The political cloud of America's growing elderly population threatens the future of the nation's disadvantaged children, a resource we can ill afford to squander. Such were the conclusions of former domestic policy advisors to Presidents Johnson, Ford, and Carter, speaking at the sixth annual National Assembly Forum in Washington, D.C. The theme of this year's Forum was "The Nation's Social Agenda: Whose Responsibility Is It?" During the day-long forum, several panels and individuals attempted to answer that question, which has become increasingly crucial in an era of limited government spending.

The National Assembly is an organi- zational network of 36 national voluntary human services organizations. It sponsors conferences, studies, and awards programs designed to help its members accomplish their organizational goals.

Robert E. Carelsen, former special assistant to President Reagan and executive secretary of the Cabinet Council on Human Resources, Stuart E. Eizenstat, former assistant to President Carter for domestic affairs and policy and executive director of the domestic policy staff; James M. Cannon, former assistant to President Ford for domestic affairs and executive director of the domestic council; and Harry C. McPherson, former special counsel to President Johnson, took part in a panel on White House domestic policy. Eizenstat, Cannon, and McPherson agreed the entitlement programs for which the well-organized older population has so successfully lobbied have been valuable additions to the nation's social legislation.

However, they also agreed the numbers and activism of the nation's seniors may have enabled elected officials from focusing more on much-needed programs for America's youth.

"We all know why that happens," said Cannon. "Older people vote, children don't."

Moderator Frank Monkiewicz, former press secretary to Sen. Robert Kennedy and presidential campaign director for Sen. George McGovern, asked the panels what steps could be taken to change this situation, given the nature of American government.

"If people have the votes and can marshal their strength," said Monkiewicz, "they have the constitutional right to agitate for legislation they favor."

TYPICALLY AMERICAN

Eizenstat agreed, noting that "interest groups are typically American . . . and have to be formed" because individuals lack access to political leaders. However, he argued, interest groups have become disproportionately important. He cited the relative growth rates of Medicare, intended primarily for the poor and children. "The elderly have done relatively well, relative to the rest of society" because of political considerations, he said.

Eizenstat, Cannon, and McPherson agreed, however, that little could be done in the way of expanding existing programs or creating new ones until the problem of the federal deficit is answered.

NO SOLUTIONS

"There aren't any solutions until we get more money," said McPherson.

Cannon said the next president must address the deficit "positively and firmly, and early on" in his administration, because the deficit dictates what actions the government can take and cuts down on creative thinking.

Consequently, he said, "We are not setting priorities, we are simply following those that have already been set."

The forum also featured a round-table discussion on health care entitlement programs, moderated by John C. Issacs, director of government relations of the National Health Council.

A RIGHT OR A PRIVILEGE?

Issacs asked Edmund T. Haislmaier, a policy analyst with the Heritage Foundation and self-described "bleeding heart conservative," if access to health care is a right or a privilege?

"The American public has come . . . to believe," said Haislmaier, "that any affluent, technologically advanced society owes its citizens' access to affordable health care."

However, noted Issacs, despite the elaborate structure of federal health care programs, including Medicare, Medicaid, the Veterans Administration, and others, 37 million Americans currently lack health insurance, up from 29 million ten years ago, and 21 million are underinsured.

Several participants said such figures indicate the need for "going back and rethinking from the ground up our entire health care delivery system," in Haislmaier's words.
COMMENTARY
PUBLIC SERVICE: A VITAL FIELD

Ray Remy

The following excerpts are taken from the testimony of Ray Remy, president of the Los Angeles Public Library, at a recent regional hearing of the National Commission on the Public Service. Remy is a former ASPA national president.

[I]t has become fashionable for leaders in the private sector, as well as political leaders from both parties in the public sector, to disparage the public service and to derogate toward those who have chosen [it] as a career. [C]omments by both public and business leaders that public service is a second-rate calling are only a self-fulfilling prophecy, and serve to discourage the best and brightest of our young people from entering such a vital field.

[Programs such as the White House Fellows and the Presidential Management Internship programs should be continued and certainly expanded upon. Beyond the important symbols of national level, similar programs with high prestige for young people entering public service should be established at the state and local levels. Opportunities to provide more entry-level positions for young people at all levels of government should be made available to young people who are coupled with programs that would include educational assistance for people who wish to further their academic training.

CROSS-TRAINING
More cross-training [in public policy issues] of young people entering the private sector, as well as [at] those in the public service schools to more fully understand the dynamics of the private sector should be developed. Cross-training might very well develop one cadre of bright young people pursuing careers both in the public and private sectors who would be better equipped for the top positions 20 and 30 years later.

There is marginal commitment in the public sector to provide training opportunities for future leaders. Whenever budgets become tight in the public sector, one of the first items to be eliminated is commitment to training and educational programs.

The need is not to say that certain elements of public service can be privatized, and done at a profit in the short term. A public service system is not able to be managed in the private sector over the long term. It is not functionally able to be managed in the private sector over the long term. It is not functionally able to be managed in the private sector over the long term. It is not functionally able to be managed in the private sector over the long term. It is not functionally able to be managed in the private sector over the long term.

The academic discipline of public administration, as well as other academic disciplines in the college and university atmosphere, is [of] society needs outstanding practitioners and teachers in the field of public administration. Far too often, the public administration is buried in other departments in the college and university systems.

FOCUS ON ALL LEVELS OF GOVERNMENT
While I would never deny the importance of the federal service and the need for quality of civil servants who provide the continuing guidance to appointive and elected officials in Washington, I think it is equally important for your commission to recognize the many thousands of men and women who work at the state, regional, local, and district levels of government in our country. It is important that your commission's focus be on all levels of public service, and be as aware of and knowledgeable about the problems of the sanitation worker, the state highway patrolman, the county planning director, and the legislative analyst in the state house as the one [about] the upper levels of civil service in OMB and DOT.

...I hope that you convince the leaders who will assume office at all levels of government in the years ahead that they cannot effectively carry out their objectives without the participation, dedication, and competence of the public administrators who are working for them.

