that curbs federal subsidies and farmers environmental protection; a bill prohibiting tuna imports unless caught within 200 miles of the U.S. By foreign ships they unless they have federal permits, legislation giving the National Transportation Safety Board more flexibility as to when to release cockpit voice recordings; a $2.60 billion bill authorizing new research projects for flood control, storm damage reduction, inland navigation and port development; and legislation raising a federal excise tax on cigarette sales from 4.5 cents to 9.5 cents per pack from the Tongass National Forest in Alaska.

WHERE THINGS STAND

Chapter 1

RESTRUCTURING HEALTH CARE

The demand for health services is being driven by an array of social problems. The cocaine subculture is overloading hospitals with drug-related patients and emptying the inner-city war zones. The rates of infant mortality and low birth-weight babies in the US are characteristic of a third world nation. AIDS is spreading exponentially and will impose tremendous costs on society in the next decade. Drug and alcohol abuse are increasing the need for social and mental health services far beyond society’s ability to provide.

And we are getting older. By the year 2000, more than 50 million Americans will be over 65 years old. We will need more acute care and more long-term care, but the portion of the population working to pay the bills will be smaller.

Medical science and technology have provided a miraculous array of tools and techniques for healing. But unless we are able to control the costs of high technology and distribute the benefits to all segments of society, the pursuit of individual health can actually lead to the decline of national health.

The Recommendations

The problem faced by the Commission was to develop a plan to deal with this complex set of problems at a time when the government is fixedly constrained and seen politically stalemated. Some of the most powerful voices in American politics have vital interests in health care reform. Big business, big labor, the insurance industry, the hospital associations, physicians, medical schools, and federal, state and local governments, all want to influence the shape of future health policy.

Basically, there are two alternative strategies of dealing with the health care crisis: 1) reform the existing health care system; and 2) develop an entirely new system.

The President and the Commission chose the former as a logical place to start from our current system would be too controversial and divisive.

It's plan would require all employers to provide insurance for a federally specified package that would cover prevention and primary care as well as physicians and hospitals. The federal government would take over and expand Medicaid to protect the poor and unemployed. Medicare coverage would be expanded. Home, community, and short-term nursing care would be insured by the federal government and states would become responsible for long nursing home stays.

The Pepper plan faces opposition from those who argue that mandated employment-based insurance will impose impossible demands or small businesses and increase unemploy- ment by forcing marginal companies to reduce their work force or go out of business. Some say that because the plan has no cost containment mechanism, it does not get to the root of the problem and is so broad to fail. Others say that private insurers cannot be sufficiently regulated to be sure that cover age is available to everyone and that premiums are fair.

The report of the Pepper Commission has revealed the failure of the US health care system. Whether the reform measures are ever actually enacted as law, the report of the Pepper Commission will shape the debate on US Health Care.

The Future of the VA Health Care System

The VA health care system represents a tremendous national resource, serves millions of veterans and meets a fundamental moral obligation of a society to its defenders. Any program that is fundamental changes the way health care is financed and delivered in this country must consider the economic and other interactions of VA facilities with their communities and states.

Paralyzed Veterans of America (PVA) has responded to this situation by initiating a program called the "30 Billion Dollar Challenge," 2000. The project has enlisted a panel of distinguished thinkers and policy advisors to provide PVA leadership with the understanding it will need to formulate a PVA health policy for the future.

It is important to all of us, veterans and non-veterans, to be aware of the contribution of VA to our nation's health. It is not in our best interests to continue to ignore it.

John Carrowell is a health policy analyst for Paralyzed Veterans of America.

CABLE STAYS PRIVATE

Legislation which would work toward renegotiating cable television industry, S. 1890 (see PA TIMES April 1, 1990), was blocked this week by Sen. Tom Wirth (D-O) who failed to halt the cable revision, partly because the Senate bill failed to allow cable companies to enter into exclusive agreements with programmers as long as doing so would not significantly impede competition. H. R. 5287, the version of the bill which would have required the Federal Communications Commission to cap prices for the basic cable service and to prevent cable operators from raising rates, was passed recently by voice vote in the House.

ACLU SEEKS FEDERAL WHISTLE BLOWERS

The American Civil Liberties Union (ACLU) has placed an unusual advertisement in a recent issue of Federal Times. The headline reads: Call to Persons to Ensure That Congress Is Kept Fully Informed About What the Administration is Doing in the Persian Gulf. The ACLU extends an invitation to federal employees to come forward if they have any evidence of Congress being misinformed about the current Gulf crisis. The ACLU claims crises like the Iran-Contra affair and is optimistic that thead will work to avoid similar crises.

OBJECTIONS ARISE TO DOE'S ENERGY PLAN

Lawmakers, environmentalists, and large segments of the energy industry are unhappy about the Department of Energy's 59 "options" (DOE does not use the word provisions) presented to President Bush last month. The options include revision of the Public Utilities Holding Company Act, which would allow energy companies to come forward if they have any evidence of Congress being misinformed about the current Gulf crisis. The ACLU claims crises like the Iran-Contra affair and is optimistic that thead will work to avoid similar crises.

NLC CALLS ITS CONVENTION SCHEDULED IN PHOENIX

The National League of Cities has canceled its 1991 convention in Phoenix, because Arizona does not recognize Martin Luther King Jr Day as a holiday. NLC, which has 9,000 members, said it will restructure its convention in Phoenix in 1995 providing the state recognizes the holiday is important. According to Arizona officials, the 1991 convention was expected to generate $9 million.
ASPA Life Insurance protection . . .

the finest gift you could ever
give your family.

Life insurance as a gift? Yes! Absolutely.

Because for a family (maybe yours) who loses somebody they love, an ASPA Life benefit check could be the most comforting . . . most important gift they will ever receive.

No . . . that check can’t bring back a loved one. Or make things exactly like before. But it could mean your family won’t have to worry about making the house payment. Or paying doctor bills. Or credit card bills. Or worry about any other kinds of expenses.

That ASPA insurance check could help your family pick up the pieces. And begin life again. The very finest gift of love you could ever give.

If you are an ASPA member and would like to learn more about the Group Term Life Plan, return the coupon below. We’ll send you a FREE Information Kit explaining all about the Plan and all about the special money-saving GROUP rates.

You and your spouse can apply for as much as $200,000.00 of protection each – if you’re under age 55. There’s even a $2,500 benefit for your children. (You can include ALL your eligible children . . . no matter how many . . . for only $13.80 a year!)

- LOW GROUP RATES.
- NO PHYSICAL EXAM GENERALLY REQUIRED.
- 30-DAY MONEY BACK GUARANTEE.
- WAIVER OF PREMIUM IF YOU BECOME DISABLED.

Request FREE information today about the most meaningful gift you could ever give . . . ASPA Term Life protection.

Mail the attached coupon to: ASPA Insurance Plans, 400 Locust Street, 8th Floor, Des Moines, Iowa 50398.

Or call TOLL FREE 1-800-247-7988 (There’s no obligation)

YES! Please send my FREE ASPA Life Information Kit. I understand I’m under no obligation.

NAME ____________________________
STREET ADDRESS _________________________
CITY ____________________________
STATE, ZIP ____________________________

Plan administered by Kirke-Van Osdol, Incorporated

Return coupon to: ASPA Insurance Plans
400 Locust Street, 8th Floor
Des Moines, Iowa 50398

AMA1
Considering what ASPA faces, in what direction should the Society (including chapters, sections, and regions) be heading?

What will help ASPA not only survive but flourish will be consistent and concentrated efforts to focus on the resources and attention where the members are: chapters, sections and regions. By strategically deploying the Society’s efforts on those activities which are closest to the members, ASPA can begin to adopt a more realistic and clearly focused direction.

Struggling with whether to centralize or decentralize the association is really missing the point and is characteristic of old thinking. What is needed today is a new vision of the Society which is consistent with what we know makes modern organizations of all types effective. Answers to our current problems will not be found in old bureaucratic control solutions. ASPA needs to recognize and embrace its networking side and model which is realistically more similar to the way we actually act.

Make no mistake. This type of organization will be more difficult to manage in the classic sense of top-down. This model, however, is much more appropriate to our task, our diverse membership, and our complex mission.

