CHALLENGES OF GOVERNANCE IN GLOBAL UNCERTAINTY

Founders Hall
School of Policy, Government, and International Affairs
George Mason University

November 5-7, 2015
Arlington, Virginia
Research That Matters

George Mason University’s School of Policy, Government, and International Affairs (SPGIA) brings together faculty who seek to push the frontiers of conventional wisdom, apply rigorous analysis to complex issues, and make connections to real-world policymakers through their deep connections with decisionmakers and leaders in the public service. Located at the doorstep of the Nation’s Capital, SPGIA prepares graduate and undergraduate students to fill jobs in federal, state, and local governments, and private consulting and nonprofit organizations.

George Mason University is a State issuer for the Certified Public Manager® Program

We are the proud host of 2015 Northeast Conference on Public Administration

spgia.gmu.edu

Faculty members left to right: Jennifer Victor, Paul Posner, Toni-Michelle Travis, and Mark Rozell
November 3, 2015

Dear Friends and Colleagues:

On behalf of George Mason University’s School of Policy, Government, and International Affairs, I would like to extend a very warm welcome to all attendees of the 6th annual Northeast Conference on Public Administration (NECoPA). We are honored to host this year’s conference, which explores problems that were once international in scope but are now considered state and/or local concerns.

Serving as dean in the inaugural year of the SPGIA was exciting and rewarding. The school began to deliver on the promise that led to its formation in August 2014 through the merger of the School of Public Policy and the Department of Public and International Affairs. SPGIA is now a leader in the Northern Virginia/Washington, D.C., region in academic and professional research and education. Our work is being recognized not only regionally, but also nationally and internationally, as evidenced by numerous rankings of programs and prestigious faculty awards.

We harness the power of many perspectives. SPGIA is the intellectual home of more than 80 fulltime faculty members, nearly 2,000 students, and 15 degree programs at the doctoral, masters, and undergraduate levels. Our diversity stimulates creativity and sparks innovation. Our faculty members are highly accomplished both in academic research and as policy practitioners. We push the frontiers of conventional wisdom, apply rigorous analysis to complex issues, and make a positive contribution to understanding policy and government at home and abroad. Through teaching, community engagement, and executive education, our academic and professional programs and research have a real-world impact.

Faculty members engage in research of consequence on issues ranging from transnational crime and corruption, transportation policy, and international commerce, to local economic development, similar to the many topics you will be discussing throughout your panels.

Our proximity to Washington, D.C.,—the school’s headquarters is just five Metro stops away from the White House and the International Monetary Fund—opens many gateways of access for our faculty and students.

We have had much to celebrate, and I am proud to highlight some of those stories here.

Have a great conference and enjoy your time in the National Capitol!

Sincerely,

Mark J. Rozell
Dean and Professor
School of Policy, Government, and International Affairs
Welcome Letter.

Dear Conference Attendee:

On behalf of the School of Policy, Government, and international Affairs (SPGIA) at George Mason University, we would like to extend a very warm welcome to the 6th Annual Northeast Conference on Public Administration (NECoPA).

NECoPA was founded in October 2010 at the School of Public Affairs and Administration at Rutgers University as an annual, regional conference of the American Society for Public Administration, dedicated to furthering the education and practice of public administration.

We are honored to host this year’s meeting. The conference theme, Challenges of Governance in Global Uncertainty, recognizes that policy and management problems that were once international in scope but are now considered state and/or local concerns.

This program contains panel schedules and descriptions on nearly 100 sessions. The depth and analysis is so impressive that we had to create specialty sessions to accommodate everyone. We hope that you have an informative, engaging, and inspiring experience as you join your colleagues in exploration of public administration topics.

In addition to conference materials, you will find information about SPGIA’s hometown, Arlington, VA as well as Washington, D.C., which is just a short ride from Mason’s Arlington Campus. We hope you will explore the area and enjoy all it has to offer.

Thank you for attending NECoPA 2015.

Enjoy the conference and your visit to George Mason!

Sincerely,

Tonya T. Neaves, PhD  
Conference Coordinator

Jessica N. Terman, PhD  
Academic Co-Chair

David S. Reed, MPP  
Practitioner Co-Chair

Be sure to follow us at:  
@NECoPA2015  
NECoPA 2015 @ Mason
Conference Theme

The theme for NECoPA 2016, Public Administration in the Era of Collaboration, emphasizes the need to understand and appreciate modern public administration practice and scholarship through the lens of collaboration and partnership. Collaboration is crucial in crossing the research-to-practice divide as knowledge learned from various public affairs disciplines - such as public administration/management, public policy, and political science - continues to offer potential solutions to practice. Collaboration across sectors - public, private, and nonprofit - is also crucial for practitioners in a range of fields that are charged with carrying out public services, such as human and public health services, transportation, education, policing and corrections, emergency management, and homeland security. The goal of NECoPA 2016 is to bring together these scholars and practitioners to bridge theory and practice in order to advance the values of public administration.

Host and Location

Penn State Harrisburg is the proud host of NECoPA 2016 and welcomes all attendees to the central Pennsylvania region. The host location is in close proximity (approx. 15 minutes) to several nationally known tourist attractions including Hershey, PA attractions (Hersheypark and Hershey's Chocolate World), the Pennsylvania State Capital (a national historic landmark), the Pennsylvania State Museum, and a vibrant wine country (www.hersheyharrsbugwinecountry.com/). For more information on planning a visit to central Pennsylvania please visit www.visithersheyharrisburg.org/

The conference location is also only 30-45 minutes from Historic Gettysburg National Military park (www.destinationgettysburg.com/) and Lancaster County Amish Country (www.discoverlancaster.com/activities/amish-activities.asp).

