For Third Year in a Row City Fiscal Conditions Worsen

Three in Five City Finance Directors Say Their City is Unable to Meet Fiscal Obligations

Chris Hoene

America’s cities are less able to meet their financial needs in 2004 and expectations for 2005 are equally grim, according to a report released by the National League of Cities (NLC). Revenues are not keeping pace with increases in spending for public safety and infrastructure, and growing costs of employee health benefits, pensions and wages, according to City Fiscal Conditions in 2004.

In the latest survey of city finance directors, more than three in five said their cities were less able to meet their fiscal obligations, regardless of population size, region or taxing authority. Cities that rely on income taxes—83 percent of those polled—were more likely to report worsening conditions, compared to 58 percent of those relying exclusively on property taxes or 52 percent relying on the sales tax.

“This is the third year in a row where we’ve seen these types of revenue declines,” said James C. Hunt, vice president of the National League of Cities and council member from Clarksburg, West Virginia. “As elected officials, we can only stretch our resources so far, tighten our belts so much. We have huge responsibilities we must address and simply not enough resources to support them.”

Michael A. Pagano, senior fellow at the Great Cities Institute at the University of Illinois at Chicago and author of the report, cited the combined fiscal pressures of increased costs for public safety, Homeland Security and other Federal mandates coupled with reductions in State aid to local governments as critical problems facing the states.

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National Museum of the American Indian Opens

Lidia Doniz, a member of the Aztec Nation of Mexico, smiles as she wears a traditional head dress featuring an alligator’s head during celebrations at the grand opening of the Smithsonian National Museum of the American Indian in Washington, DC. Thousands of indigenous peoples gathered in traditional dress to see the opening of the first international institution of living cultures dedicated to the shared native heritage of North, Central and South America.

Public Employees Suffer Slowdown in Salaries

States Still Reeling from Ongoing Fiscal Crisis

Washington, DC—States have slashed the number of public employees in key safety positions and workers’ salaries are at a standstill—a result of continuing budget pressures plaguing the states—according to the 2004 AFT Public Employees Compensation Survey.

“At a time when we are relying on public employees to redouble their efforts to protect our homeland and provide essential services, states are putting the brakes on salaries and laying off critical personnel,” said Edward J. McElroy, AFT president. “States also are hampered by harmful federal policies that cut funds for vital programs and threaten public employees’ workplace and overtime rights.”

“This survey shows that states still are struggling to rebound from the nation’s economic slump,” said Steve Porter, director of the AFT Public Employees division.

The survey shows that states have significantly reduced salary increases, which have plummeted from 3.63 percent in 2002-2003 to 0.45 percent in 2003-2004. This compares to overall U.S. salary increases of over 3 percent for 2003-2004, according to Bureau of Labor Statistics information.

“In a shortsighted effort to manage budget deficits, state agencies across the country are sacrificing experienced staff to layoffs, attrition and early retirement pension buyout options,” said Porter. “These stopgap measures can have...
Cities Will Have to Make Cuts or Raise Taxes to Balance Budgets

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local governments. “Many towns and cities that rely on the income tax are in worse shape in 2004 than in 2003,” said Pagano. “Sales tax revenues have also declined in the past several years, with only slight increases in 2003 and 2004. The one bright spot is that in those cities relying on property tax revenues, the continued strength of the real estate and property markets have provided a lifeline for those cities finances.”

Don Borut, NLC’s executive director, pointed out that unlike the federal government, cities are legally required to balance their budgets. In 2004, overall city revenues were expected to grow by 2.6 percent while expenditures increased by 3.6 percent. “This gap means that cities will have to make additional cuts in services or raise taxes and fees to balance their budgets this year,” Borut said.

Revenues Decline for Third Year–Cities Respond
Adjusting for inflation, 2004 marks an unprecedented third straight year when revenues declined. As a result, 54 percent of cities are reporting that they have increased fees and charges for services, another 25 percent opted for increasing property taxes, and 22 percent increased impact or development fees.

“As an elected official, raising taxes or imposing user fees are the last actions we want to take,” said Hunt. “So cities are trying to make do with less. The survey clearly shows that cities are working hard to get the best for the taxpayer’s dollars by improving the productivity of city employees, reducing the city workforce, increasing contracting out, and cutting spending. But the economy is against us, at least in the short term.”

“Most cities have to generate at least 80 percent of their revenues from local sources,” Hunt said. “In the past, we were able to look to the State and Federal governments for help. But these sources are drying up, particularly in the past two years. This one-two punch has really caused us problems. So we have had to rely on our ingenuity and our management skills to make up the difference. And after a few years of this, it gets pretty tough.”

The survey found that 32 percent of cities reduced the size of their city workforce while 40 percent reported an increase in productivity of their workers, allowing them to do more with the same size staff. Growing health insurance costs, contributions to employee pension plans and cost of living increases all were cited as factors negatively affecting city budgets.

The increased pessimism of the cities’ finance officers was most pronounced in the West and Midwest with 75 percent and 74 percent respectively reporting deteriorating conditions, compared to 59 percent in the Northeast and 43 percent in the South. The regional differences are most likely a function of differences in tax reliance, with cities in the West and Midwest more likely to be sales-tax reliant–revenues which declined or grew very slowly in recent years.

The City Fiscal Conditions in 2004 Survey is a national mail survey of finance officers in U.S. cities conducted by Michael A. Pagano on behalf of NLC. Survey data are drawn from 288 responding cities, with a representative sample and 590 cities in total.

Copies of the report, City Fiscal Conditions in 2004, are available at www.nlc.org or by calling (202) 626-3030. For more information contact contact (202) 626-3172 or hoene@nlc.org.

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Public Employees with Union Representation Earn More

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disastrous effects. For example, how can we effectively maintain the safety of our nation’s bridges when we have lost over 700 inspectors, a 33 percent drop in one critical safety position alone?”

The survey also shows that public employees with union representation, by and large, earn higher salaries than nonunion public employees, mainly the result of collective bargaining rights. Of the 44 surveyed job titles, 41 earned more in states with collective bargaining than those without. The average weighted mean salary for public employees in collective bargaining states is nearly 20 percent more than for those without collective bargaining.

For the first time, the AFT Public Employees Compensation Survey reviewed job titles in all 50 states and the District of Columbia. The survey tracks 44 job titles covering a broad array of professional and scientific careers. For each job description, the survey provides a salary range, number of employees, collective bargaining status, pay plan type and average base salary.

The survey also includes a table with the weighted mean and median salary for each job title and private sector pay for comparable positions. The AFT Public Employees division also released a cost-of-living analysis that lists the states that pay the most for each surveyed job title.

“We need responsible elected officials who understand the value of a strong public workforce with the capacity and expertise to keep this country safe and running smoothly,” said McElroy. “There is too much at stake for us to take public employees for granted.”


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Retire-Rehire: To the Retired Belong the Spoils

Robert J. Sobie

When Sen. William L. Marcy named the practice of using public offices as rewards for political party work, the well-known political adage, “to the victor belong the spoils” was born. In a time when hard to fill positions in government agencies and public schools go unfilled, the practice of retire-rehire may usher in the new adage, “to the retired belong the spoils.”

The Civil Service Act (CSA) of 1883 professionalized ranks of federal government workers who were trained with special skills to meet the challenges of a growing federal bureaucracy. At the same time, the CSA ushered out the Jacksonian “spoils system” whereby President Andrew Jackson rewarded many of his political supporters with government jobs. Such appointments did not necessarily mean that bad people were appointed but the system itself was ill-suited to efficient delivery of government services.

The CSA established the tradition and mechanism of permanent federal employment based on merit rather than on political party affiliation (the spoils system). Specifically, Section 2 of the CSA states: “...open, competitive examinations for testing the fitness of applicants for the public service now classified or to be classified hereunder. Such examinations shall be practical in their character, and so far as may be shall relate to those matters which will fairly test the relative capacity and fitness of the persons examined to discharge the duties of the service into which they seek to be appointed.”

Today, many government agencies and public school systems across the country are finding it difficult to attract skilled replacements for retiring workers. The International City/County Management Association (ICMA) indicates that a substantial issue of attention at all levels of government is the projected shortage of skilled professionals that will occur in the coming years. ICMA further states that by the year 2005, more than 50 percent of the federal workforce will be eligible for retirement and that state and local governments face a similar talent-drain crisis.

Enter the practice of rehiring a recently retired government or education worker. In 2001, the State of Washington enacted a law that allows retirees to work up to 1,500 hours per year without a reduction in their retirement pension. Washington’s “retire/rehire” legislation is intended to provide employers with another tool to address employee shortages, particularly with hard-to-fill positions. In 2003, the Seattle Times reported that some employees were retiring with implicit agreement that they would be rehired into the same job after a brief one-month separation of active employment. Citing a particular case, the Seattle Times stated that the vacant position was never posted. Additionally, the retired individual rehired into the same position was not required to reapply, and therefore interview competitively, for the opening.

The State of Washington is not alone in their desire to use retire-rehire programs as a recruitment tool for government agencies and schools. Texas law allows retired school employees to return to work in a public school and be paid a salary while still receiving full retirement benefits, under certain circumstances. Dearborn Public Schools in Michigan enjoy the experience of retired teachers serving as substitutes. Additionally, in May 2004, Michigan Employees Retirement System’s (MERS) Retirement Board approved the removal of the annual earnings limit for retirees who go back to work for the same employer. MERS explained that participating employers are hiring their retirees back to fill vacant positions.

Where the retire-rehire process appears to breakdown is when the competitive-ness of applying and interviewing for a position is eliminated. The lack of competition rings of the spoils system ushered out of federal government with enactment of the CSA. An elected or appointed official normally granted authority to fill job vacancies may be participating in a spoils system if they have eliminated any form of competition for the position. In such instances, public trust in government erodes when opportunities are reduced or eliminated altogether for those equally qualified to compete for the position. An agency official capable of justifying the need to make such an appointment absent competition, possibly through legal affirmation, may be an acceptable practice that restores public trust.

As internal distrust appears from within the ranks of government workers who have been blocked from attaining a higher position, it stifies employee development. Morale of those workers overlooked for these lucrative positions can lead to larger problems, such as a lack of ownership in the efficient production and delivery of quality services. As noted earlier, a spoils system is ill-suited to efficiency. Public distrust, absent competition, and the suggestion of a redesigned spoils system do not identify what may be the real problem with the retire-rehire process. Could it be vague statutory language designed into the legislation governing use of a retire-rehire program? After all, vagueness is a hallmark of legislative activity.

In 2003, Washington House Speaker Frank Chopp was quoted by the Seattle Times stating “This kind of nonsense is not what we intended.” Maybe not, but no laws appear to have been broken by not posting a job opening, by not requiring a reapplication, and avoiding an interview process for retired workers. So what nonsense did the Washington legislature intend? For that matter how are agencies to understand what the legislature’s intent is without specific language defining it? These questions could be answered through appropriately drafted legislation and rules that accurately define intent. Doing so limits administrative discretion when
A Unified Public Service: Does it Matter?

Jocelyne Bourgon

Editor’s Note: The following was originally presented at the CAPAM Biennial Conference 2002, Glasgow, Scotland.

After downsizing, deregulation, privatization and decentralization, what is left of the traditional concept of a professional, non-partisan public service united by a common “esprit de corps”? If public servants are recruited on a contractual basis and rewarded by performance bonuses based on results, are there still any meaningful differences between a public servant and a private sector employee? Are the distinctions a vision of the past?

What makes for a unified public service? Is it the structure of government? A common career-management system? A common management model? While all of these factors matter, I will argue that the most significant factor is the underlying philosophy about the role of the State in society.

A unified professional public service flows from a broad societal consensus on the importance of the State and its supporting public sector institutions. It results from a political leadership willing to affirm the importance of public sector institutions for a sustained standard of living and quality of life for all citizens. In a word, if we do not believe in it, we cannot build it, and over time, we will lose it.

The Rebirth of Philosophy: What Do You Believe In?

