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An Introduction from ASPA’s President...

Connecting and Collaborating with Our Global Community

Wendy A. Haynes

In October 2006, I had the privilege of representing ASPA at the Second Annual International Conference on Public Administration (ICPA) on the Warwick University campus in Coventry, England. Focusing on the theme of “Government Innovation and Reform,” conference participants spoke to issues ranging from building organizations of integrity, to professionalism in government to emergency management, to human capital and beyond. I was struck by the common ground that we public administration devotees in the United States share with our colleagues from other nations.

The 1200-page proceedings of the 2006 ICPA includes papers from around the world and offers a wide array of new knowledge and information on subjects essential to public administrators and scholars as we move forward in our twenty-first century global community. I look forward to re-connecting with many of our international colleagues at the 3rd Annual ICPA conference in Chengdu (October 2007), when our new president, Harvey White, will lead the delegation. Certainly, my excitement emanates from the prospect of lively discourse and stimulating exchanges on topics of great mutual interest.

Patricia de Lancer Julnes, our International Coordinator and National Council member, to see that our memorandum of understanding (MOUs) with other countries have increased substantially. ASPA has been instrumental in strengthening the institutional bond between each Secretariat in the United States and its international partner. Moreover, the number of conferences ASPA will co-sponsor and participate in has grown significantly—as has the rich content of ASPA’s International website (www.aspanet.org/scriptcontent/intl.cfm), thanks to the diligence of ASPA staff and volunteer leaders.

The question we face is not whether we will be part of the global community. We already belong. The challenge in the years to come will be how we as an association will play a vital and constructive role in that community, contributing to as well as drawing upon the collective wisdom of our colleagues worldwide. ASPA’s Strategic Plan for 2004-2008 centers upon five goals:

• Be a recognized voice for issues and values in public policy, management and practice.
• Be a catalyst to enhance the scope and quality of resources and the knowledge base in the field of public service.
• Foster inclusive communications among those who serve the public.
• Find ways to enable those who serve the public to be current and effective.
• Grow the society membership and ensure its financial viability.

Our ASPA members developed these goals under the umbrella of a deceptively simple vision statement: ASPA is a major force in improving constitutional governance and service to the public to enhance the quality of life worldwide (emphasis added).

This annual international supplement shows that ASPA’s members have moved our association closer to manifesting that vision. And we yet have promises to keep and miles to go before we sleep. (Thank you, Robert Frost.) In the year to come, under the leadership of President-elect Harvey White, we will undertake a new strategic planning process. Our engagement internationally will most surely play a central role in the discussions that ensue.

Among other venues, our annual conference in Washington, DC, (March 23-27, 2007) will also illustrate ASPA’s connection to the global public administration community. The opportunities range from “The South African/ASPA Experience...Lessons Learned from Emerging and Developing Democracies” to a meeting of the International Consortium to an International Reception sponsored by Rutgers University on Monday evening. We also hope to hear of the experiences of Vice President Don Klingner as he represented ASPA in such diverse environs as the University of Colima, Mexico, and the CLAD conference in Guatemala City and from past president Donald Menzel on his forays international.

My thanks to those who have contributed so generously to this international supplement. I commend their work to our readers. We also owe a debt of gratitude to those who may or may not appear in this international supplement, but who have toiled in the global fields for many years. Our efforts internationally have been enriched by their efforts.

I think particularly of long-time ASPA member and former ASPA staffer, Erik Bergrud, who continues to serve as editor of the United Nations Online Network in Public Administration and Finance (UNPAN) and UNPAN Director Guido Bertucci. It was to Erik that I turned for inspiration in introducing this international supplement. He generously provided material and I was particularly moved by words from one of the speeches he wrote:

“Thomas Friedman instructs us that ‘the world is flat.’ In his book of that title, he focuses on two major dates: 9/11 and 11/9, the date in 1989 when the Berlin Wall fell. He concludes his book with the following: ‘While your lives have been powerfully shaped by 9/11, the world needs you to be forever the generation of 11/9—the generation that wakes up each morning and not only imagines that things can be better but also acts on that imagination every day.’”

Those words ring, too, in the column written by Antoinette Samuel, our Executive Director, as she urges us to pursue collaborative opportunities between Public Service Recognition Week in May and the United Nations Public Service Awards. The articles in this supplement demonstrate the depth and breadth of our opportunities to connect worldwide. Many thanks to all those who contributed to this supplement and join together in a passion for public service. Let us act on our imaginations each day.

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The HIPC Initiative: A Collaborative Effort to Disentangle Poor Countries from Debt-Poverty Trap

Moye Godwin

In recent decades, debt and poverty of developing countries have been the most controversial and debated international issues. The possible relationships between these two variables (debt/poverty) and the solutions to these chronic problems have raised many unanswered questions. Economists, political scientists, development experts, policy analysts, practitioners and lawmakers have their own opinion on these issues.

Opinions diverge as to the causes of debt crises featuring two perspectives: the neo-conservatives who emphasize on internal causes, and the radicals who focus on the external causes. However, there is opinion convergence that the debt has tremendous adverse effects on poor countries and has been described as a “silent war.” Scholars also widely agree that poverty and indebtedness are inextricably linked and turn to intensify each other. Recent data from international sources corroborates that the least developed countries are caught in a debt poverty trap. The 2006 World Bank Report indicates that there were 890 million people in the developing countries living on less than $2 a day in 1980, by 1990 the number had increased to 2, 654 million and have reached 2.735 million people in 2001. This situation is worsened by the fact that these poor countries have chronic high debt burden. For instance, in 1990 the low income countries owed $341,580 million in external debts, $424,472 million in 2003 and $426,945 million in 2004 with approximately $348.1 million used for debt servicing (World Bank Indicators 2005).

But in spite of the widely recognized seriousness of the crises, opinions are divided as to how to solve the problem (rescheduling, rearrangement, cancellation). Many past efforts have been made by the bilateral, commercial and multilateral creditors to relieve debt and alleviate poverty with limited success. Debt concessions through agreements reached by the Group of Seven (G-7) summits in Toronto (1988), London (1991) and Naples (1994); non-Paris Club official bilateral and commercial creditors’ collaboration and structural adjustment programs (SAPs) yielded insignificant success.

There was also therefore mounting pressure from the developing countries and many influential nongovernmental organizations such as The Heritage Foundation, Oxfam International and Jubilee 2000 and entertainers such as U2’s Bono to provide debt relief for the impoverished countries.

This pressure was sparked by the concern that excessive debt levels were stifling poverty reduction efforts. Besides, James Wolfensohn the new president of the World Bank whose tenure began in 1995 was convinced that more needed to be done to help the poorest countries cope with the debt crisis. All these enabling and catalytic factors forced debt relief and poverty reduction onto the international policy agenda and triggered the launching by the World Bank and IMF of the Highly Indebted Poor Countries (HIPC) in 1996 initiative as a comprehensive plan to disentangle selected least developed countries from the debt-poor vicious cycle. This initiative is intended to provide recipients with sufficient debt relief to resolve their debt problems and free up resources to be spent on poverty alleviation.

To be eligible for the HIPC assistance initiative, a country must: face an unsustainable debt burden, beyond traditionally available debt-relief mechanism; be only eligible for highly concedeable assistance from the IDA and the IMF’s Poverty Reduction and Growth Facility (previously the Enhanced Structural Adjustment Facility); establish a track record of reform and sound policies through World Bank and IMF supported programs; have developed a Poverty Reduction Strategy Paper (PRSP) through a broad-based participatory process (IMF Fact Sheet 2005; Worldbank.org 2005). The HIPC package is therefore composed of the debt relief, policy reforms and pro-poor expenditures. The donors have to provide debt relief and HICPs themselves must break the vicious cycle of poor policies and weak governance by policy reforms.

Once the heavily indebted country has shown commitment to put in place sound macroeconomic policies with focus on poverty alleviation, the country is considered to have reached the “decision point.” Precisely, the Executive Boards of the Bank and Fund formally decide on the country’s eligibility and it begins to receive interim debt relief. In order to receive full and irrevocable debt relief, the country must establish a further track record of good performance under the Fund and Bank-supported programs.

Concretely, the satisfactory implementation of key policy reforms (performance benchmarks or completion point triggers) agreed at the decision point; the maintenance of macroeconomic stability; the adoption and implementation for at least one year of the PRSP, and the use of the HIPC resources for earmarked purposes (IMF Fact Sheet, December 2005; worldbank.org 2006). Once the country has met these criteria; it reaches the “completion point” at which the remainder of the full stock-of-debt reduction pledged by the lenders in the decision point is delivered. Today there are 40 Highly Indebted Poor countries of which 21 have reached the completion point.