Contact

For further information please contact the conference chair, Bing Ran (necopa2016@gmail.com), and follow the NECoPA Facebook page for updates regarding the conference (www.facebook.com/NECoPA).
## Schedule-at-a-Glance.

### Thursday, November 5, 2015

<table>
<thead>
<tr>
<th>Event</th>
<th>Time</th>
<th>Location</th>
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<tr>
<td>Registration</td>
<td>1:30 pm—4:00 pm</td>
<td>Art Gallery (1st Floor)</td>
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<tr>
<td>Job Talks</td>
<td>2:00 pm—4:00 pm</td>
<td>Room 467, 470, 481</td>
</tr>
<tr>
<td>Workshops</td>
<td>2:00 pm—4:00 pm</td>
<td>Rooms 475, 476, 477</td>
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### Friday, November 6, 2015

<table>
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<tr>
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<tbody>
<tr>
<td>Registration</td>
<td>7:45 am—5:00 pm</td>
<td>Art Gallery (1st Floor)</td>
</tr>
<tr>
<td>Breakfast</td>
<td>7:45 am—9:30 am</td>
<td>Art Gallery (1st Floor)</td>
</tr>
<tr>
<td>Exhibits</td>
<td>8:30 am—5:00 pm</td>
<td>Room 470</td>
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<tr>
<td>Job Talks</td>
<td>8:30 am—5:00 pm</td>
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</tr>
<tr>
<td>Concurrent Panels</td>
<td>8:30 am—10:00 am</td>
<td>Rooms 467, 475, 476, 477, 481</td>
</tr>
<tr>
<td>Welcome Session</td>
<td>10:00 am—11:00 am</td>
<td>Auditorium (1st Floor)</td>
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<tr>
<td>Concurrent Panels</td>
<td>11:00 am—12:30 pm</td>
<td>Rooms 467, 475, 476, 477, 481</td>
</tr>
<tr>
<td>Plenary Luncheon</td>
<td>12:45 pm—2:00 pm</td>
<td>Multipurpose Room (1st Floor)</td>
</tr>
<tr>
<td>Lightening Talks</td>
<td>2:15 pm—3:45 pm</td>
<td>Auditorium (1st Floor)</td>
</tr>
<tr>
<td>Concurrent Panels</td>
<td>2:15 pm—3:45 pm</td>
<td>Rooms 467, 475, 476, 477, 481</td>
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<tr>
<td>Break</td>
<td>3:345 pm—4:00 pm</td>
<td>Break Area (4th Floor—Nook)</td>
</tr>
<tr>
<td>Concurrent Panels</td>
<td>4:00 pm—5:30 pm</td>
<td>Rooms 467, 476, 477, 481</td>
</tr>
<tr>
<td>Poster Session</td>
<td>4:00 pm—5:30 pm</td>
<td>Room 475</td>
</tr>
<tr>
<td>Reception</td>
<td>5:30 pm—7:00 pm</td>
<td>Multipurpose Room (1st Floor)</td>
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### Saturday, November 7, 2015

<table>
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<tr>
<td>Registration</td>
<td>7:45 am—11:30 am</td>
<td>Art Gallery (1st Floor)</td>
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<tr>
<td>Breakfast</td>
<td>7:45 am—9:30 am</td>
<td>Art Gallery (1st Floor)</td>
</tr>
<tr>
<td>Exhibits</td>
<td>8:30 am—11:30 am</td>
<td>Room 470</td>
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<tr>
<td>Job Talks</td>
<td>8:30 am—11:30 am</td>
<td>Room 548</td>
</tr>
<tr>
<td>Concurrent Panels</td>
<td>8:30 am—10:00 am</td>
<td>Rooms 467, 475, 476, 477, 481</td>
</tr>
<tr>
<td>Concurrent Panels</td>
<td>10:15 am—11:45 am</td>
<td>Rooms 467, 475, 476, 477, 481</td>
</tr>
<tr>
<td>Closing Luncheon</td>
<td>12:00 pm—1:15 pm</td>
<td>Multipurpose Room (1st Floor)</td>
</tr>
</tbody>
</table>
Although often referred to as Mississippi’s think tank, the Stennis Institute of Government is much more. If the Legislature needs a definitive study on the effects of a change in state law, a municipal government desires a salary survey, or an association of government officials requests training on the latest issues, the Institute responds with its wide variety of resources.

The Institute employs a diverse group of highly-skilled individuals who can lead community groups through critical discussions on topics ranging from those local issues of genuine public conflict, to land-use planning initiatives and community capacity building, to more sensitive discussions about confidence in government, or the election or appointment of individuals.

The Stennis Institute’s main office is located in the heart of the Mississippi State University campus at the Depot building, across from the Mitchell Memorial Library. The Institute has also expanded to include research and community development offices located on University Drive in Starkville, a state of the art polling center located in the Thad Cochran Research, Technology, and Economic Development Park adjacent to campus, and an office located in Jackson, Mississippi.

For More Information:
Executive Director: P. Edward French, Ph.D.
Associate Director: Joseph “Dallas” Breen, Ph.D.
(662) 325-3328

http://www.sig.msstate.edu
Executive Committee.