A key element in this networking model is the successful implementation of the National Assembly. While still in its infancy, the Assembly offers the promise of providing a timely and existing way for all of the different arenas of ASPA to be linked, forging a consensus on public policy preferences in an annual process of open dialogue, participative consensus building, and effective society-wide decision making.

What do you see as the primary challenge facing public administrators today, and how will ASPA meet this challenge?

Rather than bemoaning the attack on the public service that typified much of the 1980s, I have a more optimistic view of our role in the 1990s if we can focus our energies in new and creative ways to assist the three following challenges.

Policy Making Challenge. The role of government in society has been in flux. Both the content and direction of policy choices and cont. on page 16

As we are able to regain credibility with our constituencies—those that we represent, protect, and regulate—then we should regain our pride in our profession and strive to provide living examples of professionalism not only within our own circles but to the public at large.

To build a community, we must recognize that our diversity is our strength and build a team that transcends governmental level, discipline, and sector. ASPA is unique in that its best ability to provide professional development generally and to develop young professionals through the university-government connection. This is a critical component in creating a sense of community through shared values.

We need to find new ways to support and enhance student experience, shared university/practitioner products, and public administration career ladders.

CHAPTER REPORTS OVERDUE

Consistent with National Council policy, published below is a list of chapters currently ineligible to receive second quarter March-July 1990 rebate checks because one or more of the required reports have not been filed with the national office. These chapters will not be eligible to receive the rebate until the reporting requirements are met. Members should call their chapter president or regional national council liaison for further information please call the Membership Department at the national office at 202/335-7787 or Stephen Rolandi of the Chapter Development Committee at 212/720-3657.

Region I
Rhode Island

Region II
Central New York
Hudson Valley
Lower Hudson Valley
Southern Tier

Region III
Virgin Islands

Region IV
Northeast Pennsylvania

Region V
Eastern North Carolina
Gold Coast
Louisiana
Memphis/Mid South
North Central Florida
Research Triangle

Region VI
Lake Superior
Northeastern Wisconsin
Southern Illinois
St. Joseph Valley

Region VII
Arkansas
Northeastern Oklahoma

Region VIII
Centers
El Paso/SE New Mexico
High Plains Texas
New Mexico

Region IX
Idaho

Region X
Monterey Bay Area
San Diego
San Luis Obispo

As all chapters are finally beginning to work towards the issues of the 1990s, there will be a new accounting of all chapters and regions.

ASPCA COMMITTEE RECOMMENDS DISESTABLISHMENT OF CHAPTERS

Stephen R. Rolandi

The Chapter Development Committee, at its meeting on Dec. 1, reviewed progress on its 1990-91 workplan, particularly the viability of existing chapters as measured by reporting requirements and performance guidelines.

A previous article (PA TIMES, Sept. 1, 1990) listed chapters which had not been active for a number of years. At that time, National Council liaisons were asked to contact the chapters in an attempt to revitalize. The liaisons were successful in getting the following chapters to make efforts toward improvements:

Northeast Pennsylvania (Region 4); Northeast Wisconsin (Region 6); Northern Illinois (Region 7); and St. Joseph Valley (Region 8).

Some chapters, however, have not responded. The members of the chapters will be formally notified that the chapters will be recommended for disestablishment to the National Council in March. The chapters, which follow, have until Feb. 15 to respond:

Central New York (Region 2); North Central Florida (Region 5); and Monterey Bay (Region 10).

In anticipation of a disestablishment motion in March, the Council approved a recommendation by the Chapter Development Committee to allow disestablished chapters to be readmitted to ASPA.

In other action the Chapter Development Committee reviewed progress made on the student conference grants, chapter newsletter, and other awards programs, endorsed plans for a second Leadership Forum in Chicago in July, made plans for a joint meeting with the Membership and Section Development Committees and workshops for regional and chapter officers at the 1991 National conference; discussed possible ASPA organizational changes; and reviewed policies regarding chapter chartering and performance.

The next meeting of the Chapter Development Committee is scheduled in March in Chicago. For more information contact Stephen Rolandi (212/720-3657) or Wynn Teasley (604/474-2372).
FUTURE LEADERSHIP FUND
ESTABLISHED AT MEETING

A special fundraising effort, started in the Finance Committee, and given additional momentum by the National Council, was established during the winter meetings Dec. 1 and 2 in Washington, DC.

The ASPA Leadership for the Future Fund was developed by members of the Finance Committee in an effort to achieve a balanced budget for FY 1991, the necessary first step in ASPA's financial recovery plan. To date, more than $3,000 has been raised from Finance Committee and National Council members, along with ASPA staff and other stakeholders. All monies raised under the fund's auspices will be put into the general operating fund of the Society.

The following people have donated to the ASPA Leadership for the Future Fund:

Enid Beumount
Ralph Blebdoe
The Bureaucrat, Inc.
Jeanne-Marie Col
David "Doc" Cooke
Phil Cooper
Janice Rug
Christine Gibbs
Michael Hamilton
Norman Hodges

Donations to the ASPA Leadership for the Future Fund should be sent to the incoming Finance Committee chair, Kathie Newcomer, The George Washington University, School of Government and Business Administration, 302 Monroe Hall, Washington, DC 20052.

REVIEW PERIOD FOR BY-LAWS
AMENDMENT OPENS

The National Council of the American Society of Public Administration, at its winter meeting in Washington DC, approved changes in Section 3.0 of the ASPA by-laws.

Consistent with ASPA's by-laws, these changes are presented for a 60-day period of review and comment by the Society's membership. Comments should be sent to the Executive Committee at the national office, 1210 G Street, NW, Suite 500, Washington, DC 20005.

The text of the by-laws amendment follows. Proposed new language is underlined. Language proposed to be deleted is indicated by italics.

Annual ratifications to chapters shall be set as determined by the National Council as follows:
- Regular, family, and foreign members: 20% of annual dues
- Life members: $6.00 per year
- Dual chapter members: $6.00 per year

MEMBERS ON THE MOVE

McKee's Town, NY has appointed A. Leon Miller, former head of the Centralia Council of Governments, to the position of director of minority affairs.

The International City Management Association (ICMA) has awarded honorary membership to H. George Frederickson, Edwin O. Steine Distinguished Professor of Public Administration at the University of Kansas.

John M. Vorgerman recently participated in the Ripon Educational Fund's eighth Annual Transatlantic Conference held in Prague, Czechoslovakia and Vienna, Austria.

The Golden Gate University (GGU) Alumni Association has awarded Harry Wolf, former GGU School of Public Administration dean, its 1990 Distinguished Service Award.

David Pfeiffer of Suffolk University was awarded a Whitney-Carneill Award by the American Library Association. The award will allow Pfeiffer to complete An Annotated Bibliography of Disability Studies which is presently underway.

OBITUARIES

ASPA regrets the loss of Joe T. Cooper, 26, deputy director of administration for the city of Ridgeland, MS who died on November 23, 1990. ASPA also regrets the loss of Faye Brady Siegelfield, 62, research planner and information officer for the state Department of Environmental Management's water resources division ASPA, MA who also died on November 23, 1990.

ASPA ACKNOWLEDGES CONTRIBUTORS

Linda McElhin Chief Management Policy Branch National Center for Health Statistics Rockville MD

Curtina Moreland-Young Director MPA Program Jackson State University Jackson MS

Denise G. O'Loughlin Sergeant NYC Police Department New York NY

Alice Jean Peltz Chief Fiscal Officer Public Health & Environmental Lab Suffolk County Haupauge NY

K. Kathryn Pfister Program Manager Western Executive Seminar Center Denver CO

Richard L. Sapp Director Employment and Training City of Fort Worth Fort Worth TX

John F. Schucholtz Assistant AIDS Program Director Department of Health Services L.A. County CA

Lowell J. Tooley Director Village of Scarsdale Scarsdale NY

INDIVIDUAL CONTRIBUTIONS

Nelson R. Rose Chief, Drug Recovery Springfield IL

Bryan C. Weimer Director of Drug Recovery Ann Arbor MI

Don I. Wortman Vice President Baltimore Academy of Public Administration Washington DC

ASPA ENDOWMENT CONTRIBUTIONS

Samuel J. Orr Jefferson City MO

Elizabeth H. Richardson Consultant Denver CO

Elmer B. Staats Chairman of the Board Harry S. Truman Scholarship Foundation Washington DC
CHRISTINE G. GIBBS for Vice President

"Let us spread the word -- public administrators are creative managers and thinkers and we have skills, products, and services of value."

