The Changing Face of Public Administration


BOOMERS  GEN X  SILENT  MILLENNIALS

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Income inequality has taken the 2016 election by storm. Prior to endorsing Hillary Clinton for president in July, Bernie Sanders championed the issue with unprecedented success. Millennials fueled his campaign despite dwindling turnout in recent decades, coming out in record numbers to vote in the primaries. Social mobility—or the lack of it—has become a defining issue of our time. Yet why are the politics of inequality emerging now? How might this movement impact public administration in the years to come?

Millennials surpassed Baby Boomers as the majority in 2015. I am just one of the 75.4 million Americans between 18-34 years of age. When we were born matters for this movement. We are projected to be the first modern generation to be economically worse off than our parents. When I was born in 1984, I became more likely to earn less, leave home later, be unemployed longer and live below the poverty line compared with my parents. Millennial activism is associated with the financial burdens we know our elders did not bear.

The fervor intensifies in low income communities of color. Where we are born dictates opportunity in today’s America. In 2014, Chetty, Hendren, Kline and Saez examined how income mobility varies by county. Based on their study, I can deduce that my place of origin gave me privilege. Growing up near Stutsman County, North Dakota, my expected earnings are 15.5 percent higher than my average counterparts. If I were a boy, I could have expected a 17.1 percent bump. Had I been raised six hours south on the Pine Ridge Reservation in Oglala Lakota County, I would earn 36.4 percent less in my lifetime.

Federal programs are addressing this cold, hard fact. Pine Ridge is one of the first U.S. Department of Housing and Urban Development Promise Zone communities. The initiative aims to improve economic and educational opportunities in high poverty areas. When President Obama announced the program, he said, “A child’s course in life should be determined not by the zip code she’s born in.” Reeves (2015) predicts zip code inequality will be the most important area of policy development in the years ahead.

How might this revolution impact administrators at the local level? Consider the plenary address at ASPA’s 2016 Annual Conference, delivered by Ron Sims, former HUD deputy secretary and King County, Washington executive. He described Seattle’s zip code inequality and his office’s study on transportation and public health. It found that a person who drives one hour to work will not live as long as someone who does not make that commute. Why? They experience 13 additional hours of stress per week (676 more hours annually), increasing their risk of problems like heart disease. Sims called on ASPA members to research how policies can be improved and the environment redesigned to reduce such inequities.

Transit Oriented Development (TOD) is one strategy administrators are adopting to reduce commutes and improve quality of life. The Transit Oriented Development Institute defines TOD as characterized by dense, walkable, mixed-use neighborhoods established around rail systems that “make it possible to live a lower-stress life without complete dependence on a car for mobility and survival.” TOD promises environmental, social and economic sustainability, a seeming win-win across the political spectrum.

Denver passed its first TOD in 2006 based on trends that made it ready for redesign. It was ranked the #1 city for millennials due to the mass migration of 25-34-year-olds who prefer biking and public transit. The rail system was expanding, driving was down, biking was up and 70 percent of households were in the market for TOD, including those occupied by single people, those married without children and seniors over 65 living alone. The data were convincing.

But, a key indicator is often missing. Zuk and Carlton found that TOD has expanded in the past 20 years, but affordable housing near transit stations trails behind. Only 15 percent of affordable housing units are located within a half of a mile of stations; only four percent are within a quarter of a mile. High opportunity neighborhoods also boast some of the most expensive real estate prices. Based on case

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Public service traditionally has been defined through the lens of the public sector or government. How do you define public service and what are its implications for the future?

Headley: To serve the public, benefit the greater good and contribute to a better society for all should not be a responsibility, an option or a spare time commitment. Rather, it should be a persistent, invasive lifestyle decision. Public service is not limited to the career path one chooses to enter; it can be achieved throughout all sectors, careers and organizations. There are two enduring questions to ask: Whose will am I pursuing? Whose ends am I fulfilling? My definition of public service is not necessarily bound by sectoral constraints; it is defined by the ends, not the means. If balanced correctly, this evolution of public service can potentially lead to greater services with multiple avenues for delivery. With this potential to expand, the public sector should first ensure amends are made to areas where they are needed so inequities do not continue.

Kestner: As public service becomes more innovative, I expect greater coordination and cooperation among government, nonprofit and for-profit organizations. Public service will become a definition for the outcome of projects and services delivered to the community, rather than merely for the organizations that fund them.

Kline: I think the traditional definition is outdated. Public service encompasses mission-driven activities that advance the needs of the community as identified by community members. Some traditionalists may not include nonprofit organizations in public administration, but millennials are very interested in learning about their management. My definition of public service includes nonprofit organizations and government, as well as social entrepreneurship and low-profit limited liability companies. In the years ahead, I anticipate more hybrid organizations in public service.

We will see more examples of leaderless organizations, like Black Lives Matter. I am looking forward to seeing its progress and how it can affect policy changes. It will be interesting to see if additional organizations emerge that follow the leaderless model and how they use technology among their supporters. Overall, we also will see...
more examples of millennials wanting to work outside formalized structures.

**Wurtzebach:** The increasingly complex and networked nature of governance requires an appreciation for the role of markets, private actors and NGOs in providing public services. But, there is also danger that almost anything, such as “job creation” in the pursuit of profit, can be framed as public service. In my mind, public service involves the provision of public goods and values produced without the explicit intent to create private profit. It is an action that puts the public before the individual.

As a side note, I do think it is important to call attention to the role of state actors in coordinating, steering and providing accountability in complex governance networks. For all the emphasis on private sector and NGO public service provision, in my experience it is all too often state agencies—particularly key individuals in them—that provide the stable backbone essential for the provision of public services.

**How do you hope your generation impacts the public sector over the next 30 years?**

**Headley:** I hope my generation can bring a more diverse workforce to the public sector as it relates to demographics, skill sets, educational background and work experience. I hope my generation can help the sector become more competent in terms of cultural, racial, ethnic, gender and social class differences. Diversity competency in the public sector is essential to understand and correct for ways in which systems and institutions can engage in differential treatment toward the public. I hope diversification can lead to creative solutions to impending social problems, particularly that millennials can leverage technology to deliver data-proven policy solutions. With technological advances, it is imperative that we still maintain the human element of public service, specifically empathy and compassion for the entire public being served, particularly the marginalized.

**Kline:** I hope the respect and worthiness of public service will return to professions in the public sector. This is a tall order for a single group, so I think it requires attention from all generations. To quote a wise baby boomer, John Dilulio Jr., we need to “bring back the bureaucrats.” Until we staff our public sector with trained public servants, it will be challenging to develop a new golden age of public service. On issues of accountability and equity, it concerns me that government increasingly is turning to alternative service delivery models. I know we will never agree on what constitutes an inherently governmental function, but we need to keep talking about appropriate and accountable government contracting.

One way we can return the respect to public sector professions is through better marketing and storytelling. It is unfortunate that public servants are in the news for ethical or criminal infractions. We all know hard-working, ethical and resourceful public servants whose stories are not shared with the public. Millennials, let’s make public administration great again. We may need a better slogan, but we should think how to brand and market public sector professions.

**How do you think we can best attract millennials to public service?**

**Kestner:** By highlighting the benefits the private sector might not be able to provide. So many millennials leave college with student loans to repay, forcing them to take jobs that offer the best possible salaries. Educating millennials on public service loan repayment plans and similar programs would be a huge draw toward public service for our generation.

**Kline:** Public service organizations need to provide opportunities for millennials to learn new skills and advance in their careers. I hear millennials say they do not stay at jobs as long as previous generations. Part of high turnover is compensation and benefits, but part of it is also the work environment. A big misconception among employers is that millennials are interested in professional development opportunities because we are looking to move to a new job. These opportunities are important to us because it shows that the employer is investing in me and values my contribution to the mission. When I worked at the United Way, I felt appreciated when my boss handpicked me to attend a software training or grant writing workshop.

The other criticism I am reluctant to accept is that millennials are the “everyone gets a trophy” generation and require constant affirmation in the workplace. If it is true, investing in workplace-based professional development is a mutually beneficial strategy of gaining knowledge for the organization and giving the millennial that gold star.

Some practical changes to attract more millennials to careers in government: Shorten the time required to hire new employees and ban the box that stigmatizes criminal records among job candidates. Changing policies like these will cultivate public service professionals who reflect the communities we serve.

**Wurtzebach:** Many of us are idealistic and genuinely want to make a difference in the world. As a whole, millennials seem more concerned with issues like social inequality and climate change than previous generations. But, I feel there is confusion in what to do about them. Perhaps it is because
our culture so lauds individual entrepreneurs and private sector innovators as agents of change. There also are troubling and inaccurate stereotypes about government bureaucracy and bureaucrats. Countering these narratives is challenging, but there are a few important strategies. For one, teachers can make a difference by highlighting exciting and innovative public sector work being done by agencies, NGOs, private organizations and collaborative networks. Attracting young and exciting practitioner guest lecturers with whom students can relate—such as city planners, GIS application specialists or outreach coordinators—is one strategy I have found effective in my own class for getting younger millennials interested.

**Why did you choose to study public administration?**

**Headley:** My interest stems from the constant desire to contribute to the betterment of society. From a young age I have witnessed and personally experienced the effects of disadvantage. Early on, these experiences instilled within me the importance of such values as equality and fairness, diversity and inclusion, and service and community. During my undergraduate years I held a double major in Community Development and Criminology and interned at nonprofit and local government organizations. It was then that I realized solely providing direct services to help others was no longer gratifying; I wanted a deeper understanding of societal problems and to analyze, if not inspire, solutions. As I learned more about the interconnectedness with other administrative, governmental and social systems. So, I decided to pursue a Ph.D. in public administration, with a specific concentration in criminal justice.

**Wurtzebach:** I always have been interested in policy and public service. But, if some sage from the future told me when I was 21 that I would devote my career to studying public administration, I would have spat out my beer on the spot. Only during my first semester of grad school did I realize I really was interested in the specific mechanisms of governance. How do a few confusing sentences of legalese get translated into public values on the ground? How do public organizations navigate complex demands placed on them by diverse laws, citizens, interest groups and political principals? How do they innovate and adapt to new challenges over time? I chose to study public administration because I find these questions intellectually stimulating. More importantly, they have real and practical implications for practitioners and policymakers. I cannot imagine another field that would provide me the same opportunities to engage meaningfully in theoretical inquiry and real-world problem solving.

**Why public service?**

**Headley:** I envision a society where there is an equitable provision of goods and services for all, a society where the public sector is responsive, accountable, transparent and engaged with all of its citizenry, including those marginalized. Moreover, it is the realm of public service where there is power to ignite and facilitate change at micro-, meso- and macrolevels within society.

**Wurtzebach:** I always have been interested in public service. A lot of it has to do with my upbringing. Both of my parents were public servants, as are many other members of my family. Ever since I was a kid, I was concerned with issues of social inequality and environmental degradation, and it seemed like public service was the most obvious way to make a difference. In any case, I have yet to be convinced that a startup can do more for marginalized populations—of either species or people—than the public sector.

**What does the millennial generation bring to public service that is different from previous generations?**

**Headley:** Similar to other generations, millennials want to contribute to social progress by giving back or through civic engagement. But, for millennials, this contribution can be made at the intersection of their work and technology. Technology and other 21st century resources have provided us a unique opportunity to impact and engage in new ways. Also, we are able to maximize relationships and stay connected through social networks and technology. In my opinion, millennials are entrepreneurial, solution oriented and assertive, making swift decisions, multitasking frequently and thinking critically and creatively. This can be beneficial because it can advance innovative and efficient ways to better serve the public. Also, millennials are not bound by institutions and often take public service across various sectors. They do not try to fit into a system that is already in place, but challenge systems to better serve the public. Also, millennials are not constrained by where we can relate—such as city planners, GIS application specialists or outreach coordinators—is one strategy that attitude to public service hopefully can lead to similar changes.

**Kestner:** Millennials are much less accepting of the status quo and more willing to make outside-the-box changes. Most of our lives have been defined by consistent technological change, to the point where we consider it normal and stasis abnormal. Bringing that attitude to public service hopefully can lead to similar changes.