Tonya T. Neaves, PhD
Managing Director
Centers on the Public Service
School of Policy, Government, and International Affairs
George Mason University

Dr. Tonya Neaves is the Managing Director for the Centers for the Public Service University at George Mason University’s School of Policy, Government, and International Affairs. Prior to joining Mason, she was the Project Director for the Mississippi Public Safety Data Laboratory, at the Social Science Research Center of Mississippi State University, where she holds a Doctorate in Public Policy and Administration and is still an active Research Fellow. For the past decade, Dr. Neaves’ research portfolio has included approximately 15 funded social science-based projects totaling more than $5 million. Dr. Neaves currently serves as the District II Representative to National Council with the American Society for Public Administration and is the Treasurer for its Section on Emergency and Crisis Management.

Jessica N. Terman, PhD
Assistant Professor
School of Policy, Government, and International Affairs
George Mason University

Dr. Jessica Terman is an Assistant Professor of George Mason University’s School of Policy, Government, and International Affairs. Dr. Terman’s research interests include: capacity building, administrative policymaking, public procurement and the use of contractors in government. Over the past three years, she has been engaged in NSF funded research examining local government adoption and implementation of projects focused on energy efficiency and conservation. Her research has been presented to national experts in energy policy across the country. She works closely with private and nonprofit contractors and government officials engaged in energy efficiency and climate change projects across the country.

David S. Reed, MPP
Assistant Chief Financial Officer
Federal Communications Commission

Mr. David S. Reed is a civil servant in the U.S. federal government, and founder of the Center for Public Administrators, a 501(c)(3) civil society organization. He has served on numerous boards and commissions, including the U.S. government's Freedom of Information Act Advisory Committee, and the board of the American Society for Public Administration's National Capital Area Chapter. Mr. Reed has taught for the Harvard Kennedy School, the U.S. Dept. of Labor, and other agencies. His current research interest is the role of public administration practitioners. He holds a Master in Public Policy from Harvard University's Kennedy School of Government.
Founding Institutions.

NECoPA was founded in October 2010 at the School of Public Affairs and Administration (SPAA) at Rutgers—The State University of New Jersey as an annual, regional conference of the American Society for Public Administration.

As an organization, NECoPA provides support for universities in the northeast region as they work to plan and host the annual conference. This event is intended to provide educational opportunities for scholars, practitioners, and students interested in the scholarly exchange of public administration research, best practices, and networking. Participants come from around the country and the world.

To date, NECoPA conferences have been held at Rutgers—The State University of New Jersey (2010), John Jay College-CUNY (2011), the University of Massachusetts – Boston (2012), the University of Delaware (2013), and the University of New Hampshire in Portsmouth (2014). The 2015 conference will mark NECoPA's 6th anniversary.

Rutgers SPAA serves as the official secretariat for NECoPA, playing an integral part in the development of this important organization, which is dedicated to furthering the education of public administration.

The Officers and Trustees of NECoPA wish to thank the following founding institutional sponsors for their generous financial support.
Distinguished Speakers.

NECoPA would like all to join at this year’s key events to hear presentations from renowned public service professionals.

**Welcome Session**

Hon. Thomas M. Davis, III  
Rector  
George Mason University  
(former U.S. Congressman from the Commonwealth of Virginia)

**Plenary Luncheon**

Hon. Barbara A. Favola  
Senator, 31st District  
Commonwealth of Virginia

**Closing Luncheon**

Hon. Janice R. Lachance  
Vice President  
American Society for Public Administration  
(former Director for the U.S. Office of Personnel Management)
Raffle Sponsors.

The NECoPA Executive Committee and Research Assistants would like to thank the following companies for providing the certificates available for raffle:

- O’Sullivans
- Liberty Tavern
- Northside Social
- Taylor Gourmet
- Cava Mezze Grill
- Barnes and Noble College
Penn State Harrisburg
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Dr. Patria de Lancer Julnes as the new director of the School of Public Affairs

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Website: harrisburg.psu.edu/public-affairs
E-mail: gradspa@psu.edu • Phone: 717-948-6058

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The Commission on Peer Review & Accreditation

777 West Harrisburg Pike, Middletown, PA 17057
Please join us at the Welcome Reception

Friday, November 6
5:30 pm to 7:00 pm
Art Gallery

with Music, Raffle Items, Appetizers, and a Cash Bar

(each registration will be provided with one free drink ticket good for beer or wine)
All incoming, admitted SPPA graduate students are awarded a partial-tuition scholarship.

GRADUATE DEGREE PROGRAMS
Master of Arts in Urban Affairs & Public Policy
Master of Public Administration
Master of Science in Disaster Science & Management
Doctorate of Urban Affairs & Public Policy
Doctorate of Disaster Science & Management

UNDERGRADUATE DEGREE PROGRAMS
Bachelor of Arts in Public Policy
Bachelor of Science in Organizational & Community Leadership

SPPA RESEARCH CENTERS
Center for Community Research & Service
Institute for Public Administration
Center for Historic Architecture & Design
Center for Applied Demography & Survey Research

www.sppa.udel.edu
Congratulations & Best Wishes for NECoPA '15!

Get Ready for NECoPA '16 in Harrisburg

Stephen R. Rolandi, MPA
Lecturer
Department of Public Administration
John Jay College of Criminal Justice
City University of New York
District I Representative
National Council
American Society for Public Administration

A BIG THANK YOU TO OUR
GRADUATE ASSISTANTS

Anne Fenley
Ashley Raphael
Grace Royer
Shelley Bradley
Fatima Arif

VOLUNTEERS

Megan O’Dell
Kelley McLain
Ray Kirshak
Sara Fry

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LIU Post
liu.edu/post/publicservice
ASPA National Capital Area Chapter Present

“Start the Holiday Season Early
At a November Social”

Powered by
NECOPA Momentum!