The total cost of assistance under the HIPC initiative was estimated at $29.3 billion dollars in 1999 net present value terms. The program has been successfully supported by the multilateral and bilateral creditors (IMF and World Bank, August 2001). In 2004 with the increase in the number of qualified states, the cost rose to $60 billion in net present value terms (IMF Fact Sheet, December 2005). The Bank and Fund established the HIPC Trust Fund financed through bilateral contributions and transfer of International Bank of Reconstruction and Development (IBRD) net income and surpluses. The trust either cancels the debt or pays the debt service as it comes due (worldbank.org).

At the 2005 Gleneagles meeting, the G8 countries signed a Multilateral Debt Relief Initiative (MDRI) deal, ratified by the Bank and Fund to cancel 100 percent of the debts of the countries that have ‘graduated’ from HIPC Initiative by reaching the completion point. This initiative is intended to help advance toward the United Nation’s Millennium Development Goals (MDGs) which are internationally agreed upon quantifiable targets for halving poverty by 2015. These goals have become a framing and coordinating principle for foreign assistance efforts worldwide and provide a benchmark against which development progress can be measured.

The worry is whether the HIPC initiative is different from past efforts and capable of disentangling these countries from the debt-poverty vicious cycle. The challenge is whether the HIPC initiative will be able to jumpstart the poor countries economies which are in die need of a fresh start.

The officials of these institutions described the HIPC initiative as a “breakthrough,” relative to past efforts because it is concerted, comprehensive, more open and accountable (Donors, NGOs, Governments, parliaments, masses, experts). This paper argues that the collaborative efforts within the initiative through debt relief, policy reforms and poverty reduction can offer monumental possibilities to tackle the development crisis. However, possibilities do not guarantee success, consequently more serious and timely collaboration is needed within and beyond the HIPC framework.

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International Public Administration: Collaboration Across Borders

Teaching Public Administration in Communities Located Along the Texas-Mexico Border

Peter Faseini Haruna

How should public administration be taught to practitioners in communities located along the Texas-Mexico border? What core competencies do these practitioners need to succeed? As the case example of South Texas makes apparent, border communities have unique public service needs with implications for public affairs education and training.

In addition, they offer opportunities for, and pose challenges to, public administration research and scholarship that have gone unnoticed. What, then, are the issues involved in providing professional education in a region that stands at the trajectory of political, economic, social, and cultural interchanges?

The experience of the MPA program at Texas A&M International University (TAMIU), Laredo Texas is worth sharing. Located along the Texas-Mexico border, TAMIU's MPA program is the number one choice for professional public service education, but it is challenged to equip students with the right value orientation and competency to succeed.

On the other hand, TAMIU's MPA program is challenged to respond to not only national, state and local needs, but also global and international understanding by virtue of its location at the tip of the common border. It was created in response to local community need and as part of overall comprehensive efforts to address increasing demands and requirements for higher education in one of the most deprived regions in Texas.

Thus, it shares and is indeed an integral part of overall comprehensive efforts to harness and manage public resources towards improving the quality of life. It is hardly surprising that the program is one of TAMIU's fastest growing regional programs with student enrollment increasing by 116 percent in the short span of six years of its existence. A total of 43 students have so far graduated, attained higher responsibility, and are serving with distinction in different managerial and leadership positions in federal, state, and local government jurisdictions.

What does the MPA curriculum aim to achieve? Like all other NASPAA-member programs, the curriculum is developed primarily with NASPAA's professional standards in mind. However, effort has been made to connect curriculum development to state and community needs as well.

Because of low educational achievement levels among the general population—66 percent has less than college education—curricular activities are grounded in good governance ideals, including effectiveness, equality, equity, ethics, morality and social justice.

The overall goal is to equip practitioners with and require them to master not only the traditional, but also the non-traditional competencies and value orientations needed to be effective, efficient, responsive and accountable. Assessment is conducted regularly using comprehensive exams, faculty expertise, as well as alumni/student surveys to

See TEXAS-MEXICO, pg. 7
Examination of Turkish Disaster Management System

District and Provincial Agency Plans Insufficient in Most Cases

Naim Kapucu, Vener Garayev and Tolga Arslan

Turkey is founded on the historically earthquake prone Anatolian Peninsula. Its location in the Eastern Mediterranean sector of the Alpine-Himalayan earthquake belt expose 92 percent of the population and 95 percent of the land to seismic events. In recent years destructive earthquakes claimed for killing more than 19,707 people, damaged 397,893 housing units, and cost more than $22.5 billion. Turkey has adopted various public policies to reduce risk of disasters.

Regrettably, these policies have been ineffective for protecting the local communities in response to disasters. The recent destructive earthquakes have required development of new ways for timely and coordinated intergovernmental collective actions. This requires a change in the perspective of policy makers towards disaster management.

Change and complexity have marked today’s organizational environments. Most organizations are susceptible to continuing change occurring simultaneously at local, national, and international levels. Traditional bureaucratic organizations prove to be ineffective in dynamic environments of disasters. Emphasis on hierarchy, linear plans, and procedures developed in advance often fails to implement government strategies and policies effectively.

Disasters create uncertainty, rapid change, and unique conditions. The assumptions and rules that public organizations hold for their regular activities and work environments do not apply to emergencies. Therefore, the existing gap between disaster plans and their implementation in nonlinear multi-organizational disaster environments require the employment of nonlinear methods of problem solving for seismic response systems.

This refers to changing the traditional rule-bound and inflexible organizational structures into adaptive organizational systems for responding to changing conditions. An adaptive organizational system is flexible and technical infrastructure enables its organizations to relax or eliminate other functions temporarily, when needed.

Adaptive organizational behavior is closely related with an increased capacity for communication and coordination through information processing. The availability of continuous search, exchange and dissemination of information between organizations from different jurisdictions and sectors are the lifeblood of an adaptive disaster system.

Despite the importance of sufficient organizational and technical capacities for a complex adaptive disaster management system, achieving it is a big challenge. Public policies without such infrastructures create a linear approach that wrongly assumes the effectiveness of seismic response just because it is mandated by a law or regulation. This is a critical problem of Turkish disaster policies for decades.

Turkish disaster policies can be classified under four periods in the literature. Before 1944, Turkish disaster policies focused on post disaster efforts through relief and aid efforts to minimize the damage to their inhabitants. The system lacked any comprehensive organizational or technical capacity to protect communities from natural and man-made disasters.

During this period, there were very limited efforts to deal with disasters. Between 1944 and 1958 policy makers made a significant turn in the disaster policies by taking some preliminary steps. Recognizing the need for doing more than relief and aid, and taking first steps toward mitigation were important policy changes. Despite these steps, the implementation of mitigation principles was a great challenge in Turkey, because Turkish disaster management still lacked any significant capacity for responding to disasters, especially earthquakes.

The changes made in the 1958–1999 period laid the legal and institutional foundations. The Disaster Law and Regulations, the Civil Defense Law, the Development Law, and the Crisis Management Regulation established the legal foundations and most critical actors in today’s Turkish disaster management system.

On the institutional front, for example, the newly created General Directorate of Disaster Affairs was specifically concerned with nation-wide disaster management, while the General Directorate of Civil Defense started hiring rescue personnel after the 1992 Erzincan Earthquake.

The symmetry breaking effects of the 1999 Duzce earthquake facilitated the change process in Turkish disaster affairs. One of the important but still insufficient steps was the foundation of the Turkey Emergency Management General Directorate to coordinate public organizations for emergencies that threaten the national security. Additionally, The Turkish Armed Forces that did not have any specific organization and preparedness against natural disasters, made reforms after the Marmara earthquake. Despite the improvements in organizational and technical capacities after 1999, the changes are still not sufficient to integrate the formal disaster response system and its organizations.

While inter-organizational and inter-jurisdictional relations are limited for mitigating and preparing for disasters, investments in information infrastructure are not compatible with different organizations and sectors.

Beyond the four central disaster organizations, namely the General Directorate of Disaster Affairs under Public Works and Settlement Ministry, the General Directorate of Civil Defense under Interior Ministry, the General Directorate State Hydraulic Works under Energy Ministry, and the recently founded Turkey Emergency Management General Directorate under Prime Ministry, there are many other organizations from different realms that respond to disasters.

In addition, the National Emergency Plan established through the Disaster Law 7269 and the Regulation number 12777 introduced a responsibility of provinces and districts for the response and recovery operations. Lastly, the Crisis Management Structure was introduced by the Regulation 8716 in 1996, which is used only if the prime minister declares crisis management for an important problem or event and is normally an exceptional way of managing public organizations in case of a crisis.

The institutional design, management, and inter-organizational relations are supposed to coordinate organizations and resources in helping a stricken local community. On the other hand, provincial or district crisis management centers are supposed to coordinate organizations and resources in districts and provinces before and after earthquakes. Although the national plan assigns certain roles and responsibilities for rescue and aid committees, their preparation for disasters are just on paper or insufficient in most cases.

Despite the recent developments, Turkish disaster management system does not have the capacity for coordinating the organizations from different jurisdictions and sectors. Using Bureaucratic organizational structure and hierarchy for coordinating various public organizations simply do not work in emergencies.