VIEWPOINTS

LEGALISTIC VETO: NO SURPRISE
To the editor:
Contrary to PA TIMES' headline on April 29, 1988, the result of eliminating the legislative veto—more, rather than less, detailed legislative direction of agency programs was not unexpected. It was predictable, and was in fact predicted, by Louis Fish- er in the 1986 American Political Science Association annual meeting.
Anybody who expected otherwise was (or is) under the delusion of the historically naive and constitutionally wrong conception of the separation of powers that underlies Chaffee, the veto, and is repeated in Bowen's or other recent cases.
Our political life does not do, and should not conform to this wooden and simplistic idea, and never was intended to,

Carl P. Stover
Governors State University
University Park

CAN ASPA IGNORE PRIVATIZATION?
To the editor:
I was somewhat surprised and disappointed to read Professor Fredrick C. Thayer's letter June 10, 1988 PA TIMES) regarding the privatization issue. ASPA program committee members and participants should be commended for their work and interest in privatization-related issues. Like it or not, privatization has already become a public policy option at all levels of government. Should ASPA ignore the public administration issues?
Koan S. Chi
Senior Policy Analyst
The Council of State Governments
Lexington, KY

GOOD NEWS, BAD NEWS
To the editor:
I found Gregory Lewis' "good news/bad news" article "PARI Article Assesses Progress Toward Equality in Civil Service," May 20, 1988 PA TIMES to be very informative.

Lucy is now one of several researchers interested in how affirmative action in the workplace affects women and men. At the same time, numbers of studies have shown the strong connection between social class, background (family income and education) and one's chances for upward social mobility.

[paraphrase]...poverty is a correlate of what is considered traditional sexism.

Kathleen Oldfield
Springfield IL

ASPA ON ETHICS: A VARIETY OF RESOURCES

-Kathryn G. Denhardt
Works Pke, PO Box 11910, Lexington, KY 40578

TEACHING AND TRAINING MATERIALS
ASPA's own Code of Ethics & Implementation Guidelines were adopted by the National Council in late 1985 and address ethical concerns applicable at all levels of government. They are available at no cost from ASPA's national office, 1120 G St. NW, Suite 500, Washington DC 20005, (202) 393-7878.

Applying Professional Standards & Ethics in the Eighties is an annotated bibliography and study guide for public administrators edited by Herman Martine and Patrick J. Hennen. The workbook is published by ASPA's Professional Ethics Committee and is available for purchase from ASPA's national office.

In addition, ASPA is developing a book of readings and case studies on ethics in government, with a special emphasis on case studies in reducing and strategies for reducing them. The book will be edited by Dr. forces, James D. O. and Yaron Richman and published by ASPA early next year. The book is available from the D. and F. Guggenheim Foundation.

(Cont. on page 11)

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LOOKING BACK WITH DON K. PRICE

As ASPA approaches its 50th anniversary in 1989, PA TIMES is publishing a series of interviews with ASPA's charter members. These interviews are intended both to recognize some of those who have played a central role in the development over the past five decades of the Society and of the public administration profession and to remind others of the proud legacy we have inherited.

The following is the conclusion of a two-part interview with Don K. Price, professor of government at the John F. Kennedy School of Government, Harvard University, conducted by David R. Singlet of PA TIMES. Part I was published in the June 10, 1988 issue of PA TIMES.

PART II

A PRACTITIONER'S BEGINNINGS/DS: I think you mentioned that the time you spent in the Coast Guard and in loan to the Bureau of the Budget was a very interesting time, focusing on science and technology.

Don K. Price: When I first joined the Navy in 1963, they were wondering what to do with me. In view of the fact that I was 30 and I was supposed to have been precluded from sea duty. So they assigned me to something having to do with their educational services, but that assignment never got off the ground.

In desperation, I went to Washington and found that the Coast Guard headquarters had a small central management staff under the leadership of Joseph Poi. It included James M. Mitchell, who had been with the Civil Service Assembly, which later became the Public Personnel Management Practices, and the Coast Guard to assign me to the Government Loaned Office under their leadership. A little bit later, Harold Smith, the Director of the Budget, needed someone to work on several specialized studies. He asked the Coast Guard to lend me to the Budget Bureau.

There was a big story about the possibility of having a partial system for universal military training. I was asked to do the staff work on

ASPA RECOGNIZES AGENCY-ORGANIZATION AND INDIVIDUAL SUPPORT

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THINGS WHERE STAND

HOUSE STRIPS TRADE BILL OF PLANT-CLASING PROVISION

The US House of Representatives approved a sweeping revision of trade laws, stripped the bill of two provisions that caused President Reagan to veto the same legislation last year. The two provisions were a requirement that workers be given 60 days notice of plant closing and restrictions on the export of Alaskan oil. House Speaker Jim Wright (D-TX) predicted the plant closing measure will be passed separately. The House had voted 308-113 to override the presidential veto of the original bill, but the vote to override the Senate was not the necessary two-thirds majority.

CARLUCCI CALLS FOR DRUG TESTING BY DEFENSE CONTRACTORS

US Secretary of Defense Frank C. Carlucci recently informed the major sector defense contractors to maintain drug-free environments or face the risk of being disenrolled. The contractors are being asked to do business with the government. The requirement could affect some 3.2 million workers—the most extensive testing of private-sector employees ever mandated by the federal government. Carlucci said that if companies do not comply, they would be given a choice between firing new employees or firing those who refuse to undergo testing.

JUDGE BARS DRUG TESTING OF FEDERAL PRISON WORKERS

The Reagan administration's plan to test all 13,000 federal prison employees for drugs has been postponed by a federal judge in San Francisco. Under a September 1984 executive order mandating testing for federal employees in "sensitive" jobs, the Bureau of Prisons was to have been one of the first federal agencies to implement drug testing. In handing down a preliminary injunction against the program, US District Court Judge Stanley Weigel said he had been asked to perform a function in testing "innocent, law-abiding, and wholly compliant" workers.