Allow me to look back briefly.

The traditional paradigm of public administration in many countries, including Canada, is a combination of the ideas of Adam Smith, Frederick Winslow Taylor and Max Weber. The paradigm:

• recognizes the importance of the State and the role of government; it advocates a clear separation of roles between political and professional functions;
• is built around a hierarchical system of accountability to ministers and Parliament; and an administrative regime based on the rule of law, fairness and the protection of citizens’ rights; and
• recognizes the need for a largely permanent organization staffed with professional public servants to fulfill the responsibilities of the State with competence, fairness and effectiveness.

Some would say “that was then and this is now” but in my opinion the basic principles remain as relevant today as they were in the past.

To be sure, this model needs to be modernized constantly to take account of the needs of citizens and the new circumstances of the knowledge-based economy and the knowledge-based society. Citizens expect integrated service delivery centered on their needs, using the power of modern communications and information technology.

The public service also needs to modernize the traditional approach to government organizations and structure. Working horizontally across departmental boundaries is essential to the complex public policy issues. However, the public service must also continue to fulfill its vertical accountability to ministers and Parliament.

Much needs to be done to strengthen the policy capacity of the public service so that it can fully play its role as a knowledge centre and knowledge broker by accessing, assessing, sorting and integrating the best available information from all sources within the country and from abroad in support of the government agenda. In my opinion, there cannot be a unified professional public service without a strong policy capacity.

But the need for ongoing modernization does not in any way invalidate the basic proposition about the importance of government, of public sector institutions or of a highly competent and cohesive public service. It does not invalidate the traditional paradigm of public sector management.

Why then do we worry that the reforms of the past 15 or 20 years may have damaged the values of the public service, its cohesiveness and its sense of self?

It could be that during the 1980s and 1990s many Commonwealth countries, as well as Western Europe and America, were not only pursuing a modernization agenda, but also a process of “The Marketization of the State.”

The “marketization of the state” is not an agenda, but also a process of “The Marketization of the State.”

The marketization of the state is not an attempt to identify the lessons learned or the best practices of the private sector in order to integrate them in a public sector setting while respecting public sector values—which we should all do as a matter of course. Instead, it is transforming the philosophical basis of public sector organizations. This new paradigm:

• converts citizens into customers, free to purchase from a number of suppliers of the public good;
• transforms public sector organizations focused on the collective interest into organizations modeled on the private sector and focused on serving their clients to ensure customer satisfaction;
• assumes that management is management whether it takes place in the public or the private sector and that private sector management practices are generally superior to those of the public sector;
• proposes that managerial techniques such as hiring on a contractual basis and rewarding individual achievements through performance bonuses should apply to both public sector and private sector employees; and
• challenges one of the defining characteristics of a professional public sector organization by transferring the public policy role to more independent organizations and assigning a greater role to the private sector.

This philosophical shift more than any other factor determines whether a unified professional public service will exist and flourish over time. The answer to a unified public service will not be found in its structure or organizational model but in the supporting value system. Over time, structural decisions will influence the value system at the organization level. Similar reforms could lead to very different results, depending on whether they are driven from a public sector or a market philosophy.

I will use Canada as an example to illustrate my point.

Canada rejected the “one model fits all” approach to the organization of government as early as the 1950s. The Canadian public sector is composed of departments, crown corporations, autonomous agencies, tribunals, etc. Therefore the creation of agencies which came about in some countries in the 1980s is nothing new to Canada.

The Canadian view was that different public sector organizational models are better suited to serve different purposes. Different models should be allowed to co-exist whenever it helps advance the collective purpose and enhance the quality of service provided to citizens. In other words, a unified public service is not incompatible with diversity, and diversity of organization in government is not necessarily incompatible with public sector values.

A market philosophy could also lead to the creation of agencies, but for very different purposes. One might be to make public sector enterprises more attractive.
Tens of Thousands Nationwide Mobilize for Great Public Schools for Every Child

4,000 ‘House Parties’ Are First Step Toward Making Education Top Priority

Washington, DC—Tens of thousands of teachers, parents and concerned citizens participated in nearly 4,000 “house parties” nationwide in a grassroots effort to elevate the issue of public education in the current policy debate.

Evidence of this unprecedented mobilization effort could be found in every state. From a chapel in Maui, Hawaii to a brewery in Cape Cod, MA to bilingual homes in Miami, FL and San Antonio, TX, concerned citizens met to discuss the successes, challenges and opportunities facing public education and how they can work together to create great public schools for every child.

“Republican or Democrat, people in our community are concerned about our children’s education and our future,” said William Innes, a teacher in Vallejo, CA, who hosted a group of Republicans at his house. “The folks who met at my house believe the White House and Congress haven’t done enough for public education and that a good public education is a priority that transcends party lines.”

The gatherings were part of the National Mobilization for Great Public Schools, organized by the National Education Association, Campaign for America’s Future, ACORN, MoveOn.org, NAACP National Voter Fund and U.S. Hispanic Leadership Institute and 50 other groups.

“We are failing to provide too many children with the basics,” said Robert Borosage, co-director of the Campaign for America’s Future. “Most Americans want greater investment in education so we can provide those basics even though Iraq and the economy have dominated the news.”

Discussion at the gatherings centered on key issues relating to public education. Among these are the lack of access to health care and early childhood programs, overcrowded classrooms, teachers being laid off or forced out of the profession, skyrocketing college costs and a federal education law that labels many public schools as failing without providing the resources needed to succeed.

Participants pledged to recruit a specific number of friends, family and colleagues to sign a petition calling for increases in federal education funding, to call their members of Congress to ask them to fully fund education and to register to vote.

“It is time to come together for our children’s future,” said National Education Association President Reg Weaver. “Parents, teachers, students and concerned citizens from Alaska to Florida–Maine to Hawaii are mobilizing to meet the challenges of ensuring that every child in America has access to a great public school.”

ACORN National President Maude Hurd hosted a house party with a group of people in Boston, MA, who then attended a local school board hearing.

“Parents in Boston and all over the country are fighting to improve education and make every school a quality school,” said Hurd. “Parents shouldn’t have to fight over scraps because education dollars are shrinking. We must continue to work together and hold politicians accountable to ensure that every child gets a quality education.”

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A Unified Public Service Matters

Revisiting the Obvious
If we needed to be reminded, recent events in the marketplace—in the United States, in particular—have shown us why the affairs of the State cannot be run like a business.

The lesson of the past 20 years should be that a well performing society requires both a well performing private sector and a well performing public sector. Each one makes a unique contribution. Each one operates in accordance with its own set of values. Each one deserves respect in its own right.

One supports collective values, the other market choices. One seeks political consensus, the other encourages individual choices. One is democratically oriented, the other focused on efficiency. One focuses on public policies, the other on contractual arrangements. One protects individual rights and is preoccupied with fairness and the respect of the rule of law, the other seeks to maximize individual benefits and freedom. One encourages cooperation, the other relies on competition.

A unified public service is not about structures or systems. It is a value statement about how public institutions can be used to pursue collective interests over the disaggregated interests of individuals.

Building and sustaining a unified public service speaks to a political will to achieve a balance between market forces and societal forces, between wealth creation and wealth sharing.

The costs of disunity are well known to us and could be very high, especially for the developing countries, which can least afford it. Disunity leads to:

• the erosion of a nation’s ability to use its public institutions to achieve critical collective actions;
• the inability to marshal its policy capacity in an integrated and coordinated manner across departments;
• the devolution of politics and political leadership through client service providers largely untouched by democratic impulses and political insights; and
• a proliferation of unconnected public sector units serving specialized interests, detached from a broad definition of the public interest.

A unified public service starts with:

• a political leadership willing to state the importance of political process, government and public sector institutions;
• a strong sense of public sector values, acquired over time, and the importance of serving the collective interest and the public good, which guide the actions of public servants at all levels;
• a strong public policy capacity without which there can be no professional public service; and
• a professional and non-partisan public service that provides the institutional memory and capacity to deliver on the agenda of the government in office.

A unified public service is not a sufficient condition but a necessary condition for good government.

Does it matter? I should say so!

Jocelyne Bourgon is president of CCMD.
The Consequences of the Denial of Local Knowledge and the Assault on Professional Competence

In the modern world of shared power and diffuse accountability, public administration finds itself carried into a vortex of two particularly pernicious trends. First, is the growing tendency on the part of officials in central governments that are part of federated and intergovernmental systems to deny the importance of local knowledge. Second, is the continuing political assault on all forms of professional competence, particularly management competence. Each trend, by itself, is injurious to governmental effectiveness, but together they spell disaster, particularly in an era of shared power. Two examples, one domestic and one international, spring to mind.

We are nearing the end of a generation of reform of public education, not a grassroots reform growing up from the schools and the school districts, but a reform initially driven by the states and now, with the passage of No Child Left Behind, a major federal initiative. State legislators and governors as well as presidents and members of Congress have discovered that it is good politics to declare that many public schools are not effective and it is particularly good politics to pass laws designed to fix schools. Although the advocates of reform, mostly politicians and consultants, squawk at the fact, modern education reform is freighted with the assumption that many if not most local school boards don’t know what they are doing. Educational knowledge in Austin and Sacramento, and particularly Washington, DC, trumps the collective knowledge of members of the local school boards in Dallas and Fresno. The whole purpose of local school boards is based on the primacy of local knowledge and local democratic control. However well meaning, contemporary education reform is a massive insult to that primacy and to any reasoned sense of effective policy making in federated systems.

It is not just local school boards that are judged by state and federal level reformers to be ineffective, so too are teachers, principals and superintendents. However well meaning, education reform is a massive insult to the logic of professional competence. In a wonderful recent survey by Emporia State University it was determined that people give the schools their children attend either an A or a B, but they give state legislators a D or an F. Now there is local knowledge for you.

The substance of the top-down education reform project is debatable and this is not the place for that debate. What is not debatable is that No Child Left Behind is a whopping unfunded mandate as are many of the state initiated education reforms. The states have a very legitimate claim regarding their role in local education reform because of their constitutional responsibilities for public education and because they are paying an ever increasing share of the costs. But the federal government has no such claim. Some states such as Vermont are openly rebelling against the federal government on this matter and others are quietly engaging in what could charitably be described as passive implementation of No Child Left Behind. Teachers and principals, bless them, are soldiering on; after all, they are the ones who are really trying not to leave any child behind. Rather than the top-down logic of No Child Left Behind, genuine education reform could have been hammered-out in serious processes of negotiation and collaboration between states and school boards and between states, school boards, and the federal government.

On the international front there are likewise examples of the denial of local knowledge and the assault on professional competence. In the 1990s one of the biggest challenges was to bring peace to Bosnia. This was accomplished by engaging both American and non-American professionals who knew the Balkans and could speak the languages. It was assumed that international organizations could be trusted and were legitimate partners in the Bosnian peace keeping effort. The peace keeping effort followed the Dayton Peace Accords, agreements based on a process of mediation and compromise that engaged all relevant stakeholders. Once fighting had ceased, the peace keeping effort was directed by the State Department. On the ground every effort was made to respect the integrity of Bosnian factions and their political and religious leaders and to try not to be seen as siding with one or the other. Rebuilding contracts were designed to directly involve locals in both their policy and execution. Local institutions and customs were understood to be legitimate and were supported. It was understood that change takes time and that Western notions of electoral democracy might not be fully applicable in the Bosnian situation. In short, local knowledge was taken very seriously as was professional competence. Negotiation, mediation, and collaboration were practiced in recognition of the realities of power sharing. Not one American has died in hostile action in Bosnia in the nine years since the Dayton Peace Accords went into effect.

While acknowledging that Iraq is not Bosnia, comparisons are nevertheless informative. In a heated post-September 11, 2001, atmosphere, those convinced of the wisdom of pre-emptive war appear now to have been overly reliant on a few Iraqi ex-patriots for their intelligence and not sufficiently open to other sources of intelligence. The United Nations and particularly Hans Blix, the director of UN arms inspections, were openly ridiculed by American officials as were officials in our key regional alliances such as NATO.