Well designed organizational charts and rules for the regular times can not adapt to the rapidly changing conditions of disaster environments.

Instead, effective disaster management requires developing significant organizational and technical infrastructures to facilitate coordination and communication in the rapidly changing dynamic environments of disasters and to consider all critical organizations from different jurisdictions and sectors so that they are integrated as subsystems of an adaptive disaster management system.

Information and communication technologies are crucial to integrate the critical actors at all levels. Timely collective action requires timely and sufficient information as well as its exchange and distribution. The nation wide investments of communication and information technologies helps coordination of other risk prone communities, critical public and nonprofit organizations as well as connection of existing investments with each other will increase information flow and interactions, thus coordination between organizations from different jurisdictions and sectors.

The policy makers have adopted countless linear public policies to deal with disasters since the Ottomans. Although these public policies have set legal and institutional foundations, they have been ineffective in minimizing seismic risk. The main reason for the problem is solving a complex problem through linearly designed laws and regulations.

The reforms after the Marmara earthquakes have been the reflections of new linear policies. Control and command oriented public bureaucracy and provincial emergency plans still fail to integrate organizations from different jurisdictions and sectors for mitigating, preparing for and responding to disasters. A new organizational design for integrating critical public and nonprofit actors through sufficient organizational and technical capacities are necessary. The policy makers need to transform insufficiently connected disaster organizations into an adaptive system that can collectively act and reallocate necessary resources in reducing the vulnerability of the local communities to earthquakes and other natural and man-made disasters.

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Texas A&M University Offers Unique MPA Program

From TEXAS-MEXICO, pg. 5

gauge performance and recommend relevant programmatic changes.

Course offerings and instruction have been well received. This is in part because of faculty expertise, professionalism, and dedication. It is also in part because of the exceptional self-motivation of the non-traditional and homogeneous student body. Most, if not all, of the students are beginning or mid-career professionals desiring performance-enhancing competencies.

A recent survey showed 91 percent cited knowledge, skills and abilities as the main reason for seeking MPA education. Their top most important skill areas are problem-solving (77 percent), analysis and evaluation (71 percent), human resources (65 percent), budgeting (62 percent), and ethics (59 percent)—consistent with NASPA’s recent survey of city managers. While mostly bi-cultural and bi-lingual in English and Spanish, there is little evidence of serious written or oral communication deficiency. In fact, the comprehensive exam average passing rate (86 percent) meets the program’s expectations.

An excellent area of opportunity as a border program is the potential to develop collaborative and mutually benefiting initiatives with Mexican universities as a way of strengthening the international concentration track. Immense opportunities exist for faculty and students to engage in border research and enhance comparative studies in social, economic, and political issues. Given the increasing need for global problem-solving in matters of public health, environment, transportation, and cross-border criminal activity, the research potential seems limitless. On the other hand, continuous growth poses challenges; class sizes are increasing while individualized instruction is getting harder and harder.

Cross border violence and security activity tend to create negative perceptions about the border community. Nonetheless, TAMU’s MPA program has found a niche in providing professional education in a place and time that it is truly needed.

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June


October 2007

1-2 Leaders Moving Forward: The Road to Integrated Leadership Location: Saskatoon, Saskatchewan, Canada Learn about new leadership perspectives at the provincial, national and international levels. Hear keynote speakers J.P. Pawliw-Fry, Joseph Grenny, Ian Percy and Craig Kielburger. Organized by: University of Saskatchewan and St. Paul’s Hospital Website: www.learn2lead.usask.ca/leadershipconf.html

8 WomenLead 2007 Location: Los Angeles, CA WomenLead 2007 is a one-day intensive program designed to increase your comfort in the leadership zone. You’ll get tools & tips to be even better at it in all aspects of your life, and allow you to interact with leading women authors. Organized by: Dr. Lois Frankel Website: www.womenlead2007.com

June 2007

21-23 Women’s Leadership and Empowerment Conference Location: Bangkok, Thailand Organized by: Tomorrow People Organization Website: www.tomorrowpeople.org/ILC/
United Nations Commentary

United Nations: Back on Center Stage

Bill Miller

The general public and some U.N. observers, who erroneously believed the rhetoric about how the United Nations was not relevant and was precariously hanging on the brink of extinction, may wish to review Mark Twain’s famous quote: “The reports of my death are greatly exaggerated.”

A major Achilles heel affecting the UN’s credibility, public image, and reputation was the Oil for Food Program (OFFP) scandal and the atrocious behavior of a handful of UN peacekeepers (out of a total of nearly 85,000) who violated their moral and legal authority by exchanging sex-for-food.

Former Federal Reserve Chairman Paul Volcker conducted a thorough investigation that basically exonerated U.N. Secretary General Kofi Annan and the staff (except one person who has been accused of corruption, but has not been proven guilty) of any criminal activities or wrongdoing. However, the Volcker Report did criticize Annan’s managerial capabilities and the administration of the OFFP, while making specific recommendations to improve future programs.

Regarding peacekeeping abuses, the United Nations has established a “zero tolerance” for any peacekeepers violating the stringent ethical and military guidelines that direct peacekeeping missions. After these two embarrassments for the UN, some pundits thought—and most UN critics were probably hoping—that the international organization would be impotent in dealing with future challenges and fade into oblivion.

A quick glance at the U.N. agenda quashes that doomsday scenario. World leaders, even President Bush, who has frequently questioned the UN’s relevancy, and non-governmental organizations (NGOs) are encouraging the United Nations to roll up its sleeves and confront even more aggressively the spiraling panoply of international problems.

These problems range from Iran, Iraq, North Korea, Darfur, Southern Lebanon, tension between Israelis and Palestinians, to international peace and security challenges, globalization inequities, and Tsunami relief. The Security Council has, to a large extent, failed to control health problems and achieving the Millennium Development Goals of reducing poverty, infant mortality rates and providing an education for all elementary school children.

The U.N.’s agenda is overflowing with major crises and challenges that have the potential to spin out of control and become even greater disasters. One bright spot is that the United Nations has had many major accomplishments over the past year or so. For example it:

- Implemented a Peacebuilding Commission that will work with a state moving from armed conflict or a failed condition to creating one that is stable, peaceful and productive. The Commission will mobilize the international community to develop strategies—after the fighting stops—to focus attention on “reconstruction, institution-building and sustainable development.”
- If the Commission had been in place a few years ago, perhaps Timor Leste (East Timor) would not have collapsed back into chaos.
- Launched the Democracy Fund, which was first promoted by President Bush in a 2005 U.N. General Assembly speech, to promote and consolidate “new and restored” democracies. The Fund will provide electoral assistance to emerging democracies, emphasize the rule of law and democratic governance, and develop a comprehensive framework to combat corruption.
- Provided humanitarian assistance to people ravaged by war or nature, such as in Darfur and the Tsunami affected countries of Asia. Even though the Security Council was unable to convince the Sudanese Government to allow a stronger peacekeeping force into Darfur, U.N. agencies have been quietly and effectively working with victims by providing food, shelter, health and educational services.

The United Nations took a page from the OFFP playbook and improved upon it, when providing assistance to the hundreds of thousands of Tsunami victims, by mobilizing human and financial resources more quickly, by upgrading its managerial and administrative capabilities and by being more accountable and transparent in all of its dealings and purchases.

- Saw the U.N. Security Council pass substantive resolutions to contain Iran’s nuclear enhancement program and apply sanctions to encourage the North Koreans to halt nuclear testing and weapons development.
- A few of the major shortcomings of the United Nations this past year have been with:
  - The widely acclaimed Human Rights Council, which replaced the somewhat flawed Human Rights Commission, has been criticized for failing to live up to its mandate and for allowing a bloc of countries to hijack the agenda and disproportionately criticize Israel, while ignoring other countries that have committed major human rights violations.
  - There is a mechanism to review each Council member’s human rights records and to oust those who are egregious human rights violators. The Council has, for the first time, encouraged its members to abide by the highest human rights principles in their own countries.
  - Not expanding the Security Council to encompass a greater diversity of geographical, financial and demographic representation by bringing in major U.N. players, such as Japan, India, Brazil and Germany.

Although the United Nations had several successes, and a few failures, one poignant example of the U.N.’s importance occurred with the forceful
United Nations Relevancy Debate Close to Decided?

From UNITED NATIONS, pg. 8

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Many people questioned why the United Nations was not effectively stopping the conflict between Israel and Hezbollah or inserting more peacekeepers into Darfur. The mantra was, “Where is the United Nations?”

Answer: The United Nations was quietly providing a vast array of services to refugees in Lebanon even while the intense fighting was underway, and U.N. peacekeepers were escorting civilians to safety and out of harm’s way.

In both Lebanon and Darfur U.N. agencies provided food, shelter, sanitation, and maternal and child health care programs, to name just a few, under extremely dangerous conditions. The United Nations was on the ground working while the bullets were flying and people were suffering.