SENATE APPROVES WELFARE REFORM BILL

The US Senate approved a sweeping welfare reform bill, the first comprehensive job training and basic education for welfare mothers by a vote of 93-3. The bill now goes to a Senate-House conference committee. The welfare reform bill passed earlier by the House includes several benefits increases by the Reagan administration. The Senate version would require states to set up large-scale basic education and job training programs for people in the Aid to Families with Dependent Children (AFDC) program. The bill would also allow states to require parents whose children are at least three years old, or one year old if the state so decides, to participate, with child care provided. The bill's supporters say its education and training provisions would help 10,000 families a year leave the welfare rolls. The cost of the Senate bill was estimated at $2.8 billion, while the cost of the House version was estimated at $7 billion.

SIX STATES ENDORSE GREAT LAKES ECONOMIC DEVELOPMENT COMPACT

Six states have endorsed an economic development compact designed to strengthen the cooperation and global competitiveness of the Great Lakes region. The regional agreement is backed by Illinois, Indiana, Michigan, Minnesota, Ohio, and Wisconsin. Among the compact's provisions is initiatives to enhance business opportunities and create jobs in the region, market regional strengths and resources, and to strengthen the region's partnership with the federal government. The agreement is drawn from recommendations of the Great Lakes Economic Development Commission.

HOUSE PANEL WILL OFFER NEW ETHICS LEGISLATION

The US House of Representatives has received a draft of a new comprehensive, moral, and governmental relations is working on an upcoming "door" ethics bill. The bill, though less restrictive than an ethics bill passed a year ago, would tighten restrictions on lobbying by former government officials, and include congressional and top congressional aides in those restrictions for the first time. The Senate bill would ban federal officials involved in negotiations for employment with a foreign government or foreign-controlled organization for 18 months after leaving the government, and bar members of Congress and their staff from serving in any part of Congress or top executive branch officials for a year. The House version would empower federal officials from negotiating for foreign government, or other employment, for a year, and would prohibit members of Congress from contact with any member or officer of the house of which they were a member.

SUPREME COURT RULES GOVERNMENT LIABLE FOR VIOLATION OF 42 U.S.C.

The federal government may be held liable in court if it results from negligence in licensing and approving drugs and vaccines, the US Supreme Court ruled unanimously last month. The court thus rejected Reagan administration's request for blanket immunity for federal regulators. The administration argued a provision of the Federal Torts Claims Act shielded the government from such suits, since its employees were performing a "discretionary function" in implementing a policy rather than following specific legal or statutory rules. The ruling came in a case in which a baby's contracted polio after taking the Salk oral vaccine in 1979. His family sued the manufacturer of the drug and the federal government, claiming the Food and Drug Administration failed to implement federal law and policy on the inspection and approval of polio vaccines when it licensed the manufacturer to make and approved release of the vaccine. Court proceedings, from which the child's dose was taken, •
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As a member of the Texas Legislature, she was previously on the staff of the US Senate Subcommittee on Intergovernmental Relations.

National Council member Charles W. Washington has been named director of the John C. Stennis Institute of Government at Mississippi State University, effective next month. He had been associate dean of the School of Government and Business Administration at George Washington University. Washington succeeds ASPA President-Elect Morris W.H. Collins Jr. as director of the institute and holder of the Stennis Chair in Political Science at Mississippi State. Collins retired in December after ten years at the university.

ASPA member Verne M. Bathurst, State Conservationist with the US Department of Agriculture Soil Conservation Service in Phoenix, will retire on October 1, 1988. Bathurst formerly was a deputy chief for administration.

Donald C. Stone, a charter member and former president of ASPA, received a Special Joint Public Services Award from the Greater Pittsburgh Chamber of Commerce for his work in promoting intergovernmental cooperation and good government in the Pittsburgh area and on the state and federal levels. Stone teaches at Carnegie Mellon University's School of Urban and Public Affairs and is director of the Coalition to Improve Management in State and Local Government.

Mississippi State University announces the appointment of Charles W. Washington as holder of the John C. Stennis Chair in Political Science and Director of the Stennis Institute of Government.

...the presence of large numbers of private transition workers dealing with federal agencies offers the potential for conflicts of interest or abuse of the public trust.

The incoming president traditionally relies on large numbers of private citizens, many of them volunteers, to help assure continuity in the faith and fulfillment of the oath and in the conduct of the affairs of the Federal Government as required by the President Transition Act of 1963.

Among the tasks for which the transition team is responsible is gathering comprehensive information from the organization and responsibilities of each federal agency.

POTENTIAL CONFLICTS

"However, the presence of large numbers of private transition workers dealing with federal agencies offers the potential for conflicts of interest or abuse of the public trust" because of these workers’ special access to government information and facilities.

Therefore, "the Conference urges the President-elect to establish an executive order to the heads of all federal agencies (including independent regulatory agencies), conditioning special access to federal agency records and facilities by members of the President-elect’s transition team upon their agreement in writing" to standards of conduct governing disclosure of information, misuse of inside information, financial self-dealing, concurrent representation in administrative proceedings, misuse of government property, and post-transition activities.

Specifically, the recommendation would require a detailed statement from each transition team member to supply a federa] member with respect to present employment and the sources of funding which support his or her transition activities.

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place, and nothing ever comes out. What is this about? I didn't know. And when I went to see the governor of Tennessee on another project, I asked him about it and he didn't know either, and was equally curious.

That, of course, was the atomic energy business. That's what got me deeply engaged, out of personal curiosity. When the news of the bombing of Hiroshima came out in August of 1945, then everything fell into place. How was this industry going to be organized? The head of the Atomic Energy Commission told me to look at this, along with the way in which support of science after the war was going to be managed by the federal government.

I was Vice President of the Union of Concerned Scientists, and I had been asked by the Atomic Energy Commission to serve as the chair of a panel on the management of the federal government's activities in the field of atomic energy. The panel was headed by a former President of the United States, Harry S. Truman, who had been responsible for ordering the atomic bomb to be used against Japan. The panel's report, which was published in 1948, recommended that the Atomic Energy Commission be replaced by a new agency, the National Research Council, which would be responsible for managing the federal government's activities in the field of atomic energy.