There was no summit with our primary allies designed to hammer out a course of action on Iraq and the “coalition of the willing” ended up involving primarily U.S. alone. When every key policy question the Defense Department trumped the State Department and even after handing over sovereignty to the interim Iraqi government, DOD continues to run the show. Although the army had long been the primary stabilizing force in Iraq, in the early stages of the occupation it was disband and scattered. Military and contract specialists brought to Iraq to assist in rebuilding were and are experts in their fields but few of them knew anything about Iraq, its culture, or its languages. At every stage in the run-up to the war, during the war, and now in the occupation, the United States has denied the salience of local knowledge. And at every stage the United States has been overly reliant on the judgments of a few top civilian officials in DOD, has not listened to military professionals, and has made spectators of our professional diplomats. And we are paying a very dear price.

In a world of shared power the lessons in both education reform and international affairs are these: Local knowledge matters and policy and policy implementation is always best when it is based of negotiation, compromise and mediation between central and local authorities. Professional competence matters and policy works best when it is framed by elected officials who have listened carefully to experts, because, in the end, it is the experts at the local level who will be carrying out that policy.

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Succession Planning Imperative

From RETIRE-REHIRE, pg. 3

applying the practice of retire-rehire in an agency and therefore does not rely on the power of embarrassment, a possible result of agency culture because of the law. What all levels of government and school systems may wish to consider is a plan of succession for bringing leaders up through the ranks. Developing leadership skills should be a priority for top management as a workforce is nearing the point of retirement and should begin training for these promotions.

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- Preface/index Card of Civilizations, Pedagogy, and Values
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- An Authentic Casebook Seven Steps to Latin and Great Britain
- The European Union: Promoting Quality and Performance

During my sabbatical in the spring of 2004, I spent time at the Public Management Institute in Leuven, Belgium. It was there that I was exposed to the European Union’s efforts to integrate quality and performance. The European Union created the European Institute of Public Administration (EIPA) in 1981. The general purpose of the Institute is to provide support to the European Union and its member states by providing relevant and high-quality services to develop the capacities of public officials in dealing with EU affairs by way of training, applied research, consultancy and publications. The European Commission contributes to EIPA’s activities and publications through the European Union budget.

The Common Assessment Framework (CAF) results from the cooperation of the European Union Ministers responsible for Public Administration. A pilot version was presented in May 2000 at the First European Quality Conference for Public Administration held in Lisbon, Portugal, with the four primary purposes (www.eipa.nl/home/eipa.html):

- To capture the unique features of public sector organizations.
- To serve as a tool for public administrators who want to improve the performance of their organizations.
- To act as a “bridge” across the various models in use in quality management.
- To facilitate benchmarking between public sector organizations.

The CAF model is public domain, available free of charge and published in 13 languages. As of September 2004, 265 organizations from 14 countries have utilized CAF and sent their results to the European Institute of Public Administration, housed in Maastricht, Netherlands. EIPA maintains a data base with details on organizations (www.eipa.nl->CAF->Database search). Of these, 69 are local governments, and 35 are classified as social services and security programs.

The attraction of the CAF, besides its accessibility, applicability across agencies and levels of government, is the integration of quality and performance in a logical and holistic framework. Five criteria are used to assess the performance of what the organization does to achieve results, termed “enablers”:

- leadership, policy and strategy, human resources management, external partnerships and resources and process and change management.

The next four criteria are based on achievement of results in terms of: customer/citizens, employees, impact on society and key performance results. A scorecard format is used for the ratings.

As all quality programs, the European Institute of Public Administration provides an evaluation to users of CAF asking for feedback on usefulness of framework and recommendation for improvements. The review questionnaire may be found at (www.eipa.nl/CAF/CAF_review/Questionnaire.htm).

Make plans to attend the CAF pre-conference symposium at the 2005 ASPA conference for more information. A panel with discussion and training on this model by Cecct Bouckaert from the Public Management Institute in Belgium and Patrick Staes from the European Institute of Public Administration in the Netherlands, as well as others who are engaged in the research, training, and implementation of the framework, will be making presentations.

ASP A member Maria P. Aristigueta is associate professor and director of the MPA program at the University of Delaware. E-mail: mariaa@udel.edu

For information or items of interest related to CAP or performance management/management activities or if you have a related item for the CAP Corner, please contact Patria Juanes, CAP Co-chair, 1120 G Street, NW, Suite 700, Washington, DC 20005; or be sure to check out the “CAP Corner” on ASPA’s web site: www.aspanet.org.
U.S. Census Bureau Announces Policy Regarding Sensitive Data
The U.S. Census Bureau announced recently that it was implementing new procedures regarding the release of potentially sensitive data to requesting law enforcement agencies and organizations or individuals.

Effective immediately, all special tabulations of data requested by a federal, state or local law enforcement agency or intelligence agency will require prior approval by the appropriate Associate Director at the Bureau whenever the request involves sensitive populations, including minority groups.

“This action demonstrates that the Census Bureau is committed to training all its employees in the trust of the American people by respecting privacy and ensuring confidentiality,” said Director Louis Kincannon.

Until now, requests for special tabulations have been reviewed only if the Bureau of the work, usually by non-governmental organizations, businesses or individuals. Most tabulations for government agencies, including law enforcement offices, did not require reimbursement, and were not reviewed. Under the new policy, all requests for special tabulations will undergo the same review process.

Kincannon said the policy change was made in response to recent concerns about data tabulations provided to law enforcement agencies that are now part of the Department of Homeland Security. Those tabulations did not reveal any information about individuals, were entirely legal, and the data also were publicly available on the Bureau’s Web site,” said Kincannon.

“The Bureau must be sensitive to public perceptions of any threat to confidentiality or privacy stemming from Census data. We rely on the voluntary permit of millions of Americans to use their data to obtain the information that is essential to our mission.”

The new policy defines sensitive populations to include children, limited speaking and non-English speaking persons, non-citizens, prisoners, impoverished and terminally ill patients and small minority groups.

Special tabulations are aggregated statistics that can only be produced from tabulations that are derived from existing Census information. The policy change also affects extracts, which merely reformats data or statistics derived from existing Census information. Effective immediately, individuals or organizations requesting extracts will be advised to obtain the information from the Bureau’s Web site. The Bureau will provide assistance in navigating the Bureau’s Web-based tools such as American FactFinder. When this is impractical, Census Bureau staffers will be permitted to generate the requested data, but will ask for the name and affiliation of the person requesting the information. If the requestor is from a law enforcement office or intelligence agency, and/or the request involves a sensitive population, the request must first be approved by a senior Census Bureau official.

U.S. Department of Justice Announces $40 Million In Grants To Add Officers To America’s Streets
93 Communities Receive Funds to Hire 535 New Officers
Washington, DC—The U.S. Department of Justice Office of Community Oriented Policing Services (COPS) recently announced $40.1 million in grants to 93 state and local law enforcement agencies in 29 states and Puerto Rico, and will be used to hire 535 community policing officers.

The grants were awarded under COPS Universal Hiring Program, and provide 75 percent of the total salary and benefits of each new officer over three years, up to a maximum of $75,000 per officer. In addition to providing funding to hire officers, COPS offers training and technical assistance resources that help state, local and tribal law enforcement agencies implement innovative and effective community policing strategies. Recent statistics indicate that 64 % of U.S. law enforcement agencies, serving 86% of the American population, engage in community policing.

With FCC Plan In Trouble Fire Chiefs Urged To Push For hill Interoperability Fix
Deepening Disarray Over FCC Nextel Deal Seen as Opening for Congress to Tackle Communications Roadblock
Washington, DC—Noting that the FCC spectrum agreement with Nextel is in trouble the First Response Coalition (www.FirstResponseCoalition.org) is urging fire chiefs across the United States to demand action now by Congress on the interoperability communications crisis.

The second major appeal to fire chiefs from FRC comes in the form of a joint letter from FRC Coordinator Gene Stilp, who is a volunteer firefighter, EMT and vice president of the Dauphin-Middle Paxton Fire Company #1, in Dauphin, PA, and FRC Co-Founder William Fox, who is a commissioner of the Metropolitan Fire Association of New York City.

During August and September, the First Response Coalition underscored its call to action in meetings with nearly 50 key Capitol Hill meetings, including sessions with members of the U.S. House of Representatives Government Reform Committee and Select Committee on Homeland Security and the U.S. Senate Governmental Affairs Committee.

A related backgrounder issued along with the new letter to fire chiefs by FRC notes: “Wall Street analysts and Washington observers now widely believe that, as Rusky has said in Protecting Telecom and Media Research, ‘the FCC’s 800 MHz decision is unlikely to survive administrative or judicial review ... Even if it ultimately does survive, the court process will take years to resolve—time we simply don’t have. As Federal Communications Commission Chairman Michael Powell recently told Congress about the interoperability crisis: ‘It’s more than urgent: it’s too late and every day it is that much more too late.’”

State Transportation Officials Urge Immediate Action Regarding Expiration of Transportation Equity Act
Philadelphia, PA—With Congress striving to complete a reauthorization of federal highway and transit legislation, transportation executives from across the nation are asking legislators and the Administration to immediately pass this legislation that has been stalled for a full year.

Earlier this year the House and the Senate passed separate bills reauthorizing federal surface transportation programs vital to states for the next six years. Both bills provide many important initiatives for the nation’s transportation system, but the difference in price tags is causing some members of Congress to stall action in order to keep federal dollars flowing to their districts. That’s not acceptable, and the Senate version is the only product that is even close to being implemented, in time to respond to the nation’s needs.

Topics the blog has covered include:

- Innovative use of technology: a pilot program to catch fraudulent documents used to get drivers licenses (http://stephensonstrategies.com/2004/08/31.html)

If you have a press release appropriate for “Where Things Stand,” contact Christine McCrath at 202-585-4313 or cjewett@aspanet.org.
A Click Through Guide
to ASPA’s Web site

Rip, Stick and Click.
Rip out this page • Stick it by your computer • Login and click away

www.aspanet.org

ASPA Login
Paid ASPA members must login to access the members’ only areas of the web site.
- You will find your user login on the mailing label of PAR and PA TIMES.
- If you’ve changed your login information use the one you created
- If you forgotten your user ID or password, please contact the Member Services Department at (202) 585-4309 or 4310.

About ASPA
- Contact ASPA—Access the staff directory and the National Council directory
- Awards—ASPA’s extensive awards program advances excellence in public administration
- ASPA’s Mission—Read ASPA’s mission statement
- ASPA’s Code of Ethics—Read ASPA’s Code of Ethics
- New Benefits and Discounts for ASPA Members—ASPA members are eligible to receive discounts for various publications and services

PAR/PA TIMES
- Public Administration Review (PAR)—Access PAR online, tables of contents from recent issues and article submission information
- PA TIMES—Access the current issue of PA TIMES online, read submission guidelines, visit the PA TIMES archive

Create Account
Non-ASPA members may create an account for purchase of products and services by clicking on the Create Account link on the top navigation bar.

Careers
- Jobseekers—View all ASPA Career Center jobs, search a listing of current jobs, post/edit your résumé, apply for a job online, access thousands of public administration career links
- Employers—Post jobs, search résumés and receive applications from qualified candidates directly to your inbox.

Chapter/Sections
Access all chapter and section resources available on the ASPA web site
- Includes links to officer-specific features, such as online toolboxes and online reports

ASPANet.org—The American Society for Public Administration

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ASPA Appoints First International Coordinator

Volunteer Position Created to Develop and Monitor ASPA's International Programs and Policies

Editor’s Note: At ASPA’s midyear leadership meetings in September, the ASPA National Council created the position of International Coordinator. Effective immediately, this person will be appointed annually by the ASPA president from among the members of the National Council, with responsibilities for working with the Society’s Performance Steering Group, president and executive director to develop, coordinate, communicate, monitor and evaluate ASPA’s international programs and policies.