Drawings for two ASPA 1-year full memberships!
Network with DC & NOVA govt officials & academics!
Meet NCAC board members!
Learn to get involved with your local ASPA chapter!
Free to attend!
Refreshments provided!

When & Where
Wednesday, November 18th @ 6:00-7:30 p.m.
Partnership for Public Service
1100 New York Ave NW, Suite 200
Washington D.C. 20005
*2 blocks north of The Metro Center Station

ncacnov15.eventbrite.com
www.aspaonline.org/ncac
We would like to thank our sponsors this year

Platinum
Rutgers—State University of New Jersey
Gold
Taylor and Francis
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University of New Hampshire
Pennsylvania State University at Harrisburg
Others
Stephen R. Rolandi
University of Delaware
Parking.

George Mason University’s School of Policy, Government, and International Affairs has access to two parking garages: Founders Hall Parking Garage and the Metropolitan Building Parking Garage.

To access the Founders Hall Parking Garage, use the alley behind Founders Hall, turning off either Kirkwood Drive (between Hazel Hall and Truland Building) or Washington Boulevard at the traffic signal between the Giant Grocery Store and the George Mason University Foundation Building (come down the hill and go past the garage and the original building loading dock). The rate of pay is per an hourly basis as well as offers a full day rate.

To access the Metropolitan Building Parking Garage it is recommended that you approach the garage from the north on Washington Boulevard so you can make a right turn into the entrances. If driving on Fairfax Drive from I-66, make a left at Quincy Street (the Arlington Funeral Home sign is on the corner) and then make a right onto Washington Boulevard across from Washington and Lee High School. It is best to use the entrance closest to the Giant Grocery Store by turning right at the traffic light. It is a first come, first served parking garage and no overnight parking is allowed. The rate of pay is per an hourly basis as well as offers a full day rate.

Metro.

George Mason University’s School of Policy, Government, and International Affairs is located about 3 blocks northeast of Virginia Square-GMU Metro Station.

— Ride the Orange or Silver lines to Virginia Square and exit the station.
— Once outside, turn back (north) toward Fairfax Drive and cross at the light.
— Proceed toward the FDIC building by taking a right (northeast) onto Fairfax Drive.
— Continue on Fairfax Drive for approximately 3 blocks and you will arrive at the Arlington Campus on the left.

In order to ride the metro, you must purchase metro Farecards or a SmarTrip Card.

Farecards hold from $2.75 to $45. Farecards are available at Farecards machines in metro stations. If you use a paper Farecard, you will pay a surcharge for each trip.

— $1 fare surcharge for each trip taken with a standard Farecard. That's $2 for a round trip.
— 50¢ fare surcharge for seniors and people with disabilities.

The SmarTrip Card is a permanent, rechargeable card that can hold up to $300 in Metrobus, Metrorail, and Metroparking value. The SmarTrip® card can be used for fares to pay for parking at Metro-operated parking lots as well. The card costs $2 and can be purchased at the majority of CVS stores in the Washington, D.C., and Arlington, Virginia, areas.
“The task is great and important enough to attract the best minds”
— Woodrow Wilson

<table>
<thead>
<tr>
<th>What do you get with our MPA program?</th>
<th>Online</th>
<th>On Campus</th>
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<tbody>
<tr>
<td>Real world curriculum &amp; networking opportunities</td>
<td>✔️</td>
<td>✔️</td>
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<tr>
<td>Expert practitioner faculty &amp; supportive team of student advisors</td>
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<td>Flexible scheduling: 8 or 14 week courses &amp; fast-track opportunities available!</td>
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<td>Wide range of options including: public, nonprofit &amp; environmental management</td>
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<tr>
<td>Easy application process: No GREs required!</td>
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The M.P.A. curriculum is built around a solid core of skills and knowledge for all public service or non-profit professionals. A range of electives and specializations are offered to enhance your capacity to achieve your full potential in your current position and to prepare you for the next step in your professional career. With courses offered at our two campuses in Durham and Manchester, the M.P.A. curriculum gives you the flexibility of going to school full-time or fitting classes into your work schedule.

Learn more today at: http://cola.unh.edu/mpa

DURHAM | MANCHESTER
University of New Hampshire
ON CAMPUS | ONLINE
Be sure to check out the Mentoring and Networking Workshop
Lightening Talks.

This year NECoPA includes five-minute lightning talks. This is an opportunity to tell your colleagues an idea, finding, technique or experience, without you or the audience investing the time for a full-length panel presentation.

Here is one example of a lightning talk: https://www.youtube.com/watch?v=woV32qExcf8.

We will accept lightning talk submissions until all the slots are filled, so there is still time to sign up. To reserve a slot for your lightning talk, email David.Reed@PubAdmin.org with:

—Your name and email address
—Title of your lightening talk
—Very brief abstract of your lightening talk (no more than 100 words)
—Your institutional affiliation (optional)

The lightning talks will be Friday, November 6 from 2:15 pm—3:45 pm in the Auditorium.

You may use PowerPoint slides, but you do not need to. All other requirements for presentations at NECoPA 2015 apply. For questions about NECoPA lightning talks, contact David Reed at David.Reed@PubAdmin.org.

Exhibits.

Be sure to check out the great selection of exhibits this year at NECoPA. These include, but aren’t limited to, the following:

—Taylor and Francis
—Certified Public Manager® Program
—Pennsylvania State University at Harrisburg
—American Society for Public Administration

Poster Sessions.