The Vannevar Bush proposal was to create a National Research Foundation, to be headed by a committee of scientists, selected by the President, who would be responsible for managing the federal government's activities in the field of atomic energy. The committee would be responsible for setting the priorities of the federal government's activities in the field of atomic energy, and for overseeing the activities of the National Research Council.

Truman didn't like that and neither did Harold Smith. I did the staff work to help them organize what became the National Science Foundation, which would work up with a director appointed by the president. It would have an advisory committee, or board, which would be made up of part-time scientists, but it had to be accountable to the president. Here is where the doctrines of public administration, if you like, came sharply into conflict with the way in which scientists had dominated policy development.

The things that were important in the end were the US having to do with either public service or science were fields like geology, where the development of the West made the organization of geologists very very important. That was the basis of the American Association for the Advancement of Science, the biggest scientific organization in the country. There was no real way to coordinate these several programs, as the civil service merit system was based largely on specialized technologies, and political authority was split among specialized congressional committees. I became persuaded that if these things had to be pulled together, there had to be a good strong professional society for generalists that would cut across the boundaries of federal, state, and local government, as well as the boundaries of knowledge and responsibility between the executive and legislative branches.

And I suppose this led me later to the conclusion that you had to distinguish between several mistakes in contemporary society: you cannot have the administrative role in government in the US set up the way it is in the United Kingdom, where it is the generalists who have the greatest authority. We had to have a close relationship with political authorities. For each of the specialized fields that had been based on scientific and technological careers, neither the political layer at the top or the administrative layer immediately below it could be organized in a way that was separate from the scientific and technological professions.

THE MOVE TO ACADEMIA

DS: This apparently came before your extensive academic career and your participation in setting up the JFK School at Harvard?

DP: Well, the JFK School started in 1935 as the Graduate School of Public Administration. Lucius Littauer was a second generation Polish immigrant. If the legendary story is correct, one day he had been walking down the streets of a small Polish town smoking a cigar and he had picked up when he met his teacher, a man who was offered a teaching job at a young law school called the University of Tennessee Law School. The teacher stepped on the ground, picked up the cigar, and said to his father, "Father, I have committed a great sin and I must leave quickly." He decided to go to the next port, I think it was Stetson. His father gave him something like $25 or $30, which bought him a steerage passage to the US.

Well, before he died he had accumulated a considerable fortune, having worked in various businesses in upstate New York. He became a friend of Felix Frankfurter, who was himself a great Anglophile, very much like Leonard White. Frankfurter persuaded Littauer that all of these taxes he was paying wouldn't be necessary if the US had efficient civil servants freed of partisan patronage.

Littauer was like Leonard White in a couple of ways. He admired the British generalist system and he thought of administration as efficiency and economy and not as policy development. He had attended Harvard and said he would give them an endowment to create a new school of public administration if they would name it after him. Harvard said it never named schools for individuals, but they would name the building for him if he would let them name the school the Graduate School of Public Administration.

There now sits, on the north side of Harvard Yard, the Littauer Center of Public Administration.
PRICE

Public Administration, the building that was built with his money. This was a very nice idea, but there wasn’t enough in that endowment for a separate faculty. Besides, the dominant academic leaders in related fields at Harvard did not want a school of government. They didn’t think that the field of administration and management was a suitable subject for a top university. People at Princeton had the same attitude, and this is why the Princeton school and the Harvard school were once in the same pattern as the schools at the land-grant colleges. I followed this with interest, but I had never had the slightest interest in the possibility of being in academic life myself. I was then associated in the Pentagon with Charles Coolidge who was general counsel of the office of the Secretary of Defense. He kept me informed about the Graduate School of Public Administration at Harvard. I had been assigned the job of deputy chairman of the Research and Development Board as a result of my work at the Budget Bureau concerning the way in which government was going to support science through contracting out. But after the Eisenhower election, I got involved in the study of the organization of the Defense Department and was assigned as staff member to guide that study.

GOVERNMENT SERVICE PERSPECTIVES: DEFENSE DEPARTMENT ORGANIZATION

The main issue was that the Army, Navy, and Air Force didn’t want to be controlled by anybody in the Defense Department. They wanted each to have its own separate political realm and the reorganization plan that we put through insisted on subordinating them very thoroughly to the Secretary of Defense.

I said to the representative of the man who was going to be Secretary of Defense in the Eisenhower administration, “I’ll take this job on one condition, that from the time the study is announced until it is completed must be less than six weeks.” He asked, “Why?” I said, “If it is more than six weeks, it will give the Navy time to get the captains on sea duty back to lobby against it!”

We got the whole thing through within our limit under the old provision by which the president would send a reorganization plan subject to congressional review and legislative veto procedure. Before the services were fully aware, their independent roles had been greatly diminished. And the secretaries, coordinating boards, like both the Research and Development and the Munitions Boards, which were made up of independent representatives from the services, had been abolished. Their authority had been transferred to the Office of the Secretary of Defense operating through his assistant secretaries-executives accountable in the chain of command.

The secondary effect of all of this was to abolish the job which I had held as Deputy Chairman of the Research and Development Board. I decided I had better look for a job somewhere else. When the Ford Foundation offered to have me join them as a vice president in charge of international programs, that looked like the right thing.

ON TO HARVAR D

It was about five years later that the president of Harvard talked to me about becoming dean of the Graduate School of Public Administration. I really didn’t understand what was involved, but it sounded like a first-class opportunity to do something which the Ford Foundation was not really doing, namely to look at the way in which the universities could be more developed and so contribute to the development of a real career public service system. I took the job, which I had and found that it was going to take a long time to get the money to have the right kind of faculty and consequently develop the right kind of attitude within the university.

FUTURE PERSPECTIVES

DS: With all of this history behind you, are you going to be an active player in the evolution of public administration, where do you see it going? What is the near-term and/or long-term future of public administration?

DP: I don’t think there is any way to go back to the pre-World War II period. The role of government is too pervasive in society. Its functions are administered by elaborate mod- els of collaboration among the several levels of the federal system, and the way in which the programs overlap with one another makes their effectiveness depend not on the several specialized fields of science and technology alone, but on the ways in which political leaders must depend on a top staff with general ability in guiding policy and controlling administration.