After unanimous National Council acceptance of the proposed position, ASPA President Cheryle Broom then appointed National Council District IV Representative and long-time advocate for ASPA’s international outreach, Donald Klingner, public administration faculty member at Florida International University.

Following is a description, by the new coordinator, of the new position’s purpose and importance, and his vision regarding its accomplishment.

Donald Klingner

ASPA’s growing international affiliations and activities have reflected our increasing commitment to voicing concerns and viewpoints from outside the United States and advancing public administration internationally from a U.S. perspective. However, as these activities have developed over the past 15 years, it became increasingly apparent that there was a need to align ASPA’s governance structure with its increasingly global mission.

A number of ASPA leaders’ recommendations noted the need for increased reporting, coordination and operational accountability for activities conducted based on Memoranda of Understanding (MOUs) with counterpart organizations in particular, and other international programs in general. For example, ASPA’s Section on International and Comparative Administration (SICA) (while I was chair) and the Performance Steering Group (under former chair Patria deLancer Julnes) co-sponsored a 2003 pre-conference workshop on MOU accountability. In March 2004, former ASPA President Tom Lynch (at the behest of then ASPA President Walter Broadnax) and Krishna Tummala (representing the Performance Steering Group) both submitted proposals designed to address these issues.

While these proposals appropriately focused on several critical concerns, they did not satisfactorily address some equally important issues such as standing and accountability—that is, strategic alignment of international programs and policies with ASPA’s governance structure. The National Council is ultimately accountable for ASPA’s international policies. The proposal finally approved by the National Council incorporates the recommendations of these previous efforts, legitimizes ASPA’s international mission and affirms the National Council’s responsibility for policy direction in this arena.

National Council members are elected from districts in the United States, but have other responsibilities (e.g., for chapters, sections or programs) assigned by the president with the help of the Executive Committee. The ASPA president will assign, on an annual basis, policy responsibility for international program coordination to a National Council member. Operational responsibility for ASPA’s international activities will continue to rest with the Performance Steering Group (under a chair appointed by the ASPA president, and reporting to the ASPA National Council).

As international coordinator, I will begin work immediately with a task force of selected volunteers representing SICA, ASPA’s Conference of Minority Public Administrators (COMPA) and others active in ASPA’s international activities. Because this group is still being constructed, we are still developing our

Slate of Candidates Announced for Upcoming National Council Elections

ASPA’s Nominating Committee recently selected a slate of candidates for seats on the Society’s National Council. Ballots will be mailed to ASPA members on November 15, 2004 and will be counted on January 21, 2005. The person winning the vice-presidential seat will assume the presidency in 2007. The new Council members will begin their terms at the conclusion of the 2005 ASPA National Conference next April in Milwaukee, WI.

The candidates are:

Vice President
Harvey White
Associate Professor
University of Pittsburgh

Kenneth M. Matwiczak
Senior Lecturer & Graduate Advisor
LBJ School of Public Affairs

District I
Connecticut; Delaware; Maine; Maryland; Massachusetts; New Hampshire; New Jersey; New York; Pennsylvania; Rhode Island; and Vermont

Ed Falterman
Manager
Homeless & Travelers Aid Society
Albany, NY

Ann Hess
Staff Director
Boston City Council

District II
District of Columbia; Indiana; Michigan; Ohio; Virginia; Virgin Islands; Puerto Rico and West Virginia

Denise Wells
Associate
Booz, Allen Hamilton

District III
Alabama; Florida; Georgia; Kentucky; Louisiana; Mississippi; North Carolina; South Carolina; and Tennessee

Steve Conrey
Senior Associate & Program Director
Carl Vinson Institute of Government
University of Georgia

District IV
Arkansas; Colorado; Illinois; Iowa; Kansas; Minnesota; Missouri; Nebraska; Nevada; New Mexico; North Dakota; Oklahoma; South Dakota; Texas; and Wisconsin

Kyle Farmbry
Assistant Professor
Department of Public Administration
University of Texas - San Antonio

Michael Gershovitz
Gershovitz Grant & Evaluation Services
Des Moines, IA

District V
Alaska; Arizona; California; Hawaii; Idaho; Montana; Nevada; Oregon; Utah; Washington; and Wyoming

Greg Gould
Local Government Specialist
State of Alaska

See INTERNATIONAL COORDINATOR, pg. 15
Consistent with our tradition of practicing what we preach, I would like to share the outcomes of ASPA’s recent mid-year business meetings in Washington DC. The purpose of the mid-year meetings is to review the progress of steering groups and other national committees in achieving annual objectives. The National Council meets on the final day of the mid-year meetings to receive reports from the steering groups and national committees, deliberate issues, and take action on proposed recommendations. A key focus of our recent meetings was refining our strategic plan implementation activities, and establishing a policy direction for the coordination and future development of ASPA’s numerous international endeavors.

As you know, ASPA is focused on achieving five strategic goals between 2004 and 2008:

• being a recognized voice for public policy issues;
• serving as a catalyst to enhance knowledge in the field;
• fostering inclusive communications;
• enabling those who serve the public to be effective; and
• strengthening ASPA’s capacity to achieve its mission.

I am pleased to report that we made significant progress in refining the implementation plan to meet these ambitious goals. The revised implementation plan will be distributed and posted shortly. ASPA’s three steering groups—Performance, Pride and Capacity—are leading the implementation effort under the able facilitation of ASPA member Martha Marshall, ASPA Executive Director Toni Samuel, staff, steering groups and action teams are already implementing many of the objectives.

One of the eight primary strategies emphasized during our implementation planning was the identification of three key topic areas with broad and lasting relevance that we want the world to associate with us when they think (often!) of ASPA. Pride Steering Group had an engaging discussion of what those three topics should be during its meeting, and suggested that four topics were important to the Society:

• Performance and Accountability
• Ethics
• Professionalism (professional development, leadership and standards)
• Social Equity

Relating to being a voice for issues of the day, we have established taskforces or action teams to address issues associated with succession planning, visibility of ASPA’s ethics code, and accountability in the public service. Other committees are tackling plan implementation strategies such as developing opportunities for continuing education and professional development at ASPA venues.

You are encouraged to review the strategic plan and participate in its implementation. We believe the plan will be a living document in sustaining and advancing our vision of being “a major force in improving constitutional governance and public service to enhance the quality of life worldwide.”

One of the actions the National Council took last month that reflects this vision was establishing a new international coordinator position. Effective immediately, the international coordinator will assume responsibility for working with the Performance Steering Group, the ASPA President and the Executive Director to develop, communicate, monitor and evaluate ASPA’s international programs and policies. This position will do more than give us an international orientation; it will provide leadership in ensuring that our diverse international endeavors are incorporated into our Society’s strategic plan and program budget. The coordinator will be a National Council member with an appropriate portfolio in ASPA’s international programs. This enables us to ensure consideration of ASPA’s increasingly global endeavors in our policy making process.

Per the National Council’s newly adopted policy, the international coordinator is to be appointed annually by the ASPA President from among the members of the National Council. I am most pleased to report that District IV National Council member Don Klingner, who introduced the motion, was offered and accepted the appointment as our first international coordinator. We are grateful to Don and many others who led the way in this milestone for ASPA to enhance its international voice for public administration. (For more information, see Don Klingner’s article on page 11.)

Another matter that many ASPA leaders and members believe warrants enhanced visibility is our code of ethics. (Ethics is also one of the four priority themes mentioned above.) Similar to our five strategic goals, the ethics code has five guiding principles, and ASPA leaders were interested in promoting better understanding and use of these principles by the ASPA membership. I appointed President-elect Don Menzel, who is a recognized leader in the ethics arena, to lead the newly established Ethics Visibility Action Team. Don will be joined by fellow ASPA team members: Mylon Winn, Sam Halter, Eric Johnson, Caroline Westerhof, Ethel Williams, Tom Lynch, Larry Cobb and Vaughn Blankenship. Given their talent and enthusiasm, I expect we will have recommendations from the Ethics Visibility Action Team to report before year-end.

These are just a few of many examples of our efforts to move forward strategically in advancing our Society’s mission. Special thanks to the teams of volunteers and staff who participated in our midyear meetings and in fine tuning our strategic plan. In the meantime, we hope this update will not only provide you with a flavor of the progress being made, but also encourage you to consider ways in which you can contribute to achieving ASPA’s vision. Please contact the ASPA office at info@aspagnet.org if you would like to do so.

ASPA member Cheryle Broom is the Society's president and King County Auditor, Seattle, WA. E-mail: cbroom@aspagnet.org

**PA in the Footsteps of Lewis & Clark:**

**An ASPA Conference of Discovery**

**Sioux City • October 28-30, 2004**

Sessions at this conference are focused on lessons learned from the 1804-06 Corps of Discovery as they apply to contemporary issues in public administration.

Featuring 15 panels, 3 major speakers, 2 luncheons/ dinner events, 1 Lewis & Clark interpretive tour, and untold networking opportunities.

**AFFORDABLE!**

• $129 conference registration • $99 student/retiree • includes 2 breakfasts, 1 luncheon and 1 dinner • $69/night hotel rate (guaranteed through Oct. 1st)

Further information online at: http://www.aspaonlined.org/D4confprog.doc or contact Michael Gershowitz, general chair, gershowitz@mcleodusa.net or (515) 270-1718
ASPA in Brief

ABFM Will Hold Its 2004 Conference in Chicago
ASPA’s Association for Budgeting and Financial Management (ABFM) will hold its 2004 Conference October 7-9 at The Holiday Inn Chicago Mart Plaza in Chicago, Ill. John Norquist, former mayor of Milwaukee and new president of the Congress for the New Urbanism, and Frank Beals, director of Chicago’s Metropolitan 2020, are among the featured speakers.
URL: www.abfm.org

More than $11,000 Remains Unclaimed by Chapters
Each year, ASPA provides a rebate check to “compliant chapters” based on their total membership. Chapters are deemed to be in compliance if a) they have submitted their annual financial statement and officer list and b) all their officers are current ASPA members. By ASPA policy, chapters have a one-year grace period to submit their forms before forfeiting any funds. The following chapters have yet to submit all their 2003-4 forms and must do so before December 31, 2004:
- Auburn Area
- Central California
- Central Missouri
- Central New York
- Central Ohio
- Colorado
- Eastern North Carolina
- El Paso/SE New Mexico
- Gold Coast
- Gulf Coast
- Hawaii
- Houston Texas
- Hudson Valley
- Inland Northwest
- Island Coast
- Lake Superior
- Laredo
- Louisiana
- Lower Hudson Valley
- Maine

Maryland
- Memphis/Mid South
- Miami Valley
- Milwaukee
- Mississippi
- Monterey Bay
- Montgomery Area
- NE Pennsylvania
- New Mexico
- Niagara Frontier
- Northeast Florida
- Northeast Ohio Region
- Northwest Ohio
- Orange County
- Oregon/SW Washington
- Philadelphia Area
- Pittsburgh
- Research Triangle
- San Joaquin Valley
- Santa Clara Valley
- Siouxland
- Southern Arizona
- Southern Colorado
- Southern Illinois
- Southwest Virginia
- Treasure Coast
- West Michigan
- Wisconsin Capital

If you have any questions or if you believe your chapter was listed here in error, please contact me directly at ebergrud@aspanet.org or (816) 891-2490.
Erik Bergrud is ASPA’s senior director of program and service development. E-mail: ebergrud@aspanet.org.
2005 Award Nomination Period Opens
September 1, 2004

Professional Recognition

Gloria Hobson Nordin Social Equity Award

This annual award recognizes lifetime achievement and effort in the cause of social equity and is open to all nominees. Candidates may be employees of state, local or federal government; employees in the non-profit sector; or employees of colleges and universities. Elected public officials are eligible for the award. Employees from the private sector are also eligible for the award, but the emphasis should be on their achievement and effort in the public sector. Candidates do not have to be ASPA members.