Be sure to check out the great selection of posters this year at NECoPA. These include the following:

—Anne Fenley, George Mason University
  “Gain through Tragedy: How Interest Groups Use Misfortunes as a Political Launchpad”
—Shelley Bradley, George Mason University
  “A Comparison of Sector-Level Advocacy in the Private versus Nonprofit Sectors”
—Shawn Janzen, American University
  “MOM Helps take out the Orbital Trash: A Tool Bridging Public Management and International Relations”
—Harold Moeller, Rutgers—The State University of New Jersey
  “Enforcing Transparency: Compliance with Requirements on Tax-Exempt Hospitals under the Affordable Care Act”
—Ashley Raphael, George Mason University
  “Bearing the Cross: The Red Cross’s Mismanagement of Relief in Haiti”
Panel Guidelines.

Panels have no more than four presentations listed, unless a fully formed panel was submitted and approved.

All conference classrooms are equipped with computers, projectors, screens, and internet access.

All panels will have a moderator who is responsible for managing speaker time and audience participation.

Panel moderators and speakers should plan to arrive to the session room 10 minutes before the start of their session to introduce themselves and load any necessary files into the audio/video equipment.

All moderators and speakers must be respectful of time constraints.

Panels last 90 minutes, which provides approximately 15-20 minutes per speaker, depending on the size, leaving 20-30 minutes for questions and answers. Speakers should plan their respective talks within these time constraints, keeping in mind to allow 2-3 minutes for introductions.

Speakers are responsible for providing electronic copies of their presentations if they so choose to utilize audio/video equipment.
## Concurrent Sessions

**Friday, November 6, 2015**

8:30 am—10:00 am

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**FB #1:** Finance and Budgeting: Capital Investments and Shortfalls  
Location: Room 477  
Moderator: Ray Oman, Strayer University

“The Development of Municipal Financial Indicators and Ratios: Is There Something About Path Dependence Theory?”  
By Filip Hrůza  
*Masaryk University (Czech Republic)*  
“Strategic Planning with a Capital Investment Focus”  
By Kelley J. Marita  
*Pennsylvania Dept. of Community and Economic Development*  
By Amanda M. Olejarski  
*West Chester University*  
“Economic, Debt, and Bankruptcy Shortfalls in Government: The Case of Puerto Rico”  
By Ray Oman  
*Strayer University*

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**FFP #1:** Finding Your Passion  
Location: Room 476  
Moderator: Stephen R. Rolandi, City University of New York

“Finding Your Passion - Career Mapping Strategies for the New Public Service Professional”  
By Stephen R. Rolandi  
*City University of New York*  
By Pilar Gorordo  
*ASPA PA Times Editorial Board*  
By Jovanny Suriel  
*City University of New York*

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**FFP #2:** Beyond Guerrilla Government: Intrapreneurs, Side Projects, and Hacks  
Location: Room 475  
Moderator: David S. Reed, Federal Communications Commission

“Developing a Cross-Agency Database of Inspector General Reports as a Side Project”  
By Eric Mill  
*18F*  
“Annotated Work Instructions”  
By David S. Reed  
*Federal Communications Commission*  
“Intrapreneuring a World Café Diversity Program”  
By Amber R. Watson  
*U.S. Dept. of Agriculture*
8:30 am—10:00 am (continued)

TPG #1: Third Party Governance: Theories of Accessible Technology
Location: Room 481
Moderator: Priscilla M. Regan, George Mason University

“Accessibility of the Boston Subway System for the Visually Impaired”
   By Ian P. Perrault
   University of Massachusetts at Boston
“Privacy and Big Data: Federal Agency Accountability”
   By Priscilla M. Regan
   George Mason University
“Public Value Theory: Public Interests, Administrative Autonomy, and Efficiency”
   By Eli W. Turkel
   University of Delaware
   By Gerald Turkel
   University of Delaware
“Assessing the effectiveness of special districts: Evidence from Property Values of the Bids (Business Improvement Districts)”
   By Jung ah ‘Claire’ Yun
   Rutgers—The State University of New Jersey

11:00 am—12:30 pm

BPPA #1: Broad Perspectives in Public International Administration:
Location: Room 477
Moderator: Robert C. Kenter, Old Dominion University

“L. Paul Bremer III: An Administrative Profile of the Supreme Public Administrator of Occupied Iraq”
   By Robert C. Kenter
   Old Dominion University
“Internationalizing Public Administration Program: Benefits, Challenges, and Responses”
   By Tam T.H. Mai
   Florida Atlantic University
“Increasing Citizen Access and Local Government Responsiveness in Yichang, China”
   By Matthew S. Mingus
   Western Michigan University
   By Jing Zhu
   China Three Gorges University
FB #2:  Finance and Budgeting: Uncertainties within Government  
Location: Room 481  
Moderator: Heidi Jane Smith, George Mason University

“Do Subnational Governments Engage in Electoral or Partisan Debt Policy Cycles? Examination of Municipal Mexico”  
By Allyson Lucinda Benton  
Centro de Investigación y Docencia Económicas  
By Heidi Jane Smith  
George Mason University

“Jurisdictional Issues of Accountability”  
By Robin J. Kempf  
City University of New York  
By Steven R. Cohen  
National Academy of Public Administration

“Extending the Use of Outcome-Based Performance Measures in Uncertainty”  
By Joseph Vonasek  
Auburn University

FB #3:  Finance and Budgeting: Methods of Budgeting  
Location Room 475  
Moderator: Andrea Huston, Walden University