**Wurtzebach:** For one, millennials are skilled and savvy with IT and social networking tools in ways previous generations are not. Generally speaking, they have tremendous enthusiasm for the potential applications of new technology to transform public service, be it through innovative Web- or app-based public participation and outreach strategies or...
sophisticated data analytics. At the same time, many millennials are less constrained by disciplinary or sectoral boundaries. Many of my students and peers are omnivorous in their studies, familiar with many different domains of knowledge and specialization and eager to work on transdisciplinary teams. Compared to previous generations, it seems we are somewhat more familiar with the broad array of policy tools that can be used to solve public problems and the importance of networks and networking. There also is a cultural emphasis on innovation and creativity in millennial culture that hopefully will be reflected in a willingness to innovate public service delivery. Finally, millennials are the most diverse generation the United States has ever seen. In terms of public service outcomes, this may prove to be our most important feature.

Which public servant or public administrator is most inspiring to you and why?

**Headley:** My undergraduate professor, Laura Kohn-Wood, and Ronald H. Brown have been inspirational public servants. Although Dr. Kohn-Wood may not be considered a public servant in the traditional sense, her community-based research and the issues about which she cares display public servant values. Through her, I first became engaged in research and learned its importance in creating change. She remains a role model and a lifelong mentor, asking only that I pay it forward as I advance in my career.

Ronald Brown devoted his life to public service; he served in the Army, worked at the National Urban League, chaired the Democratic National Committee and served as the first African American secretary of commerce. The Ron Brown Scholar Program, which provides support for high achieving yet economically challenged African American students, was particularly beneficial to me. It helped cultivate my leadership skills and continually reinforces the values of public service and community engagement. It is noble to do good work while alive, but even more admirable when others are inspired to honor your legacy after your passing.

**Kestner:** In the years following his presidency, Jimmy Carter has been a great inspiration due to the work of his nonprofit center, especially on the topic of disease eradication. He has been willing to put aside much of his life in the political eye to make a greater difference in the health of others.

**Kline:** My grandmother, Maribel Swasy, served as an Army nurse in World War II in what was then Burma, present-day Myanmar. She is 94 years old and talks about her service with pride and patriotism. She is a great public servant because she is practical and can make the best out of a situation with limited resources. She is patriotic, but a good critic of the government. Like any good nurse, Maribel is sympathetic to people in pain. Following the war, she volunteered as a nurse with the Red Cross in western Pennsylvania and cared for burned miners following a coalmine accident. She was a strong advocate on behalf of her own educational opportunities and jokes that Penn State should rename a building in her honor after sending five of her eight children there.

**Wurtzebach:** Gifford Pinchot, creator of the Forest Service. He skillfully articulated the case for a system of forest reserves as a strategy for conservation and public benefit, and then effectively built and institutionalized an organization for managing them. It took a lot of political and administrative skill to do so, something critical for effective public service delivery. In terms of natural resource conservation, it created a template that has been replicated around the world.

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Zachary Wurtzebach is a Ph.D. candidate at Colorado State University and a graduate research assistant with the Colorado Forest Restoration Institute. His research focuses on the administrative aspects of climate change adaptation, science integration and information management in public land management agencies. He is working with the U.S. Forest Service on a project related to the implementation of new regulations for forest planning. He can be reached at Zachary.wurtzebach@colostate.edu.
What message should public servants take away from the 2016 election cycle?

We have an electorate that is angry, frustrated and more turned off to politics and government than any time in recent decades. This has been borne out in many polls and asked in a variety of questions. It has been notably aimed at Washington, driven by hostility toward establishment politicians. Donald Trump and Bernie Sanders collected 25 million votes this year and, in their own different ways, represent the anti-establishment views prevalent at the moment.

What can public servants do to create a politically palatable environment in which public service can be praised?

Too many people are unaware of what government does day to day. Why not develop programs focused on the services and the many ways we benefit from them? That also could be done by promoting the exceptional work individual departments and governmental units do.

How can public servants increase public recognition of their value, especially at the state and local level?

The short answer is to reach out to a wider audience, using a multitude of outlets, to explain the services they perform. End reluctance to interact with the citizenry. Become more transparent and explain what is good about the services government provides. While doing that, do not be defensive. Be proactive.

What impact will low voter turnout have on the 2016 election? Is there a difference between this year and prior cycles?

I think turnout actually could be higher than what we have seen in the past several presidential election cycles. If one looks at the number of voters who are interested and paying close attention to the election, among the factors that affect turnout, we have seen an increase over recent elections. Oddly, that is occurring despite the fact that we have the two most unpopular major party nominees in modern history.

What issues play the biggest role in negative perceptions of government?

The answer varies depending on party preference and ideological predilection. For many conservative Republicans, negative perceptions are aimed at their party and elected officials for failing to cut government spending, reducing government debt and phasing out government regulations. That partly explains the success of Donald Trump.

For liberal Democrats, the negative perceptions are about the failure to enact a liberal policy agenda—a single payer health program, $15 minimum wage, reducing the power of Wall Street, just to mention a few.

Do you see the 2016 candidates’ campaign promises becoming policy in the next administration?

It depends on the specific promises and election returns. But, we most likely will have divided continued on page 26
Hamilton

Note: Significant parts of this article are taken from Public Administration with an Attitude. Passages in quotations are from The Federalist Papers or Papers on Public Credit, Commerce, and Finance.

Rare it is when the theories and practices of public administration are the subject of a Broadway musical; indeed, Hamilton is so rare that every bureaucrat should rejoice and sing along. Lin-Manuel Miranda describes Alexander Hamilton as the “bastard son of a whore,” the “founding father, without a father.” All serious students of public administration know he was not only one of the nation’s founding fathers; Hamilton was the father of American public administration. Some argue that Woodrow Wilson is the father, but Vincent Ostrom, in The Intellectual Crisis in American Public Administration, destroyed that argument. It is Ostrom’s claim that Madison and Hamilton together crafted the American theory of democratic administration based on management in the context of the separation of powers and overlapping jurisdictions. This claim is pushed even further in Bertelli and Lynn’s brilliant Madison’s Managers: Public Administration and the Constitution. But, here the focus is on Hamilton and his particularly compelling story, the quintessential American story.

He was born in St. Croix in the Caribbean, the illegitimate son of James Hamilton, an itinerant Scot, and Rachel Faucett, of Huguenot decent. Prior to meeting James, Rachel had been jailed for declining to live with her husband. Although still married, she and Hamilton had two sons, James and Alexander. Not long after Alexander was born, his father left. Rachel kept a provisions store in St. Croix to support her children. Alexander was bright, had good early schooling and, at an early age, apprenticed as a clerk to a merchant-trader. At 14, he sailed alone to New York with virtually no money. He worked as a clerk, put himself through Kings College, now Columbia University, and read the law. A hero of the Revolutionary War, he served as one of General Washington’s primary aides. At 32, he was appointed Secretary of the Treasury in Washington’s first cabinet and served throughout the president’s first term. It is generally agreed that Hamilton’s organization of the Treasury Department was fundamentally important to the early stability and effectiveness of American government. He took accounts that were in shambles and put them in order, balanced the books, paid off both the national Revolutionary War debt and states’ war debts and built the foundation for what is now the Federal Reserve Bank. He died at 47, killed in a duel with then-Vice President Aaron Burr. He is buried in the yard of Trinity Church in lower Manhattan, two blocks from the World Trade Center.

Hamilton’s story is compelling and his service to his country remarkable. Yet it is his words and ideas that have endured. More than any other founder, he shaped the Federalist perspective; that perspective has always shaped American public administration. Here are some of his words and ideas.

On the Powers of Government:
“A government ought to contain...every power requisite to the...accomplishment of the objects committed to its care, and to the complete execution of the trusts for which it is responsible, free from every other control but regard to the public good and to the sense of the people.”

On the Executive Branch:
“Energy in the executive is a leading character in the definition of good government. It is essential...to the steady administration of the laws, to the protection of property against...irregular and high-handed combinations, to the security of liberty against the enterprises...of faction.”

“The vigor of government” is “essential to the security of liberty.”

“When the dimensions of a State attain to a certain magnitude, it requires the same energy of government...which [is] requisite in one of much greater extent...The citizens of America have too much discernment to be argued into anarchy. And...experience has...wrought a deep...conviction...that greater energy of government is essential to the welfare...of the community.”

 “[T]he true test of a good government is its aptitude and tendency to produce a good administration.”

An energetic executive is necessary “to the protection of property against those irregular and high-handed combinations [factions] which sometimes interrupt the ordinary course of justice; to the security of liberty against the enterprises and assaults of ambition, of faction, and of anarchy.”

On the Legislative Branch:
“The tendency of the legislative authority to absorb every other, has been fully displayed...In governments purely republican, this tendency is almost irresistible.”
“[T]he representatives...in a popular assembly seem sometimes to fancy that they are the people themselves, and betray strong symptoms of impatience and disgust at the least sign of opposition from any other quarter; as if the exercise of rights, by either the executive or judiciary, were a breach of their privilege and an outrage to their dignity. They often appear disposed to exert an imperious control over the other departments; and as they commonly have the people on their side, they always act with such momentum as to make it very difficult for the other members of the government to maintain the balance of the Constitution.”

On the Judicial Branch:
“The independence of the judges is...requisite to guard...the rights of individuals from the effects of those ill humors, which the arts of designing men, or the influence of particular conjectures, sometimes disseminate among the people...and which...have a tendency...to occasion...serious oppressions of the minor party.”

“[T]he interpretation of the laws is the proper and peculiar province of the courts.”

The courts must “do their duty as faithful guardians of the Constitution, where legislative invasions of it had been instituted by the major voice of the community.”

On the Direct Democracy:
“It has been observed that a pure democracy, if it were practicable, would be the most perfect government. Experience has proven that no position in politics is more false than this. The ancient democracies (Greece and Italy), in which the people themselves deliberated, never possessed one feature of good government. Their very character was tyranny; their figure deformity. When they assembled, the field of debate presented an ungovernable mob, not only incapable of deliberation, but prepared for every enormity. In these assemblies the enemies of the people brought forward their plans of ambition systematically. They were opposed by their enemies of another party; and...the people subjected themselves to be led blindly by one tyrant or by another.”

On Federalism and State Rights:
“If a number of political societies enter into a larger political society, the laws which the latter may enact, pursuant to the powers entrusted to it by its constitution, must necessarily be supreme over those societies, and the individuals of whom they are composed. It would otherwise be a mere treaty, dependent on the good faith of the parties, and not a government, which is only another word for political power and supremacy.”

Hamilton complains of “those practices...of the State governments which have undermined the foundations of property and credit, have planted mutual distrust in the breasts of all classes of citizens, and have occasioned an almost universal prostration of morals.”

On the Separation of Powers and Checks and Balances:
“But a confederacy of the people, without exaggeration, may be said to be entirely the masters of their own fate. Power being almost always the rival of power, the general government will at all times stand ready to check the usurpations of the state governments, and these will have the same disposition towards the general government. The people, by throwing themselves into either scale, will infallibly make use of the other as the instruments of redress.”

“It is a fundamental maxim of free government, that the three great departments of power, legislative, executive and judiciary, shall be essentially distinct and independent, the one of the other.”

“A salutary check upon the legislative body, calculated to guard the community against the effects of faction, precipitancy, or of any impulse unfriendly to the public good, which may happen to influence a majority of that body.”

More than any of the founders with the possible exception of Benjamin Franklin, Hamilton saw clearly what the United States was to become. And, he was the only founder with a well-developed understanding of what was to become American public administration. Hamilton is our founding father.

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FACT OR FICTION:
The Truth about Millennial Engagement in Government

By Steve Ressler, Nicole Blake Johnson and Margaret Schaack

Maligned and misunderstood, the Millennial Generation often has been the victim of negative myths. Yet when it comes to participation in government, millennials are making valuable contributions to their agencies. Now, it is time to separate fact from fiction.

Fact or Fiction: Millennials are interested in government.

FACT: For years, polls and surveys have suggested that millennials are disenchanted with politics and public service—that despite their increased community service activity, they question how capable politicians are of creating real change. Citing short tenure rates, the general consensus is that millennials are not interested in government careers, unlike previous generations.

This view is a mistaken one. Millennials are not falling short of other generations in their passion and excitement for government service. According to a 2015 analysis by Deloitte, millennials in government are as proud of their employers as Generation Xers were at the same age. Nearly 95 percent of those surveyed agreed with the statement, “I am proud to work for my employer.”