As a public administrator and academic, Christine Gibbs has demonstrated the ability to manage, to follow-through, and to get results. Practitioners and academics alike attest to her capabilities and skills. ASPA is at a crossroads of determining what its role will be in the next decade. It is imperative to have good managers and the very best leaders steering that course. For that reason, you are being asked to consider Chris's experience and reputation for results as you vote for Vice President of ASPA.

- Chapter based ASPA member, served as president of the Arizona Chapter, founder and Chair of the Arizona Committee for Women in Public Administration, and other local chapter committees
- Section experience -- a founder and current chair of Section on Government and Business
- At the regional level, elected from Region 8 to the National Council in 1980
- At the national level, chaired the Committee for Women in Public Administration and instrumental in laying the groundwork for establishment of the highly successful Section for Women. She chaired the Program Committee for the Anaheim National Conference in 1986 and the James C. Webb Award Committee in 1987.
  She has been a member of the PAR Editorial Board, the Constitutional Review Commission, and other committees in ASPA.

As Senior Government Relations Representative for the Salt River Project in Arizona since 1978, she is responsible for state and local relations and represents the utility's interests with the National Governor's Association, National Association of Counties, U.S. Conference of Mayors, National League of Cities, as well as officials and jurisdictions in the western United States. She is an associate faculty member at Arizona State University and owns her own consulting firm. As a trainer, Chris conducts specialized training sessions on coalition building, consensual relations, strategic planning, and upward mobility for women and minorities.

For ASPA Region X National Council

TODD W. ARGOW

- Nominated by the Santa Clara Valley ASPA chapter and the San Francisco ASPA chapter
- 14 years of experience working in management capacities for California local governments
- Proven leadership experience with a variety of professional associations
- Collectively 5 years of experience as President of California ASPA chapters
- Member of the National ASPA Chapter Development Committee since January 1989.

"I believe that ASPA's chapters and sections are the grass roots of the national organization. To be effective, there must be harmony between the national organization and its local chapters and sections. If elected, I pledge to further that goal."

Proud of my passion, I am Todd Argow and I am running for the National Council, Santa Clara Valley and San Francisco, ASPA.

FOR ASPA REGION X NATIONAL COUNCIL

TODD W. ARGOW

Paid for by the Committee in support of Todd Argow for the National Council, Santa Clara Valley and San Francisco, ASPA.
### Conference Registration Form

<table>
<thead>
<tr>
<th>Type of Registration</th>
<th>No.</th>
<th>Fee</th>
<th>Total Fee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full, ASAPA Member* Before Feb. 10</td>
<td></td>
<td>$250</td>
<td></td>
</tr>
<tr>
<td>After Feb. 10</td>
<td></td>
<td>$300</td>
<td></td>
</tr>
<tr>
<td>Full, Nonmember* Before Feb. 10</td>
<td></td>
<td>$300</td>
<td></td>
</tr>
<tr>
<td>After Feb. 10</td>
<td></td>
<td>$350</td>
<td></td>
</tr>
<tr>
<td>Life Member</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Before Feb. 10</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>After Feb. 10</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10-24 Group**</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Before Feb. 10</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>After Feb. 10</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Student</td>
<td></td>
<td>$100</td>
<td></td>
</tr>
<tr>
<td>Before Feb. 10</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>After Feb. 10</td>
<td></td>
<td>$150</td>
<td></td>
</tr>
<tr>
<td>Spouse/Guest***</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Before Feb. 10</td>
<td></td>
<td>$50</td>
<td></td>
</tr>
<tr>
<td>After Feb. 10</td>
<td></td>
<td>$75</td>
<td></td>
</tr>
<tr>
<td>Member, 1 Day</td>
<td></td>
<td>$150</td>
<td></td>
</tr>
<tr>
<td>Indicate Day</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Before Feb. 10</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>After Feb. 10</td>
<td></td>
<td>$175</td>
<td></td>
</tr>
<tr>
<td>Nonmember, 1 Day</td>
<td></td>
<td>$175</td>
<td></td>
</tr>
<tr>
<td>Indicate Day</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Before Feb. 10</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>After Feb. 10</td>
<td></td>
<td>$200</td>
<td></td>
</tr>
<tr>
<td>Certif. of Attendance</td>
<td></td>
<td>$10</td>
<td></td>
</tr>
<tr>
<td>After Feb. 10</td>
<td></td>
<td>$20</td>
<td></td>
</tr>
</tbody>
</table>

**FULL REGISTRATION INCLUDES ALL PROGRAM SESSIONS, SUNDAY, MARCH 24 OPENING RECEPTION, AND SPONSORED RECEPTION.

* For groups from a single agency or organization at one address submitting one list of registrants and one check.

** Only for those who are not members of ASAPA. Includes program sessions and social functions not requiring a ticket.

### Conference Workshops

<table>
<thead>
<tr>
<th>No.</th>
<th>Fee</th>
<th>Total Fee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conference Registrant</td>
<td>$100</td>
<td></td>
</tr>
<tr>
<td>Workshop A</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Conference Registrant</td>
<td>$100</td>
<td></td>
</tr>
<tr>
<td>Workshop B</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Conference Registrant</td>
<td>$150</td>
<td></td>
</tr>
<tr>
<td>Workshop C</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Conference Registrant</td>
<td>$75</td>
<td></td>
</tr>
<tr>
<td>Non-Convention Registrant</td>
<td></td>
<td>$125</td>
</tr>
<tr>
<td>Workshop D</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Conference Registrant</td>
<td>$75</td>
<td></td>
</tr>
<tr>
<td>Non-Convention Registrant</td>
<td></td>
<td>$125</td>
</tr>
<tr>
<td>Workshop E</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Conference Registrant</td>
<td>$100</td>
<td></td>
</tr>
<tr>
<td>Non-Convention Registrant</td>
<td></td>
<td>$150</td>
</tr>
<tr>
<td>Workshop F</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Conference Registrant</td>
<td>$100</td>
<td></td>
</tr>
<tr>
<td>Non-Convention Registrant</td>
<td></td>
<td>$150</td>
</tr>
</tbody>
</table>

### Conference Events

<table>
<thead>
<tr>
<th>No.</th>
<th>Fee</th>
<th>Total Fee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Awards Breakfast</td>
<td></td>
<td>$17</td>
</tr>
<tr>
<td>Monday, March 25</td>
<td></td>
<td></td>
</tr>
<tr>
<td>NPSA Luncheon</td>
<td></td>
<td>$28</td>
</tr>
<tr>
<td>Monday, March 25</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Leadership Luncheon</td>
<td></td>
<td>$21</td>
</tr>
<tr>
<td>Wednesday, March 27</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Capitol Hill Reception</td>
<td></td>
<td>$24</td>
</tr>
<tr>
<td>Wednesday, March 27</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**SUB-TOTAL 1**

**SUB-TOTAL 2**

**SUB-TOTAL 3**

**SUB TOTAL 1 FORWARD**

**SUB TOTAL 2 FORWARD**

**TOTAL**

---

**Name:**

**Name for Name Badge:**

**Title:**

**Organization:**

**Address for Correspondence:**

**City:**

**State/Province:**

**Zip/Postal Code:**

**Telephone:**

**Name of Spouse For Name Badge:**

**Method of Payment**

- Check enclosed in the amount of $  
- Make check payable to ASAPA
- Charge my □ Visa □ MasterCard

**Exp Date:**

**Signature:**

---

**Mail To:** ASAPA National Conference

P.O. Box 9904

Washington, D.C. 20009-9938

Telephone: 1-800-355-7678

Fax: 1-202-639-4962

NO REFUNDS AFTER MARCH 4, 1991

NO PRE-REGISTRATIONS AFTER MARCH 15, 1991

---

### CANCELLATION/REFUND POLICY


---

### Become an ASAPA Member now and save on conference fees!

**ANNUAL DUES SCHEDULE**

| Gross income from all sources: | $ 35 |
| Full-time student up to $12,000 | $ 35 |
| Up to $24,999 | 70 |
| 25,000 to 39,999 | 80 |
| 40,000 or more | 90 |
| Foreign | 100 |
| Supporting | 200 |
| Sustaining | 2000 |

Check enclosed in the amount of $  

I hereby authorize ASAPA to charge my: □ VISA □ MasterCard

**Signature:**

**Date:**

**Card Number:**

**Expiration Date:**

ASPA dues include membership in a local chapter. Section membership requires an additional fee. Details on these and other ASAPA member benefits will be sent upon receipt of this application. Membership dues to ASAPA include a subscription to PAR. Of a member's dues, $11.00 is for the annual subscription to PAR.
NEW PRE-CONFERENCE WORKSHOPS ADDED TO PROGRAM

A number of new pre-conference workshops have been added to the schedule for the ASPA National Conference to be held March 23-27, 1991 in Washington, DC at the Ramada Techno-World Hotel. Following are descriptions for these new workshops which are in addition to those previously listed in the Preliminary Program in the December issue of PA TIMES.