John W. Gaston, Jr. Award for Excellence in Public Service Management

This award is presented for public manager for excellence in public service management, particularly in the areas of natural resource management or environmental protection. Selection criteria include demonstrated attention to strategy, structure, systems, shared values, and skills, but the bottom line criteria is the achievement of results that contribute to public safety, health, welfare, and the quality of the environment. The award consists of $500 honorarium and a commemorative plaque.

Public Integrity Award

This award pays tribute to an organization, which has made outstanding contributions to responsible conduct in public service. The award will be presented to an organization that: • Presents evidence of accomplishing, or causing, accomplishing, significant programs or projects benefiting the general public; and that, • Represents any domain of public service, local, state, national, international, or non-profit.

Dwight Waldo Award

Presented to persons who have made outstanding contributions to the professional literature of public administration over an extended career. To be eligible the nominee must have had at least one article published in Public Administration Review and a minimum of 25 years of active scholarship that has furthered the discipline of public administration. The name and career summary of the Waldo Award winner will be published in Public Administration Review.

James E. Webb Award

This award is presented to the person(s) who gave the most outstanding paper at ASPA's National Conference.

Equal Opportunity/ Affirmative Action Exemplary Practices Award

Presented to individuals and organizations representing the following categories: federal, state, or local government units, educational institutions, non-profit institutions, private sector organizations. A narrative (not to exceed five pages in length) should provide the basis for nomination. Emphasis will be on achievement and results, not just effort. The following also apply: complexity and severity of the problems addressed; organizations directed; use of original/innovative/interactive approaches; impact of contributions; attainment of the goals of ASPA's EEOA national policy positions.

Elmer B. Staats Lifetime Achievement Award for Distinguished Public Service

The Elmer B. Staats Lifetime Achievement Award for Distinguished Public Service has been established to honor a public administrator’s career accomplishments and contributions to the public service and ASPA over a lifetime.

Center for Accountability and Performance (CAP) Awards

The Harry Hatry Distinguished Performance Measurement Practice Award

This award is presented to an organization that has yielded outstanding results on a sustained basis. It recognizes outstanding applications of a systems approach to performance measurement, and demonstrates positive effects on efficiency and accountability. The organization may be selected from local, state or federal government as well as from public sector non-profit organizations. Preference will be given to an organization whose results have been measured and whose impact has been documented in the literature.

The Center for Accountability and Performance Organization Leadership Award

This award is presented to an organization that has yielded outstanding results on a sustained basis. It recognizes outstanding applications of a systems approach to performance measurement, and demonstrates positive effects on efficiency and accountability. The organization may be selected from local, state or federal government as well as from public sector non-profit organizations. Preference will be given to an organization whose results have been measured and whose impact has been documented in the literature.

Society Awards

Chapter/Section Newsletters

These awards are given annually to recognize newsletters as a vital means of communication and a valuable service offered to chapter and section members. All chapters and sections are eligible. Chapters and sections wishing to be considered must submit three issues of their newsletters which were published between December 1, 2002 and November 30, 2003. The chapters and sections will be placed into categories by membership size and judged accordingly.

Ovetta Culp Hobby Trading Awards

These awards recognize chapters and sections which provide professional development to members through planned activities. All chapter and section programs presented during calendar year 2003 are eligible. Nominations should explain how the programs meet the following criteria:

• Is the program offered to ASPA members and transferable to other organizations?
• Is the program a vehicle for ensuring ethical practices in government?
• Does the program identify new topics and target audiences?
• Does the program promote knowledge and skills to be a creative, ethical, and responsible public manager?
• Does the program identify beliefs and practices to excel in the public service?

Donald C. Stone Service to ASPA

The Stone Award pays tribute to ASPA members who have contributed outstanding services to the Society. Any individual currently an ASPA member and who has not been a Stone Award winner for three consecutive years is eligible for consideration. Current or former ASPA presidents, the current president-elect and the vice president are not eligible. Letters of nomination may be submitted by any current ASPA member on behalf of another member and should include a brief narrative of the nominee’s services to ASPA. The award will be presented at conferences to an ASPA member who has contributed services to the Society. Criteria for the award include:

• Significant contributions to the advancement of the Society.
• Significant contributions to the development of the discipline.
• Significant contributions to the public sector.

2005 Award

Nominator

I hereby nominate: ___________________________________________________ for a 2005 ASPA Award. This nomination is for the following award:

[Signature of Nominator]

[Date]

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I hereby nominate: ___________________________________________________ for a 2005 ASPA Award. This nomination is for the following award:

[Signature of Nominator]

[Date]
New International Coordinator Outlines Vision and Goals for His Tenure

From INTL. COORDINATOR, pg. 11

work plan. But in broad outlines, this is our likely course of action:
First, we need to understand the range and scope of ASPA’s international activities. We will work with ASPA staff and volunteer leaders (such as SICA, COMPA, and MOU coordinators) to update information on current activities and programs. What is their history and background? What are the terms and objectives of the agreements authorizing them? Who is responsible for directing their activities, in the United States and internationally? How are they organized and funded? What objectives have they accomplished, according to whom? How do these accomplishments fit with ASPA’s overall mission and vision? Are there any generalized lessons to be learned about best practices with regard to leadership, organization, funding, objectives or evaluation?

Second, we need to incorporate ASPA’s international mission and vision into its Strategic Plan. International policies and programs are not strategic goals in and of themselves. They are an important arena for action for our goals. The Performance Steering Group has worked over the past year to give ASPA international programs the visibility and standing they merit. With President Broom’s

support, we will continue to work with its co-chairs (Jane Beckett-Camarata and Dawn Roberts) and others (such as ASPA strategic planning coordinator Martha Marshall) to incorporate this perspective into ASPA’s Strategic Plan.

Third, our main task is to develop concrete proposals for how ASPA’s international activities should be reported, evaluated and funded. Many good suggestions are available, based on recommendations of the many task forces and individuals who have worked on these issues before. For example: Leadership. Once approved, international activities should identify the individuals and organizations responsible for them.

Reporting. Those identified as being responsible for international activities should be required to report periodically to the President and National Council, either through the Performance Steering Group or directly to the international coordinator.

Practitioner Involvement. While ASPA’s membership is 80 percent practitioner, most international activities involve academics working through universities. We need to change that if we are to use all of ASPA’s human resources to improve the practice of public administration globally. Given that chapters are often the strongest link practitioners have with ASPA, one promising model is the affiliation between the Evergreen Chapter and the Hyogo Administrative Policy Studies Association (HAPSA) in Japan.

Evaluation. ASPA-sponsored International activities and affiliations should have objectives related to ASPA’s Strategic Plan.

Sustainability. Dormancy (non-reporting) or lack of activity has at times been problematic. Consideration should be given for criteria and procedures for recommending termination of ASPA-sponsored international programs under these circumstances.

Fundraising. Operation and sustainability clearly require resources. ASPA’s existing staff and budget require that international activities be funded externally. Working with the Capacity Steering Group, the international coordinator might develop a cooperative strategy for external funding through NGOs, government agencies and private foundations. These funds might be made available to reward best practice programs for their accomplishments and sustainability, or to assist those programs in financial difficulties.

Over the next few months, we intend to develop proposals for presentation to the ASPA president and the National Council at the annual ASPA Conference in Milwaukee, April 2005. We will work openly by posting our detailed work plan and draft proposals on the ASPA International web site http://aspaonline.org/international, along with easy methods by which you can respond to these suggestions and propose your own.

As ASPA’s first international coordinator, I will do my best to work with each of you to help make international activities an integral part of ASPA’s mission and vision. On behalf of all those who, over the years, have sought to keep ASPA’s vision focused on being the American Society for Public Administration rather than the “society for American public administration,” I’d like to express my appreciation to President Cheryle Broom and the National Council for their historic actions, and ask for your help in making this vision real.

ASPA member Donald Klinger is a member of the public administration faculty member at Florida International University.

E-mail: DEKlinger@aol.com

New ASPA Members

ASPA welcomes the following new members in the month of August 2004.

Please note: members rejoining ASPA are not included on this list.

James Clancy
Arizona
Nichele Bunner

Marie Jean P. Evangelista
Arizona
Julia Talalukler

Alice Wallwork
Arizona
Terri Lynn Knight

Clement A. Collier
Arkansas
Racchel Barnes

Russell C. Hall
Arkansas
Brent Neaver

Mary K. Epple-Young
At Large Member
Colin Hennessy

Eric Miller
At Large Member
Keith Martin

Aida B. Douglas
Centex
F. William Adams

Brad Sinclair
Centex
Natalie Durel

Leila L. Wurst
Centex
Alessandra Gazzo

Kurt Cline, Ph.D.
Central California
Brian Holladay

Danny Gutkin
Central Florida
Sandra DelloIacoono

Shawn C. Shures
Central Illinois
David Smailies, Ph.D.

Bobby Baker, Jr.
Central Missouri
Bobby Baker, Jr.

Todd Frazier, M.P.A.
Central Ohio
Don P. LeDuc

Tracy McCurdy
Central Pennsylvania
Karen Schneider

Bethany Atwell
Central Piedmont
Mary Vande Slunt

Gia Interlandi
Chicago Illinois
Leigh Veerse

William Rohan
Chicago Illinois
Laura Lemaster

Melissa Walker
Chicago Illinois
Rory Robinson

Donald Oswick
Cleveland State University
Hasanna Benson

Robert Ziol
Cleveland State University
Ellen Kollar

Derek Dye, MPA
Colorado
David Lynch, DPA, MBA

James Michael VanLeeuwen
Colorado
Rachel Endo

Alfred Rooks Jordan
Detroit Metropolitan Area
Craig Fischer

Bobby Baker, Jr.
East Tennessee
Anthony Fouche

Ariadne Guthrie
Eastern North Carolina
Bradford J. Burkholder

Matthew Jansen
Georgia
Anna Amirkhanyan

Jama Olsen
Georgia
Jay Spann

Greater Akron
Joseph Miley
North East Ohio Regional
Greater Kansas City
Donald Oswick

Hawaii
Lisa Thomas

Houston Area
RAKH POONIA

Indiana
Jenelle Thomann

Iowa Capital
Roderic Shantel Cockern

Kentucky
Joseph Carl Potter

Louisiana
Charles Schroeder

Louisiana
Annette M. Keegan

Louisiana
Steven M. Pare

Lowcountry
Jessica L. Schieble

Massachusetts
Charles Barnett, M.P.A.
Sacramento California

Massachusetts
Terry B. Schutten

Michigan Capital
Charles Barnett, M.P.A.
San Francisco Bay Area

Michigan Capital
Johan Simon, M.P.A.
San Francisco Bay Area

Michigan Capital
Ashley Tenney

Milwaukee
Raul Quintero

Minnesota
Beki Rosenthal

Montgomery Area
Stephanie E. Bocnunea

Montgomery Area
Angela Brien

National Capital Area
John Bumgarner

National Capital Area
John Prillaman

National Capital Area
Bobby Baker, Jr.

Nebraska
Robert Bateman, Ph.D.
Utah

Nebraska
James Souby
Utah

Nebraska
John Borley, M.P.A.
Virginia

New Mexico
Raymond J. Higbee
West Michigan

New York Metropolitan
Justin Blake
West Virginia

North Texas

Northeast Florida

North East Ohio Regional

Northeast Florida

South Carolina

South Florida

South Florida

South Texas

South Texas

South Texas

Southwest Virginia

Southwest Virginia

Tennessee

Utah

Utah

Virginia

Washington, D.C.

West Virginia

West Virginia

West Virginia
Assistant Professor, Nonprofit Management
Andrew Young School of Policy Studies, Georgia State University

The Department of Public Administration and Urban Studies in the Andrew Young School of Policy Studies (AYSPS) at Georgia State University invites applications for a tenure-track position at the assistant professor level in nonprofit management, beginning fall 2005. The position involves teaching in the areas of nonprofit management and public management systems. A background in non-profit finance is desirable. In addition, we are looking for candidates who will be pursuing an extensive research agenda in non-profit management and who will be willing to engage the Atlanta non-profit community in efforts to improve management and leadership in nonprofit agencies. Salary is very competitive. The position requires a Ph.D. in an appropriate field of study from an accredited university. Applicants must be eligible to work in the U.S.