Presidential Management Fellows, Presidential Innovation Fellows and even those recruited for the Digital Service Agency are great examples of highly successful and popular government programs that attract committed and passionate millennials. GovLoop interacts with young, excited government workers every day. The common complaint? Not a lack of interest in government work, but too many barriers to joining the public sector.

The U.S. Office of Personnel Management (OPM) has begun to overhaul USAJobs, the federal government’s flagship jobs site. There already has been an increase in visits to the site and applications initiated. Despite common perception, finding better ways to recruit millennials may not depend entirely on new perks, but on improving the current application process.

Fact or Fiction: Millennials are motivated by a desire to change traditions and do not care about understanding them.

FICTION: Millennials have developed a reputation for innovation. They are well known for their tendency to jump into a new environment with ideas for change. Unfortunately, this excitement often is misconstrued as lack of interest in tradition and unwillingness to learn from their experienced coworkers.

In reality, millennials want to understand their agencies. They eagerly pursue opportunities for mentorship in the workplace and are excited to benefit from the wisdom of those around them.

In 2014, Pennsylvania implemented the Pennsylvania Commonwealth Mentoring Program, which paired millennial employees with boomers within their departments. Its goal was to promote knowledge transfer and prepare for workplace succession issues. With a quickly retiring agency population, state departments desperately needed a solution to prevent institutional skill loss. The program has been a resounding success. Mentor-mentee pairings spoke highly of their experiences and the Commonwealth received the first-ever Innovations in State Government Award from the National Association of State Chief Administrators.

Phased retirement programs are filling a similar niche at the federal level, too. The program allows eligible employees to work 20 hours a week while collecting half of their annuity, provided they spend at least 20 percent of their hours mentoring younger employees. Only a few agencies have implemented the system, the Environmental Protection Agency,

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Public service is a bold and noble profession. Our responsibilities are great, our goals are grand and our challenges are tough. At its core, public administration at all levels of government—domestically and internationally—is focused on building a better society. It is also a primary focus among our nonprofit and nongovernmental partners. The concentration on community, directly or indirectly, is engrained in the fabric of our field. Such emphasis commonly appears in public organizations’ mission statements. For example, the U.S. Department of State’s mission is to “create a more secure, democratic and prosperous world for the benefit of the American people and the international community.” The U.S. Department of Housing and Urban Development’s mission is “to create strong, sustainable, inclusive communities and quality affordable homes for all.” The U.S. Department of the Interior “protects and manages the Nation’s natural resources and cultural heritage, provides scientific and other information about those resources; and honors its trust responsibilities or special commitments to American Indians, Alaska Natives, and affiliated island communities.”

These are lofty missions and we are proud of our vast accomplishments. They are characteristic of our boldness and reflect our commitment to promoting inclusive, sustainable communities. There are many such examples. For instance:

- A 2011 press release from the U.S. Department of State highlighted its accomplishments in promoting the human rights of LGBT people. Specifically, a U.S. ambassador called on the Honduran government to investigate a rise in violence and the unsolved murders of more than 30 LGBT individuals. A U.S. prosecutor and senior detective collaborated with the unit to prosecute the perpetrators.
- In June 2016, the U.S. Department of Agriculture provided $1.4 million in funding for projects in Appalachia to help rural areas address the growing opioid epidemic.
- In September 2012, the U.S. Department of Veterans Affairs launched a department-wide Women Veterans Program to better coordinate and enhance access to and delivery of benefits and services for women veterans.
- The U.S. Department of Defense recently formed the Cyber Mission Force comprising 133 teams to provide military capability at scale in cyberspace.
- A 2015 report by the U.S. Department of Health and Human Services discussed its significant accomplishments in reducing racial and ethnic health disparities. This includes an enhanced medical school curriculum, “Stopping Discrimination Before It Starts,” in collaboration with the Office of Civil Rights, to help medical practitioners appreciate their role in reducing health disparities.

Despite these significant accomplishments, a mountain of never-ending work remains. In Flint, Michigan, an estimated 6,000-12,000 children were exposed to drinking water with high levels of lead when Flint switched its water supply from the Detroit water supply to the Flint River. Even amidst continuous complaints from residents, city officials insisted the water was safe to drink. Due to the change in water source, the percentage of Flint children with elevated blood-lead levels may have risen from 2.5 percent in 2013 to as much as five percent in 2015. The change is also a possible cause of an outbreak of Legionnaires’ disease that has killed 10 people and affected another 77 residents. This is a tragic case in which public administrators spanning federal, state and local levels failed our community.

Paul Light’s insightful article, A Cascade of Failures: Why Government Fails and How to Stop It, examines 41 public failures between 2001-2014, including the 9/11 attacks, Hurricane Katrina, the space shuttle Columbia disaster, Minnesota’s I-35W bridge collapse, the West Virginia mine accident and the Center for Disease Control’s flu vaccine shortage. Light concludes government failures are due to five primary factors: policy, resources, structure, leadership and culture. One of his core recommendations is that public organizations must sharpen their mission. He writes, “Far too many of the failures involved lack of clear direction on the policy mission. Some of the
resulting confusion stemmed from divided loyalty, ambiguous policy, and lack of legislative precision. But whatever the initial contribution, many failures began with the failure to compress the mission into an understandable set of expectations and commitments that can be measured, managed, and rewarded.”

One of the enduring challenges of our field is utilizing a principled or values-based approach in our grand mission. A dedication to such core values as equity, accountability and transparency is what makes us noble. As public administrators, our mission is to serve all communities and distribute our services and emphasis in a fair and equitable manner. This means implementing the public service mission must squarely focus on all of our society—the majority and the few; the affluent, the middle-class and the poor; whites and minorities; the elderly and the newborn; the native and the immigrant; the educated and the illiterate.

Since 1939, the American Society for Public Administration (ASPA) has been the nation’s most respected society representing all forums in the public service arena. Throughout ASPA’s history, three principal values have dominated its development. First, the organization enhances the art and science of public administration by supporting the improvement of theory and practice within the field. Second, it advances professionalism in public service at all levels of government. Third, it maintains a commitment to strengthen and sustain a sense of community among the diverse array of public administration practitioners and academicians who compose its membership.

With more than 7,500 members worldwide, 59 Chapters and 28 subject-matter Sections, ASPA is a commanding contributor to excellence in the public service community. Emblematic of this commitment, ASPA’s 5th International Young Scholars Workshop was held July 20-23, 2016 in Cape Town, South Africa. The workshop theme, Advancing the Understanding of Global Disparities in Public Policy, Administration, NGOs and the Communities They Serve, was grounded in research, professional development activities and discussions around the critical and formidable challenge of societal inequities. This year’s participants—with support from our signature sponsor, the W.K. Kellogg Foundation and our partners, the Community Chest of the Western Cape, Conference of Minority Public Administrators (COMPA) and Rutgers University-Newark—included 24 young scholars from 16 universities, an esteemed group of senior scholars and distinguished speakers, all focused on advancing the efforts of public administration around the globe to promote an equitable society.

Ultimately, a community’s most precious assets are its people. A compelling Michigan State University documentary, The Faces of Flint, covers how residents there—black, white, Hispanic, middle class and poor—are affected by the water crisis. It captures the individual experiences, including those of an educator, physician and hip-hop artist. It serves as a powerful reminder that we, as public administrators, are responsible for and accountable to the entire community.

Being responsible for the entire community is not an easy feat. However, it is the vital stretch goal of the public service. Stretch goals are difficult for both individuals and organizations. By definition, they require us to push beyond what has been previously achieved. And, there are often hard bumps along the way. But, as ASPA’s 2017 Annual Conference theme conveys, public service is a bold and noble profession. Each day, we are guided by principled values. We are proud of our grand accomplishments and must take ownership of our uncomfortable failures. Never resting on our laurels, we are always ready to roll up our sleeves and embrace the forthcoming challenge. Salud!

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Pathways to Ethical Competence

How does one become ethically competent? The starting point is the individual whose ethical worldview is typically formed long before he or she begins the often arduous journey to becoming a professional. Parents, schools, churches, communities and even friends leave ethical imprints. But, finding one’s ethical place within a profession demands more. It requires knowledge of the ethical ways and mores of the profession.

Ethical competence is a career-long endeavor that often confronts missed opportunities, blind alleys and sometimes blind spots and other hazards. That said, there are pathways to becoming ethically competent: education, common sense and experience.

Competency-based learning is not a new enterprise; it has deep roots in vocational education where skills are emphasized and tested. For example, one can learn welding techniques with instruction and practice, but he or she eventually must demonstrate competence to a teacher or potential employer in order to apply effective and durable welds. Knowledge, of course, is a presumed quantity in this process. Ability is an essential ingredient.

Knowledge, Skills, Abilities—commonly referred to as KSAs—are widespread in many professional fields, not just vocational work. Their acquisition in public administration is in vogue. The knowledge component relevant to ethical competence is the domain of formal educational programs at many universities and institutions. Training workshops and seminars offered by professional associations also enhance knowledge of codes, standards and laws. The skills component for achieving ethical competence involves learning how to recognize an ethical issue and take preventive action, if needed.

Educational institutions and professional associations are common paths to ethical competence but they do not have a monopoly. There are other paths, including common sense and experience. Both are effective teachers that can impart knowledge and wisdom. Still, as the sage Confucius advises: “By three methods we may learn wisdom—first, by reflection, which is noblest; second, by imitation, which is easiest; and third by experience, which is the bitterest.” Experience, for all it offers, can be a risky and unforgiving teacher.

There are many promising pathways to ethical competence. But, even the most determined travelers may discover there is no single pathway to get them to the desired destination. Why? There is no bright line letting them know when they have arrived. Pursuing ethical competence is like running on a treadmill without an off switch. You know you are in motion but the destination is obscured by the absence of the switch. This does not suggest that there is no destination, but that it can be a moving target, always near but still just a reach away. All too often, it is the unforgiving ethical moment that makes one realize that ethical competence remains a cherished but elusive destination.

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In the last three years, the City of Las Vegas' social media emphasis has grown significantly. Social media is so attractive as a means of communication because it allows the City to talk directly with more and more followers. In the past, most communications required the help of a third-party media outlet. Now, it can communicate one-on-one with its followers and easily track their interests and engagement.

In mid-2014, the City began to overtake other local government agencies and news organizations to become one of the most followed Twitter accounts, not only in Las Vegas but throughout the state. The growth in our social media channels was the direct result of a strategy to increase engagement through sharing and responding. By maintaining a quick response rate to hundreds of comments each month, the City team has built trust among followers who rely on it for information and share their opinions on topics like neighborhood meetings, city council agenda items and more. The idea is to let followers know that City staff are made up of professional people, not nameless, faceless individuals. This means providing information and responses regularly outside the normal business hours of City Hall.

To build public trust, we strive to ensure that 50 percent of the social media content is “shared” from followers. Also, the City promotes all that the community has to offer, keeping the content fresh, interesting and pertinent to the followers. We use nine social media channels to touch a wide range of people and increase the reach to a broad demographic: Twitter, Facebook, Instagram, Tumblr, YouTube, Snapchat, LinkedIn, Next Door and Google Plus.

Paid advertising is another way the City increased its reach through social media. Social media ads cost much less than traditional ad placements, despite similar or even greater reach. For instance, Facebook ads can be targeted by zip codes and groups of interest; clients are charged only if and when an individual engages with the post or clicks through to a website. Any amount of funds can be used and maximized, whether as low as $50 or as high as thousands of dollars. The strategy has worked. On our two most popular social media channels, we have 102,000 Twitter followers and 40,000 Facebook fans. We regularly get thousands of mentions every month on social media sites.

Social media is Web-based, so it is easily measured through counting the number of impressions, views, clicks, likes or loves a post gets. These examples are important as they indicate the number of people who potentially saw a post and took a moment to react to it. The total number of impressions—or potential audience and reach—for our social media posts is 53 million per month.

One of the most important social media measurements is the “mention,” which Upwell, a social media communications organization, defines as “the text inclusion of a monitored keyword in a post on a social media platform.” In other words, it is when someone tweets, retweets, posts, shares, comments, blogs, reblogs or board posts something about the city or a word to which a hashtag has been assigned. Mentions indicate the number of people who chose to take an action to create or share content, better indicating the level of engagement. Rather than just looking at the post, mentions show the number of people who did something with it. In January 2013, the city averaged 180 mentions monthly. Today, the average is 2,321 mentions. Initially, our best tweets on Twitter averaged 10 retweets; the record is now more than 200.