“Evidence-Based Management in Budgeting: Lessons from Education, Healthcare, and Policing”  
By Claudia C. Caruso  
University of Delaware

By Yousueng Han  
Indiana University at Bloomington

“In for a Dime, in for a Dollar: A Survey Experiment on Federal Spending for Science Research and Space Exploration”  
By Shawn Janzen  
American University

By Max Lüggert  
Bonn University (Germany)
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<tr>
<td>&quot;Accompanying the Unaccompanied: Establishing the Role of Public Administrators in the Unaccompanied Migrant ‘Crisis’&quot;</td>
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<td>By Mariglynn Edlins</td>
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<td>By Jennica Larrison</td>
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<td>&quot;Social Conservatism as a Predictor of Attitudes Toward Immigrants and Immigration: A Regression Analysis of Two Operational Measures&quot;</td>
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<tr>
<td>By Grant E. Rissler</td>
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<td>Virginia Commonwealth University</td>
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<td>&quot;Affinity Fraud within Immigrant Communities and the Social Dynamic of Trust&quot;</td>
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<td>By Marie Springer</td>
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<td>City University of New York</td>
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<td>&quot;Analysis of Obama’s Executive Action on Immigration: From Kingdon’s Perspective&quot;</td>
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<td>By Eun-sil Yoo</td>
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<td>&quot;Entrepreneurialism, Regulation, and Recession: Unpacking the Relationship between Guaranteed Issue Mandates and Self-Employment from 2008 through 2011&quot;</td>
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<td>By Jacqueline Chattopadhyay</td>
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<td>University of North Carolina at Charlotte</td>
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<td>&quot;Kynect-ing the Dots: An Analysis into Kynect and the Role of the Kynect Advisory Board in the Branding and Marketing of Kentucky’s State Health Insurance Marketplace&quot;</td>
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<td>By M. Blair Thomas</td>
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<td>&quot;Betting Maternal Health on Mobile Phones: Potential and Pitfalls of using Mobile Phones to Enhance Maternal Health Policy Awareness in India&quot;</td>
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<td>By Nidhi Vij</td>
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<td>&quot;Building Partnerships for Healthy Communities: Social Network Analysis of 5 Healthcare Networks&quot;</td>
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<td>By T. Aaron Wachhaus</td>
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<td>By Ken Weaver</td>
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FFP #3:  Current LGBT Issues  
Location: Room 477  
Moderator: Claire Mostel, Park University  

“LGBT Issues Post SCOTUS”  
By Claire Mostel  
Park University  

“The Moral Core of Marriage: A Divided Country”  
By Karla L. Drenner  
Kaplan University  

“Post-SCOTUS Depression: Why Some LGBTQ Feel a Sense of Loss”  
By Carole Jurkiewicz  
Hofstra University  

“Post SCOTUS: Shifting the Policy Problem for Adoptive LGBT Families”  
By Lorenda Naylor  
University of Baltimore  

FFP #4:  Social Media Innovations  
Location: Room 476  
Moderator: Celeste Murphy-Greene, University of Virginia  

“Innovative Uses of Social Media by Local Governments in Virginia”  
By Celeste Murphy-Greene  
University of Virginia  

By Robin McCormick  
City of Hampton, Virginia  

By Jennifer Smith  
Arlington County, Virginia  

FFP #5:  Ethics of Public Administration  
Location: Room 481  
Moderator: James H. Svara, University of North Carolina at Chapel Hill  

“Initiating an Ethics Complaint Review Process in ASPA”  
By James H. Svara  
University of North Carolina at Chapel Hill  

By Stuart Gilman  
Global Integrity Group  

By Michael Massiah  
Port Authority of New York and New Jersey  

By William P. Shields, Jr.  
American Society for Public Administration
2:15 pm—3:45 pm (continued)

FB #4: Finance and Budgeting: Societal Financial Assistance
Location: Room 475
Moderator: Grace Royer, George Mason University

“Distributional Equity Applied: Social Equity Implications of Georgia’s Merit-Based, Lottery Funded Scholarship”
By Lindsey Evans
Virginia Commonwealth University

“Do Preferential State Income Tax Policies Affect the Residency Decisions of Military Retirees”
By James A. Harrold
University of Nebraska at Omaha
By Junghack Kim
University of Nebraska at Omaha

“Tuition v. Fees: Breaking Down the Ballooning Costs of Attendance in America’s Public Colleges and Universities”
By Tyler P. Reinagel
Western Carolina University
By Christopher A. Cooper
Western Carolina University

SSB #1: Succession Building: Interorganizational Relationships
Location: Room 467
Moderator: Shelley Bradley, George Mason University

“Policy Intent and Outcome in Local Government Workforce Development: ‘First Source’ Hiring Programs”
By Christopher L. Atkinson
Florida Atlantic University

“Does Managing Authentic Leadership Matter? The Impact of Authentic Leadership on the Relationship between HRM Practices and Intrinsic Motivation in Federal Agencies”
By Seunghea Jo
University at Albany – State University of New York

“Assessing the Effectiveness of Special Economic Zones in Russia”
By Keunwon ‘’Abraham’ Song
George Mason University

“Changes in Camaraderie in a Government Workplace”
By Rebecca J. Latka
U.S. Army Corps of Engineers

“Evaluating and Lessening Public Servant Venality in NECoPA’s 12 States”
By Steve L. Spacek
Texas State University
4:00 pm—5:30 pm

CSC #1: Cross-Sectoral Collaboration: Connecting Governments and Nonprofits
Location: Room 477
Moderator: Rex L. Facer, II, Brigham Young University