The AYSPS is highly ranked among graduate programs in public affairs in the most recent US News rankings, especially in the fields of public finance and budgeting and public management. It has a successful and rapidly growing NASPAA-accredited MPA program, which includes a nonprofit concentration, and the school is committed to achieving national recognition in this field. Metropolitan Atlanta has a vibrant nonprofit sector that includes headquarters for a number of the world’s largest nonprofits and foundations. Current nonprofit faculty and students have established close ties to these institutions.

Candidates should submit a letter of interest, current curriculum vitae, graduate transcripts, three letters of recommendation, a sample of scholarly work, and any teaching evaluations to Michael Rushion, Chair of the Nonprofit Search Committee, Department of Public Administration and Urban Studies, Georgia State University, Atlanta GA 30303-3083. The Search Committee will begin reviewing applications on November 1, 2004. More information can be obtained by email at michaelrushion@gsu.edu or by telephone at (404) 651-0333. Information about the Andrew Young School is available at www.gsu.edu/sps. Georgia State University, a unit of the University System of Georgia, is an equal educational institution and is an equal opportunity affirmative action employer.

Senior Level Full-Time Tenure Line Faculty Search
School of Public Affairs
American University

AY 2005-2006

American University’s School of Public Affairs invites applications for a full-time, tenure line faculty position at the rank of associate or full professor in its Department of Public Administration beginning AY 2005-2006. The individual must possess a record of scholarship that has led to national or international visibility within an area central to the study of public administration and have played (or be prepared to play) a leadership role in related professional associations. The individual chosen will be expected to teach both pre-service students and mid-career executives. The individual must relate well to students and have demonstrated a recorded record of excellence in teaching. Applications from minority and women candidates are especially welcome.

Review of applications will continue until the position is filled. Interested candidates should enclose a letter of interest, a current curriculum vitae, teaching evaluations, and the names of three references.

Search Committee – DPA Senior Faculty Position, Dean’s Office, School of Public Affairs, Ward 310, American University, 4400 Massachusetts Avenue, NW, Washington, DC 20016-8022

American University is an AA/EEO university committed to a diverse faculty, staff and student body. Minority and women candidates are strongly encouraged to apply.

Junior Level Full-Time, Tenure Line Faculty Search
School of Public Affairs
American University

AY 2005-2006

American University’s School of Public Affairs invites applications for a full-time, tenure-line faculty position at the rank of assistant professor in its Department of Public Administration beginning in either January or September 2005. The person hired will teach courses primarily in the school’s Master of Public Administration degree program. Candidates must have a productive research agenda and demonstrate strong teaching skills, preferably in one or more of the following areas: nonprofit management, human resources management, information resources management, comparative administration/international organization, urban governance and administration, intergovernmental relations. Candidates should have an earned Ph.D., preferably in public administration or political science.

Review of applications will begin September 15, and continue until the position is filled. Interested candidates should send a letter of interest, a current curriculum vitae, teaching evaluations, and three letters of reference to: Search Committee-DPA, Junior Faculty Position, Dean’s Office, School of Public Affairs, American University 4400 Massachusetts Avenue, NW, Suite 310, Washington, DC 20016-8022

American University is an AA/EEO university committed to a diverse faculty, staff and student body. Women and minority candidates are strongly encouraged to apply.

Assistant Professor
University of Miami

The University of Miami is seeking outstanding candidates for a tenure track position at the assistant professor level in the area of American Politics with specialization in public policy and administration, to begin late August, 2005. While research fields and methodologies are open the department is looking for individuals committed to building an intellectual community and looks favorably on applicants who have research interests and methods that cut across sub-fields. We are especially interested in individuals who are willing to help build teaching and research programs that are attentive to the major problems and issues of the contemporary world.

The teaching load is two courses per semester. The department and school offer generous research resources. Applicants should be able to do research and teach selected offerings from among the major policy and administration sub-fields. Ph.D. at time of appointment is required for Assistant Professor rank. Applications received by October 15, 2004 will be given first consideration although we will continue to accept applications after that date. Interested individuals should send C.V., three letters of recommendation, transcript, teaching evaluations (if available), and writing samples, including dissertation chapters to: Mr. Jesus R. Sanchez Reyes, Department of Political Science, P.O. Box 248047, University of Miami, Coral Gables, FL 33124-6534. The University of Miami is an equal employment opportunity/affirmative action employer.

Assistant/Associate Professor
Mississippi State University

The Daniel J. Evans School of Public Affairs seeks applicants with teaching and research interests in public and nonprofit management for a tenure or tenure-track faculty position at open rank beginning in the fall of 2005. We are especially interested in a senior scholar at the associate or full professor level. However, we will seriously consider candidates at the assistant level who have established records of scholarship, teaching, and work experience in the public and/or nonprofit sector.

Applicants should hold the Ph.D. or equivalent in public or nonprofit management, public policy, political science, sociology, management, or another relevant field. All candidates should send a letter of application and curriculum vitae via email to: search-evans@washington.edu. Candidates for associate or full professor should submit the names of three references to be contacted by the search committee. Candidates for untenured positions should send three letters of reference to:

Faculty Search Committee, Daniel J. Evans School of Public Affairs, University of Washington, Box 353055, Seattle, WA 98195

We will begin the review of applications after October 1, 2004. Applications sent prior to December 1, 2004 will be assured of full consideration. The Evans School is an Equal Opportunity employer and committed to diversity in its faculty.

Assistant/Associate Professor
University of Washington

Daniel J. Evans School of Public Affairs

The Department of Political Science and Public Administration at the University of Washington seeks applicants for a tenure-track faculty position at the assistant or associate professor level. Candidates must be able to teach graduate level courses, conduct research in health policy, serve on dissertation committees, and eventually direct dissertations. The teaching load is four courses sections per year. The successful candidate will also hold a summer research appointment at the MSU Social Science Research Center. The successful candidate will possess a willingness to pursue grants and contracts. Since Mississippi is a rural state, opportunities for research include rural health policy issues. Other responsibilities include routine department, college, and university service functions. The person hired will possess the ability to work effectively with students and colleagues in a multi-disciplinary department. Diversity candidates are especially encouraged to apply. The position begins August 16, 2005. Salary is competitive.

Assistant/Associate Professor
Mississippi State University

The Daniel J. Evans School of Public Affairs at Mississippi State University invites applications for a full-time, tenure-track faculty position at the assistant or associate professor level. Candidates must be able to teach graduate level courses, conduct research in public policy, serve on dissertation committees, and eventually direct dissertations. The teaching load is four courses sections per year. The successful candidate will also hold a summer research appointment at the MSU Social Science Research Center. The successful candidate will possess a willingness to pursue grants and contracts. Since Mississippi is a rural state, opportunities for research include rural health policy issues. Other responsibilities include routine department, college, and university service functions. The person hired will possess the ability to work effectively with students and colleagues in a multi-disciplinary department. Diversity candidates are especially encouraged to apply. The position begins August 16, 2005. Salary is competitive.

Faculty Position in Public and/or Nonprofit Management
Daniel J. Evans School of Public Affairs
University of Washington

The Daniel J. Evans School of Public Affairs seeks applicants with teaching and research interests in public and nonprofit management for a tenure or tenure-track faculty position at open rank beginning in the fall of 2005. We are especially interested in a senior scholar at the associate or full professor level. However, we will seriously consider candidates at the assistant level who have established records of scholarship, teaching, and work experience in the public and/or nonprofit sector.

Applicants should hold the Ph.D. or equivalent in public or nonprofit management, public policy, political science, sociology, management, or another relevant field. All candidates should send a letter of application and curriculum vitae via email to: search-evans@washington.edu. Candidates for associate or full professor should submit the names of three references to be contacted by the search committee. Candidates for untenured positions should send three letters of reference to:

Faculty Search Committee, Daniel J. Evans School of Public Affairs, University of Washington, Box 353055, Seattle, WA 98195

We will begin the review of applications after October 1, 2004. Applications sent prior to December 1, 2004 will be assured of full consideration. The Evans School is an Equal Opportunity employer and committed to diversity in its faculty.

Assistant/Associate Professor
Mississippi State University

The Daniel J. Evans School of Public Affairs invites applications for a tenure-track position at the assistant professor level in its Department of Public Administration beginning in either January or September 2005. The person hired will teach courses primarily in the school’s Master of Public Administration degree program. Candidates must have a productive research agenda and demonstrate strong teaching skills, preferably in one or more of the following areas: nonprofit management, human resources management, information resources management, comparative administration/international organization, urban government and administration, intergovernmental relations. Candidates should have an earned Ph.D., preferably in public administration or political science.

Review of applications will begin September 17, and continue until the position is filled. Interested candidates should send a letter of interest, a current curriculum vitae, teaching evaluations, and three letters of reference to:

Search Committee – DPA Senior Faculty Position, Dean’s Office, School of Public Affairs, Ward 310, American University, 4400 Massachusetts Avenue, NW, Washington, DC 20016-8022

American University is an AA/EEO university committed to a diverse faculty, staff and student body. Minority and women candidates are strongly encouraged to apply.

Assistant Professor
University of Kansas

The University of Kansas MPA program is highly ranked among graduate programs, particularly in the areas of City Management/Urban Policy and Public Management. The Department of Public Administration is small and collegial, with an outstanding research and teaching faculty and strong nationally recruited students. The department serves the traditional campus in Lawrence, a program in Topeka, and a growing student body at the university’s nearby Edwards Campus in metropolitan Kansas City, with faculty teaching at all three locations.

The department has a newly approved graduate program at the Kansas City campus and a new PhD program in Lawrence is in the final stages of the approval process. To prepare for these new programs and to
Assistant Professor
Public Administration Position, 2005-2006
University of North Carolina at Wilmington

The Department of Political Science at the University of North Carolina at Wilmington invites applications for a position as a tenure-track assistant professor to teach primarily in the Master of Public Administration Program and secondarily in the undergraduate program in Political Science. Position starts August 2005. Requirements include a Ph.D. in Public Administration; Public Affairs, or a closely related field. An M.P.A. and/or prior public or non-profit public policy or management work experience is preferred. Good quantitative and computer skills are also essential. The successful candidate will need to show promise as an excellent teacher, applied researcher, and commitment to working with the professional community in the region. The candidate’s primary teaching responsibility will be to teach graduate courses in the core curriculum (e.g., budget/finance, research methods and program evaluation, policy analysis/public economics, human resource management, and/or management/organization theory). The candidate will also be asked to teach at least one course in one of the three graduate concentrations: coastal/environmental policy and management; nonprofit management; or policy analysis/public management.

Applicants should include a cover letter that describes teaching interests and experience, research agenda, and previous research, commitment to and experience with the professional community. Also include curriculum vitae, official transcripts from all universities attended, three letters of recommendation, a writing sample, and teaching evaluations and course syllabi if available. Forward to Milan J. Dluhy, Chair, Faculty Recruitment Committee, Political Science Department, University of North Carolina at Wilmington, 601 S. College Rd., Wilmington, N.C. 28403-5607. Faculty will be available for interviews at the Fall 2004 APSA, SECPA, and APPAM conferences. The Committee will begin reviewing applications on October 15, 2004 and continue to accept applications until the position is filled.

Position is contingent upon availability of funds. UNCW is an Affirmative Action/Equal Opportunity Employer. Women and minorities are encouraged to apply.