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At least three generations of Americans are working together, blending—or not—their individual generation’s work ethics, skills and habits: Baby Boomers, Generation X and Millennials. In the 1970s, 26 percent of local government managers were younger than 30. Forty years later, the number had dwindled to two percent. Why? It could be that the Baby Boomers have been slow to retire. Perhaps it is the economic recession or healthier lifestyles that contribute to a reduced desire to give up one’s professional life. Whatever the reason, making room for the next two generations has not kept pace; millennials entering the job market have further exacerbated the pinch of upward mobility for younger public service professionals. Administering fiscally lean operations further strains the job market. As with most employment sectors, this experience translates into declining employment and slower advancement opportunities.

What has this meant for women? Roughly half the U.S. population are solidly in the workforce, contributing their distinctive perspectives and ideas. Women are disproportionally more likely to work in public service than men and generally work side-by-side in near equal proportions with them at some level of government: women make up 52 percent of state and 45 percent of federal employees, plus 30 percent of the federal executive service, up five percent since 2008. Yet they comprise only 30 percent of the municipal workforce. Further, a staggering 70 percent of nonprofit employees are women. Wages? In general, women earn about 84 percent of what men do, but young women ages 25-34 attain about 93 percent. We are closing the gap, though there is a noticeable impact when median salaries in city government are $56,000 for a man and $47,000 for a woman (state and federal gaps are slightly smaller). Wages across the public and nonprofit sectors struggle to compete with the private. For those seeking to attract millennial women, this reduction in economic power is more than troublesome.

The Millennial Reality

Today, 83 million Americans are millennials, born between the early 1980s and early 2000s. They came of age during the economic recession, counting on the Internet as a standard daily tool, not a luxurious novelty. For the youngest portion of this demographic, Barack Obama is their first president and Hillary Clinton is their first viable female candidate for president. They are attaining higher levels of educational achievement than any other generation; in fact, millennial women are better educated than millennial men. More than 40 million young American women will be working, voting, blogging, purchasing, saving and driving the economy. They bring a wealth of new skills and perspectives to a changing world.

The terms “corporate responsibility” and “social entrepreneurship” have gained traction during the millennial era. Educated, talented and committed to social change, millennials have experienced the Arab Spring, Occupy Wall Street and Black Lives Matter. Large scale movements, driven by social media and shared experiences broadcast across multiple digital platforms, are the norm. Instant response to any event is a click away on a handheld device. For better or worse, millennials are more socially aware and connected in once unimaginable numbers. Breadth of information may be more important than depth.

Millennial women have experienced the first female speaker of the House, the first three female secretaries of state, the first two female Attorneys General of the United States. They have seen women comprise 20 percent of Congress, 25 percent of state legislatures, 15 percent of mayoralties and just under five percent of CEO seats in Fortune 500 companies. These are our highest percentages ever.

What Does This Mean for the Public Service Workforce?

Complexity defines our public service; diverse constituencies require multifaceted approaches to resolve problems. Service is broadly defined in global terms that manage to squeak into local communities. Diseases like Zika wind their way from South America to Westchester, New York in the blink of an eye. Health systems must prepare for virulent diseases that can catch a plane from the most remote part of the world and land in the United States in a matter of hours. Terrorism appears in our local nightclubs. Refugee crises dominate news media. Legal and undocumented immigration
issues transcend public, nonprofit and for-profit sectors. Everything is available online or in our news feeds. Today’s public service employees function in a highly complex fishbowl environment. Little remains hidden in the name of transparency or the ubiquitous video footage from our smart phones. Public service demands new skills, perspectives and ways of operating.

Millennials are tailor made for the new tools of collaborative governance required to facilitate change among the integrated, seamless public service sectors. They are digital natives who cannot remember life before Google and are seemingly at ease broadcasting their daily lives and reflections via social media outlets. This wired, tech savvy generation is adept at multitasking, navigating the pitfalls of managing their digital platforms while conducting their work activities. They have developed confidence and optimism due to their service work, high levels of education or experience with large scale social movements. More extrinsically motivated, millennials expect opportunity, advancement and good compensation for their work.

Millennials believe in themselves and their ability to change the world as self-described “global citizens” with a history of civic engagement, from their required school service projects to their expectations that the corporate sector has a responsibility for the wellbeing of the community. This creates challenges for public service as millennials expect any workplace to be civically engaged. Public service must compete beyond salaries for the hearts and minds of millennials—particularly women—as they forge their careers.

Forging New Alliances

What social competencies are valued in today’s public management? Facilitation skills, team building, engagement proficiencies, network influence, communication dexterity across multiple platforms and the ability to navigate power differentials. These skill sets are frequently linked to women, just as they are now associated with millennials. Perhaps the long road American women travelled to their current place in the 21st century has left its mark. The narrative of the American Woman may be shifting with the rise of the millennial.

Millennials are the most racially and ethnically diverse generation ever in the United States. Yet if men continue to hold a disproportionate share of top management positions, how does it affect the innovation and entrepreneurial spirit of millennial women as they face even greater wicked problems? Millennials tend to lean liberal, share democratic ideals and believe in an activist public service. Representation and responsiveness in democracy long have been a focal point for institutions; without attention to developing appropriate leadership, representativeness will miss its mark.

For a nation established on pluralism, equity and inclusiveness in delivering public services have come relatively late. Contextualizing the 21st century workplace means understanding the role of public service in delivering change. Recognizing the narrative stories of young women and their experiences growing up during the last 30 years focuses greater attention to historically marginalized perspectives. For public service organizations attracting, motivating and retaining the latest generation of women, competition is fierce for the best and brightest. Many millennial women have turned to the for-profit sector, preferring to use economic power and corporate responsibility to facilitate change. Millennials tend toward the pragmatic, believing the for-profit sector may deliver better compensation on a variety of fronts. Much of this may be too challenging for public service entities unwilling to create 21st century workplace environments to attract millennial women. Yet change we must.

Moving forward, how do we engage the power of the millennial woman in public service? By recognizing her education or entrepreneurial spirit? By paying her better? By delivering on a work-life balance? The issue of succession planning is vital as Baby Boomers age out of the workplace. The best educated and the most diverse generation in the United States, millennial women perhaps are best capable of delivering innovative solutions to today’s complex social and economic problems.

How do we manifest the public service we want to have? Here are some thoughts:

- Make succession planning a priority for top managers. Build the infrastructure necessary to provide for a flexible, yet targeted approach.
- Create work environments that are attractive to millennial women and recognize they may move multiple times throughout their careers, bringing cross-sector skills with them.
• Deliver substantive leadership and management training opportunities that incorporate the millennial characteristics of civic engagement and collaborative work.

• Develop relationships with colleges and universities to create meaningful internships with real job potential.

• Recruit across sectors. Millennials lean toward collaborative approaches that seamlessly cut across sectors of work; they expect their careers to be fluid and their skill sets to be recognized.

• Discard outdated notions of family and child-rearing. Millennial women are not racing to marry or have children at a young age.

• Actively pursue millennial women to ensure their perspectives are adequately represented.

• Recognize skills transference and rapid transmission of best practices as opportunities rather than challenges.

• Understand and utilize the value of the skill sets millennial women bring to the workplace.

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FACT OR FICTION continued from page 10

U.S. Department of Housing and Urban Development (HUD) and National Aeronautics and Space Administration among them. Others should follow suit. By supporting institutionalized mentoring opportunities, agencies can help their millennial employees stay engaged and innovate the right way.

Fact or Fiction: Millennials are in it for the long haul.

FACT: Millennials sometimes are referred to as the selfish “me me me” generation. But, this stereotype falls flat when it comes to government. It is true that millennials want to move up the promotion ladder quickly, but they actually have an interest in doing the work to gain new responsibilities. With the right support, millennials actively pursue training opportunities to benefit both their careers and agency. For example, more than 700 people, hailing from 75-plus agencies, attended the 2015 Next Generation of Government Training Summit. Attracted by the chance to learn and share best practices, these driven individuals are not outliers.

Sometimes, agencies themselves are holding young employees back from training opportunities. Because of tight budgets, funding for valuable workshops is limited. Unfortunately, even free online webinar sessions may not always solve the problem. Millennials must balance their current responsibilities with the time required to master new skills, which may further hinder professional development.

Most agencies appear to have found a happy middle ground. According to OPM’s Federal Employment Viewpoint Survey, 66 percent of millennials feel their supervisors support their development as employees. This statistic partly may result from innovative agency initiatives. In 2011, HUD launched Under 5, a program to build community among new employees. The program not only has helped acclimate new workers, but also has improved collaboration across the department. According to Rebecca Prybell, a member of Under 5’s leadership in her second year as a HUD attorney, “Working on volunteer projects with Under 5ers across the country has allowed us to build our networks that we will need to do the work of the agency in the years ahead.”

Millennials are changing government, but their influence is often misunderstood. Contrary to common generalizations, they are passionate and ready to learn. Having the right support system in place is key. That is why government employees at all levels must eschew fiction in favor of the facts and work together to foster understanding of these truths.

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Tailoring Job Listings to Suit Your Audience

By Victoria Crispo

Looking to gain an edge in the war for talent? If you have sought advice on getting great candidates to apply for job vacancies, your colleagues and friends may have suggested that you write your listings to attract millennials. Since the Millennial Generation surpassed Generation X to become the largest share of the American workforce in 2015, according to Pew Research, it stands to reason you would strive to tailor job descriptions toward this group.

Idealist.org works with employers that seek to hire purpose-driven professionals. More than 110,000 organizations post their job opportunities on the site and trust it to help identify new hires, listing an average of 560 opportunities daily, which 100,000 daily visitors view.

Here are some guidelines Idealist recommends to hiring managers who seek to improve their listings, whether on Idealist or elsewhere. These tips may be useful in attracting millennial candidates. That said, keep in mind that other generations are attracted to many of the same things millennials are. Our best practices include the following:

1. **Share a description of your organization, its mission and its contributions to your issue area.** This helps create a better fit for skills, mission and organizational culture. The hiring process is time consuming for both you and the job seeker. You can save time if your mission is one in which the candidate is interested and supports.

   Regardless of generation, most seekers want to make a difference. According to the IBM Institute for Business Value’s 2014 study, 20-25 percent of Millennials, Gen-Xers and Baby Boomers all want to help solve social or environmental problems. In fact, Baby Boomers were a little more likely (24 percent) to identify this as a long-term goal than Millennials (22 percent). When it comes to your organization’s description, be assured the space you use to reflect your mission will attract candidates of all generations and experience levels.

2. **Make it meaningful.** Stating your mission is a great starting point, but go beyond the standard mention. Job seekers wanting to work in the public sector look for organizations with missions that align closely with their own values. So, they will gravitate toward those organizations that truly are making strides and articulating how they are doing so. Highlight improvements your organization has made to the community or the world.

3. **Use tone and voice that is authentic to your organization.** If your organization were a person, how would you describe its personality? What words and phrases would it use? Use them in your job description. This will help potential candidates better determine their fit and help them get to know your organization better.

   When attracting millennials, consider using a descriptive, story-telling approach to your listing, while staying true to your organization’s tone. If your organization is informal, make sure your description reflects that. If everyone in your office wears a suit, a bubbly tone will not work best.

   Give prospective candidates the opportunity to really see themselves working with you. Ensure your job description outlines not only what the candidate will do in the role, but also the impact the work will have on your organization. Be sure to describe the characteristics of the well-suited candidate.

4. **Make it eye-catching.** Think about it: Does “the incumbent will support the Director in prospecting, research and advocacy” make your eyes light up? You can try using “millennial-friendly” words and concepts, but remember that attracting them does not require a full overhaul of your organization’s brand persona. If the tone in your job description feels inauthentic or shows stark contrast with your typical tone and language, rework it until it feels “right.”
5. **Do not have a mile-long list of required skills or previous experience.** Make sure you are asking for the necessities. If it is not likely your candidate pool will include anyone who has met all the requirements, cull the list. Well-suited candidates might avoid applying because they do not think they will measure up to your requirements.

By the same token, be sure to make the true essentials clear to the job seeker. If the candidate needs to speak Spanish to carry out the job responsibilities, do not water down a “fluency in Spanish is required” with “Spanish is a plus.”