Ironically, very few media outlets—perhaps because of their myopic fixation with the Security Council’s wrangling and their “herd” mentality to cover Hugo Chavez’s antics at the United Nations—generally failed to report these activities. (Speaking of Chavez, his undiplomatic attack on President Bush probably cost Venezuela a seat on the U.N. Security Council. Apparently, diplomats did not want to suffer through two years of unproductive, vitriolic exchanges between Venezuela and the United States).

Arguably, the countries of the world have come to the conclusion, more or less, that the United Nations—even with its faults—is still the only international forum that has the expertise and authority to deal with the vast array of thorny, intractable international problems. One lesson learned by the 192 countries of the United Nations is that, even if the Security Council is tied up in knots and unable to play a constructive role immediately, U.N. agencies can still pitch in, in most situations, and deal with either an environmental or humanitarian disaster.

Incoming U.N. Secretary General Ban Ki-moon, a highly respected South Korean diplomat and the first MPA appointed as the U.N. SG, summed it up during his acceptance speech, “The surge in demand for U.N. services attest not only to the United Nations’ abiding relevance…The United Nations is needed now more than ever before.” Moon is an MPA graduate of the JFK School of Government at Harvard University in 1985.

A recent national opinion poll by the Better World Campaign has confirmed what many other polls have shown over the history of the United Nations: 78 percent of Americans believe it is in America’s best interest to continue to actively support the United Nations.

Nations, including friends and critics alike, are rapidly coming to the same conclusion that the United Nations is still the only game in town. Perhaps the debate about the U.N.’s relevancy is close to being decided.

ASPA member Bill Miller is president of Miller and Associates International Media Consultants. E-mail: millerkyun@aol.com

2007 International Conference Listings

From INTL. CONFERENCES, pg. 7

conference.htm

27-28 Integrating for Excellence
Sheffield, United Kingdom
The conference seeks to bring together the different aspects of excellence, which support the development of a holistic approach to organisational evolution and change.
Website: www.shu.ac.uk/integralexcellence/conference
Sponsored by: Sheffield Hallam University

August 2007

7-8 International Conference on Leadership in a Changing Landscape
Location: Subang, Malaysia
What kind of leadership is necessary in this age? How will our leadership needs to be different in the future? What does the organization need leadership for?
Organized by: Faculty of Business Administration, UNITAR, Malaysia
Website: www.unitar.edu.my/fba_conf/index.htm

September 2007

10-11 iPED Conference 2007: Researching Academic Futures
Location: Coventry, England
Organized by: The iPED Research Network
Website: www.corporate.coventry.ac.uk

16-19 AIM Management Convention
Location: Sydney, New South Wales, Australia
AIM High! The Effective Manager in Action is a celebration of management and features a remarkable line-up of international and local management experts and practitioners, and represent a bridge between theory and practice of management.
Organized by: Australian Institute of Management NSW & ACT
Website: www.aimconvention.com.au

October 2007

20-23 First International Development Conference (IDC 2007)
Location: Toronto, Ontario, Canada
IDC 2007 will show case some of the past successes and failure of different development activities and projects in many parts of the world as relates to the Millennium Development Goals of the United Nations. And the possible way forward.
Organized by: Centre for Agricultural Resources and International Development (CEFARD)
Website: http://www.cefard.org

The purpose of this conference is to pose critical questions about the challenges and opportunities we face as we work toward a life sustaining civilization, and the different ways we choose to respond to them.
Organized by: Audubon Expedition Institute at Lesley University
Website: http://getonthebus.org

Conference on Poverty

June 2007

15-17 Sustainable Ecosystem and Social Stewardship - GIN 2007
Location: Waterloo, Ontario, Canada
To make genuine progress on sustainable development, businesses need to move from separate strategies for “greening” and “community” toward a comprehensive program of integrated stewardship of the resources, ecosystems, and communities.
Organized by: Greening of Industry Network & Wilfrid Laurier University
Website: www.wlu.ca/ginconference

September 2007

7-8 Global and Social Justice: Theoretical and Empirical Perspectives on the Relationship
Location: Oxford, United Kingdom
Organized by: CSSJ (Centre for the Study of Social Justice, Department of Politics, Oxford)
Website: http://social-justice.politics.ox.ac.uk/

See INTL. CONFERENCES, pg. 15
Note: Items in parentheses are intended as subject ideas for monthly topics. Authors are not limited to these subjects and are encouraged to write in their specific areas of expertise/interest.

The PA TIMES requests that articles be between 1000-1200 words. Contact cjewett@aspanet.org for author guidelines. Deadlines for each of the 12 issues are listed below. Recruitment advertising questions may be directed to recruiter@aspanet.org. Press releases, announcements, article inquiries, and display advertising questions may be directed to:

Christine Jewett McCrehin • Editor • cjewett@aspanet.org
**ASPA’S INTERNATIONAL PURSUITS**

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**ASPA’S INTERNATIONAL PURSUITS**

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**From the Executive Director**

**The Case For Going Global**

**Joining Together in a Passion for Public Service**

Antoinette Samuel

Globalization is a term that describes how many aspects of life are becoming more global, and more local at the same time. The phenomenon of globalization is a reality for which we must all be prepared. The trend towards globalization, characterized by the blurring of traditional political and economic borders around the world, is an established feature of our modern world. Globalization has already had a revolutionary impact on how business and government are conducted today and continues to substantially change the way people work, communicate and live, at an ever-increasing pace. The view of the world within which we operate now has an international scope. Our compass expands full circle!

Many national-level decisions, for example, are moving upward to international organizations and developing downward to state and local governments. As we become less and less bound by geography, time zones, culture, or language in business, government, and professional relationships, the public sector will find itself redefining our boundaries accordingly. We may well want to regard this trend as thinking globally and acting locally! The common term is “globalizing.” Even in traditionally provincial local communities, there is the recognition and understanding that life is more complex and creative roles in a “globalizing” world. The influences of globalization have reached the realm of public service management. Specifically, the field of public administration has moved strategically towards the expansion of its role and responsibility in the international expansion of public administration, as a field of study, research and practice.

Therefore, building on the challenge from ASPA’s President Wendy Haynes, and National Council member Laurie DiPadova-Stocks, in her February PM TIMES Member Commentary, ASPA must actively and fervently participate in the May celebration of Public Service Recognition Week (PSRW). Importantly, we must do so recognizing the relevance of bridging the art, science and practice of public administration, internationally! As ASPA, at all levels, plans participation in Public Service Recognition Week (PSRW), we should do so with a global perspective. We must acknowledge the international recognition of excellence in public service. The infusion of international contributions within PSRW would promote excellence in the public service beyond our borders. As stated by the United Nations, “Experience demonstrates that without good governance, nationally or internationally, and an efficient, competent, professional, responsive and highly dedicated public service, sustainable development and livelihood are jeopardized.” One potential for successfully ensuring the development of an international perspective, within PSRW, rest with a

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**International Task Force Update**

Patria de Lancer Julnes

**Salutations,**

I’m Patria de Lancer Julnes, appointed by ASPA President Wendy Haynes in March of 2006 to serve as International Coordinator (2006-2007).

The International Coordinator works with a Task Force to develop strategies intended to support ASPA’s increasing involvement in the international arena. Now more than ever is important that American institutions like ours be seen around the world as promoters of good governance, democratic values, and public service.

Since March of last year I have been fortunate to work with colleagues Mary Van Verst, Kyle Farmbry, Bill Miller, Kai Feng Yang, and Erik Bergrud and to have the support and valuable input of ASPA’s staff Matt Rankin.

The task force has been working on three specific issues, which were identified as important in strengthening ASPA’s contribution to public administration around the world. These included the evaluation of MOUs’s activities, leveraging external funding opportunities, and developing a boiler plate for MOU’s that highlights the benefits to partners (both Secretariats and the international partner).

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**ASPA Issues RFP to Implement International Memoranda of Understanding**

Washington, DC—ASPA and the National Association for Schools in Public Affairs and Administration (NASPAA), in cooperation with the National Academy for Public Administration (NAPA), have established a Partnership to Advance International Public Administration. The organizations invite all universities, ASPA Sections and ASPA Chapters interested in international public administration to join them. The organizations propose to cooperate in developing relationships with academic and practitioner public administration organizations internationally, work together in hosting foreign visitors, keep each other informed about projects and undertake other projects. They also wish to work together in administering ASPA Memoranda of Understanding (MOUs) with international bodies.

The three organizations have formed an International Secretariat to administer and maintain ASPA’s Memoranda of Understanding (MOUs) with 15 countries and international organizations, have selected coordinators for seven of the MOUs and are seeking coordinators for the others.