“Synthesizing Perspectives on Motivation in Collaborative Governance Networks”
   By Joseph Hafer
   Pennsylvania State University at Harrisburg
“Government Support to Nonprofit”
   By Hediye Kilicgorunmek
   University of North Texas
“Leadership Challenges for Women Leaders of Nonprofit Organizations”
   By Triparna Vasavada
   Pennsylvania State University

FFP #6: Data as a Critical Resources
Location: Room 476
Moderator: Anthony Kessekert, Florida State University

“Data Based Decision Making at DHS”
   By Anthony Kessekert
   Florida State University
   By James Lee
   U.S. Dept. of Homeland Security
   By James Yankay
   U.S. Dept. of Homeland Security
   By Brian Roberts
   Econometrica
TPG #2: Third Party Governance: Partnerships Across the Board  
Location: Room 481  
Moderator: Jessica N. Terman, George Mason University

“Putting your Money where Your Mouth Is: The Commitment to Green Procurement across American Cities”
By Jessica N. Terman  
George Mason University  
By Christy D. Smith  
University of New Haven

“Trends in Third Party Governance: Functions and Dysfunctions of the Use of Privatization Strategies by U.S. State and Local Governments – Implications for Social Equity “
By Blue E. Wooldridge  
Virginia Commonwealth University  
By Eleanor K. Nowak  
Virginia Dept. of Corrections

“Dogfooding – When Government Relies on the Open Data it Releases”
By Gray Brooks  
U.S. General Services Administration

EHZ #1: Environmental Hazards: Environmental Accountability  
Location: Room 467  
Moderator: Megan DeMasters, Colorado State University

“Treading Water: Implementation of the Safe Drinking”
By Megan DeMasters  
Colorado State University

“Improving FDA’s Incident Assessment and Response”
By Walter Harris  
U.S. Food and Drug Administration

“Global Fishing Watch: A Case Study Examination of Technology-Enabled Monitoring and Enforcement Networks”
By Stephen W. Kleinschmit  
Western Michigan University

“A Study of the Effectiveness of Restaurant Cleanliness Rating System on Foodborne Disease Control and Prevention”
By Ji-Eun Lee  
Seoul National University (South Korea)  
By Jae-Wan Lee  
Wonkwang University (South Korea)  
By Min Han Kim  
University of Pittsburgh
Saturday, November 7, 2015

8:30 am—10:00 am

**ECM #1:** Emergency and Crisis Management: Implementing Local Crisis Management

Location: Room 477

Moderator: Alexander C. Henderson, Long Island University

“Professional Development in Fire Services: An Examination of Executive Fire Officer Program Projects”
   By Alexander C. Henderson
   Long Island University

“Implementing Disaster? The Rift Between Federal and Local Emergency Management Operations”
   By Sean Hildebrand
   Ball State University

“A Correlational Study of Fire Officers Leadership Skills and United States Disaster Policy”
   By Thomas E. Poulin
   Capella University

“Willingness to Assume Difficult Tasks: A Correlational Study of Fire Service Moral Potency”
   By Thomas E. Poulin
   Capella University

**EHZ #2:** Environmental Hazards: Managing Energy and Environment

Location: Room 476

Moderator: William Ciaccio, MTA New York City Transit Authority

“Up and Down With Ecology”
   By James K. Conant
   George Mason University

“The Minerals Management Service and the Deepwater Horizon Oil Spill: An Unfortunate Tangle of Bureaucracy, Politics, and Industry”
   By Michael Kirby
   Shippensburg University

“Regional and Local Influence on Nuclear Energy Development in China and Japan”
   By Jonas Siegel
   University of Maryland
EHZ #3: Environmental Hazards: Adapting to Evolving Conditions  
Location: Room 475  
Moderator: Enamul Choudhury, Write State University

“Transboundary Governance and Public Administration: The Case of Negotiated Water Management”  
By Enamul Choudhury  
Write State University

“The Crisis Heuristic and Multiple Streams Analysis: Two Lenses on Climate Change Adaptation”  
By Dana A. Dolan  
George Mason University

“America's Information Pollution Problem”  
By Frank T. Manheim  
George Mason University

HMS #1: Homeland Security: Theories of Law Enforcement  
Location: Room 481  
Moderator: Jonathan P. West, University of Miami

“Modern Day Western Prison Privatization Sustainability: An Economic and Political Analysis of the American Paradigm”  
By Britney Anne Majure  
University of New Hampshire

“Criminal Entrepreneurship Organizations: The Logics of Illegality”  
By Scott M. Weller  
Pennsylvania State University at Harrisburg

By Jonathan P. West  
University of Miami

By James S. Bowman  
Florida State University
8:30 am—10:00 am (continued)

TPA #1:  Topics in Public Administration: Issues Facing Human Resource Management  
Location: Room 467  
Moderator: J. Woody Stanley, U.S. Dept. of Transportation

“Women of Color Public Office Initiatives: A Strategic Analysis and Unexpected Dialogue on Barriers to Political Office”  
By Helena J. Berbano  
University of Massachusetts at Boston

“A Review of Federal Agency Strategic Plans under the New Federal Performance Framework”  
By J. Woody Stanley  
U.S. Dept. of Transportation

By Margo Baily  
U.S. Dept. of Health and Human Services

10:15 am—11:45 am

ECM #2:  Emergency and Crisis Management: Adjusting to a New Social Climate  
Location: Room 477  
Moderator: Mark L. Landahl, Oklahoma State University