WORKSHOP C: Workplace Health Issues
Saturday, March 23, 9:00 a.m.-12:00 p.m.
This workshop will cover critical workplace health issues and what employers need to know and how to be prepared to respond appropriately to such concerns as substance abuse, AIDs, smoking, and other health promotional issues. The session will offer proven approaches and available resources to protect the employee’s health and the employer. Additional instructors will participate.

Workshop Convener: Salisbury Adams
President
Corporate Health Policies Group
Washington, D.C.

Workshop Sponsor: Section on Government and Business
Registration Fee: $75 - Conference Registrants
$125 - Non-Conference Registrants

WORKSHOP D: Managing Workforce Diversity
Saturday, March 23, 9:00 a.m.-12:00 p.m.
Through a mixture of participative exercises, videotapes, and presentations, the workshop facilitators will stimulate participants to create new strategies for resolving individual and organizational challenges resulting from workforce diversity. Participant workbooks and bibliographies will be provided to help develop new skills to manage in bureaucratic settings where organizational change occurs slowly and often with angst. The tools and concepts for managing and motivating a culturally diverse workforce for the 1990s and beyond will be differentiated from affirmative action and equal opportunity systems.

Workshop Convener: Susan Cohen
Evaluatror
US General Accounting Office;
Far East Office

Julie Hartman
Evaluatror
US General Accounting Office;
Far East Office

Suzanne Nagy
Senior Evaluator
US General Accounting Office;
Far East Office

Workshop Sponsors: The Hawaii Chapter and the
Evergreen Chapter
Registration Fee: $75 - Conference Registrants
$125 - Non-Conference Registrants

WORKSHOP E: Financial Strategic Planning
Saturday, March 23, 1:30 p.m.-4:30 p.m.
This interactive presentation focuses on how a Fortune 50 corporation designed and implemented a distributed environment that relies on networking and communications facilities that hold data close to its sources, but processes providing at locations that are the most cost beneficial. The results were: Faster year-end close; reduction in required staff time; significant reduction in data transmission and related cost savings; and, greatly improved time frame to produce monthly financial reports. The presentation also shows today’s computing resources and software applications can be integrated to develop an architecture that complements an organization’s operations rather than dictating how the organization operates.

Workshop Convener: A member of Digital Equipment Corporation’s Strategic Planning Team
Registration Fee: $75 - Conference Registrants
$125 - Non-Conference Registrants

WORKSHOP F: Super-Optimum Solutions to Public Administration Problems
Saturday, March 23, 9:00 a.m.-5:00 p.m.
This workshop will clarify how public administrators can arrive at super-optimum solutions to public policy disputes and administrative problems, incorporating liberal, conservative and other major viewpoints. Free software and documentation will be provided along with hands-on demonstrations.

Workshop Convener: Stuart S. Nagel
Professor, Political Science
University of Illinois
Urbana, IL

Workshop Sponsor: Section on Professional and Organizational Development
Registration Fee: $100 - Conference Registrants
$150 - Non-Conference Registrants

For additional information or to register for these workshops, please contact the ASPA National Office at (202) 393-7898. Those registering for the National Conference will receive a registration form for all of the pre-conference and mobile workshops with their confirmations. Those interested in registering only for the pre-conference workshops should contact the ASPA office for the appropriate forms.

Hotel Reservation Form (to be sent directly to hotel)

ASPA 52nd National Conference

Name:
Agency/Organization:
Address:
City:
State/Province:
Zip/Postal Code:

Arrival Date/Time:
Departure Date/Time:

Hotel Choices and Rates

<table>
<thead>
<tr>
<th>Hotel</th>
<th>Room Type</th>
<th>Single</th>
<th>Double</th>
<th>Single</th>
<th>Double</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ramada Renaissance Techworld</td>
<td>Main Hotel</td>
<td>$119</td>
<td>$149</td>
<td>$119</td>
<td>$149</td>
</tr>
<tr>
<td>Renaissance Club</td>
<td>Single</td>
<td>$119</td>
<td>$149</td>
<td>$119</td>
<td>$149</td>
</tr>
<tr>
<td>Washington, DC 20001</td>
<td>Double</td>
<td>$119</td>
<td>$149</td>
<td>$119</td>
<td>$149</td>
</tr>
<tr>
<td>(202) 805-9808</td>
<td>Single</td>
<td>$119</td>
<td>$149</td>
<td>$119</td>
<td>$149</td>
</tr>
<tr>
<td>Double</td>
<td>$119</td>
<td>$149</td>
<td>$119</td>
<td>$149</td>
<td></td>
</tr>
<tr>
<td>Double</td>
<td>$119</td>
<td>$149</td>
<td>$119</td>
<td>$149</td>
<td></td>
</tr>
<tr>
<td>Double</td>
<td>$119</td>
<td>$149</td>
<td>$119</td>
<td>$149</td>
<td></td>
</tr>
<tr>
<td>Check-in: 3:00 p.m.</td>
<td>Check-out: 11:00 a.m.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Rates will not be held beyond 6:00 pm without a guarantee. To confirm your reservation and/or guarantee for late arrival, please indicate:

- [ ] advance deposit now required
- [ ] due upon check-in

Payment Options:

- [ ] check
- [ ] Visa
- [ ] American Express

Account Number:
Expiration Date:
Signature:

This form should be sent to ASPA.

ASPA & Travel Services Group

ASPA has arranged with Travel Services Group Inc. to act as the official travel agency for the 52nd National Conference. American Airlines is the official conference airline. The conference is the first of five events where Travel Services Group is offering 40 percent off the regular economy coach fare and an additional 10 percent off the lowest available promotional fare. The discount applies for travel within the continental United States and Hawaii. Travelers originating in Canada also qualify for discount airfare. All special fare tickets are subject to availability and specific restrictions apply. Discounts are available for up to three persons traveling on the conference. For reservations, call 1-800-336-0227 to reach Travel Services Group (in Virginia and Washington, D.C. 703-664-2774). Contact American Airlines toll-free at 1-800-435-1790 and use System 052003C.

Note: Reservations requested after March 1, 1991 are subject to space availability. Room charges subject to prevailing 11% tax and $1.50 per night occupancy tax. Please make check payable to your preferred hotel. Please inform hotel of any special services required. You will receive confirmation directly from your hotel choice.
announcing...

Regulatory Federalism, Natural Resources, and Environmental Management
edited by Michael S. Hamilton

For public service professionals of the 90s, environmental management is of utmost concern. *Regulatory Federalism, Natural Resources, and Environmental Management* walks the cutting edge of today's environmental issues. This book opens a once silent dialogue between academic and practitioner by demonstrating how public involvement and intergovernmental relations are shaping the future of environmental management.

Dr. Michael S. Hamilton, editor, brings forth an in-depth account of trends in environmental management. By recalling the past and examining the present, the reader becomes better equipped to face the challenges and goals which lie ahead. By following the paths of environmental policy from inception to implementation, Dr. Hamilton provides a valuable resource for all members of the environmental management community.

This is a "must-have" compilation of pertinent subjects and eclectic views in environmental management. *Regulatory Federalism, Natural Resources, and Environmental Management* is perfect for classroom text adoption and required reading for every well-informed administrator.