6. **Clearly outline why this job is a great opportunity.** Avoid internal jargon and acronyms. Give prospective candidates insights into the desired accomplishments they should focus on achieving, rather than focusing solely on job duties that sound rote or vague. Remember that clear, concise communications are desirable across generations; millennials will expect this no more or less than any other type of candidate.

7. **Consider using social media.** You probably have heard that millennials use social media all the time, so link the listing with your organization’s social media channels (use #hashtags). Include testimonials from current employees who love working at your organization. Try sharing a short video or photos of your employees at work.

8. **Rethink your keywords.** You probably have posted job listings that have smatterings of keywords that describe the characteristics you are looking for in a candidate. A more novel idea would be to think in terms that job seekers would use in their searches.

In your quest to attract millennial candidates, you perhaps have renamed your development assistant position as “social advancement advocate.” It probably is unlikely a job candidate will search for this term or even know what it means. You want your target audience to find your listing easily.

9. **Redefine your application requirements.** “Send a resume and cover letter” is a standard requirement, but try other options that can help you and the job seeker gain better control of the process. Asking unique questions as part of the application helps narrow down your pool and let people know what you are looking for in a candidate. By asking a question about the job itself, you give candidates the opportunity to reflect on how they might handle a situation. You also can ask questions that help you assess the candidate’s critical thinking skills or give a glimpse into their personality and values.

10. **Remember your goal: hire a great candidate.** Ultimately, what outcome do you want? To attract a large talent pool you will need to spend a lot of time weeding through? Or, find the right person for this specific job? Regardless of whether the role for which you are hiring exists at other organizations like yours, the way it will be carried out will be *unique*. The person who best fits the role will be unique. Do not use a generic or nonspecific description about the work. Outline what the right candidates need to know to find your opportunity and jump at the chance.

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**SOCIAL MEDIA**

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Video has exploded as another way to communicate city messaging; video posts on all social media channels are extremely popular, typically boosting the number of mentions three times or more compared with posts that simply show a photo or text. The city can produce videos at our government access TV station and post them in a timely way to the social media sites. This is a major boost to increase engagement. On Facebook alone, city video views each month have been as high as 300,000. When a video is seen frequently, new fans/followers are gained. In the past year alone, we have seen 1.5 million video views on our Facebook page.

Las Vegas has built a strong following on varied social media platforms by working to develop trust among its followers/fans. Our digital media team has been nimble and quick to adjust to the rapidly changing technological environment. This level of responsiveness has added to the city’s reach.

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Public administration is a global discipline. Although Australia and the United States have many political and cultural differences, our public administration systems share a range of common challenges and opportunities, including the “millennialization” of our sector.

I was recently invited to speak to a group of young public practitioners about the macro changes taking place in our sector and the implications for millennial administrators and current sector leaders.

What struck me was that the demographic profile of young members of the Institute of Public Administration Australia (IPAA) and the workforce of KPMG in Australia is similar. The average age for the former is 30, the latter 27. Given the average age in the Victorian public service—43 years old—our next generation of public sector leaders will look more like their private sector counterparts than ever before.

This is significant given four of the biggest changes our public sector encounters.

First, consider the shift toward contestability in service delivery. In many areas, the public sector’s monopoly over service provision has been removed; in others, the sector is no longer a service provider at all. Where it is, there is growing demand for greater choice and customization of those services and, increasingly, user involvement in their co-design and co-production.

The second big shift is uncertainty about the levers at the public sector’s disposal to use as tools. The solution to health is not simply to build more hospitals, any more than the solution to community safety is to hire more police. Many of the biggest and most important policy outcomes require a linked up effort across a range of government agencies, and with the private and community sectors.

Digital disruption is the third big change. It is striking how often we still seem to be in the early stages of changing citizens’ online interactions with the public sector. With some honorable exceptions, and given that citizens are more than just “consumers” of government services, the private sector still has the lead in capturing the opportunities digital creates to improve interactions with public services’ users.

Then, take the speed and trajectory of public policy challenges. It may be cliché to talk about the 24-hour news cycle, but the 24-hour policy cycle is indeed getting closer. The digital shift is one reason for that acceleration, but not the only one. Many problems in transport, housing and service provision stem from the fact that our public institutions could not adapt fast enough to population growth, changes in transport use and other shifts. Some blame rests with political leaders being unwilling or unable to make the big investments needed to modernize old infrastructure. At the same time, many public policy problems move faster and drop sooner.

Against this backdrop, millennial administrators will need—and current public sector leaders must build—five capabilities.

1. Talent management. The public sector must get much better in utilizing its talent pool. The lack of women in leadership positions—both in the public and private sectors—is a fundamental equity issue and just wrong. Yet it also is about organizational capability. If talent is distributed equally between genders, no organization can afford to waste the talent women could bring to the table but don’t because men are chosen for those positions.

2. Agility and ability to respond to a rapidly changing environment. Key to this capability is the ability to work with data. Expectations about the quantity and quality of data used in decisionmaking will become ever higher. Future public and private sector leaders will be expected to evaluate and use rivers of data provided by digital processes now being unlocked and created.

3. Flexibility and comfort working in contested spaces. Collaboration—whether among public

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EDITORIAL:
A Surprising Look at Some 2016 Faculty Applicants

By William Earle Klay

Today’s new faculty members undoubtedly will influence the future practice and scholarship of our field. A look at a group of current faculty applicants reveals surprises, some encouraging and others troubling. In 2015, the Askew School at Florida State University advertised widely for an assistant professor position to begin in August 2016. Our broadly defined job announcement indicated that we primarily sought applicants who could help us teach core MPA courses; our program includes required courses in management, policy and research methods.

We eliminated some applicants as not qualified, mostly because they did not have a terminal degree prior to employment. The remaining pool—55 applicants—appeared somewhat representative of those who have sought public administration teaching positions in the United States this year. Of them:

- 29 were male, 26 female
- 28 were international (25 Asian), 27 American
- 13 of the females were international, the same number American
- 3 were African American and 2 Hispanic American
- 11 of the American males were non-Hispanic white
- 27 of the 28 international applicants had U.S. doctorates/ABDs
- 25 had one or more years of practitioner experience

When ASPA was founded in 1939, its founders were overwhelmingly white, male, non-Hispanic Americans. That is not what the future “professoriate” of American public administration will look like. Only 20 percent of the applicants were in that category and nearly half of international and American applicants were women. I anticipate this new reality will bring some interesting and constructive changes.

The meager number of American minority applicants is very troubling. Only three African Americans and two Hispanic Americans applied, despite efforts to encourage minority applications. I live in a state where there is no longer any majority ethnic group among our children; our nation is swiftly moving in that direction. For decades, scholars in our field have wisely argued that public organizations must demographically represent the diversities of those they serve. Our professoriate will not. We need to do much more to encourage and enable our best minority students to consider careers in teaching our field.

Less than half of the applicants had any more practitioner experience than required for a typical MPA internship. Twenty-five applicants had one or more years of this experience but very few had five or more. A majority had never done anything more than a brief internship. The dramatic decline in the number of ASPA’s practitioner membership is due mainly to a wide practitioner/academic gap in our field. The future of ASPA depends in large part on bringing relevance to practice. If we do not encourage—and enable—our young scholars to link what they do to practice, the future of our field is likely to be a shallower one.

As one of five veterans on the faculty of the Askew School, I was disappointed that only one American applicant was a veteran. Considering that a majority of applicants lacked significant practitioner experience, I expect our nation adopted a policy of universal public service in useful roles.

I teach classes of doctoral students who collectively look very much like the pool of applicants. Still, it was startling that a slight majority of applicants

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Developing an Online MPA Program for Non-Traditional Students

By Karen R. Bryce

Increasingly, non-traditional students—or adult learners—are seeking opportunities to advance their education. These students come (or return) to college with unique attributes, some of which provide advantages and others barriers. On the positive side, they have more life experience, which contributes to how they view school generally and individual course assignments specifically. They are more mature, deepen discussions and naturally mentor younger students. Because they have made a conscious choice to continue their education, they are highly motivated.

That said, being away from a school environment for an extended period can create barriers for adult learners. They often need to balance the demands of school with their jobs and families. They have not taken math or writing classes for many years and are nervous about approaching subjects they remember as difficult. Sometimes, whatever held them back from going to or finishing college as traditional students lingers; perhaps they did not have enough money, or they joined the military or they even did not feel smart enough to succeed in college in the first place.

Understanding the unique attributes of adult learners, Excelsior College’s Master of Public Administration program set about developing a curriculum for students whose average age is 38. Excelsior College, an accredited, online, private, nonprofit college based in Albany, New York was initially created by New York State as Regents College and offered degree aggregation and exams. As an online school offering great flexibility and a generous transfer policy, our idea is that what you know is more important than where or how you learned it.

Designing Curriculum for Adult Learners

As we approached developing the MPA program curriculum, we knew the majority of our students would be mid-career students. So, we designed it as a practical, online degree that would allow students to continue working while taking classes. Starting a new program from scratch has some challenges—among them, building a faculty base, finding money to develop courses, creating practical application opportunities for students and receiving approval to offer a new degree from the state board of education.

It also affords great opportunities. We were able to develop all 12 courses in a set amount of time, which helped us be consistent about approaches, requirements and design. We have a set of faculty invested in the program because they were here from the beginning. And, most important, we were able to design the courses with adult learners in mind.

Adult Learner Needs

One important aspect of having adult learner students is that they need flexibility. As a result, we do not have cohorts in the MPA program and students are not required to take any but the first and last courses in any specific order. Students may enter the program at almost any time and take breaks if necessary.

To take advantage of the fact that adult students have vast experiences, we specifically designed weekly discussion questions so students could reflect on their own experiences, learn from and teach each other based on those experiences. This enriches discussions as students retain more information when they have clear examples of how things have worked (or not) in people’s lives. The discussions can get lively, but the maturity of our students helps maintain civility and calm.

Another aspect of curriculum design for adult learners is the practical nature of our courses. The first course, an introduction to public administration theory and practice, teaches students how to conduct case analyses and builds the foundation for other courses. Cases are used throughout the curriculum but are not the only types of assignments that provide practical applications. An example: in our budgeting course, we start by sharing the budget of a few

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CHAPTER SPOTLIGHT
Greater Kansas City Chapter
Paul Lampe, Chapter President

How did you first engage with ASPA’s Greater Kansas City Chapter? How did you become its president?

After working for Humboldt County, California I moved back to the Greater Kansas City region to serve in the public affairs department of the Mid-America Regional Council (MARC). I knew others working in public administration through graduate school and my job, and I was seeking more opportunities for professional development and networking. Chris Engel, a previous supervisor and now assistant city manager of Merriam, Kansas introduced me to the Chapter and invited me to join its board.

The opportunity to serve as president is largely due to the fact that I work with a very collaborative and supportive board. Current and former board members are dedicated public servants and educators. In my first two years, I was vice president of communications and president-elect. I learned a lot about standard operating procedures at that time, but relationships with board members really allowed us to provide quality programs and efficient processes.

What activities has your Chapter recently undertaken and how would you describe the level of engagement with its members?

The board continuously tries to strengthen our level of service. A few years ago, former Chapter president Wendy Hershberger emphasized the need to provide a robust website and organized strategic planning sessions. The sessions allow us to focus on what our members need and plan for the next year. We pinpoint the programs and functions we do well and want to build to further engage our members. These include lunch-and-learn events with guest speakers, networking socials and our annual awards breakfast.

Many of the individuals with whom I work professionally are ones with whom our Chapter engages. The Chapter and MARC co-sponsor the annual Facing the Future forum, an annual training opportunity for public administrators that focuses on a hot topic in the field. The City of Kansas City, Missouri; University of Missouri-Kansas City; Kansas University; and Park University are all contributing sponsors.

What is the Kansas City Chapter doing to engage younger generations of civil servants?

We have a fairly young board. Many young- and mid-career professionals don’t simply want a job; they want a career. Our networking events are organized through partnerships with groups like the Young Government League of Kansas City, which focuses on federal employees. Working with these groups helps us provide better networking opportunities and expand our reach.

We also have developed strong relationships with local universities and make them a priority. Many students at Park, the University of Missouri–Kansas City and University of Kansas have made a commitment to public service. We want to honor that commitment by helping them expand their network and realize their potential.