DS: How about the future of ASPA as an organization? What do you think about the strength of this organization as it moves toward the future?

DP: Well, I think it’s in the strategic spot. I don’t know who is in a better position to assure that this important idea of public interest can really be properly developed and repre- sented. But, I think that public administration ought to be called a science. That suggests entirely too much public accountability to the academic world. I think it is a practitioner’s field and one in which a sense of professional ethics and public accountability should be the important guide.

The Lilly Endowment has granted the Coalition to Improve Management in State and Local Government at Carnegie Mellon University (CMLP) $50,000 to publish and distribute management guides to assist county and city management. ASPA charter member Donald C. Stone, director of the Coalition and distinguished public service professor at CMLP, is coordinating the project, which is a cooperative effort between the National Association of City Councils (NAC), the National League of Cities (NLC), the US Conference of Mayors, and the International City Management Association (ICMA).

The Coalition’s seven-point strategy stresses the initiation of an administrative improvement program, establishment of an office of management and productivity, and fostering intergovernmental cooperation.

The cornerstone of the Coalition program is a series of management guides, one of which has been funded through previous Lilly Endowment grants. The guides for mayors and professional city administrators are being developed. Similar guides for governors and one for county administrators have been developed. The guides for mayors and professional city administrators are being developed with Lilly Endowment assistance.

The new grant will expedite completion of the guides on strengthening local government capabilities to work effectively with state governments and other governments in their regions.

The grant will also enable the Coalition, which ASPA is a cooperating organization, to conduct workshops and provide consultation to administrations requesting help. The Coalition has already conducted three such workshops at ASPA’s national conferences and one for county executives and administrators in Green Bay, WI.

Under the grant, the Coalition has agreed to assist public managers in the city and county of Indianapolis and the Indiana Association of Counties on ways to foster state and local intergovernmental cooperation. ASPA Executive Director Shirley M. Wassler is a member of the Coalition’s steering committee.

CONTACT: Donald Stone, Director, Coalition to Improve Management in State and Local Government, School of Urban and Public Affairs, Carnegie Mellon University, Pittsburgh PA 15213

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The City University of New York
Solid Waste Director

The Marquette Solid Waste Management Authority is seeking an Executive Director to manage all aspects of the Authority's Landfill Operations, Bachelor's Degree in Engineering, Business or Public Administration required. Five years experience in consulting or management of Public Works operations with a focus on solid waste management and operations and programs. Good Public Relations and Management skills required. Salary negotiable. Send resume before July 20, 1988 to Personnel Department, City of Marquette, 400 W. Baraga Ave, Marquette, Michigan 49855. (90)

Convention and Tourism Manager

The City of Plano is recruiting for a new Convention and Tourism Manager position to administer the City's convention and tourism operations and programs. The successful candidate will coordinate activities with hotels/meets, restaurants, and attractions to increase the potential of developing into a major convention site in the Dallas area. The Convention and Tourism Manager will coordinate activities with hotels/meets, restaurants, and attractions to increase the potential of developing into a major convention site in the Dallas area. The successful candidate will coordinate activities with hotels/meets, restaurants, and attractions to increase the potential of developing into a major convention site in the Dallas area. The successful candidate will coordinate activities with hotels/meets, restaurants, and attractions to increase the potential of developing into a major convention site in the Dallas area.

City Manager Neptune Beach, Florida

Newly created position in northeast southeast community adjacent to Jacksonville, Florida. Populations approximately 6,500, $31,100 budget, full time employees. Position requires degree in public administration or related discipline and a minimum of five (5) years experience as a City Manager or Assistant City Manager in a similar size city. Must be able to interact effectively in a multi-disciplinary team environment and with state agency personnel. JLRAC offers a competitive salary and benefits package. Starting range from $32,668 to $50,000, depending on education and experience levels. Applications due by August 5, 1988.

Village Manager Bal Harbour, Florida

City Management experience required; degree preferred. Salary commensurate with experience. 3 managers since incorporations: 1966, $25.5 million budget; 60 employees. Forward resume, references and salary history to Village Clerk, 655 5th St., Bal Harbour, FL 33154 (305) 886-6633. (EOE)

Director of Human Resources

Hillsboro County (Tampa, FL) is seeking a Director of Human Resources for the Department of Human Resources for an organization with approximately 4,500 employees. Preferred candidate with MPA or MBA and at least 10 years of progressively responsible personnel experience, including labor relations, benefits, exempt compensation and recruitment, and training and development with at least four of these years in a management capacity. Starting salary: $42,200-$52,750. Submit resume with salary history by August 5, 1988 to: Department of Human Resources, Exempt Recruitment, P.O. Box 1110, Tampa, FL 33601. Refer to position No. HUMA I AEEO.

Director of Parks, Recreation and Community Resources

Arlington County, Virginia

Salary $54,745-$77,222 (negotiable, depending upon experience and qualifications)

Director of Office of Private Housing

Responsible for directing development/implementation of public policies/programs for private production of affordable housing. Specifically, will allocate public resources through housing production programs among for-profit and not-for-profit private housing providers; ensure expeditious production of private sector programs; and work with Federal/State resources for development/implementation of private production programs. Serves as liaison with Mass. Housing Financing Agency.

Director of Economic and Fiscal Analyst

Commission on Local Government

Commonwealth of Virginia

Agency seeks applicants for position with responsibility for the creation, editing, and analysis of computerized socioeconomic and fiscal data bases. Duties will include the maintenance and enhancement of databases and the development of analytical reports using microcomputer applications and complex statistical procedures. Position requires familiarity with data sources pertaining to the social and economic characteristics of county, city, and town governmental institutions. Knowledge of local governmental budgets, audit reports, and related financial documents; and at least one year of work-related experience with Dbase III Plus, SPSS/PC+, Platter Graphics, and IBM Minitab computer systems. Advance degree in political science, public administration, economics, statistics, or an applied research discipline is preferred. Relevant government experience in developing the desired knowledge, skills, and ability may be substituted for the academic degree.