“Beyond Freddie Gray: Social Capital for Long-Term Revitalization in West Baltimore”  
By Deborah Bailey  
Harvard University

“Three Arenas in the Politics of Global Climate Change and their Implications for Emergency Managers”  
By Ralph S. Brower  
Florida State University
By Janet Dilling  
Florida State University
By Song Minsun  
Florida State University

“Policy Mechanism in Emergency Politics”  
By Cho Ki Woong  
Florida State University
By Ralph Brower  
Florida State University

“The Socio-Behavioral Response of Survivors to Campus Active Shooter Events”  
By Mark R. Landahl  
Oklahoma State University
10:15 am—11:45 am (continued)

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<td>“The Amplified Effort of the Newark Residents Against the Power Plant: Energizing Citizen Action with the Power of Digital Technology”</td>
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<td>“Like and Follow Us: Engaging Nonprofits through Social Media”</td>
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<td>By Angie Kline</td>
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IT #1: Information Technology: Developing Internet and Information Technologies
Location: Room 481
Moderator: Anne Fenley, George Mason University

By Chelsea Binns
City University of New York
By Adam Scott Wandt
City University New York

“E-Participation and Performance through Social Media”
By Dongyoen Kang
Rutgers—The State University of New Jersey

PPP #1: Public-Private Partnerships: Developing Government Collaborations
Location: Room 467
Moderator: Ashley Raphael, George Mason University

“The Entangled Twins: Trust and Power in Collaborative Governance”
By Huiting Qi
Pennsylvania State University at Harrisburg

“Insights into Managing and Developing Public-Private Partnership”
By Raun Lazier
U.S. Dept. of Veterans Affairs

“Creating a Field of Study to Enhance Research Partnerships through Linking Theory to Practice”
By Raun Lazier
U.S. Dept. of Veterans Affairs

“Industrial Clusters and Regional Employment Growth”
By Shikun Sun
Rutgers—The State University of New Jersey
Thank you for your leadership.

Michael J. Ahn, Outgoing President
of NECoPA; Assistant Professor,
Department of Public Policy
and Public Affairs

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EMERGENCY PROCEDURES

EVACUATE
If you discover smoke or a fire, do the following:
• Activate the fire alarm using a manual pull station.
• Notify others and evacuate the building.
• Do not use elevators during a fire or evacuation.
• Assemble at the designated assembly area and await further instruction from emergency response personnel.

SHELTER-IN-PLACE
During severe weather, a hazardous materials spill, or an on-campus violence emergency, do the following:
• Warn others in the area about the emergency.
• Move to an interior room without windows, close the door, and lock the door if appropriate.
• Do not exit the area until the emergency has passed or you are instructed to do so by emergency response personnel.

SEVERE WEATHER AND TORNADOS
• Monitor television, radio, or weather radio for information about approaching storms.
• If severe weather is expected to impact your area, seek shelter in a hardened structure and follow shelter-in-place procedures (above).
• Stay away from large objects that may fail during a storm, e.g., book cases and shelves.
• If you are unable to find shelter, lie down flat and cover your head with your hands.

MEDICAL EMERGENCY
• Contact University Police, provide information about the injury and the location of the victim(s).
• Provide first aid or medical assistance if trained and necessary.
• Remain with the victim until emergency response personnel arrive.
• If a victim is unconscious and not breathing, start CPR, locate an AED, turn it on, and follow the instructions provided by the unit.

ON-CAMPUS VIOLENCE
• If a person enters a building with a weapon, immediately evacuate the building.
• If a person is seen with a weapon outdoors, immediately seek shelter in the nearest building.
• Contact University Police and provide as much information as possible about the situation.
• Warn other people in the area, provide assistance as needed, and remain calm.
• Locate a secure area or building and follow shelter-in-place procedures (above).
• Follow instructions provided by emergency response personnel.

POWER OUTAGE OR UTILITY FAILURE
• Contact Facilities Management at (703) 993-2525 to report a power outage.
• Remain calm, turn off sensitive equipment, exit the area, and provide assistance to others if necessary.
• Buildings without power, water, heating, ventilation, or air conditioning should not be occupied until utilities are restored.

HAZARDOUS MATERIALS RELEASE
• Report all hazardous material spills and releases to University Police.
• Evacuate the area or building if safety permits.
• Assemble at the designated assembly area and remain upwind of the chemical spill.
• If a chemical spill occurs outdoors, shelter-in-place and listen for instructions from emergency personnel.
• Notify University Police if you are exposed to a chemical.

SUSPICIOUS PERSON OR PACKAGE
• Do not physically confront a suspicious person or handle a suspicious package.
• Contact University Police and provide as much information as possible about the situation.
• Notify your supervisor or professor.
• Leave the area or await further instruction from University Police.

REGIONAL EMERGENCY
• Check local news media for updates regarding evacuation, evacuation routes, and emergency shelters.
• Monitor www.gmu.edu for closing or operational modifications.
• Make an emergency plan and keep an emergency supply kit at home, at work, and in your car.
• Visit ReadyVirginia.org for an emergency plan template and tips on building an emergency supply kit.
The School of Public Affairs and Administration (SPAA) at Rutgers University-Newark educates and motivates students to choose and excel in careers in public service and administration through its innovative and highly ranked degree and certificate programs:

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- 100% Online MPA
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- Juris Doctor (JD/MPA)
- Master of Public Health (MPH)
- Bachelor of Arts in Public and Nonprofit Administration
- 5-Year Dual Degree (BA/MPA or BS/MPA)
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