### Order Form

<table>
<thead>
<tr>
<th>Name</th>
<th>Organization Name</th>
<th>Address</th>
<th>City</th>
<th>State</th>
<th>Zip</th>
<th>Quantity</th>
<th>Sub-total</th>
<th>Shipping/Handling</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| Member Price | $21.95 | Nonmember Price | $24.95 | Purchase Price | $0.00 to 25.00 | $3.50 | Shipping/Handling | 5.50 | 9.50 | 11.50 | Total | |

Order today! Send check or money order to: American Society for Public Administration, 1120 G Street, NW, Suite 500, Washington, DC 20005. Phone (202) 939-7878. Fax (202) 636-6652.

---

JEANNE-MARIE COL FOR ASPA VICE PRESIDENT

Jeanne-Marie is bridging the so-called "gap" between academic and practitioner. She is enjoying the excitement of results-oriented management of administrative reform projects at the United Nations, but continuing her linkage to Sangamon State University, and her 28 years of full-time teaching in public administration. We believe that the experience and commitment that Jeanne-Marie brings to ASPA can lead ASPA to greater relevance and sustained productivity. We share her vision of an ASPA strengthened through enhanced diversity and participation. We share her commitment to ASPA's chapters, sections and its Assembly. We invite you to join us in voting for Jeanne-Marie for ASPA V-P.

---

Jeanne-Marie Col
Eva Schick
Diane Braverman
Kay Godwin, Orono ME
Elizabeth Rice
Rochester, NY
Nancy Murray
Westchester NY
Nancy Murray
Westchester NY
Steve Rolandi
New York, NY
Steve Rolandi
New York, NY
Audrey Mathews
Washington DC
Anne Osborne Kilpatrick
Charleston SC
Ayres-Jaynes
North Miami Beach, FL

---

Paid for by Friends of Jeanne-Marie Col
Donald Weatherspoon, Treasurer
PUBLICATIONS FOR PROFESSIONALS

Public Administration Review

PAR is the leading source of information and comment on public administration. PAR presents authoritative research, articles on today’s issues, and reviews of publications, all authored by recognized experts in the field. The journal is published bi-monthly, and the November/December issue includes an index to the volume year. Subscriptions are available to institutions only.

Subscription Rates
U.S. Subscribers
$85.00 (1st class delivery)
$60.00 (2nd class delivery)

Foreign Subscribers
$115.00 (U.S. dollars, surface)
$130.00 (U.S. dollars, international air)

PA TIMES

PA TIMES reports on timely developments, innovative programs and prevalent issues in the field of public service. “The Recruiter” section is a feature of each issue and presents county, state, federal, academic, and international career opportunities. It is published 12 times per year.

Subscription Rates
U.S. Subscribers
$25.00 (bulk mail delivery)
$40.00 (first class delivery)

Foreign Subscribers
$35.00 (U.S. dollars, surface)
$70.00 (U.S. dollars, international air)

SUBSCRIBE TODAY!

Yes! I wish to subscribe to PA TIMES ☐ PAR. A check for $__________ is enclosed. Please send issues to the address listed below. (All subscriptions must be prepaid)

Name ____________________________
Title ____________________________
Affiliation _________________________
Address __________________________
City/State/Zip _____________________

Mail to:
ASPA Publications
1120 G Street, NW, Suite 500
Washington, DC 20005
Tel. (202) 393-7878
Fax (202) 638-4952

COMPA TO CELEBRATE 20th ANNIVERSARY CONFERENCE DURING MARDI GRAS IN LOUISIANA

Theme: "Making A Difference in the Quality of Life"

The Conference of Minority Public Administrators, a national section of ASPA, will hold its Twentieth Anniversary Conference, February 6-10, 1991 in Baton Rouge, Louisiana at the Baton Rouge Hilton Hotel. Keynote speakers include: Phyllis Mouton, Secretary, Louisiana Department of Employment and Training; Joshua Smith, National Chairman, US Commission on Minority Business Development/Chairman and CEO, The Maxima Corporation; and Dr. Leonard Haynes, Assistant Secretary for Post Secondary Education, US Department of Education. Special plenary sessions will focus on: "Minorities in the Higher Education Pipeline (a session of College Presidents); "Building Community Support for Environmental Initiatives" (a session of environmental policy authorities); and "AIDS and HIV Infection Among Communities of Color" (session presented by the AIDS Community Training/American Psychological Association). Some 400-500 COMPA/ASPA members and other professionals are expected to be in attendance. A special bus trip will take the conference to New Orleans to experience the excitement and fun of Mardi Gras.

REGISTRATION FORM

NAME __________________________
ORGANIZATION/AGENCY ____________
ADDRESS _________________________

CITY, STATE, ZIP ________________
Registration (after January 6 and on-site) ____________ COMPA Member $155.00
Non member $200.00

Make check payable to COMPA. Mail and mail to: Dr. Mitchell F. Rice, Public Administration Institute, Room 3171 CEB Building, Louisiana State University, Baton Rouge, LA 70803. For hotel reservations contact the Baton Rouge Hilton Hotel at (504) 924-5000. Room rates are $55.00-55.00 (by January 20).

Development Management Network (DMN)
Pre-Conference Workshop with ASPA/SICA (10th Anniversary Meeting!)

The Changing Role of Developed Country Institutions

This participatory workshop will focus on the maturing relationship between developed and developing country institutions and how we move from "Helper/Helper" toward interdependence and reciprocity. Planned sessions include "NGOs and Development;" "Donors and Policy Implementation;" "Internationalizing US Universities;" and a simulation session presented by the Panos Institute on Entangling Alliances: Public and Private Sector Roles.

Who Should Attend: Development management professionals from the US and other countries in the public sector, universities, the FVO community, and the private sector. Please come and inform others!

Register early to receive workshop reading materials. The cost of the workshop covers all materials, refreshments, and a reception.

Date: March 22-24, 1991 (prior to ASPA National Conference)
Time: 12:00 Noon (Friday, March 22) - 12:00 Noon (Sunday, March 24)
Place: Ramada Renaissance Techworld, 999 Ninth Street, NW, Washington, DC (Room: East Suite)
Cost: $10.00 if you register before March 1, 1991, $25.00 after March 1st at the door. Make checks payable to DMN/SICA.
Mail to: Julie Koens-Grent, MSL, 600 Water Street, SW, NB5 7-77, Washington, DC 20024. Questions may be referred to Julie at (202) 484-7170.

Name __________________________
Title ____________________________
Organization _____________________
Address _________________________
Division Chief
Solid Waste Division
Arlington County Department of Environmental Services

Arlington County is looking for an experienced manager to direct the Solid Waste Division with 78 FTEs and a budget of over $8 million. The Division has responsibility for refuse collection and disposal and recycling including earth products and household goods. The Division Chief will provide strong leadership and direction in the day-to-day operations as well as planning and implementing new initiatives. The selected applicant will be expected to provide a strong customer service-oriented program and be able to develop positive work relationships with a new variety of people including work crews and leaders, other managers, and citizens.

Salary is negotiable from $50,000.

Send resume to Jeanne Wardlaw, Personnel Analyst, Arlington County Personnel Department, 2100 Chain Bridge Road, #101, Arlington, VA 22201. If you would like further information contact Jeanne Wardlaw at (703) 561-3556. EOE

Deputy City Manager
City of Cincinnati, OH

The City of Cincinnati is seeking a top assistant and advisor to the City Manager. Responsibilities include the management of City Affairs,-budgeting, and strategic planning; and a leadership role in policy development.

Minimum qualifications: significant local government experience as a program manager or project leader; general involvement in service a large city or county organization. A Masters Degree in Public or Business Administration is preferred. Successful experience as a City Manager of a community of at least 100,000 is desirable.

Competitive salary and benefits package commensurate with qualifications. Send resume to the Personnel Department, Room 15, City Hall, 801 Plum Street, Cincinnati, Ohio 45202. By January 18, 1991. EOE

Director of Economic Development
City of Cincinnati, OH

(Salary dependent on qualifications) The City of Cincinnati is recruiting for a Director of Economic Development to manage the City's economic development activities. The position requires an experienced professional who can plan, coordinate, develop, implement and recommend activities, programs and projects designed to strengthen the economic base of the commercial community.