To date, ASPA has signed MOUs with the following organizations:

- United Nations Division of Public Economics and Public Administration
- Society (CPAS)
  - Secretariat: Rutgers University-Newark
  - Secretariat Contact: Marc Holzer (mholzer@pipeline.com)
  - Secretariat Contact: Don Klinger (ddklinger@uccs.edu)
- Institute of Public Administration of Canada (IPAC)
  - Secretariat: Position Open
- Commonwealth Association for Public Administration and Management (CAPAM)
  - Secretariat: Position Open
- ESIDE’s Institute of Public Management (Spain)
  - Secretariat: Position Open
- European Group of Public Administration (EGPA)
  - Secretariat: Rutgers University-Newark
  - Secretariat Contact: Marc Holzer (mholzer@pipeline.com)
- Free State Society for Public Administration and Governance (FRESPAG)
  - Secretariat: Position Open
- Chinese Public Administration Society (CPAS)
  - Secretariat: Rutgers University-Newark
  - Secretariat Contact: Marc Holzer (mholzer@pipeline.com)
- Hong Kong Public Administration Association
  - Secretariat: Position Open
- Hyogo Administrative Policy Studies Association (HAPSA)
  - Secretariat: Evergreen Chapter of ASPA
  - Secretariat Contact: Mary Van Verst (Mary.VanVerst@ofm.wa.gov)
- South Korean Association for Public Administration (KAPA)
  - Secretariat: Rutgers University-Newark
  - Secretariat Contact: Marc Holzer (mholzer@pipeline.com)
- United Nations Association of the USA (UNA)
  - Secretariat: Position Open
- Slovenian Society of Public Administration
  - Secretariat: Position Open
- South African Association for Public Administration and Management (SAAPAM)
  - Secretariat: Southern University

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See MOU RFP, pg. 12
ASPA Seeks Secretariats for Vacant MOUs

From MOU RFP, pg. 11

Secretariat Contact: Walter Wiles
(walterw@usgs.edu)

• Latin American Center for Development Administration (CLAD) Secretariat: University of Colorado, Colorado Springs
Secretariat Contact: Don Klingner
dklingner@uccs.edu

Other MOUs are in discussion.

ASPA encourages universities, ASPA Sections and ASPA Chapters to apply to serve as an MOU Secretariat and participate in activities with an international partner. A MOU Secretariat will have the unique opportunity to interact with its professional peers; supplement its public administration competency and visibility; participate in providing an invaluable service to the public administration literature through publication and translation projects; develop grants and publications; and participate in professional activities emanating from the ASPA-MOU agreements.

Responsibilities of the Secretariat would include, but not be limited to:

• Developing and/or translating publications, and disseminating professional materials among participants; and,

• Coordinating, and seeking funding for, various inter-professional activities, e.g., visiting scholars, exchange of delegations, workshop presentations, on-line conferences, etc.;

• Developing and maintaining a web site integrated with aspanet.org and naspaa.org;

• Providing services to other interested NASPAA and ASPA members (and playing a role in promoting ASPA membership through the MOU);

• Managing traditional correspondence and electronic communication between ASPA-NASPAA and MOU-related organizations; and,

• Other projects as defined by the Secretariat.

To this end, each proposal should include:

• General organizational description;

• Summary of the MOU;

• Objectives and project conceptualization;

• Communication capabilities;

• Management plans and capacities;

• Budget and financial projections; and,

• Other information as necessary.

In particular, applicants should identify fund-raising ideas, such as funding for additional publications and communications, travel to fulfill commitments within the MOUs, hosting of country delegations for the ASPA and/or NASPAA annual conferences, high-speed Internet access, etc. Applicants should include past evidence of a track record in implementing such ideas.

Parameters of Agreement
Major responsibilities of the Secretariat.

Ideally, each Secretariat will:

• Make available on a part-time basis at least one faculty member, student, volunteer, or clerical/support staff person;

• Coordinate closely with the ASPA, NASPAA and NAPA International Advisory Boards;

• Disseminate between ASPA-NASPAA-NAPA and MOU partners appropriate professional publications, communiques (e-mail and traditional correspondence), and other pertinent information;

• Underwrite basic expenses for faculty, student (s), any designated office, clerical support, mailing expenses, etc.;

• Maintain lines of communication between ASPA-NASPAA-NAPA and MOU participants, as well as with selected organizations such as publishers, to facilitate other professional activities;

• Participate in developing on-line conferences and the exchange of scholars, practitioners, and professional publications; and,

• Develop grant proposals or other sources of funding to help cover program expenses and new initiatives.

ASPA-NASPAA Responsibilities

• Provide leadership and appropriate information to the International Secretariat to successfully implement the project, and develop strategies for joint MOU implementation efforts;

• Maintain and support ASPA-NASPAA internal international components;

• Communicate frequently with International Secretariat and MOU participants to coordinate and develop work plans; and,

• Disseminate information about each University Partner's MOU-related work through their networks and publications;

This agreement would require a multi-year (preferably three-year) commitment by the University Partner, and would be subject to annual review.

Secretariat applications should be submitted electronically to ASPA Executive Director Antoinette Samuel (tsamuel@aspanet.org).

Interested applicants are encouraged to request copies of pertinent MOUs from ASPA Senior Director Matt Rankin (mrankin@aspanet.org; 202-385-4312)

Task Force Keeps Busy Schedule

From TASK FORCE, pg. 11

In addition, we have had a flurry of activities since last summer as we reviewed three proposals for Secretariats; worked with a committee to select a recipient for ASPA's International Award, which honors individuals from outside the United States who have a record of significant contributions to the improvement of PA theory or practice; disseminated information about MOU’s, talked with potential MOU partners; and represented ASPA in various international venues.

We were pleased to announce last summer that the proposal from Rutgers University, Newark, to become the Secretariat for ASPA's MOU with the European Group of Public Administration (EGPA) was approved. We are also pleased to announce that the winner of this year’s International Award is Turkia Ould Daddah, from the small African Muslim country of Mauritania.

I hope to see you all in Washington, DC, for the annual conference. I’d be happy to talk with you about this and other exciting opportunities for involvement in ASPA.

Please visit the ASPA International website where you will find a wealth of information about what is going on in public administration around the world. The address is: www.aspanet.org/scriptcontent/intl.cfm. To whet your curiosity, below is a partial list of activities:

The Transatlantic Workshop on Ethics and Integrity 2007 will be held March 21-23, 2007 in Washington, DC.

Leading the Future of the Public Sector: The Third Transatlantic Dialogue International Conference, May 31-June 2, 2007, Newark, Delaware.

9th Annual International Cross Cultural Research Exchange, July 17-24, Xiamen, China.

XII International Congress of CLAD on State and Public Administration Reform, October 30 to November 2, 2007, Santo Domingo, Dominican Republic.


Task Force applications to coordinate and develop work plans; and, propone on-line conferences and the exchange of scholars, practitioners, and professional publications; and,

...
SICA Holds Elections and Prepares for ASPA Conference

ASPA’s Section on International and Comparative Administration (SICA) recently held elections for Chair and Executive Committee representatives. Daniel Nelson was elected Chair (2007-2009). He is the international program coordinator at the Maxwell School of Citizenship and Public Affairs where he has spent the last two years establishing new academic partnerships and securing grants to internationalize the school. Nelson is currently focused on a three-year project developing the policy analysis skills of senior civil servants in the Indian Administrative Service and previously worked at developing and managing the content design of training programs for international government officials, private companies and non-governmental organizations. He has worked, lived and traveled in over 30 countries. His research interests focus on analyzing options and delivery methods for public services through government, non-government and or private sector means. SICA wishes to express appreciation for a job well done to outgoing chair Lawrence (Larry) R. Jones, George F. A. Wagner Professor of Public Management in the Graduate School of Business and Public Administration, Kent State University, Department of Political Science.

Ferrel Heady Roundtable at the ASPA Conference 2007

The Ferrel Heady Roundtable at the ASPA Conference 2007 is convened annually by the Section on International and Comparative Administration (SICA) at the ASPA conference and features notable scholars discussing their careers and research in a workshop format designed to allow students, academics and other participants to interact with guests in the field. The 2007 Heady Roundtable series have included Ferrel Heady himself and the legendary comparative administration scholar Fred Riggs. The featured speaker and roundtable host at the 2007 ASPA conference will be internationally recognized practitioner and scholar Derick W. Brinkerhoff, senior fellow in international public management, Research Triangle Institute (RTI International), and faculty associate, George Washington University, School of Public Policy and Public Administration. The title of Brinkerhoff’s address for the 2007 Heady Roundtable is “Development Administration, the State, and the Citizen: Shifting Tides, Changing Boundaries.”

The Heady Roundtable is scheduled for Sunday, March 25 from 1:30-3 p.m.

Ferrel Heady Roundtable Presentation

Abstract: As an applied field, development administration has evolved in close association with action; theory and intervention have advanced in tandem, though not always equally. This address examines the intellectual and practical trajectory of development administration (DA), the place of the state in DA, and the role of non-state actors; reflects on the changes and implications for DA, both as a focus of inquiry and of practice. The address speculates on progress, gaps, enduring issues, and new directions.