As Kansas City brings itself into the national dialogue as a destination city, how is the Chapter working to engage in those activities?

Our Chapter does a good job reflecting Midwest values. We do not necessarily seek the spotlight, but want to be as hospitable as possible whenever ASPA members or guest speakers come to our city. We also want public servants to know Kansas City is a great place to have a career and engage with others. This year’s ICMA conference will be held here and our Chapter is host for its 5K. This is a great event for current and prospective ASPA members; we hope city managers in the region will see ASPA and our Chapter’s presence as an opportunity to get more engaged locally.

What is your single most important ASPA benefit?

The webinars and resources ASPA provides are helpful to individuals who want to enhance their careers in public administration. That said, the single most important benefit is the opportunity to engage with others who believe in public service as a calling.

What piece of advice do you have for current MPA students as they start their career path?

First, work hard and realize your career doesn’t end when you leave the office. Second, make sure you don’t take your work too seriously and be willing to change your career trajectory. Working hard and toward a goal is great, but new and exciting opportunities will present themselves. You never know how you will be called upon; it is a great honor to serve your community with the skill set you bring to the table. When I was an undergraduate, I thought...
1962 marked the beginning of a new era for the South. *Baker vs. Carr*, a landmark Supreme Court case, determined that malappropriated state legislatures were unconstitutional. The *Baker* decision resulted in more legislators from urban districts and put an end to rural legislators’ complete dominance of state legislatures in the South. States would now have to be responsive to the needs of all its citizens. Landmark federal legislation continued this trend; the Civil Rights Act of 1964 and Voting Rights Act of 1965 required states to treat all residents equally.

The South had been forever changed.

These changes required a public sector workforce that could help usher the South into a new era of economic prosperity and societal inclusion. Yet contemporary theory and practice left public administrators unequipped to handle it. They needed a conference where practitioners and academics could craft groundbreaking governance theory to meet the challenges to come.

In 1969, ASPA’s South Florida Chapter sponsored a conference in Tampa, where Chapters from across the South gathered to discuss the future of the public sector. One year later, members of ASPA’s National Council were elected from geographic regions for the first time in the organization’s history. This “regional consciousness” empowered Southern public administrators to come together annually and work on advancing public administration practice and theory.

Building on this groundwork, a determined group of public administrators—ASPA’s “Southeastern delegation”—filed incorporation paperwork to create the Southeastern Conference of Public Administration (SECoPA) in 1978.

Year after year, practitioners and academics from across the Southeastern United States come together to build capacity in the public sector. And, many have seen SECoPA as a key leader in helping the South transition from a struggling region rife with division to one with a diverse, progressive economy.

SECoPA takes place annually in a Southeastern city chosen by the committee. Each conference honors its host city by inviting local public officials. The 2015 conference, held in North Charleston, South Carolina welcomed Charleston Mayor Joseph Reilly, who discussed the social and political changes that had occurred in his long mayoral tenure. Conference topics included policing, zoning, economic development, community relations and governance in the 21st century.

Every SECoPA strives to highlight contemporary public administration issues. 2015 was no exception as it touched on a hot button political issue: the Confederate flag.

On June 17, 2015, Dylan Roof opened fire at the historic Emmanuel A.M.E. Church, killing nine people during a prayer service. Roof claimed he wanted to start a race war. His choice of venue was no coincidence. It was one of the oldest black churches in the South and a symbol of the Civil Rights movement. Old wounds had been reopened.

State capitols across the South confronted a choice: keep the Confederate flag hanging above their legislatures or bring it down. The nation at large felt that the flag—and much of what it symbolizes—had motivated the shooting at the Emmanuel A.M.E. Church and other hate crimes. Southern states, most notably the South Carolina legislature, voted to remove the flag from their state houses.

SECoPA 2015 did not shy away from this controversy. It convened a panel discussion on the Confederate flag and its role in modern society. The confluence of contemporary factors and geography ensured the panel would be one of the most well attended sessions. Similarly, SECoPA addresses contemporary sociopolitical challenges head on. Plenaries and panels that deal with “Confederate flags” and “economic development” serve as a bridge between theory and practice. Academics and practitioners can see where their worlds align and collide.

Hosted by North Carolina State University, SECoPA 2016 will take place at the Sheraton Raleigh Hotel, October 13-16. The theme—*Reexamining Key Relationships in American Governance*—promises to touch on all of the issues contemporary public administration faces. The conference invites everyone, from first year graduate students to seasoned professionals, to either attend or submit papers for exhibition.
Join us this year in Raleigh as we continue SECoPA’s rich tradition of advancing the theory and practice of public administration.

Casey Seidman is the Public Sector Relations Liaison within the Huizenga Business College at Nova Southeastern University. He is responsible for building relationships with governments and nonprofits for the purpose of student recruitment. Casey previously served as a campaign associate for the United Way of Broward County and a policy analyst for the state relations team at Arizona State University. He holds a B.S. in Political Science and an M.P.A. from Arizona State University. He can be reached at cs1401@nova.edu.

MILLENNIAL ADMINISTRATORS continued from page 20

sector bodies, tiers of government or across public, private and community sectors—is not a straightforward process. Real partnerships always include some form of resource- and risk-sharing. That means there always will be divergent views about how something should be done, requiring people who can thrive in a collaborative and contested space.

4. Understanding both the front and back end of public sector service delivery. It is easy to think that the front end of the sector, either the public or political face, is where you should stay focused. But, there also is risk having new public sector leaders who do not understand the back end, which is where service provision can succeed or fail. There is not much glamour in corporate services work or in the engine of service delivery. Yet if the next generation of public sector leaders does not understand how the parts of an agency work, they will struggle to make good decisions as leaders.

5. Recognizing the opportunities and challenges that come from mobility. Younger public sector professionals are going to be more mobile during their careers. This creates a challenge for people in charge of public sector HR, but a real opportunity, too. Public administration is increasingly defined by what you do, not for whom you work. As millennials become a larger component of the public sector workforce, the flexibility they bring will help create greater public value.

Penny Armytage is national president of the Institute of Public Administration Australia. Over a 30-year career in the State of Victoria’s public sector, she served for 10 years as secretary of the Department of Justice, leading a workforce of 7,000 people. Currently, she is national sector leader, Justice and Security, at KPMG Australia.

2016 FACULTY APPLICANTS continued from page 22

were born and raised in other countries, primarily East Asian ones, though almost all international applicants did their doctoral studies in the United States. Historian Dorothy Ross, in The Origins of American Social Science, concluded that social sciences in this country originated to enhance the functioning of social institutions (economics, the economy; sociology, the family and other groups). Our field was created to enhance the functioning of a democratic republic and clearly we are fulfilling that role on a global scale.

A theoretical framework for the “doing” of public administration in ways that enhance the legitimacy of our democratic institutions has existed since the late 18th century. That framework was successfully implemented but scholars largely ignored it. Nearly all the applicants were educated in this country, but many of our doctoral programs do not teach students about the history of our field and its vital role in strengthening democracy. It now seems obvious that we need to do so...and do it very well!

William Earle Klay is professor and director of the Askew School of Public Administration and Policy at Florida State University where he has taught for many years. Klay is a former army logistics officer, federal civilian systems specialist, policy analyst for a state legislature and coordinator of state agency planning for a governor. He can be reached at eklay@fsu.edu.

ONE-ON-ONE 2016 ELECTION continued from page 7

government in one form or another. It is unlikely the House will see a partisan change. So, even with a Democratic president and a shift in the Senate to the Democrats, gridlock remains. Should Trump win the presidency and his party holds onto Congress, there is a better chance that parts of his agenda—especially those dealing with foreign policy—would prevail. But, the 60-vote threshold in the Senate has prevented more than a few major party policies from getting approval there.

Do you see lawmakers’ regular condemnation of “government” translating into voters’ low regard for civil servants? How does that affect the way they vote? There can be no doubt that the constant criticism of government, including those by elected officials, has taken its toll on the attitude voters have toward government. Governments provide a variety of services that receive little attention. Over time, the criticism has led to the spread of anti-government attitudes especially prevalent in parts of the electorate. That is why a concerted, well-planned campaign to reverse those views needs to be undertaken.
Get the Facts on State and Local Pensions

Social Security Coverage of State and Local Employees

In most states, the majority of state and local employees in public pensions are covered by Social Security. However, in aggregate, about 25 percent of state and local employees (and 29 percent of payroll) are not covered by Social Security.

How Do Pensions Invest?

Collectively, State and Local retirement trusts held $3.7 trillion in assets.

Asset Allocation for State and Local Pensions, 2014

- 51.9% - Equities
- 24.7% - Bonds/Cash
- 15.6% - Alternatives
- 5.5% - Real Estate
- 2.3% - Other

Source: Federal Reserve Flow of Funds.

Public Plans Data includes plan contributions, benefits, investment income and fees, plan memberships, and plan provisions for more than 115 administered at the state level and 35 locally-administered plans.

www.publicplansdata.org | @publicplansdata
This year’s Midwest Public Affairs Conference (MPAC) proved a terrific success, bringing together 153 academics, practitioners and students to Columbus, Ohio. I want to thank the faculty and staff of The Ohio State University’s (OSU) John Glenn College of Public Affairs for their help and hospitality; their efforts made planning and executing the event a true pleasure. The OSU Student Union provided an impressive venue for the conference and our theme, Integrating Public Policy Analysis and Management Research, spurred invigorating panels, presentations and speeches.

The conference program began June 2 with an opening ceremony that featured a welcome from Glenn College Associate Dean Robert Greenbaum. This address was followed by the president’s report, which detailed MPAC’s progress in the past year. The morning sessions included the local governance symposium and the Central Ohio ASPA forum.

The lunch program began with the awards program, where we presented the Best Paper Award to Alicia Schatteman (Northern Illinois), Emma Powell (Central Michigan) and Kelly Trusty (Trine). The Best Student Paper was given to Taekyoung Lim (Cleveland State) and the Best Practitioner Paper went to Hannah Lebovits and Martina Pace (United Way of Greater Cleveland).

Our awards program expanded this year with the Community iMPACt Award, providing an opportunity for our partners to recognize a public servant with a distinguished record of service. The inaugural award was presented to Hugh Dorrian, who has been balancing the ledgers as auditor and treasurer for the City of Columbus for 50 years. We also welcomed ASPA Executive Director Bill Shields, who addressed attendees and discussed the organization’s programs. Our keynote speaker, ASPA Past President Glen Hahn Cope (UMSL) gave a rousing speech on the conference theme, driving home the importance of evidence-based policy and its associated research.

The afternoon included panels and roundtables on citizen engagement, nonprofit affairs and professional development for graduate students, followed by an evening reception graciously hosted by the Glenn College. June 3 brought a diverse array of panels on such topics as ethics, performance measurement, community resilience, homelessness, nonprofit collaboration and public affairs education. The conference concluded with a closing plenary by Barbara Riley, former head of Ohio’s Department on Aging. Speaking to the conference theme, she reminded us of W. Edwards Deming’s maxim, “In God we trust; all others, bring data!”

Local Governance Symposium and JPNA

This year marked the second year of our local governance symposium, organized by MPAC Vice President Doug Ihrke (UW-Milwaukee). This “conference within a conference” brings together scholars who examine topics within governance, like education policy, economic development and civic engagement. In coordination with the Journal of Public and Nonprofit Affairs (JPNA), MPAC will publish papers from the symposium as a way to deliver timely, relevant research to scholars and practitioners alike.

Since the 2015 conference, JPNA has released two issues and its website has undergone a comprehensive redesign that has improved its functionality and navigability. Additionally, the editors have retroactively assigned DOIs for all previously published works, listed the journal within the Directory of Open Access Journals and are applying for indexing through EBSCO to drive scholarly metrics. Through the help of our generous sponsors, the journal will remain open access to all to ensure the widest dissemination possible. We encourage you to submit a manuscript at http://jpna.org and promise a quick and thorough review.