Each applicant must have significant progressive management and development experience in a large (100,000 population) metropolitan area including significant supervisory experience. Possession of a Masters in Business Administration or Public Administration is preferred.

If you qualify, send your resume to Gerald E. Newfarmer, City Manager, c/o Personnel Department, Room 13, City Hall, Cincinnati, Ohio 45228 by January 31, 1991. EOE

Assistant Director of Assessment and Validation
Salary $52,500 to $47,070 yr. plus $3,000 in- car allowance. The Civil Service Department of the City of Dallas is seeking a skilled manager to direct the second largest property assessment department in the United States. The division employs 715 full-time employees, with a budget of over $85 million.

Requirements: Proven leadership and management skills; experience in directing and managing budget; experience in administrative processes and procedures; ability to manage large-scale projects; ability to work effectively with a variety of people and organizations; ability to communicate effectively with the public and employees; ability to work effectively with elected officials; experience in designing and implementing quality assurance and quality control systems.

Submit resume by February 1, 1991. EOE

City Manager
North Lauderdale, FL

Salary: $65,000, 1 manager since ICM (CM) recognized in 1980. 5-member council, 132 employees, full service city. Minimun of bachelor's degree in public administration, business admin., or related field and 3 years public admin. experience, or 10 years CM or AS CM exp. Proven professional leadership and financial experience. Resume and work related references to Human Resources Department, City of North Lauderdale, 791 S. SW 71st Avenue, North Lauderdale, Florida 33060 by 1/11/91. EOE

Correctional Captain
The County of Santa Clara

The County of Santa Clara is seeking a highly qualified professional to fill four (4) Correctional Captain vacancies in the Department of Correctional Services. In these critical executive positions will be responsible for administering the operation of a major division within the department.

The County of Santa Clara is the southernmost of nine counties comprising San Francisco Bay which comprises the Bay Area, one of the nation's greatest metropolitan areas.

Salary: $54,801-$73,237 annually plus approx. 5% Safety Retirement Contribution; Performance adjustments available up to $2,120.

Benefits: Comprehensive Executive Management Benefits Package

Filing Period: Open—Anticipate closing mid-January

Program Director
Housing and Development
City of San Diego Housing Commission

Salary: $26,698 to $68,892 (DOQ). Excellent Management Benefits. Desirable Qualifications: Bachelor's degree from an accredited college/university and 6 years of progressively responsible experience in housing finance development, 5 years of years of management experience in such function. A high degree of public service experience is highly desirable. Submit resumes by January 30, 1991. EOE

Finance Director
The Village of Oak Park

The Village of Oak Park seeks a highly qualified individual to direct its Finance Department. The Village is an established, full service residential community of 32,000 on Chicago's west side. The Director is appointed by the Village Manager, and is responsible for all financial activities including financial reporting and accounting; investments and cash management; purchasing; and utility billing. The Finance Director also serves as Budget Officer. Fiscal year begins January 1, 1991. The department has a staff of 11 employees and a budget of $2 million. The Village's general fund totals $25.6 million and all funds total $33.4 million. A bachelor's degree, advanced training and extensive experience in public financial administration, including experience in local government, is required. Excellent written and verbal skills are essential. Salaries range is $47,741 to $71,741 with fringe benefits. EOE.

If you qualify, send your resume to Village Manager, 1 Village Hall Plaza, Oak Park, Illinois, 60302 by January 12, 1991. EOE MPF

Employee Service Officer
City of San Diego Housing Commission

Salary $49,972 to $59,520 (DOQ). Excellent Management Benefits. Desirable Qualifications: Bachelor's degree from an accredited college/university and 5 years of increasing responsibility in financial services, including 1 year of administrative and supervisory responsibility. Submit two resumes by January 30, 1991. EOE

City Manager
San José, CA

City of San José, Population 270,000. Budget $20 million with Water Utilities, Parks and Recreation, Fire, Police, Transportation, Water, Landfills, Parks, Youth services, Fire, and Police Departments. City of San José is seeking a Chief Financial Officer to help manage the City of San José's financial operations.

The successful candidate will have a minimum of 10 years of progressively responsible experience in financial management, including 3 years in a managerial position. Must be an experienced leader with the skills and experience to lead a large, complex, fast-paced organization.

Salary $65,000, 1 manager since ICM (CM) recognized in 1980. 5-member council, 132 employees, full service city. Minimun of bachelor's degree in public administration, business admin., or related field and 3 years public admin. experience, or 10 years CM or AS CM exp. Proven professional leadership and financial experience. Resume and work related references to Human Resources Department, City of North Lauderdale, 791 S. SW 71st Avenue, North Lauderdale, Florida 33060 by 1/11/91. EOE

Correctional Captain
The County of Santa Clara

The County of Santa Clara is seeking a highly qualified professional to fill four (4) Correctional Captain vacancies in the Department of Correctional Services. In these critical executive positions will be responsible for administering the operation of a major division within the department.

The County of Santa Clara is the southernmost of nine counties comprising San Francisco Bay which comprises the Bay Area, one of the nation's greatest metropolitan areas.

Salary: $54,801-$73,237 annually plus approx. 5% Safety Retirement Contribution; Performance adjustments available up to $2,120.

Benefits: Comprehensive Executive Management Benefits Package

Filing Period: Open—Anticipate closing mid-January

ApplicationInformation:County of Santa Clara, Personnel Department, 70 W. Headland St., PO Box 321, San Jose CA 95105 (408) 299-4255. EOE/DFH

Program Director
Housing and Development
City of San Diego Housing Commission

Salary: $26,698 to $68,892 (DOQ). Excellent Management Benefits. Desirable Qualifications: Bachelor's degree from an accredited college/university and 6 years of progressively responsible experience in housing finance development, 5 years of years of management experience in such function. A high degree of public service experience is highly desirable. Submit resumes by January 30, 1991. EOE

Finance Director
The Village of Oak Park

The Village of Oak Park seeks a highly qualified individual to direct its Finance Department. The Village is an established, full service residential community of 32,000 on Chicago's west side. The Director is appointed by the Village Manager, and is responsible for all financial activities including financial reporting and accounting; investments and cash management; purchasing; and utility billing. The Finance Director also serves as Budget Officer. Fiscal year begins January 1, 1991. The department has a staff of 11 employees and a budget of $2 million. The Village's general fund totals $25.6 million and all funds total $33.4 million. A bachelor's degree, advanced training and extensive experience in public financial administration, including experience in local government, is required. Excellent written and verbal skills are essential. Salaries range is $47,741 to $71,741 with fringe benefits. EOE.

If you qualify, send your resume to Village Manager, 1 Village Hall Plaza, Oak Park, Illinois, 60302 by January 12, 1991. EOE MPF

Manager Intern
West Palm Beach, FL

Salary: $35,500 Position beginning 6/24/91 for 1 yr. $32,500 + benefits. Requires a Masters in public administration or related degree by 6/91. Send 3-5 page application letter with goals, plan, resume, transcripts, Social Security numbers and names and telephone numbers of 3 references (1 must be a graduate faculty member) to Management Internship Program, Housing and Development Department, City of West Palm Beach, P.O. Box 3336, West Palm Beach, FL 33402. Application postmarked by 2/1/91. EAOE


Public Administration
The University of Texas at San Antonio

Applications are invited for a tenure-appointment as an Assistant Professor (PhD/EdD required by July 1991) beginning in August 1991. The candidate will be expected to contribute to excellence in the public sector highly desirable. Areas of specialization open. Primary teaching responsibilities will be in the MPA Program, which offers specializations in Administration of Justice, Human Resources Management, International Administration and Policy, Public Health Administration, Public Management & Urban Planning Management. Additional teaching assignments at the undergraduate level in Public Administration and undergraduate programs related to fields of specialization. A demonstrable competence to qualify teaching and research is required. Candidates with a strong background in public policy analysis preferred. Salary competitive. Strong research potential. APPLICANTS SHOULD SEND CURRICULUM VITAE AND LETTERS FROM THREE REFERENCES TO: Jack Salmer, Chair, Department of Political Science, University of Texas at San Antonio, 1604 UTSA Boulevard, San Antonio, Texas 78249. NT and Mailed Current. The Search Committee will remain open until filled.