Fred Riggs Award Winners for 2006 and 2007

SICA is pleased to continue the tradition of honoring deserving scholars as recipients of the Fred Riggs Award. Recent correspondence with Fred Riggs about the award attests to the fact that Fred remains pleased that the award is presented by SICA in his name.

The SICA committee to select the recipients of the Fred Riggs Award for Lifetime Achievement in the field of international and comparative public administration reviewed a number of nominations and made two selections. The Fred Riggs Award was not given in 2006 due to a variety of reasons. As a result the decision was made to present the Riggs Award at this year’s ASPA conference for both 2006 and 2007.

SICA is fortunate to have received a number of nominations for the Fred Riggs Award over the past several years. Distinguished scholars who previously have received the Fred Riggs Award include William J. Siffen, Ferrell Heady, Frank Sherwood, Lawrence Graham, James Grant (posthumously), Derick Brinkerhoff and Coralie Bryant. The Fred Riggs Award for 2006 will be presented to E. Philip Morgan, professor, Graduate School of International Policy Studies, Monterey Institute of International Studies.

The 2007 Fred Riggs Award recipient is Gerald E. Caiden, professor of public administration, School of Policy, Planning, and Development, University of Southern California.

Congratulations to Morgan and Caiden. SICA looks forward to presentation of the Fred Riggs Awards at the SICA business meeting on Saturday, March 24th at 3:15 pm (room TBA) during the ASPA national conference in Washington, DC.

For more about ASPA’s International Activities visit the Society’s website

www.aspanet.org

Click on ASPA International

PSRW Could be Felt Worldwide

From PUBLIC SERVICE, pg. 11

The U.N. General Assembly designated June 23rd as Public Service Day. The U.N. Public Service Day intends to celebrate the value and virtue of public service to the community; highlight the contribution of public service in the development process; recognize the work of public servants, and encourage young people to pursue careers in the public sector. More information can be found at http://www.unpan.org/dpsa_psaward.asp

PSRW has the opportunity to serve as an advocate of professionalism in public service, develop a real service community among international practitioners and advance the value of the public sector worldwide.

ASPA member Antoinette Samuel is the association’s executive director.

E-mail: tsamuel@aspanet.org
Chapter MOU Update

Evergreen Chapter Enters Fourth Year of Successful and Active MOU Partnership with Japanese Counterpart

Mary Van Verst, Matsuyo Makino

The State of Washington and the Hyogo Prefecture in Japan established a sister-state relationship in 1963. Since then, mutual exchanges have developed across a variety of fields including education, culture, and the economy. At a commemo- ration in 2003 of the 40th anniversary of the Hyogo/Washington sister-state relationship the Governors of Hyogo and Washington made a commitment to form a relationship between the American Society for Public Administration and a policy studies association in Hyogo.

The ASPA National Council, at its subsequent semi-annual meeting, officially selected the Evergreen Chapter to proceed with the establishment of a structure and relationship with the Hyogo Administrative Policy Studies Association (HAPSA). This became the first Memorandum of Understanding (MOU) between an ASPA chapter and an international affiliate.

The official agreement was signed on October 8, 2003 at the Evergreen State College in Olympia. Mary Van Verst, immediate past president of the Evergreen Chapter serves as the primary representative of the secretariat. Our institutional partner representative is Larry Geri, director of the MPA Program at The Evergreen State College.

Ongoing activities include exchanges of information about events, and of publications by the respective organizations and members. ASPA’s conference papers are annually supplied to HAPSA, which are translated into Japanese by HAPSA’s committed volunteer staff. Members of each organization have written articles for the other’s journals or newspapers, and each organization informs the other of local and regional events.

HAPSA established a subsidy program for its members who wish to attend the ASPA conference, to apply for a subsidy of 150,000 JPY to cover the cost of registration and travel. Since 2004 Masatomi Funabu, Matsuyo Makino, Taisaburo Nakano, and Ms. Noriko Tanaka have attended ASPA conferences. Their visits to the United States have included additional meetings in Washington State with local officials on subjects of mutual interest to our sister-states. These discussion sessions were organized by members of the ASPA Evergreen Chapter in conjunction with the Hyogo Business and Cultural Center (HBCC) in Seattle.

Progress and sustainability of the MOU is evidenced by a growing collaboration between the University of Hyogo (UH) and the Daniel J. Evans School of Public Affairs at the University of Washington. Exchanges began when Makino, who was then the director of the Graduate School of Economics, UH, and seeking partner institutions for a prospective new program in public policy, visited the Evans School before returning to Japan from the 2005 ASPA conference in Milwaukee. At a meeting with Dean and Professor Sandra O. Archibald and the directors of research and education programs, ideas were discussed for future collaborations.

In September 2005, Dean Archibald, during her visit to Kobe on Governor Gregoire’s trade mission as a representative of the University of Washington, was welcomed by Professor Sakamoto, Vice President and Director of the Center for International Relations, UH. Dean Archibald described research and education programs at the Evans School including the internationally recognized executive MPA program. She also suggested that the Evans School potential counterpart schools and institutes at UH start exchanging research papers. Prof. Sakamoto expressed his hope that their new partnership with the Evans School would help the university enhance its competitiveness in the area of public policy and contribute more to the local community by educating those who serve the public.

In February 2006, Makino revisited the Evans School as Vice Director of the Center for International Relations, UH. Dean Archibald coordinated a meeting with Susan Jeffords, Vice Provost for Global Affairs, who supported university-wide academic exchange between the UW and UH. Other meetings were held with Deans of College of Arts and Sciences, School of Engineering and School of Nursing, which had established departmental academic exchanges with respective counterparts at UH. Ginn Kitaoka, the Director of HBCC, joined the meetings.

In March 2006, Dean Archibald was invited as a guest lecturer to the International Seminar on Public Policy Research and Education at the UH Kobe campus with Van Verst and Ms. Chantal Stevens, Executive Director of Sustainable Seattle. Mary Van Verst gave an overview of ASPA, followed by a presentation on AmeriCorps and civic engagement outcomes in the field of national service. Chantal Stevens spoke about indicators of a sustainable community, and Sandra Archibald presented on public policy research and education in a networked world.

During a courtesy visit of these three representatives from Washington State, Hyogo’s Governor Toshizo Ido expressed his long-term interest in international exchanges in public policy and administration and his strong support for one between the University of Washington and University of Hyogo. Governor Ido also praised the Evergreen Chapter for fostering the relationship that has developed with HAPSA. He suggested that these partner organizations start joint research in the fields of strong common interest such as disaster preparedness and management.

In Kobe, additional meetings were arranged for members of the delegation. Mary Van Verst met with HAPSA staff and volunteers; Chantal Stevens met with directors of nonprofit organizations; and Sandra Archibald met with Deans and faculty members at the Schools of Economics and Business Administration and the Research Institute for Economics and Business Administration.

September 2006 was another productive month of exchange when students from the University of Hyogo arrived in the Puget Sound region for a three-week institute led by Matsuyo Makino and staff of the Hyogo Business and Cultural Center. During their time in Seattle and Olympia, the students had opportunities to meet with several public sector officials, business leaders and elected officials. Evergreen Chapter members Mary Van Verst and Dave Broom coordinated several of the student site visits.

In Seattle, the student delegation met with Port of Seattle Commissioner Lloyd Hara and public affairs staff member Diana Parker. The students enjoyed a tour of the Seattle waterfront and learned about the importance of international trade, container operations and port security.

At Senior Services of Seattle, Vice President Kate Turpin briefed the students on a wide range of programs and services available to seniors. Topics of particular interest to the students included Senior Information and Assistance, Meals on Wheels, Minor Home Repair and Home Sharing. Following a lively question and answer session, the students toured the facility and had a chance to observe the Senior Services staff in action.

The City of Seattle Office of Intergovernmental Relations hosted a meeting at the new City Hall. Chief International Specialist, Keith Orton, Ph.D. shared an informative history of Seattle and highlighted some of the current challenges facing the region such as growth and sustainability. Orton also took the students on a tour of the new building and highlighted some of the eco-friendly construction elements that earned the building special recognition as a Green Building.

See EVERGREEN CHAPTER, pg. 15
Evergreen Chapter and HAPSA Exchange Students and Ideas

From EVERGREEN CHAPTER, pg. 14

On September 19 in Olympia the UH students and faculty delegation met with Senator Karen Fraser, a strong supporter of the sister-state relationship with Hyogo. The opportunity to learn more about state government occurred during a visit with Governor Christine Gregoire, followed by a guided tour of the Washington State Capitol. In the afternoon the group traveled from the elegant, historic beauty of the Capitol Campus to the natural scenic landscape of the Nisqually Valley, the epicenter of the February 2001 earthquake in western Washington. At the Nisqually National Wildlife Refuge, Mary Van Verst provided an overview of AmeriCorps along with staff from the Washington Conservation Corps. The afternoon ended with a hike along some of the trails, guided by members of the Conservation Corps who perform full-time environmental restoration at the site.