Full-Time Tenure Track Assistant Professor
California State University, Hayward

California State University, Hayward, invites applicants for Position No. 05-06-PUADM-Admthry/Pubmgmt-Ti, A Full-Time Tenure Track Assistant Professor position. Teach graduate courses in the Master of Public Administration (MPA) program including administrative and organizational theory, organizational change and public human resources management. Prefer candidates committed to teaching from an interpretive (phenomenological, hermeneutics) and/or critical theoretical perspective on human organizations. CSUH is well equipped and has approximately 13,000 students and 600 faculty, but has a small-college atmosphere. Teaching assignments include courses at both the Hayward and Contra Costa campuses. Qualifications include an ability and demonstrated history of working with minority populations and in minority communities. Ph.D. in Public Administration (or closely allied field), or D.P.A. and authorization to work in the United States no later than the effective date of employment are required. To be recommended for tenure, the candidate must demonstrate satisfactory performance in the areas of teaching, research, scholarship, and/or creative activities; and service to the university, the department, the profession, and/or the community. Salary dependent upon educational preparation and experience.

Appointment begins September 2005. The application deadline is December 20, 2004, and review of applications will begin thereafter. The position will remain open until filled. Submit: a letter of application; a complete and current vita; copies of major publications; and three letters of recommendation to: Prof. O. Jay Umeh, Chair, Department of Public Affairs and Administration, California State University, Hayward, 25800 Carlos Bee Blvd., Hayward, CA 94542. Phone: (510) 885-7362 Fax: (510) 885-7376. E-mail: jumeh@csuhayward.edu. Visit http://pubmgmt.csuhayward.edu and http://sivc.csuhayward.edu/show/publicadmin/Home_Home_Page.php for more information. CSUH is an Equal Opportunity Employer, committed to the principles of diversity in employment and to creating a stimulating learning environment for its diverse student body.

Two Positions
School of Public Affairs, University of Baltimore

1) Associate or full professor and 2) assistant professor to join the University of Baltimore’s well-recognized and rapidly expanding School of Public Affairs effective August 2005. The school offers a full range of programs at the undergraduate, graduate MPA, and DPA levels, as well as BS/MS programs in Health Systems Management (BSMS). In addition, an integral component of the school includes the Schoeller Center for Public Policy, a comprehensive research center that, for FY 2004, generated approximately $4.4 million in grants and contracts under the guidance of a full-time director and staff.

For the senior position, the candidates’ areas of teaching/research specialization are essentially open, although preference will be weighted in favor of individuals who can contribute directly to the various programs outlined above.

For the junior, assistant professor position, a Ph.D in hand by the starting date indicated above is required. Applications from individuals with competency in public management, statistics, program evaluation, health policy-administration and/or legal-ethical issues are especially encouraged, although other highly qualified candidates are welcomed.

For both candidates, experience in web-based instruction would be highly desirable.

Send vita and list of references to: Ms. Nancy L. Haysworth, Search Committee Coordinator, School of Public Affairs, University of Baltimore, 1304 St. Paul Street, Baltimore, MD., 21202, nhaysworth@ubalt.edu

Screening will begin 1 December 2004 and will continue until positions are filled. The University of Baltimore is an Equal Opportunity/Affirmative Action employer

Senior Associate or Beginning Full Professor, Public Administration
Northern Illinois University

The Division of Public Administration at Northern Illinois University invites applications and nominations for a tenure-track senior associate or beginning full professor position to begin August 2005. An earned DPA or Ph.D. in Public Administration or a related field is required. Applicants will be expected to demonstrate a record of outstanding academic scholarship and experience with securing external funding. While applicants from all major fields of public administration will be considered special consideration will be given to candidates with strong publication records in local government management, human resources administration, urban and regional planning, or information technology applications in local government. Candidates must demonstrate strong methodological skills (qualitative or quantitative) and be willing to periodically teach methods courses. Candidates must also demonstrate the capacity to work with local government officials. The Division of Public Administration offers a NASPAA accredited Master of Public Administration degree program; and operates as an autonomous unit within the College of LA&S and the Department of Political Science. Applicants must submit a letter of application, a curriculum vita, and names, addresses and phone numbers of three references. Review of completed applications will begin on November 15, 2004; however, review of applications will continue until the position is filled. Send the application package or nominating letters to Dr. Gerald T. Gabris, Director, Division of Public Administration, Northern Illinois University, DeKalb, IL 60115. Northern Illinois University is an AA/EEIO Institution and strongly encourages applications from women and minorities. Please visit the Division's website at www.niu.edu/pub_ad/pa.html for more information.

Director, Center for Government Services
Rutgers, The State University of New Jersey

The Edward J. Bloustein School of Planning and Public Policy seeks applicants for a director of its Center for Government Services to begin January 2005. The director is responsible for managing the activities of a university-level center providing research, continuing education, and technical assistance services to state and local governments. This is a full-time position that requires a minimum of a master’s degree; requires demonstrated competence in managing a large continuing education program, conducting and supervising applied research activities for public personnel, and providing technical assistance to state and local government agencies. Applicants must have proven knowledge and expertise in the area of state and local government operations and the ability to develop courses to meet the educational needs of our clients. The incumbent is expected to represent the university in contacts with public officials, and to engage in entrepreneurial activities. A commitment to the state university’s public service role is essential.

For over fifty years, the Center for Government Services has served New Jersey governments through an integrated program of research, continuing education, and technical assistance. The center offers more than 800 continuing education courses and seminars each year with annual enrollments of more than 25,000 participants. Since 1976, the center has published the annual New Jersey Legislative District Data Book. For further information, visit the Bloustein school Web site at http://www.policy.rutgers.edu/cgi/. Applicants should submit a letter explaining their interest, a resume, and three references to: Michael Grebner, Professor and Associate Dean of the Faculty, Edward J. Bloustein School of Planning and Public Policy, Rutgers, The State University of New Jersey, 33 Livingston Avenue, New Brunswick, NJ 08901-1958. Rutgers, The State University of New Jersey, is an Affirmative Action employer.

Senior Associate or Beginning Full Professor, Public Administration
Northern Illinois University

The Division of Public Administration at Northern Illinois University invites applications and nominations for a tenure-track senior associate or beginning full professor position to begin August 2005. An earned DPA or Ph.D. in Public Administration or a related field is required. Applicants will be expected to demonstrate a record of outstanding academic scholarship and experience with securing external funding. While applicants from all major fields of public administration will be considered special consideration will be given to candidates with strong publication records in local government management, human resources administration, urban and regional planning, or information technology applications in local government. Candidates must demonstrate strong methodological skills (qualitative or quantitative) and be willing to periodically teach methods courses. Candidates must also demonstrate the capacity to work with local government officials. The Division of Public Administration offers a NASPAA accredited Master of Public Administration degree program; and operates as an autonomous unit within the College of LA&S and the Department of Political Science. Applicants must submit a letter of application, a curriculum vita, and names, addresses and phone numbers of three references. Review of completed applications will begin on November 15, 2004; however, review of applications will continue until the position is filled. Send the application package or nominating letters to Dr. Gerald T. Gabris, Director, Division of Public Administration, Northern Illinois University, DeKalb, IL 60115. Northern Illinois University is an AA/EEIO Institution and strongly encourages applications from women and minorities. Please visit the Division's website at www.niu.edu/pub_ad/pa.html for more information.

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Public Administration/Nonprofit Management
University of North Carolina at Charlotte

Department of Political Science invites applications for a tenure-track position at the Assistant Professor level beginning Fall 2005. Primary duties will include teaching courses in public administration with a focus on nonprofit management. The successful candidate must have strong and demonstrable teaching and research experience centered in nonprofit management. Sub-fields are open. Ph.D. must be completed by August 2005. The Political Science Department has 21 faculty members, offers a NASPA-accredited Master of Public Administration (MPA) degree and is a main partner in an interdisciplinary Ph.D. program in public policy. Interested candidates should send a letter describing teaching and research interests and curriculum vitae to Public Administration Search Committee, Department of Political Science, 9201 University City Boulevard, University of North Carolina at Charlotte, Charlotte, NC 28223. A complete application will include curriculum vitae, three letters of recommendation, a writing sample and transcripts of all graduate work by October 15, 2004. UNC-Charlotte is an Affirmative Action/Equal Opportunity Employer and does not discriminate on the basis of sex, race, ethnicity, age, religion, physical handicap, or sexual preference. Candidates from minority groups and women are encouraged to apply.

Assistant Professor
Roosevelt University

Roosevelt University invites applications for a tenure-track position in public administration at the rank of assistant professor, beginning August 2005. Applicants should be able to teach in the core curriculum and also in a specialty area. Area of specialization preferred is nonprofit management or criminal justice. Roosevelt is a private, non-sectarian university serving a diverse student body, with campuses in downtown Chicago and suburban Schaumburg. While faculty is devoted to teaching - scholarly research is expected and supported. Ph.D. or GPA required by date of appointment. Candidates should submit letter of interest, a statement of teaching philosophy, a statement of scholarly/professional goals, as well as a CV and three letters of recommendation to: Public Administration Search Committee, School of Policy Studies, Roosevelt University, 430 South Michigan Avenue, Chicago, IL 60605-1394, email: dhamilte@roosevelt.edu. Review of applications will begin December 1, 2004 and will continue until an offer is made. Roosevelt University is an Equal Opportunity Employer and strongly encourages applications from minority candidates.

Assistant Professor
University of Arkansas at Little Rock

The Department of Government at New Mexico State University invites applications for a tenure-track position at the rank of assistant professor, beginning Fall 2005. Applicants should be able to teach in the core curriculum and also in a specialty area. Area of specialization preferred is local government and public policy. Ph.D. must be completed by August 2005. Applicants must possess a strong teaching and research record and a commitment to student advising and service. The university is a Carnegie Foundation classified by the Carnegie Foundation as a Doctoral/Research University—Extensive with emphasis on tax or public finance. A record of, or demonstrated potential for, teaching, advising, and service is required. Ph.D. must be completed by August 2005. The Department of Government, and undergraduate degrees in Government and Law & Society (http://www.nmsu.edu/~govdept/). Responsibilities include teaching a combination of graduate public administration and undergraduate political science courses. Areas in Public Administration are open, although the department particularly seeks applications from individuals with a Public Management emphasis. Ph.D. in Political Science or Public Administration or D.P.A. required. Degree must be completed by date of appointment. Applicants from other disciplines will not be considered. Must possess strong teaching and research skills, ability to work effectively with students, faculty, and community leaders, and a demonstrated commitment to public service. Spanish language competency and/or experience with distance education preferred. Salary competitive. Submit letter of application, vita, graduate transcripts, brief writing sample, evidence of teaching ability (if available) and three letters of reference. Review of completed applications will begin November 1, 2004 and will remain open until filled. Please apply to Dr. Russ Wimm, MPA Director, Public Administration Search Committee, Department of Government, New Mexico State University, Box 30001, MSC 3BN, Las Cruces, NM 88003. NMSU is an EEO/AA employer; members of minority groups and women are particularly encouraged to apply. For more information or to request an accommodation in the application process, call 505-646-4935.

Assistant Professor
Montana State University—Bozeman

Assistant/Associate Professor Political Science: Two positions

Starting Fall 2005

Tenure-track; competitive salary; seeking two candidates to teach primarily in the MPA program who show promise in combining an active research agenda with excellent teaching and student advising. One of the two positions may be hired at the Associate level. An Assistant Professor will also become the MPA Coordinator. Montana State University-Bozeman is a land grant institution with an enrollment of 12,100 students. There are approximately 140 undergraduate students in political science and 24 graduate students in the Master of Public Administration program. MPA courses are generally offered in the evenings to accommodate our largely professional student body. Some off-campus graduate teaching (or distance learning) will be required (one course per year). The normal teaching load is four to five courses per year.

Required qualifications: An earned Ph.D. in public administration, political science, or related discipline by August 15, 2005. To be considered at the Associate level, candidates must have a record of teaching experience and scholarly publication. Must be able to teach at least three or four of the seven following core courses in the MPA program: Foundations of Public Administration, Human Resource Management, Organization Theory, Organizational Behavior, Qualitative Methods, Public Budgeting and Finance, and Program Evaluation and Policy Analysis. (For more information on these courses, see www.montana.edu/wwwpo/mpaprogram/MSUProgram.htm)

Preferred qualifications: Experience in public sector employment, teaching experience, and the ability to contribute to teaching in the undergraduate curriculum are preferred. Subfield or policy specialization open.