Albert A. Levin
Chair of Urban Studies and Public Services
Claremont McKenna College

The Albert A. Levin Chair of Urban Studies and Public Services is an endowed chair in the Claremont Graduate University's Urban Studies Program. The Chair is responsible for: (a) the design and implementation of an educational program that will lead to the degree of M.A. in Urban Studies and the degree of Ph.D. in Urban Policy; (b) the direction of research on urban policy issues; and (c) the development of community service opportunities for students in urban studies.

TENURE-TRACK POSITION IN CRIMINAL JUSTICE ADMINISTRATION
San Diego State University

General Information:
San Diego State University, with an enrollment of over 52,200 students, is located on 20 campuses in the California State University System. San Diego State is a major intellectu al, cultural and educational institution serving the greater San Diego Area. The University offers bachelor's degrees in 76 areas, masters degrees in 91 and the doctorate in 7.

Criminal Justice Administration Program:
The Criminal Justice Administration Program is one of the three degree programs in the School of Public Administration and Urban Studies with curricula leading to a BS degree in Criminal Justice Administration and a concentration in Criminal Justice Administration with the Master of Public Administration degree. The School, with over 350 majors, employs 20 full-time professors, 5 assigned full-time to the Criminal Justice Administration Program.

Position Description:
The School of Criminal Justice and Urban Studies is seeking an individual at the level of Assistant, Associate or Full Professor, depending upon background and qualifications, who is a criminal justice researcher with a strong interest and background in criminal justice theory and policy analysis. Although teaching courses in research and evaluation methodologies, depends upon interests, the appointee will teach classes and courses in areas such as law enforcement and organizational analysis and organizational change in criminal justice; criminal justice theory and models of change in corrections. The appointee will be expected to provide evidence of professional growth to new placement.

Qualification:
Applicants must hold a doctorate degree in criminal justice or related fields are preferred. AB degree status and clear evidence of substantial teaching and research contributions to completion of a dissertation will be encouraged to apply.

Salary Range: $27,785-$31,165. Application Date: August 1991. Please submit curriculum vitae and references to: Dr. Ronald L. Bondosch, Chair School of Public Administration and Urban Studies San Diego State University, San Diego, CA 92182-3367.

��索 'Assistant Professor Mankato State University'

TENURE-TRACK POSITION Assistant Professor rank, beginning Fall 1991, in the Department of Government and Public Administration, public policy area, urban or ethnic politics area, or public administration. Required: Ph.D. in political science or public administration. U.S. citizenship or equivalent legal status. Review of applications starts September 15, 1991. Send three references and applications via postage, 1991 Deadline: 9/15 or until filled. Dr. Kunde, Box 7, Mankato State University, Mankato, MN 56001. MSA strongly encourages applications from protected classes persons.

Director
Coastal Zone Studies University of West Florida

Assume direction of established CEAS program in a premier Gulf Coast location. Teach graduate and undergraduate courses in natural resource/environmental policy, and government administration. Consider other advanced degrees in coastal zone/natural resource management. Assist in acquisition of grants/contracts/funded applied research, direct student internships and independent studies, teach courses, and engage in educational outreach. Tenure-track assistant professor. Prefer doktor in political science/public administration. Salary competitive. The review deadline is October 15, 1991.

Mankato State University

Tenure-track faculty beginning 9/1, 1991. Specialization in Criminal Justice. PhD or AB required. Prefer public sector experience. Submit completed application and three references to: Dr. Robert J. Banfield, Chair, Mankato State University, Mankato, MN 56001. MSA strongly encourages applications from protected classes persons.

Public Administration
University of Maryland

Faculty Research Assistant University of Maryland System

Government Consultant. Non-tenure appoint ment. Conduct research involving analysis of access to multiplicity, counties, and state government. Work independently, develop, do research and analyze, write and write effectively. Strong analytical ability required. Requires a Master's in Criminal Justice or related field, three to five years experience in local or state government or a university public service organization. Experience and skills in local government financial management and/or program evaluation rights. Salary negotiable depending upon experience. Send resume and names and addresses of three references by January 15, 1991 to: Director, Institute for Governmental Policy, University of Maryland, College Park, MD 20742-1204. The Institute is an equal opportunity/affirmative action employer.

Director School of Public Administration and Urban Studies Georgetown University

Applications are invited for the position of Director of the School of Public Administration and Urban Studies, which is part of the School of Public Service and the University's policy programs. The position offers a challenging opportunity to help develop the School's operations and programs, and to affect a strong policy influence on government and society. The School serves as the University's major policy resource and is closely tied to the University's public policy and urban studies. The position requires a Ph.D. in public administration or a related field. Candidates should be prepared to commit to a position that involves substantial teaching and administrative responsibilities.

Salary Range: $40,000-$50,000. Application Date: August 1991. Please submit curriculum vitae and references to: Dr. Ronald L. Bondosch, Chair School of Public Administration and Urban Studies San Diego State University, San Diego, CA 92182-3367.

Associate Professor Science, Technology and Environmental Policy Humphrey Institute of Public Affairs University of Minnesota

Focus on the analysis of science in government, education, and health policy, science and policy in science and Technology Policy. Ph.D. or equivalent foreign doctoral degree in economics, planning, policy science, political science or related fields. Ph.D. in biological or physical science with substantial policy experience is also acceptable. Appointments are Associate Professor and/or professor in Science and Technology Policy.

Applications and nominations due March 1, 1991. Send c.v., names and addresses of three references, samples of recent research, and a brief account of research and teaching interests and experience to Professor Burt A. Doolittle, Search Committee Chair, Humphrey Institute of Public Affairs, University of Minnesota, 201 19th Avenue, Minneapolis, MN 55455. The Search Committee is an equal opportunity employer and employer and specifically invites and encourages applications from women and minorities.

Senior Policy Analyst State of Michigan

Government Consultant. Non-tenure appointment. Conduct research involving analysis of access to multiplicity, counties, and state government. Work independently, develop, do research and analyze, write and write effectively. Strong analytical ability required. Requires a Master's degree in Criminal Justice or related field, three to five years experience in local or state government or a university public service organization. Experience and skills in local government financial management and/or program evaluation rights. Salary negotiable depending upon experience. Send resume and names and addresses of three references by January 15, 1991 to: Director, Institute for Governmental Policy, University of Maryland, College Park, MD 20742-1204. The Institute is an equal opportunity/affirmative action employer.
Faculty Positions
The University of Akron

Large graduate program seeks applicants for two tenure-track positions at the assistant professor level for the 1991-92 academic year. Application materials must be submitted by May 15, 1991. Further information is available from the Department of Electrical Engineering.

Assistant Professor
University of Texas at Arlington
School of Computer Science
and Computer Science

The School of Computer Science at the University of Texas at Arlington has three tenure-track positions to fill: assistant professor, associate professor, and full professor. Applicants should have a Ph.D. in computer science or a closely related field. The deadline for applications is January 30, 1991.

Public Policy/Policy Analysis
The School of Public Affairs at Arizona State University seeks applications and nominations for two tenure-track appointments at the assistant professor level (beginning in 1992).Successful candidates must have a Ph.D. with a focus on public policy and be committed to excellence in teaching, research, and service. Applications should be sent to: Professor John Easton, Department of Political Science, Arizona State University, P.O. Box 871203, Tempe, AZ 85287-0803. The deadline for applications is January 15, 1991.

Teaching position at the University of Michigan

The University of Michigan Department of Political Science is actively seeking candidates for a tenure-track position at the rank of assistant professor to begin in September 1992. The appointee will be expected to teach courses in international relations and international organizations, with a specialization in international law. The University of Michigan is an equal opportunity/affirmative action employer. Applications should be sent to: Professor John Easton, Department of Political Science, University of Michigan, Ann Arbor, MI 48109.

School of Public and Environmental Affairs
Indiana University

The School of Public and Environmental Affairs (Bloomington Campus) seeks applicants for a faculty position in Public Policy for the 1991-92 academic year. The School will consider candidates whose research and teaching interests have a focus on the role of public policy and public administration in the development of public policy and the delivery of public services. The successful candidate will be expected to teach courses in public policy, public administration, and environmental policy. Applications should be sent to: Professor John Easton, Department of Political Science, University of Michigan, Ann Arbor, MI 48109.