Other venues from the students’ itinerary included the Washington State Department of Ecology, the Tillicum Native American Chamber of Commerce, the Hyogo Business and Cultural Center, and Sustainable Seattle.

The culminating event of the exchange was an international symposium on disaster preparedness and emergency management on September 26, hosted by the Evans School at the University of Washington, in partnership with the Evergreen Chapter. Among the nearly 100 symposium attendees were practitioners, academics, students, and chapter members. Local emergency management experts and faculty members made presentations from both the University of Washington and the University of Hyogo. Several presentations were based on lessons learned from catastrophic events including the Great Hanshin-Awaji and Nisqually earthquakes and the devastating hurricanes along the gulf coast.

Serving as moderator was Sanjeev Khagram, director of the Marc Lindenberg Center for Humanitarian Action, International Development and Global Citizenship. Guest speakers included Matsuoy Makino and Professor Kunihiko Ito from the University of Hyogo, and Shingo Kochi from the Asian Disaster Reduction Center in Hyogo and member of the Hyogo Administrative Policy Studies Association. Local speakers included Eric Holdeman, director of emergency management for Metropolitan King County, Steve Charvat, director of emergency management for the University of Washington, Hilda Blanco, chair of the Urban Design and Planning Department at the University of Washington, and Mark Hasselkorn, director of research at the Interdisciplinary Program for Humanitarian Relief at the University of Washington.

2007 International Conference Listings

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<tr>
<th>Date</th>
<th>Conference Name</th>
<th>Location</th>
<th>Website</th>
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<tr>
<td></td>
<td>EECO 2007, Environment &amp; Energy Conference</td>
<td>Toronto, ON, Canada</td>
<td><a href="http://www.sustainableur">www.sustainableur</a></td>
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The conference will address topics of ethnicity, immigration, diversity, and multiculturalism in Canada, particularly as they intersect with issues of civil society and globalization. Organized by: Canadian Ethnic Studies Association

Conferences on Sustainable Development

April 2007

International Conference on Sustainable Urbanism: Squaring Off - A new Paradigm for Urban Change Location: College Station, TX The problems facing cities are complex and numerous. Sustainable cities will only be achieved by cooperation of countless individuals, agencies and many disciplines. Guide the world to a better future- think green...go sustainable! Organized by: Texas A&M University College of Architecture - Dept of Landscape Architecture & Urban Planning; The Center of Housing and Urban Development Website: [http://sustainableurbanism.tamu.edu](http://sustainableurbanism.tamu.edu)

May 2007

Biomass ’07: Power, Fuels, and Chemicals Workshop Location: Grand Forks, ND Biomass is the largest and most promising sustainable and renewable energy resource with true global applications. Organized by: Energy & Environmental Research Center Website: [www.undecrc.org/biomass07/](http://www.undecrc.org/biomass07/)
Matthew Rankin

ASPA's growing international activities and interests are reflected in the programming offered at our National Conference (March 23-27, 2007 in Washington, DC). More than twenty sessions, panels, workshops, and special events show our commitment to voicing concerns and viewpoints from outside the United States and advancing public administration internationally.

Here are some of the international activities scheduled for the conference:

**Friday, March 23**
- International Development Management Workshop (8:30am–5:00pm)
- Ethics and Integrity in Comparative Perspective: The Dutch and American Experiences (1:15pm–2:45pm)
- Public Administration Research in the People’s Republic of China (3:00pm–4:30pm)

**Saturday, March 24**
- Current Trends in International Programs (8:00am–9:30am)
- Collaborations of Intersector, Interagency, Interlocal, around Taiwan Public Governance (8:00am–9:30am)

**Sunday, March 25**
- White Papers, GUBUs and Moral Panics: The Sources of Public Sector Reform in the U.S., U.K., Ireland and France (9:45am–11:1am)
- Building Global Governance Capacity through Networked Professional Associations (1:30am–3:00pm)
- Ethics: A Worldwide Concern (9:45am–11:15am)

**Monday, March 26**
- The South African/ASPA Experience: The Fusion of Theory and Practice for Effective Governance–Lessons learned from Emerging and Developing Democracies (8:00am–9:30am)
- Politics of Preference: A Cross National Experience (8:00am–9:30am)
- Crossing Bridges for Health Care: U.S.-Mexico Transborder Interdependence and Collaboration (9:45am–11:15am)
- Building Strategic Human Capital Capacity for the 21st Century: Making Collaboration Work (9:45am–11:15am)
- Successful Training Programs: An International Perspective (3:00pm–4:30pm)
- Service Delivery in Fragile States: The Role of State and Non-State Actors (3:00pm–4:30pm)

**Tuesday, March 27**
- Assessing the Impacts of Inter-organizational Collaboration: Developments in Taiwan and China (9:45am–11:15am)
- Global Crises Management: Exploring Collaborative Approaches in a Time of Advanced Modernity (9:45am–11:15am)

ASPA will also host a meeting of the Consortium for International Public Administration at the conference on Monday, March 26, 2007, from 9:45am to 11:15am. The consortium comprises representatives from the United States (ASPA, NASPAA and NAPA) and international public administration organizations.

We are also pleased to announce that Turkiya Ould Daddah, former director general of the International Institute of Administrative Sciences, will be on hand to receive ASPA's 2007 International Public Administration Award during the ASPA awards ceremony on Monday afternoon. Ould Daddah is highly respected for her efforts to improve public administration in countries worldwide, especially in developing countries. That evening, there will be an International reception sponsored by Rutgers University-Newark.

Matt Rankin is ASPA's senior director of program and service development.

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ASPA Currently Holds Memoranda of Understanding with Several Organizations

MOUs have generally been developed based on informal contacts between ASPA members and representatives of a counterpart international entity. The responsibility for the U.S. component of each MOU has been assigned to individual universities when possible. Below is a listing of ASPA's current MOUs and their organizational contacts, as well as a listing of ASPA's International Secretariats selected by ASPA's International Consortium. These consist of various universities and organizations chosen to help implement ASPA's international memoranda of understanding.

ASPA MOU Listings

Chinese Public Administration Society
http://www.cpasonline.org.cn
Xuedong Chang
Beijing China 100017
Tel: (010)30956611;
(010) 66017410
Fax (010)66013279
E-mail: zda21@cpasonline.org.cn

Colegio Nacional de Ciencias Politicas y Administracion, Publica, A.C. (Mexico)
http://www.prodigyweb.net.mx/cenpyap
Agustin Gutierrez
33, Col. Gral. Anaya, Del.
Benito Juarez, Mexico D.F. C.P. 03340
Telephone: (01 55) 56 88 13 43
Fax: (01 55) 56 84 78 50
E-mail: cenpyap@prodigy.net.mx;
cipap20042006@hotmail.com

Commonwealth Association for Public Administration and Management
http://www.capam.org
1075 Bay Street, Suite 402
Toronto, Ontario
M5S 2B1
Canada
Tel: +1 (416) 920-3337
Fax: +1 (416) 920-6574
E-mail: capam@capam.ca

European Group of Public Administration
http://www.iiasaiba.evropa.eu/egpap-uck.htm
Rue Defacqz, 1, Bte 11
B-1000 Bruxelles (Belgique)
Tel : 32 - 2-536.08.80
Fax : 32-2-537.97.02
E-mail: geapgpap@iiasaiba.e

Hong Kong Public Administration Association
http://www.hkppaa.org.hk
GPO Box 3350
Hong Kong
Fax: info@hkppaa.org.hk

Hyogo Administrative Policy Studies Association
http://www2.ocn.ne.jp/~policy/topage.html
Tel: 81-78-752-1321
Fax: 81-78-753-2441

Email: noriko_tanaka@pref.hyogo.jp
Fax: (212) 682-9185
E-mail: unahq@unausa.org

ASP A International Secretariats

Chinese Public Administration Society
Launched in February 2002, Chinese Public Administration Review is the first international academic journal specifically addressing the issues of Chinese public administration. The ASPA international secretariat for this MOU is Rutgers University-Campus at Newark. For more information, contact:

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Dean of the School of Public Affairs and Administration (SPAA)
Rutgers University-Campus at Newark
7th Floor, Hill Hall
360 King Blvd.
Newark, NJ 07102
Office Telephone: 973-353-1351 ext. 23
Office Fax: 973-353-5907
E-mail: mholzer@pipelinc.com

Hyogo Administrative Policy Studies Association
URL: http://www.aspaevergreen.org
The ASPA international secretariat for this MOU is the Evergreen Chapter with support from The Evergreen State College's MPA program. For more information, contact:

Mary E. Van Verst
Immediate Past President
ASPA Evergreen Chapter
Office Telephone: (360) 902-0631
Office Fax: (360) 586-3964
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Laurence Geri
MPA Program
The Evergreen State College
Olympia, WA 98505-0001
Office Telephone: (360) 867-6540
Office Fax: (360) 867-6540
E-mail: gerl@evergreen.edu

Korean Association for Public Administration (KAPA)
The ASPA university partner for this MOU is Rutgers University-Campus at Newark. For more information, contact:

ASPA International
Coordination
ASPA is seeking partner organizations to assist in coordinating the Society's international memoranda of understanding with the following associations:

- Commonwealth Association for Public Administration and Management (CAPAM)
- ESADE’s Institute of Public Management (Spain)
- Free State Society for Public Administration and Governance (FRESPIAG)
- Hong Kong Public Administration Association
- Institute of Public Administration of Canada (IPAC)
- Slovenian Society of Public Administration
- United Nations Association of the USA (UNA)

Interested parties should view the RFP in the ASPA International area on the Society's website at www.aspapnet.org.
MOU Updates

Update on ASPA's MOU with Korean Association for Public Administration (KAPA)

Marc Holzer

ASPA's MOU with the Korean Association for Public Administration (KAPA) is administered by the School of Public Affairs and Administration (SPAAP) at Rutgers-Newark.