Village Manager Bal Harbour, Florida

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Send a letter and resume with salary history and list of references by July 22, 1988, to Staff Recruitment, Joint Legislative Audit and Review Commission, Suite 1100, General Assembly Building, Capitol Square, Richmond, Virginia 23219.

Annual Opportunity Employer

Director of Parks, Recreation and Community Resources

Arlington County, Virginia

Salary $54,745-$77,222 (negotiable, depending upon experience and qualifications)

Responsible for managing the department with two key program areas: 1) development, preservation and maintenance of parks, open space, streetscapes, and natural areas; 2) direct delivery of program services for seniors, fitness, artistic expression and personal development in a distinctive urban/metropolitan 26 square mile community of cultural diversity with exclusive county government jurisdiction. Directs and supervises a large staff of 280 FTEs and oversees a $12.5 million budget in accomplishing goals of the department. Duties include frequent interaction with other Department Directors and other departmental staff, citizens, and a variety of public/private groups. Employee functions as part of the County Manager's management team to provide long-range planning and direction for the entire county.

Director of Office of Private Housing

Responsible for directing development/implementation of public policies/programs for private production of affordable housing. Specifically, will allocate public resources through housing production programs among for-profit and not for profit private housing providers; ensure expeditious production of private sector programs; and work with Federal/State resources for development/implementation of private production programs.

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Send cover letter and resume to:

M.H. Wilkinson, Executive Director
Commission on Local Government
901 9th Street Office Building
Richmond, VA 23219

All applications should be received by 5:00 p.m., July 15, 1988. An Equal Opportunity/Affirmative Action Employer.
University Positions

Instructor/Assistant Professor, Political Science
Full-time, one-year position. Teach courses in public administration and public law at the graduate and undergraduate level. The graduate level, teach budgetary process and public personnel administration. At the undergraduate level, teach sections of introduction to public administration and the American legal system. Ph.D. or ABD in public administration, political science. Submit letter of application, resume and three letters of reference by July 15, 1988 to:
Timothy M. Hennessy
Search Committee Chair
Instructor/Assistant Professor
Political (200390) Position
The University of Delaware
P.O. Box G
Kingsley, RI 02811
An Affirmative Action/Equal Opportunity Employer

Lectureships
The Department of Public Administration, College of Arts and Sciences, University of Delaware, is recruiting for part-time, temporary, quarter- ly lectureships for the spring 1989 academic year beginning September 22, 1988. Candidates should have a doctoral degree in a relevant field and significant practical experience. Teaching experience at the graduate level is desired. Candidates should have qualifications in one or more of the following areas: management, management information systems, program evaluation, research methods, social policy analysis and organizational development. Salary range: $2294-2790 for 4 unit course.
Send resumes by July 15, 1988 to Dr. J. Jan, Chair, Department of Public Administration, College of Arts and Sciences, University of Delaware, 400 Delaware Hall, Newark, DE 19716. An Affirmative Action/Equal Opportunity Employer.

California State University, Hayward seeks to create a stimulating learning environment for its diverse student body. Minorities and women are especially urged to apply (AA/EQ). Position #489/PHJD/1-1

University of Colorado at Denver Graduate School of Public Affairs
The Graduate School of Public Affairs is seeking applications and nominations for a very senior faculty position in public administration or public policy. Appointment at the level of university school is possible. The position will require teaching at the graduate level only, including participation in a growing Ph.D. program. The salary range is competitive. The desired starting date is January 1989; however, candidates who are unavailable until September 1989, will be considered.
Candidates should be established nationally recognized scholars. The school will consider candidates with varied research and teaching specialties. It is particularly interested in individuals with interests in one or more of the following areas: management, decision analysis or public policy analysis.
Salary range: $35,000-50,000. Send letter of interest and resume to Nina H. Cashen, Graduate School of Public Affairs, University of Colorado at Denver, 12th Floor, 1225 York Street, Denver, CO 80210. An Equal Opportunity Employer.

University of Delaware:
Senior Management Analyst
University of Delaware Public Administration Institute, College of Urban Affairs and Public Policy, seeks an individual to conduct management analysis and training projects for state and local governments. The DPA Institute conducts studies in personnel classification, financial management, policy administration, economic development, and criminal justice. It also evaluates programs, conducts training projects, and sponsors seminars on current policy issues. Principal duties: to design management improvement programs, conduct research, analyze data, write project reports, lead training programs, and hold meetings. Requires a graduate degree in public administration, business administration, law, or related field; strong oral and written communications skills, basic personal computer skills, and a minimum of three years of relevant work experience.
Salary: Range: $25,500-$29,000, plus excellent benefits
Send letter of application, resume, and names of three references to:
Dr. Jerome R. Lewis, Director
Delaware Public Administration Institute
College of Urban Affairs and Public Policy
University of Delaware
Newark, DE 19716
(302) 451-8977

Application deadline—July 20, 1988
Starting Date—September 1, 1988

The University of Delaware is an Equal Opportunity Employer. Applications from qualified minority groups and women are encouraged.

Government Positions

The City of Chesapeake, Va. (population 147,000) seeks a Director of Economic Development to organize a program for recruitment, retention and expansion of industrial and commercial clients. Successful applicants must have demonstrated ability to market assets and close transactions which may include financial impact statements and industrial development bonds. Requires excellent communication, planning and coordinating skills and extensive economic development or related experience. Any combination of education and experience equivalent to graduation from an accredited college with major work in economics or business administration. Salary range: $43,202-$65,856. Send resume, including salary history and qualifications, to: Director of Personnel, City of Chesapeake, P.O. Box 15255, Chesapeake, VA 23320, by 5:00 p.m., July 29, 1988. EO.

Carnegie Mellon University
Public Management
The School of Urban and Public Affairs is seeking a qualified and experienced individual to teach graduate professional courses in executive, organization, program, and policy management and to engage in relevant research and services. Practitioners-in-residence options are available immediately. Applicants should have demonstrated teaching and research skills and extensive practical experience in public management and administration, public sector research and consulting, government policy development, intergovernmental relations and executive/legislative affairs. The School is particularly interested in persons who can cooperate with the national Coalition to Improve Management in State and Local Government, headed by Donald C. Stone, which is headquartered at the School and adjacent to the School’s new Center for Economic Development.