As MPAC moves into our fourth year, I am pleased we are living up to our founding mission. The strong support of ASPA’s national office, our host programs and sponsors has allowed us to successfully execute our events and associated initiatives. We want to be responsive to the needs of our attendees and good stewards to the field; that is why we will continue to sponsor ASPA state Chapter conferences and the national Founders’ Fellow program. I enjoy considering the possibilities of what MPAC can be while remaining an unconventional and innovative force in the field. I invite your ideas on how we can assist you in promoting public service.
ASPA Chapters Celebrate Public Service Recognition Week, Honor Excellence in Public Service

From a night out at a baseball game to an awards breakfast and celebratory dinners, ASPA Chapters across the United States marked Public Service Recognition Week (PSRW) in special ways. Launched in 1987, PSRW takes place annually during the first week of March. This year, President Obama commemorated the work of those dedicated to the public good with a proclamation and the U.S. House of Representatives and Senate both issued resolutions.

Central Florida Chapter Honors Elected Officials, Public Service Professionals

ASPA’s Central Florida Chapter partnered with the University of Central Florida to honor elected officials, public service professionals, nonprofit leaders and volunteers during its PSRW celebration. These select few embodied a dedication to the public service that was shared and celebrated with those in attendance.

Among those honored were U.S. Senator Bill Nelson and State Senator Andy Gardiner, who received the Exemplary Public Service Lifetime Achievement Award and Exemplary Public Service Leadership award, respectively. Other 2016 award recipients included:

- Exemplary Public Service Leadership Award: Ajit Lalchandani, Orange County administrator
- Exemplary Public Service Organization Award: Central Florida Commission on Homelessness
- Public Service Career Achievement Award: Pamela Landwirth, president and CEO, Give Kids the World
- Young Public Service Professional Award: Jessica Schwendeman, assistant director of Volunteer Resource Center, Heart of Florida United Way

Centex ASPA Holds Annual Banquet, Presents Awards

Centex ASPA held its 2016 PSRW banquet, honoring students and practitioners for outstanding achievements in the public sector. This year’s speakers included Lyle, Texas City Manager Scott Sellers and Leonard Bright, associate dean of graduate education at Texas A&M University. Awards were presented in the following categories:

- Emerging Leader: Courtney Debower, Texas EMS & Acute Care Foundation
- Distinguished Public Administrator: Michelle Fischer, Dripping Springs, Texas
- Distinguished Public Administration Educator: Dr. Dianne Rahm, Texas State University and Dr. David Eaton, University of Texas
- Public Service Innovation Team: City of Westlake Hills, Texas; Robert Wood, City Administrator; Linda Anthony, Mayor; Stan Graham, Mayor Pro Tempore
- James W. McGrew Research Award: Texas A&M University Bush School of Government & Public Service; Texas State University, Master of Public Administration Program; University of Texas, LBJ School of Public Affairs
Central VA Chapter Heads to the Ballpark

The Central Virginia Chapter coordinated a “FUNNraiser” event with the Richmond Squirrels, the city’s minor league baseball team (the farm team for the San Francisco Giants), which was a huge success. The weather did not cooperate and the game was rained out. More than 120 people can redeem their tickets at a future game. Despite the weather, the event was a financial success and given the participation rate, it is obvious the Chapter will look forward to future networking opportunities.

Greater Chicago Chapter Hosts Awards Ceremony

The Greater Chicago Chapter held its 36th Annual PSRW Awards Program at the IIT Stuart School of Business. Chapter President Joanne Howard welcomed participants and presented Ralph Martire, executive director for the Center for Tax and Budget Accountability, with the Chapter’s Adlai Stevenson Public Service Award. Other awardees included:

- Louis Brownlow Outstanding Instructor Award: Joseph Schwieterman, DePaul University
- Dean F. Eitel Outstanding Student Awards: Chase Muscato, DePaul University; Grady Wheaton, Jr., Governors State University; Lavdi Zymbiri, Illinois Institute of Technology; Allison Crino, North Park University; Evan Walter, Northern Illinois University; Elora Ditton, Northwestern University; Richard Goldberg, Northwestern University; Mary Andoh, Roosevelt University; Adam Young, University of Illinois at Chicago
- Model Administrator/Alumnus Awards: Nonie Brennan, DePaul University; Harley Schinker,
Governors State University; Mary McKittrick, Northern Illinois University; Joel Lundy, University of Illinois at Chicago

Delaware Chapter Hosts Lecture and Reception

ASPA's Delaware Chapter celebrated PSRW by co-hosting a lecture and reception featuring Leo E. Strine, Jr., Chief Justice of the Delaware Supreme Court. The Chapter co-hosted the event with the School of Public Policy and Administration at the University of Delaware. Chapter members Edward Frel and Angela Kline organized this well-attended event, which was free and open to the public.

Chief Justice Strine graduated summa cum laude from the University of Delaware before graduating from University of Pennsylvania Law School. He held longstanding positions at Harvard Law School and served as the chancellor of the Court of Chancery, as well as vice chancellor. Sworn in as chief justice in February 2014, Strine launched the Access to Justice Commission, a task force aimed at helping low- to moderate-income people obtain legal services for civil and criminal cases, and a committee that works to decrease racial disparities in the state’s criminal justice system.

Hampton Roads Chapter Holds Public Service Awards Luncheon

ASPA's Hampton Roads Chapter, which serves 16 municipalities in Southeastern Virginia, held its annual Awards Luncheon on May 5. The luncheon highlights the importance of public service and ASPA's role in the region. A scholarship and three professional service awards were presented, the Dr. Wolfgang Pindur Award for distinguished service in academia and practice; George Robert House Award for outstanding service for a public administrator younger than 40 years of age; and Julian F. Hirst Award for distinguished service for a Hampton Roads public administrator older than 40. The honorees were:

- Annual student Scholarship Award: Eric Schweitzer, Old Dominion University
- Wolfgang Pindur Award: Dr. Pamela A. Gibson, Troy University
- George Robert House Award: Sergeant William L. Gervin, Virginia Beach Police Department.
- Julian F. Hirst Award: Ron Williams, deputy city manager, City of Norfolk

Western Kentucky University’s MPA Program and ASPA’s Metro Louisville Chapter Hold Joint Celebration

On May 22, the Western Kentucky University (WKU) Master of Public Administration Program and the Metro Louisville Chapter of ASPA joined together to co-sponsor an annual picnic. Two weeks later, the Chapter presented an award to Kevin DeFebbo, city manager of Bowling Green. DeFebbo was honored as the Chapter’s Distinguished Public Service Practitioner. Nominations are sought each spring for this award, which recognizes sustained, outstanding achievement in and contributions to public administration and public service through applied practice. DeFebbo serves on WKU’s MPA Program Advisory Committee, which provides advice and assists in the governance of the MPA program.
Students from six MPA and MPP programs received awards from ASPA’s Massachusetts Chapter on April 26, 2016, during the Annual MassASPA Keough Best Capstone Competition and Award Ceremony.

Each honoree presented his or her capstone thesis and a panel of evaluators—faculty and MassASPA officers—selected the winner. All participating students received a free ASPA membership and the winning student received a plaque, scholarship and recognition as the winner of the best capstone of the year.

Presenters included Kelsey Davis, Bridgewater State University; Meg Helming, Suffolk University; Derek Krevat, University of Amherst-Massachusetts; Charles Ransdell, Northeastern University; Erin Robinson, Brandeis University; and Joshua Sager, University of Mass-Boston.

Rhode Island Chapter Holds Public Service Conference

The Rhode Island Chapter’s Public Service Conference, held on May 4, marked the seventh time it celebrated PSRW. This year’s event was held at Roger Williams University-Bristol. In attendance were ASPA President Susan Gooden, Vice President Janice Lachance and Executive Director Bill Shields.

The keynote address was delivered by former Rhode Island Lieutenant Governor Elizabeth Roberts. Dr. Traci Green from Boston University Medical Center also addressed the conference on the opioid epidemic plaguing the region. She was followed by a graduate student panel outlining ways to help people with opioid addictions.

High school academy students from the Tolman High School Law and Public Safety Academy and Shea High School Government and Public Administration Academy, both based in Pawtucket, Rhode Island provided presentations about social media and public service; they also received ASPA memberships, the only high school students in the nation to be so honored.

At the evening reception, graduate students who presented earlier in the day came to Roger Williams’ Providence campus for an interactive Q&A covering key concepts presented during the morning sessions.

Sacramento Chapter Celebrates with Awards

California Office of Emergency Services, recipient of the Grantland Johnson Intergovernmental Cooperation Award

The Sacramento Chapter hosted its 2016 Awards Dinner to honor public servants. The 34th annual event was held May 4 at the Sterling Hotel in Sacramento. Honorees included:

- Elizabeth Hill Public Administrator of the Year: Mike Wiley, CEO/manager, Sacramento Regional Transit District
- Grantland Johnson Intergovernmental Cooperation Award: Eric Lamoureux and Charles
Rabamad on behalf of the California Office of Emergency Services-Inland Region Team for leadership and contributions across multiple jurisdictions

- Ross Clayton Lifetime Achievement Award: Diana Fuentes-Michel
- Chester A. Newland Academic Excellence Award: Dr. Robert Denhardt, USC Sol Price School of Public Policy
- Community Service Award: May is Bike Month
- Government Innovation Award: Sycamore Trail–West Sacramento, Yolo County Children’s Alliance, Washington Unified School District and City of West Sacramento
- Rising Star Award: Lindsay Buckley, public information officer and assistant to the chair, California Air Resources Board

**Southern Nevada Gathers Proclamations, Public Recognition**

Clark County Commissioners present ASPA’s Southern Nevada Chapter with a proclamation. Left to Right: Comm. Giunchigliani, Chairman Sisolak, Vice Chairman Brown, Board Member Amanda Dillard, President Adrina Ramos-King, Board Member Andre Wade, President-Elect Elyse Gresnick-Smith, Past President Tammy Christensen, Board Member Kathleen Walpole, Comm. Scow, Comm. Weekly, Comm. Kirkpatrick and Comm. Brager.

ASPA’s Southern Nevada Chapter celebrated PSRW with proclamations presented by mayors, council members and county commissioners throughout the Las Vegas Valley, including Clark County, City of Las Vegas, City of Henderson and City of North Las Vegas.

Chapter President Adrina Ramos-King accepted the proclamations on behalf of the organization and the many hardworking public servants committed to serving our communities.

**Online Practicum**

The final course—the capstone—was designed as an online practicum experience. The Excelsiorville Management Challenge is a simulation game that places students in a simulated environment where they work in teams of three to solve the problems of Excelsiorville. It is designed specifically to help them synthesize the information learned throughout the MPA program. The course includes government workplace scenarios in which students take on different roles and make evaluations and decisions according to that. They are expected to utilize skills developed in previous courses and are evaluated accordingly. Students take on a new role in each scenario (three total) and receive tasks designed to help them weigh competing public issues that need solutions. We assess the student’s knowledge and work inside the simulation—through a team “Quality of Life” score and individual “Department Effectiveness” scores—and outside the simulation, through decision memos, presentations and reports.

Excelsior College’s mission is to provide “educational opportunity to adult learners with an emphasis on those historically underrepresented in higher education. The College meets students where they are—academically and geographically, offering quality instruction and the assessment of learning.” It is a privilege to teach these students. Designing curriculum with their advantages in mind provides a richer experience for all students, no matter the age or background.

Karen R. Bryce is the Program Director for the MPA at Excelsior College. She received her MPA from Brigham Young University and her Ph.D. from the University at Albany, SUNY. Her research interests include public administration pedagogy, ethics and organizational legitimacy. She can be reached at kbryce@excelsior.edu.
Members in the News

ASPA President Appointed to Virginia State Board for Community Colleges

Virginia Commonwealth University recently announced that Virginia Governor Terry McAuliffe has appointed ASPA 2015-2016 President Susan Gooden to the State Board for Community Colleges. Gooden was appointed to a four-year term on the 15-member board, which oversees the state’s community college system.

McAuliffe announced appointments on June 13 to fill four-year terms on the governing boards of the state’s public colleges and universities. The appointments are effective July 1 and members are eligible to serve two consecutive four-year terms.

ASPA Past President Elected Vice Chair of UN Committee on Public Administration

At its annual meeting at United Nations headquarters, the UN Committee of Experts on Public Administration elected ASPA 2014-2015 President Allan Rosenbaum as vice chairperson for a two-year term. Individuals are nominated for the 24-seat committee by the UN Secretary General, approved by their country’s UN ambassador and elected by the UN Economic and Social Council. Its current membership includes present and former cabinet ministers, ambassadors and other senior governmental officials, as well as distinguished academics.