To be considered, candidates’ application materials must include the following: (1) a letter of application including a one-page narrative describing which three or four of the graduate courses listed above you are most qualified to teach, which other graduate courses listed above you are adequately qualified to teach, and what courses you could contribute to the undergraduate curriculum; (2) curriculum vitae; (3) copy of all graduate transcripts; (4) an article-length manuscript pertaining to candidate’s research; (5) three letters of reference; and (6) teaching evaluations and course syllabi if the candidate has teaching experience. All materials must be received by November 15, 2004, and should be addressed to: Professor Jerry Calvert, Search Committee Chair, Department of Political Science, Montana State University, Bozeman, MT 59717.

ADA/EEO/A/VETERAN’S PREFERENCE

Assistant Professor
Roosevelt University

Assistant Professor PA/Methods and Policy Analysis

The faculty invites applications for a tenure-track appointment for an Assistant Professor in Public Administration beginning in Fall 2005 (pending funding, time in rank open). The faculty seeks a candidate with strong teaching skills in methods and policy analysis, appropriate for an MPA program. Additional teaching areas are open, but an emphasis in public policy is desirable. Additional experience in teaching online (e.g. WebCT) is desirable.

The successful candidate must have strong interest and experience in applied research that addresses the needs and assets of the state, urban region, local governments, or neighborhoods. A doctorate in public administration, public policy or political science with a strong emphasis in public administration is preferred. Review of applications will begin immediately with a final decision to be made by early Spring 2005. To apply, please submit a letter of interest, CV, and the names and addresses of three references to: Assistant Professor Search Committee, Institute of Government, 2801 S. University Ave., University at Little Rock, Little Rock, AR 72204. For more information, contact Dr. Roby Robertson at erobertson@uallt.edu or 501-569-8572. For more background on the Institute go to http://www.uallt.edu/log. The University of Arkansas at Little Rock is an equal opportunity, affirmative action employer and actively seeks the candidacy of minorities, women and persons with disabilities. Under Arkansas law, all applications are subject to disclosure. Persons hired must have proof of legal authority to work in the United States.
Two Assistant Professors, Public Policy and Management

Andrew Young School of Policy Studies, Georgia State University

The Department of Public Administration and Urban Studies seeks strong researchers and teachers to fill two tenure-track positions at the assistant professor level, beginning fall 2005. New hires should add to our research strengths in health, education, social, environmental, transportation, or public finance policy and be able to teach core public policy and/or management courses.

The Department offers a NASPAA-accredited MPA, master’s and undergraduate degrees in urban policy studies and, in partnership with Georgia Tech, a doctorate in public policy. The Andrew Young School ranks 26th overall among graduate programs in public affairs in the US News rankings, as well as 5th in public budgeting and finance, 12th in urban policy and management, 16th in public administration and management, and 21st in public policy analysis. Our collegial and highly productive faculty, recently listed as the 5th most prolific in public administration journals over the past decade, supports junior colleagues in building academic careers. Our location in downtown Atlanta places us at the heart of a vibrant public and nonprofit sector. Our policy research centers provide excellent opportunities for research that contributes to policy-making and management at all levels of government.

Candidates should submit a letter of interest, curriculum vitae, graduate transcripts, three letters of recommendation, a sample of scholarship, and any teaching evaluations to Chair, Faculty Search Committee, Department of Public Administration and Urban Studies, Andrew Young School of Policy Studies, PO Box 3992, Georgia State University, Atlanta, GA 30302-3992. The position requires a doctorate in an appropriate field of study from an accredited university by August 2005. Consideration of applications will begin on November 1, 2004, and will continue until the positions are filled.

Information about the Andrew Young School is available at www.gsu.edu/spa. Georgia State University, a unit of the University System of Georgia, is an equal educational institution and an equal opportunity affirmative action employer.

Faculty

Martin School of Public Policy and Administration
University of Kentucky

The Martin School of Public Policy and Administration at the University of Kentucky seeks to fill a faculty position at the assistant professor level beginning fall 2005. Applicants at the associate level will be considered if sufficient funding is available.

The University of Kentucky has been allocated additional funds and challenged to develop further its research mission with the goal of becoming a top twenty public institution. The Martin School is a University Center of Excellence and a target area in the University’s Strategic Plan. The Martin School now offers a multidisciplinary Ph.D. in public administration, a master of public administration, and a master of health administration. A Master of Public Policy is in the final stages of the approval process. The ideal candidate will have applied research and teaching interests related to one of the three core fields in our Ph.D. program: public budgeting and finance, public policy, and health policy and finance. The position is subject to budgetary approval.

Minority and female applicants are especially encouraged to apply. All interested applicants should send a curriculum vita, three letters of reference, and a recent working paper or publication to:

Search Committee, Martin School of Public Policy and Administration, University of Kentucky, 429 Patterson Office Tower, Lexington, KY 40506-0027

Review of applications will begin October 15 and will continue until the position is filled.

http://www.uky.edu/RGS/MartinSchool/welcome.html

An Equal Opportunity University

Assistant Professor

Public Law/Justice Studies/Comparative Legal Systems

Christopher Newport University

Christopher Newport University invites applications for a probationary (tenure-track) appointment as assistant professor in University’s Department of Government and Public Affairs, beginning August 2005. Successful candidate must possess the academic breadth to teach in the department’s core and upper level courses in public administration and policy and/or management areas. Excellent candidates also contribute to a vibrant, selective, residential, state-supported institution of 5,000 students located in the heart of the Virginia Tidewater region and within a short distance of both historic Colonial Williamsburg and the ocean resort of Virginia Beach. Freshman selectivity rate is approximately 40 percent, with an average SAT score for the freshman class of about 1150. There are 2,200 students living on campus, including 90 percent of the 2003-2004 freshman class. The University faculty is characterized by individuals who are inspired, rigorous, and effective teachers and who are substantively engaged with their students - both within and beyond the classroom - in contexts that develop scholarship, leadership, and service. Normal teaching load is four courses per semester.

To apply, please send letter of application, current curriculum vitae, copies of graduate transcripts, syllabi and other evidence of teaching style/efficacy/engagement, statement of teaching philosophy, and three letters of recommendation to: Director of ED/Faculty Recruitment, Public Law/Justice Studies/Comparative Legal Systems Faculty Search #8008, Christopher Newport University, One University Place, Newport News, VA 23606-2998. Review of applications begins 11/15/04. Applications received after 11/15/04 will be accepted but considered only if needed. CNU, an EOE, is fully committed to Access and Opportunity.

Assistant Professor

Public Administration/Public Policy

Christopher Newport University

Christopher Newport University invites applications for a probationary (tenure-track) appointment as assistant professor in University’s Department of Government and Public Affairs, beginning August 2005. Successful candidate must possess the academic breadth to teach in the department’s core and upper level courses in public administration and public policy. Areas of specialization open, but priority needs in public administration, human resource management, public budgeting, public policy, ethics in politics, urban politics, and research methods.

Successful candidate must be willing to serve as faculty advisor for one of department’s student clubs or honor societies. Appointee expected to conduct active program of research and scholarly writing consistent with such teaching.

For tenure-track appointment at rank of assistant professor, appointee must have in hand appropriate Ph.D./D.P.A. degree no later than 7/1/05. Promising candidates in final stages of Ph.D./D.P.A. program but who will not actually hold degree on 7/1/05, may be considered for restricted appointment at rank of instructor. CNU, or a vibrant, selective, residential, state-supported institution of 5,000 students located in the heart of the Virginia Tidewater region and within a short distance of both historic Colonial Williamsburg and the ocean resort of Virginia Beach. Freshman selectivity rate is approximately 40 percent, with an average SAT score for the freshman class of about 1150. There are 2,200 students living on campus, including 90 percent of the 2003-2004 freshman class. The University faculty is characterized by individuals who are inspired, rigorous, and effective teachers and who are substantively engaged with their students - both within and beyond the classroom - in contexts that develop scholarship, leadership, and service. Normal teaching load is four courses per semester.

To apply, please send letter of application, current curriculum vitae, copies of graduate transcripts, syllabi and other evidence of teaching style/efficacy/engagement, statement of teaching philosophy, and three letters of recommendation to: Director of ED/Faculty Recruitment, Public Law/Justice Studies/Comparative Legal Systems Faculty Search #8008, Christopher Newport University, One University Place, Newport News, VA 23606-2998. Review of applications begins 11/15/04. Applications received after 11/15/04 will be accepted but considered only if needed. CNU, an EOE, is fully committed to Access and Opportunity.

Full-Time Tenure Track Assistant Professor

California State University, Hayward

California State University, Hayward, invites applicants for Position No. 05-06 PUAD-Admin/training/Hrبيروت-تت، A Full-Time Tenure Track Assistant Professor position. Teach graduate courses in the Master of Public Administration (MPA) program including administrative and organizational theory, organizational change and public human resources management. Prefer candidates committed to teaching from an interpretive (phenomenological, hermeneutic) and/or critical theoretical perspective on human organizations. CSUH is well equipped and has approximately 13,000 students and 600 faculty, but has a small-college atmosphere. Teaching assignments include courses at both the Hayward and Contra Costa campuses. Qualifications include an ability and demonstrated history of working with minority populations and in minority communities. Ph.D. in Public Administration (or closely allied field), or D.P.A. and authorization to work in the United States no later than the effective date of employment are required.

To be recommended for tenure, the candidate must demonstrate satisfactory performance in the areas of teaching: research, scholarship, and/or creative activities, and service to the university, the department, the profession, and the community.

Salary dependent upon educational preparation and experience. Application begins September 2005. The application deadline is December 20, 2004, and review of applications will begin thereafter. The position will remain open until filled. Submit a letter of application, a current vita, copies of major publications; and three letters of recommendation to: Prof. O. Jay Umeh, Chair, Department of Public Administration and Administration, California State University, Hayward, 25800 Carlos Lee Blvd., Hayward, CA 94542. Phone: (510) 885-3282 Fax: (510) 885-3726. E-mail: umehj@csuhayward.edu. Visit http://www.csuhayward.edu and http://www.csuhayward.edu/ebt/public/admin/hr.php for more information.

CSUH is an Equal Opportunity Employer, committed to the principles of diversity in employment and to creating a stimulating learning environment for its diverse student body.
October 2004

3-5 2004 SECoPA Conference
Theme: “Governance in a New Era of Cooperation”
City: Charlotte, NC
Contact: Phin Xaypangna at (704) 336-5327 or pxaypangna@ci.charlotte.nc.us

7-9 Association for Budgeting and Financial Management (ABFM)
Annual Conference
Location: Holiday Inn Chicago Mart Plaza, Chicago, IL

28-30 Twenty-Sixth Annual Association for Public Policy Analysis and Management (APPAM) Research Conference
Location: Omni Hotel at CNN Center, Atlanta, GA

28-30 ASPA District 4 Conference
Theme: Public Administration in the Footsteps of Lewis and Clark: The New Corps of Discovery
Location: Marina Inn, South Sioux City, NE
Contact: Michael Gershowitz at (515) 270-1718 or gershowitz@mcleodusa.net

November 2004

2-5 IX International Congress of CLAD on State and Public Administration Reform
Location: National Institute of Public Administration, Madrid, Spain
Contact: CLAD at clad@clad.org.ve

11-13 International Conference on Social Science Research
New Orleans, Hotel InterContinental, Proposal Deadline: 9/30/2004
www.centrepp.org/socialscience.html

22-23 PROTEX INDIA 2004: Seminar/Exhibition on Property Tax Reforms and Technology Application in the Improvement of Urban Basic Services
City: New Delhi, India

Nov. 30-Dec. 4 National League of Cities - Congress of Cities & Exposition
City: Indianapolis, IN

December 2004

1-3 Performance Measurement for Homeland Security Initiatives
City: Washington, DC

For more information, click the ‘Conferences’ button on the ASPA web site home page

www.aspanet.org