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22 July 1988
Copy Deadline: July 5

Stony Brook University

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Vice President for Campus Services

State University of New York at Stony Brook seeks to fill the newly-structured position of Vice President for Campus Services. The Vice President for Campus Services reports to the President and is one of the senior members of the campus administrative management. Vice Presidents for Campus Services are responsible for Physical Facilities, Institutional Services and Human Resources. This division includes all campus operations and facilities (except for Acquisitions), as well as facilities (such as the North Campus) that include a million square feet on the main campus and in the Health Sciences Center. Facilities include: parking, dining, student services, purchasing, mail distribution, central stores and warehousing, central receiving, printing services, contract administration, auxiliary services and all Human Resources services for Stony Brook’s 2,600 employees (recruitment, classification and compensation, labor relations, employee relations, benefit fund, training and development). Approximately 750 employees are assigned to this area, which has an annual budget of about $34 million.

State University of New York at Stony Brook is the most complex institution of the 60 campuses of State University of New York and includes Stony Brook Health Sciences Center, a 650-bed hospital, a broad range of undergraduate, graduate and professional academic programs, a Fine Arts Center, and a $80 million research effort. It enrolls 16,000 students, 7,000 of whom live in campus residential facilities. Many facilities now under construction include a 6,000-seat field house, a 350-bed veterans health care facility and new quarters for the dental school.

A Bachelor’s Degree is required, preferably in Management, Business Administration, Higher Education Administration, or related field. An advanced degree is desirable but not as significant as a successful record of eight to ten years of increasingly responsible management experience in a complex organization with particular emphasis on the provision of services of high quality in a timely fashion. Candidates with understanding of the administrative environment of an institution of higher education will receive strong consideration. The compensation package is competitive; salary will be commensurate with experience.

Review of applications and nominations will begin July 15 and continue until a successful candidate is identified. Inquiries should be addressed to:
Ms. Florence Boroson, Chair
Search Committee for a Vice President for Campus Services
P.O. Box AG
Stony Brook, NY 11790
ETHICS

(cont. from page 2)

The International City Management Association (ICMA) first adapted a code of ethics in 1924, and has revised it several times since then. In 1972, ICMA developed guidelines to explain the code better and rules of procedure for enforcement of the code; both were revised last year. The code of ethics and guidelines are available from ICMA, 1120 G St. NW, Washington DC 20005, (202) 462-4600.

ICMA recently published a book titled Ethical Insight, Ethical Action designed to give practical advice on analyzing conflicts between personal and organizational values, integrating ethical concerns into daily decisions, and strengthening organizational ethical awareness. An accompanying training package for use in organizations is also available.

Scruples & Scandals, by ASPA member Carol W. Lewis, is a handbook on public service ethics developed for state and local public servants in Connecticut. It is available for $10.00 from the Institute of Public Service, University of Connecticut, Box U-14, Room 246, 1 Bishop Circle, Storrs CT 06268.

Other books of interest:
• Joel L. Fleishman and Bruce L. Payne, Ethical Dilemmas and the Education of Policymakers, 1980.

Subscriptions are $18.00 a year. Contact: Organizational Ethics Newsletter, 2736 Derby St., Berkeley CA 94704.

Ethics Newsgram is a quarterly newsletter from the federal Office of Government Ethics, which is charged with implementing the Ethics in Government Act of 1978. Contact: Office of Government Ethics, PO Box 14108, Washington DC 20034.

RESOURCE CENTERS AND CONSULTANTS

The nonprofit Ethics Resource Center was established to provide resources for the development and implementation of ethics programs and consultation with public and private organizations, and to assist nonprofit groups, academic institutions, and local governments in their advisory capacity on specific projects. Contact: Gary Edwards, Executive Director, Ethics Resource Center, 1023 Connecticut Ave. NW, Washington DC 20036.

The Josephson Institute for the Advancement of Ethics was established to increase the ethical quality of decision making in the public and private sectors. Josephson recently established a Government Ethics Center to offer ethical decision making workshops and publish practical decision making guidelines. The organization also publishes magazine, Ethics: Easier Said Than Done. Contact: The Josephson Institute for the Advancement of Ethics, 310 Washington St. Suite 104, Marina del Rey CA 90292.

This is a representative list of resources, but certainly not an exhaustive one. If you know of others, please contact me and we will try to include them in future issues of PA TIMES and the ETHNET newsletter.

Contact: Katheryn G. Denhardt, Department of Public Administration, University of Missouri-Columbia, Columbia MO 65211, (314) 880-1722.

REGION IV UPDATE

The location of ASPA's Region IV Conference, to be held October 5-7, 1988, has been changed.

The conference will be held at the Embers Convention Center, 1700 Harrisburg Pike, Carlisle PA 17013 (US Rte. 11, Interstate 81), (717) 243-1717.

All other program information remains the same.

ATTENTION ADVERTISERS

This year's PA TIMES Education Supplement is scheduled for October 14, 1988. Reservations are due by September 1.

Call (202) 393-7878 for rates and information.

PERSPECTIVES ON BUDGETING

A Revised Edition by Editor Allen Schick!

At a time when the United States has been jarred by a lack of perspective on budgeting processes, Allen Schick, University of Maryland, has revised this best selling collection of articles that offers all public officials an appropriate modern focus on budgeting. A best seller among practitioners and academics, this 2nd edition in the PAR Classics Series serves as a timely update of budgeting as an administrative process.

ISBN: 0-936678-09-7; Approx. 200 pages; Publication Date: January 1987; Member Price: $12.75; Non-member Price: $14.95.