The committee provides guidance to the Economic and Social Council and other UN bodies concerned with public administration and economic development issues, issues of governance reform and building effective governmental administration. Rosenbaum is the first American to be elected as either chair or vice chair in the committee’s 16-year history.

David Van Slyke Named Dean of Maxwell School of Citizenship and Public Affairs

David Van Slyke, associate dean and chair of Syracuse University’s Department of Public Administration and International Affairs, is the new dean of the Maxwell School of Citizenship and Public Affairs. His appointment took effect on July 1.

Van Slyke, who earned dual tenure in the Maxwell School and the College of Arts and Sciences, holds the Louis A. Bantle chair in Business-Government Policy. His academic focus has been on public and nonprofit management, government contracting, public-private partnerships, policy implementation and strategic management. He is co-editor of the *Journal of Public Administration Research and Theory* and *Journal of Strategic Contracting and Negotiation*.

ASPA Remembers William Bernstein

ASPA notes the recent passing of longtime member William Bernstein, chief operating and financial officer of the Alliance for Downtown Manhattan. He served previously as first deputy executive director of the City of New York’s Planning Department. Bernstein was very supportive of ASPA’s New York Metropolitan Chapter and its activities throughout the 1980s and ‘90s.

Influential Political Scientist and Public Administrator Passes Away

Susan Tolchin, widely recognized as a leader in exploring the workings of political patronage, women in politics and the electoral power of voter anger, passed away this spring at the age of 75. With a career teaching public administration at both The George Washington University and George Mason University, Tolchin had a robust career dating back to 1974.

With her husband, Martin Tolchin, former congressional correspondent for *The New York Times*, Tolchin wrote several books warning of the dangers facing the United States. She also created The Washington Institute for Women in Politics at Mount Vernon College in 1974, which ran conferences intended to help women enter politics.

A frequent speaker at ASPA conferences beginning in the 1980s, Tolchin won the Marshall Dimock Award for the best lead article in *Public Administration Review* and provided keynote addresses for ASPA’s National Capital Area. She was also a Fellow with the National Academy of Public Administration and was elected to its Board of Directors in 2004.

ASPA National Council Member Elected President of Co-Operative

Stephen Rolandi, ASPA National Council Representative for District I, recently was elected 2016-2017 president and CEO of Carlsbide Tenants, Inc., a large residential co-operative based in Larchmont,
New York. The Carlshire consists of 108 residential apartments and a 12-person staff. Rolandi is adjunct lecturer of public administration at the John Jay College of Criminal Justice.

UNT's Department of Public Administration Receives $2 Million Gift

The Department of Public Administration at the University of North Texas announced it has received a $2 million gift from the Estate of Charldean Newell, former faculty member and renowned scholar. The gift will be reserved for graduate student scholarships within the department. Chair Abraham Benavides, former National Council Representative, remarked, “This substantial contribution will help to ensure that the UNT MPA program continues to educate top notch public servants.”

CHAPTER SPOTLIGHT

I would be a journalist. When I was a graduate student, I thought I would be a city manager. Today, I use all the skills I learned by serving in a public affairs department. One day, I’ll prepare an annual report; the next, I’ll edit website content; the day after, I’ll prepare a community forum.

My third piece of advice is most important. Take care of your health. Eating well, exercising and getting plenty of sleep will help you be present at work every day. It is easy to get burned out. The current rhetoric in America doesn’t always value the unique talents of public servants so make sure you are taking care of yourself. You have many years ahead.

Paul Lampe is public affairs coordinator with the Mid-America Regional Council, a nonprofit association of city and county governments and metropolitan planning organization for the bistate Kansas City region. He earned a Bachelor of Journalism from the University of Missouri–Columbia and a Master of Public Administration from the University of Kansas. Lampe served in AmeriCorps NCCC, taught English in Hong Kong and worked in local legislative and budget analysis positions. He can be reached at plampe@marc.org.

MILLENNAL MOBILITY

studies in Austin, Charlotte and Portland, the authors described how cities have achieved more equitable TOD by purchasing land before stations open; having supportive local governments that finance or subsidize costs; and supporting local planning that reduces costs to developers. But, what about those lacking the administrative capacity to implement such forward-thinking strategies?

My recent research on city-level equity initiatives provides a noteworthy example. Fort Collins, Colorado is a small college town that established a Land Bank program in 2001 to address its housing crisis. Policymakers approved the purchase of five sites to ensure land would be available to increase the stock of affordable units. In 2015, the Affordable Housing Strategic Plan set a goal to increase units to 10 percent of the total housing stock by 2040. In retrospect, the Land Bank set Fort Collins up to improve housing options for low income residents with the greatest need.

Millennials brought income inequality to the forefront of the presidential election, but advancing mobility largely happens at the municipal level. It will require persistent participation in November and beyond. To date, the youth vote lags behind older generations by roughly 20-30 percent, according to Fry. Seattle was the first city to adopt a $15/hour minimum wage. As Thompson notes, it is impossible to “create a national movement around critical local policies, like higher minimum wages, if city hall is elected exclusively by voters born before Dwight Eisenhower’s reelection.” Social mobility programs may be a new frontier in public administration if the millennial majority further engages with government where it matters the most: in their home zip codes.

Samantha Larson is a doctoral candidate at the University of Colorado–Denver. Her research focuses on public management, social equity, community resilience and the impact of policy and implementation on women and minorities. Her dissertation examines how local transit agencies measure access, the extent to which access impacts economic and social outcomes, and ways that performance measurement tools ensure accountability of transportation equity. She can be reached at samantha.larson@ucdenver.edu.

MPAC PROGRAM WRAP-UP

Our trustees are pleased to announce that MPAC 2017 will be hosted by the School of Public Administration at the University of Nebraska Omaha on June 1-3. Next year’s conference will be special as it will take place in conjunction with the Social Equity Leadership Conference and, pending final confirmation, concurrent with the Teaching Public Administration Conference. We anticipate a strong turnout and look forward to seeing you in Omaha.

Stephen Kleinschmit is an assistant professor in the School of Public Affairs and Administration at Western Michigan University. He is the founder and president of MPAC. He can be reached at Stephen.kleinschmit@umich.edu.
RECRUITER

FACULTY SEARCH IN TECHNOLOGY AND INFORMATION TECHNOLOGY – ASSISTANT OR ASSOCIATE PROFESSOR WITH TENURE

POSITION TITLE: Assistant or Associate Professor

START DATE: September 2016 (preferred)

SUMMARY OF POSITION:
The School of Public Affairs and Administration at the Newark Campus of Rutgers, the State University of New Jersey, is seeking candidates for tenure-track or tenure faculty position (Assistant or Associate Professor with tenure), specializing in Technology and Information Management.

We invite applications from highly productive researchers with an exemplary record of scholarly publications to teach in our Technology and Information Management specialization. Successful candidates should be able to teach related courses, such as Technology and Public Administration; Digital Services; GIS for Public and Nonprofit Management; Data Management for Public and Nonprofit; and E-Government. Experience with, or interest in, teaching students with diverse cultural backgrounds is also important. Appointment will be core faculty members in a NASPAA-accredited public administration program that is ranked 7th nationally in Public Management Administration by US News and holds six other top-25 rankings in Public Affairs and Administration. Rutgers University-Newark School of Public Affairs and Administration (SPAA) is the first U.S. school to earn full international accreditation from The International Commission on Accreditation of Public Administration Education and Training Programs (ICAPA). The accreditation covers Rutgers SPAA’s doctoral, master of public administration, and certificate programs.

As a major public university in New Jersey’s largest city, the Newark Campus of Rutgers provides students with the knowledge and preparation necessary for leadership roles in an increasingly complex society, with particular attention to its public mission and building a civic dialogue. The campus is the most diverse national university in the United States and is ranked twelfth among doctoral degree-granting small universities in the country. The School of Public Affairs and Administration actively engages with the nonprofit and government communities in the greater-Newark metro area. The School offers an undergraduate major in public and nonprofit administration, an on-campus M.P.A., a fully online M.P.A., an Executive M.P.A., and a research-oriented Ph.D. Faculty are also involved in nine certificate programs. Total enrollment is more than 1000 degree and non-degree students. Teaching, published research, and community engagement are each important to the School.

Candidates must hold an earned doctorate in public administration or a related field. Review of applications will begin immediately and will continue until outstanding candidates are found. All qualified applicants will receive consideration for employment without regard to race, religion, sex, sexual orientation, gender identity or expression, national origin, disability, protected veteran status or any other classification protected by law. Women and minorities are especially encouraged to apply. Diversity and inclusion are a key foundational element of Rutgers University’s Strategic Plan. In the goal to enhance faculty diversity, Rutgers defines diversity very broadly. Diversity may include, but is not limited to, gender, ethnicity, race, culture, national origin, or other personal or professional characteristics that are either underrepresented or underrepresented in the particular department or unit of intended hire.

TO APPLY
Candidates interested in this position should visit http://jobs.rutgers.edu/80/postings/22119 to apply.

Questions should be addressed to:
Prof. Suzanne Piotrowski, spiotrow@scarletmail.rutgers.edu
Chair, Faculty Search Committee

FACULTY SEARCH IN BUDGETING AND FINANCIAL MANAGEMENT – ASSISTANT OR ASSOCIATE PROFESSOR WITH TENURE

POSITION TITLE: Assistant or Associate Professor

START DATE: September 2016 (preferred)

SUMMARY OF POSITION:
The School of Public Affairs and Administration at the Newark Campus of Rutgers, the State University of New Jersey, is seeking candidates for tenure or tenure-track faculty position (Assistant or Associate Professor with tenure), specializing in budgeting and financial management.

We invite applications from highly productive researchers with an exemplary record of scholarly publications to teach in our Budgeting and Financial Management specialization. Successful candidates should be able to teach related courses, such as Public Budgeting Systems, Economics for Public Administration, Government Revenue Theory and Administration, Capital Budgeting and Debt Management; and Public Financial Management. Experience with, or interest in, teaching students with diverse cultural backgrounds is also important. Appointment will be core faculty members in a NASPAA-accredited public administration program that is ranked 7th nationally in Public Management Administration by US News and holds six other top-25 rankings in Public Affairs and Administration. Rutgers University-Newark School of Public Affairs and Administration (SPAA) is the first U.S. school to earn full international accreditation from The International Commission on Accreditation of Public Administration Education and Training Programs (ICAPA). The accreditation covers Rutgers SPAA’s doctoral, master of public administration, and certificate programs.

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Candidates must hold an earned doctorate in public administration or a related field. Review of applications will begin immediately and will continue until outstanding candidates are found. All qualified applicants will receive consideration for employment without regard to race, religion, sex, sexual orientation, gender identity or expression, national origin, disability, protected veteran status or any other classification protected by law. Women and minorities are especially encouraged to apply. Diversity and inclusion are a key foundational element of Rutgers University’s Strategic Plan. In the goal to enhance faculty diversity, Rutgers defines diversity very broadly. Diversity may include, but is not limited to, gender, ethnicity, race, culture, national origin, or other personal or professional characteristics that are either underrepresented or underrepresented in the particular department or unit of intended hire.

TO APPLY
Candidates interested in this position should visit http://jobs.rutgers.edu/80/postings/22082 to apply.

Questions should be addressed to:
Prof. Suzanne Piotrowski, spiotrow@scarletmail.rutgers.edu
Chair, Faculty Search Committee
ADVERTISE IN
PA TIMES

PA TIMES features several advertising avenues. Display advertising is available to announce conferences, educational programs, publications, products, etc. The Recruiter lists employment opportunities. ASPA reserves the right to edit text to conform with layout and design of the magazine.

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Inside Front Cover $1,500
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(8.5 x 8.75 full-bleed, active copy area 8x8)

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**All job advertisements in The Recruiter must be text only and are billed at a minimum of 200 words. The Recruiter does not accept display advertising. All job advertisements must indicate that the employer offers equal employment opportunity.
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:
- PhD in Public Administration
- Master of Public Administration (MPA)
- GEOMPA: Global Executive Online MPA [100% Online]
- Juris Doctor (JD/MPA)
- Master of Public Health (MPH)
- Master of Accountancy in Governmental Accounting (MPA/MACCY)
- Bachelor of Arts in Public and Nonprofit Administration
- 5-Year Dual Degree (BA/MPA or BS/MPA)
- Certified Public Manager (CPM) Program plus other professional and graduate certificates focused on particular issues in the public and nonprofit sectors