Assistant Professor
University of Massachusetts

The University of Massachusetts, Amherst, is seeking candidates for a position in the field of public policy and public administration. The position is at the rank of assistant professor and will begin in September 1992. Applicants should have a Ph.D. in political science, public administration, or a related field. Applications should be sent to: Professor John Easton, Department of Political Science, University of Michigan, Ann Arbor, MI 48109.

Assistant Professor
University of Illinois

The University of Illinois at Urbana-Champaign is seeking candidates for a position in the field of public policy and public administration. The position is at the rank of assistant professor and will begin in September 1992. Applicants should have a Ph.D. in political science, public administration, or a related field. Applications should be sent to: Professor John Easton, Department of Political Science, University of Michigan, Ann Arbor, MI 48109.

Assistant Professor
University of Virginia

The University of Virginia is seeking candidates for a position in the field of public policy and public administration. The position is at the rank of assistant professor and will begin in September 1992. Applicants should have a Ph.D. in political science, public administration, or a related field. Applications should be sent to: Professor John Easton, Department of Political Science, University of Michigan, Ann Arbor, MI 48109.

Assistant Professor
University of California, Berkeley

The University of California, Berkeley, is seeking candidates for a position in the field of public policy and public administration. The position is at the rank of assistant professor and will begin in September 1992. Applicants should have a Ph.D. in political science, public administration, or a related field. Applications should be sent to: Professor John Easton, Department of Political Science, University of Michigan, Ann Arbor, MI 48109.

Assistant Professor
University of Washington

The University of Washington is seeking candidates for a position in the field of public policy and public administration. The position is at the rank of assistant professor and will begin in September 1992. Applicants should have a Ph.D. in political science, public administration, or a related field. Applications should be sent to: Professor John Easton, Department of Political Science, University of Michigan, Ann Arbor, MI 48109.

Assistant Professor
University of Colorado

The University of Colorado at Boulder is seeking candidates for a position in the field of public policy and public administration. The position is at the rank of assistant professor and will begin in September 1992. Applicants should have a Ph.D. in political science, public administration, or a related field. Applications should be sent to: Professor John Easton, Department of Political Science, University of Michigan, Ann Arbor, MI 48109.

Assistant Professor
University of Texas at Austin

The University of Texas at Austin is seeking candidates for a position in the field of public policy and public administration. The position is at the rank of assistant professor and will begin in September 1992. Applicants should have a Ph.D. in political science, public administration, or a related field. Applications should be sent to: Professor John Easton, Department of Political Science, University of Michigan, Ann Arbor, MI 48109.

Assistant Professor
University of Michigan

The University of Michigan is seeking candidates for a position in the field of public policy and public administration. The position is at the rank of assistant professor and will begin in September 1992. Applicants should have a Ph.D. in political science, public administration, or a related field. Applications should be sent to: Professor John Easton, Department of Political Science, University of Michigan, Ann Arbor, MI 48109.
In what areas does ASPA need more concentration, and how can the Society better utilize its strength in the coming years? We need to utilize our membership better and improve our contact with our external, communication. There are some reasonably simple things that can be done that might be effective such as a central clearinghouse and/or electronic bulletin board. We can share our skills and talents through discipline specific speakers bureau or training compone nts that sections could develop and chapters could utilize. Another way is through administrative troubleshooters who, perhaps after retirement, are available at a minimal fee to participating agencies or members for short-term projects.

Likewise, we need to find better ways to integrate practitioners into the reviewing of journal articles and the validation of research that results in products that can be, by their very nature, more relevant and more forward thinking. External communication links with the public at large and with elected officials should be improved so that individuals and the organization are better able to demonstrate our worth and reaffirm the value of the profession.

ASPA can provide the forum where all the interests are able to fully air their views on emerging issues in thoughtful, but not totally predictive, ways. ASPA can provide insights into public policy based on proven experience and research through guest columns, not only in our own PA TIMES but also in other organizations' journals and magazines. Let us spread the word—that public administrators are creative managers and thinkers and that we do have skills, products, and services of value.

the successful implementation of those actions are questioned by not only citizens as consumers, but also within the profession. What is the proper role of government in policy-making in an era of very limited resources, increasingly complex questions, and highly visible conflicts over basic values?

What can ASPA do? ASPA can focus on the experience and expertise within the Society on government to work toward goals of policy goals (or decision-making) and what are the most appropriate solutions (content expertise). Moving beyond an orientation in maintaining government operations, ASPA members must question what we are doing, why, and will it lead to the outcomes we desire. This becomes increasingly important as struggling democracies around the world look to the U.S. for models of reform and rejuvenation.

Human Resource Challenge. Our society is faced with a crisis in human resources. We have critical problems of not having enough of the right people in the right places to effectively accomplish the work of a post-modern technological society. The attention to human resource issues has been sacrificed in the face of high tech solutions. We now know a balance is needed.

What can ASPA do? ASPA should concentrate on redefining the knowledge and skills required in the post-modern technological world. This requires a focus not only on traditional graduate education, but also constraining adult education which seeks to upgrade both specific skills and expand knowledge bases for those who are already graduate trained.

Secondly, ASPA must work to mobilize per sons from the diversity of populations in society to become interested in and motivated to serve the public service.

The Global Challenge. The survival of the nation-state is also a challenge in the 1990s which emphasizes, according to Toffler, information management, power relationships based on wealth, and violence. Mass technolo gies lead to the breakdown of conventional power relationships and the redefinition of the way we interact within a world economy and a world governance. Issues span national borders, economies, and philosophies.

Why should ASPA do? Act as a promoter of a global vision of democratic institutions. Building on the international membership of the Society, members should become more knowledgeable and aware of global issues and contexts.

In what areas does ASPA need more concentration, and how can the Society better utilize its strength in the coming years? Returning to the notion that the strength of ASPA lies in those activities closest to the members, there are four specific actions which ASPA should undertake.

Unlike the chapter, sections and regions to form information networks. Efforts should be concentrated to collect and organize the vast array of expertise and experience within the units in order to provide a rich network of information. This network will be useful to assist state and local members grouping with similar issues to share innovative models. It will allow members to feel part of a larger association without leaving home. And, it will provide the basis for policy formulation within the Assembly.

Support Chapter, Section and Regional activities directly with dues. Activities which directly support the chapters and sections should take precedent in funding priorities. Activities undertaken at the national level need to build on the strengths and needs of the units within the Assembly by becoming the focus of participatory processes and decision making at the national level.

Adequately staff the organization functions. While the Commission on Organization and Structure and theBy-Laws Committee made a successful review of the association structure with the agreement of the National Council and the vote of the membership, serious broad-based attention must be given to the national office operations. Specifically, reviewing the location, central office structure and function, dues and fees structures, and our product line. We now suffer under fiscal adversitement at the national level with little fol low-up or accountability to the members.

Joint Ventures. We need to explore much more fully the potentials for joint ventures with our sister organizations in the public service and private sector. All activities which do not focus primarily on serving the chapters and sections, should be primarily self-supporting. We need to actively seek sources of outside funding.

STUDENT SCHOLARSHIPS AVAILABLE FOR ASPA NATIONAL CONFERENCE

Six $500 scholarships will be awarded to defray the costs of students traveling to ASPA's National Conference scheduled March 24-27, 1991 in Washington, DC. Three of the scholarships are being offered by SICA and the other three by the Graduate School of Public and International Administration (GSPIA) of the University of Pittsburgh.

The fellowships are named for the late David J. Gould, a former chair of SICA who taught at GSPIA. All graduate students in an MPA or Ph.D. degree-granting program studying comparative and international administration are encouraged to apply. Students should send a current vita with a cover letter stating their reasons for wishing to attend the conference and a brief account of how they feel they will benefit. In addition, a recommendation from a faculty member must follow under separate cover.

The deadline is February 15, 1991. Send all applications to Professor Jean-Claude Garcia-Zamor, Chair, David J. Gould Scholarship Committee, Department of Public Administration, Florida International University, North Miami, FL 33181.

Candidates will be notified by March 1, 1991, and the names of the recipients will be announced at the SICA annual business meeting scheduled during the ASPA national conference in Washington, DC.

READ THE RECRUITER

for current job listings in the Government, University, and Non-Profit sectors.

See pages 12-15 in this issue.