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American Society for Public Administration, 1120 G Street, NW, Suite 500, Washington, DC 20005 (202) 393-7878.
AIDS COMMISSION

(cont. from page 1)

Among the recommendations included in the final report:

- The federal government should enact comprehensive legislation prohibiting discrimination against persons with disabilities in the public and private sectors, including employment, housing, public accommodations, and participation in government programs;
- The surgeon general should be granted increased power by Congress when the president declares a national public health emergency;
- The surgeon general should construct the administration's budget requests for the public health emergency in consultation with the heads of all affected agencies and without clearance from the Office of Management and Budget;
- States should pass laws protecting the confidentiality of AIDS test results and prohibiting discriminatory retaliation;
- State and local health agencies should receive adequate funding to develop programs for notifying the sexual partners of those who test positive for HIV;
- No state should allow quarantining or mandatory isolation solely because of HIV infection without consideration of personal liberty;
- The current policy of testing immigrants should be reevaluated;
- Testing prisoners should be voluntary;
- The federal Centers for Disease Control should consider using paid AIDS-education advertising, in addition to requesting free advertising;
- State boards of education should require an AIDS education curriculum for all students in grades 1 and high school;
- States should develop penalties for those who knowingly engage in behavior that could spread the virus.

OREGON CLINIC BEGINS NEEDLE EXCHANGE PROGRAM

A community health clinic in Portland OR has announced a pioneering program to distribute clean needles to intravenous drug users in an attempt to halt the spread of AIDS. Intravenous drug abusers and their sex partners make up the fastest-growing group of AIDS cases. AIDS is transmitted through contaminated blood on needles shared by intravenous drug users. The Portland program, the first of its kind in the United States, will involve 125 intravenous drug abusers who come to Outsiders, an inner-city health clinic that also serves the homeless and teen runaways. Participants must show old needle marks and present an old needle in order to receive a clean needle and syringe, and counseling in AIDS prevention. Opponents of such needle exchange programs contend they encourage the use of illegal drugs, but the World Health Organisation, and the World Health Organization's Scientific and Technical Review, have endorsed such programs to control the spread of AIDS.

SCIENTISTS REPORT HERPES INCREASES AIDS SUSCEPTIBILITY

Scientists at the Fourth International Conference on AIDS in Stockholm, Sweden, have reported that herpes, the most common venereal disease in the United States, increases susceptibility to infection by the human immunodeficiency virus (HIV), which causes AIDS. Herpes simplex-2, which affects as many as 40 million Americans, causes genital sores which increase the virus' ability to spread. Researchers at the National Institute of Allergy and Infectious Diseases and the Centers for Disease Control reported the subjects in their studies were at least twice as likely to be infected with the AIDS virus if they also had herpes. In recent years, efforts to control the spread of herpes by the AIDS epidemic, as scarce public health resources are shifted to AIDS programs. The American Social Health Association reported that there are more than 500,000 new herpes infections in the United States every year.

HIV VIRUS MAY REMAIN LATENT FOR THREE YEARS

The human immunodeficiency virus (HIV) which causes AIDS can remain hidden within the body for more than three years before active symptoms occur. The latent viral test can detect it, according to a team of researchers who are working on a new genetic test. The findings, reported at the Fourth International Conference on AIDS in Stockholm, Sweden, indicate the virus can lie latent for much longer than had previously been believed by burrowing into macrophages, which are hard to detect with conventional tests.

AIDS VIRUS VIRTUALLY ALWAYS FATAL

Researchers at the federal Centers for Disease Control (CDC) have concluded 99 percent of those infected with the AIDS virus will die within 10 years of diagnosis, whether or not they receive treatment. Public health officials had originally hoped only a fraction of those infected with the virus would develop AIDS, as has been the case with many other infectious diseases. The new study, however, indicates the average incubation period for the disease in homosexual men is 7.8 years, and chances of developing the disease increase significantly over time. Other studies have shown the incubation period can be as much as 15 years. The CDC analysis mean of the estimated 1.5 million Americans infected with the virus that will develop AIDS, even if they have not yet developed any of the symptoms of the disease.

AIDS STRESS ATTACKS BRAIN, NOT IMMUNE SYSTEM

Researchers say they may have found a strain of the AIDS virus that kills not by attacking the immune system but by attacking the brain and nervous system. Previously, the AIDS virus was thought to kill only by attacking the T cells of the immune system. But the new finding, based on the analysis of a single patient from the African nation of Mali, showed the virus had killed 50 percent of the two most common strains of the human immunodeficiency virus (HIV) known to be fatal to the patient. The patient developed the common symptoms of AIDS fever, weight loss, chronic diarrhea, dementia, and nervous system failure—but his immune system remained intact.

NATIONAL ASSEMBLY

(cont. from page 1)

Ruth S. Hatfill, a professor in the Georgia University Department of Health Services Administration, agreed, saying "it's going to take a combination of public and private sector approaches," and installing such restructuring must be "universal," not incremental. However, Charles N. (Chip) Kahn, minority health counsel to the House Ways and Means Committee, said incremental approaches are the only practical political possibility.

MONEY-DRIVEN

Victor Cohn, senior writer and columnist with the Dallas Morning News, said, "We've moved toward a money-driven, profit-driven system." To do everything we need to do, "we're going to have to spend more," because of new technologies, increasing demands for maternal and infant care, and other costly items.

"Children are the elderly of 20 years ago," said Don Rosenbaum, health division director with the Children's Defense Fund. She said Medicare came about in the 1960s because the elderly were left out of the nation's health care system, like the children of today. The panelists agreed there is room for much improvement in our current health care delivery system, but reached a mildly pessimistic conclusion: we are unlikely to fix that system, at least in the current political environment.

"If you're going to have freedom of choice," said Kahn, "then you're going to get all the problems we have."

The forum concluded with the first annual National Conference on Social Welfare Legacy Award. Former Equal Employment Opportunity Commission chair Eleanor Holmes Norton, currently a law professor at Georgetown University, attempted to answer the question, "Where Do We Go From Here?"

PROFOUND TENSION

She noted the "profound tension between the individual ideal... and the communal imperative" in American life.

"Somewhere, the balance... has to be found," she said. "No tension is greater in American life than that between individual and community,... because in some ways there is no higher value than individual achievement.


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