Under that MOU, in June, 2006, Marc Holzer of Rutgers-Newark met with KAPA's president to reaffirm cooperative relationships with ASPA and to resign the MOU. ASPA and KAPA agreed to mutual cooperation in research, publication projects, and training activities.

As one of the first activities under the renewed MOU, in July of 2006, the Rutgers SPAAP convened a joint conference with the Seoul Association for Public Administration (SAPA).

American and Korean researchers presented papers, and the proceedings were published as Toward a Productive Public Sector: Linking Performance to Results, including papers by Korean scholars on:

- “Evaluation of Citizen Driven Government Performance in Korea: Focused on BSC Application in Bucheon City in Korea” by Seok-Hwan Lee
- “Organization Theories and Public Organization” by Sung-Bok Park
- “Amenity and Urban Development: The Case of Korea” by Jong Youl Lee
- “A Study on the Role of Local Government in Response to the Acceptance Conflicts between Regional Cultural Events and Religious Beliefs” by Sun Bok Seo

- “An Analysis of Public Sector Reform in Korean: Institutional Isomorphism and Political Legitimacy” by Chang Soo Cheo

- “Improving Effectiveness of Police Organization’s Innovation: Focused on Innovation Initiatives” by Sang il Choi

- “A study on Police Officer’s Perception against Introduction of Ubiquitous Information Technology (UTT)” by Suong Su Park

Research plans for collaboration with the Korean public administration community include e-government studies, such as a survey municipalities and a comparative study of e-government cases.

Implementation of the MOU relies heavily on Korean graduates of Rutgers and other American universities and professors who have returned to Korea to build strong connections with KAPA, and with government agencies, and public research institutes.

Those liaisons with the Korean public administration community include: Chan-Gon Kim, Vice Mayor of Guro District Office; Taeho Eom of Yonsei University; Seok-Hwan Lee of Kookmin University; Hwang-Sun Kang of Konkuk University; Changhwan Mo of The Korea Transport Institute; Seung-Yong Rio of Seoul Women’s University; Seok-Hwi Song of the University of Seoul; Youngchul Kang of The Korea Institute of Public Administration; and Jaeduk Kwon of the Office of Budget of the National Assembly.

ASPA member Marc Holzer is dean of the School of Public Affairs and Administration and Board of Governors Professor of Public Affairs and Administration at Rutgers University-Campus at Newark. He is also a past president of ASPA.

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Update on ASPA and The Center for Latin American Development Administration (CLAD)

Donald Klingner

The Center for Latin American Development Administration (CLAD) is an international public organization of member governments founded in 1972 under an initiative of the governments of Peru, Mexico and Venezuela, and supported by the UN General Assembly (Resolution 2802 - XXVII) for focusing activities related to modernization of public administration as a strategic factor in the process of regional social and economic development (http://www.clad.org.ve).

After several years of discussions among U.S. public administrators and Latin American counterparts, an MOU between ASPA and CLAD was signed by Executive Director Mary Hamilton and President Marc Holzer for ASPA, and Executive Director David Edelman and President Fernando Del Toro for CLAD in 2001.

The principal purpose of the MOU is to develop lines of communication that allow the exchange of joint activities, professional programs, and professional interactions. In addition, ASPA and CLAD post information about each other’s annual conferences on respective web sites. CLAD members continue to attend ASPA national conferences, and vice versa. At a symbolic level, it affirm and formalizes cooperative arrangements between the two organizations. These are in turn affirmed and formalized by cooperative arrangements in other areas such as UNPAN.

ASPA’s relationships with CLAD have been strong over the past year. CLAD’s current leadership is pleased the MOU coordinator’s recent election as ASPA Vice-President. We have informally explored the possibility of offering reciprocal membership discounts for our respective association members.

Most recently, ASPA members Guido Bertucci and Donald Klingner presented papers at the CLAD conference in Guadalajara City in November. On tanta Osuna presented a keynote address at the conference’s closing ceremony.

Information about the conference, including all panels and presenters, is available on the CLAD website. The next annual CLAD conference will be held in Santo Domingo in the Dominican Republic, October 30–November 2, 2007.

ASPA member Donald Klingner is ASPA’s incoming vice president.

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Update on ASPA and Mexico

Donald Klingner

Former ASPA President Tom Lynch created ASPA’s MOU with Mexico in 1991, in cooperation with the Colegio Nacional de Ciencias Políticas y Administración Pública (the National College of Political Science and Public Administration). It was revitalized by Donald Klingner and CNCPyAP officials (principally Juan de Dios Pineda Garduarrana and Lenin Bustamante Terresos) in 1999, culminating in two conferences on public administration reform in Mexico in 2000 and 2001, cosponsored by ASPA.

Though many other professional associations are working actively in Mexico, the Colegio has remained relatively inactive. In an effort to renew co-sponsored activities, the coordinator initiated a series of emails with Ricardo Arturo Castro Lopez, current head of the Colegio’s directive council, with the cooperation of former council director Pineda.

These resulted in agreement, in principle, for representatives of the Colegio to attend national ASPA conferences and vice versa. I also offered to include the Colegio in co-sponsoring the lectures I’ll be presenting in Mexico the first two weeks in June 2007. During that trip I’ll be working with UNAM (the National Autonomous University of Mexico), UAEMex (the Autonomous University of the State of Mexico in Toluca, and promoting the ASPA’s Institute for Public Administration in Puebla.

The Colegio’s current director understands that the purpose of the MOU is to coordinate common activities. Given that the results of my communications with its director over the past six months have been relatively meager to this point, I’ll recommend to the ASPA International Coordinator that this MOU be terminated, unless positive examples of coordinated activities take place in 2007.

It will be my further recommendation that ASPA explore the possibility of concluding an MOU with another organization in Mexico like INAP (the National Public Administration Institute). This organization co-sponsored the International Regional Conference of the IAIS in Monterrey, Mexico in June 16-19 2006.

ASPA member Donald Klingner is ASPA’s incoming vice president.

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Looking for Useful Information on Performance Measurement and Managing for Results?

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ASPA’s Center for Accountability and Performance

Meeting the Challenges of Performance-Oriented Government brings together the experience and insights of practitioners and academics who are active participants in performance measurement initiatives at all levels of government and in the nonprofit sector. This volume addresses the opportunities and challenges that managers, elected officials and citizens face as governments and nonprofits make decisions on performance measurement and reporting. Meeting the Challenges of Performance-Oriented Government includes articles by Cheryl Broom, Sharon Caudle, Paul Epstein, Stuart Grifel, Michael Hendricks, Edward T. Jennings, Jr., Philip G. Joyce, Cheryl Simrell King, Allen Lomax, Martha Marshall, Christopher Mihm, Kathryn Newcomer, Beryl A. Radin, Susan Sieg Thompson, Joseph S. Wholey, and Kyle Wray.

Ordering Information:
Copies are $25 each and may be ordered on-line through the ASPA store or by contacting Delores Toye at 202-585-4319, dtoye@aspanet.org, or Darryl Townsend at 202-585-4308, dtownsend@aspanet.org. Minimal shipping and handling charges also apply.

Special Offer!

First published in 1998, Performance Measurement Concepts and Techniques brings together the experience of some of the country’s top performance measurement consultants and trainers in a workbook especially designed for MPA classroom instructors, workshop trainers, and managers who manage for results. Copies are $15 each; orders of 12 or more are only $9 per copy.

Order both Meeting the Challenges of Performance-Oriented Government and Performance Measurement Concepts and Techniques for $37, a savings of $3 off the individual prices.
Annual Report of ASPA’s Section on Chinese Public Administration and MOU with CPAS

Marc Holzer, Wenxuan Yu and Mengzhong Zhang

Capitalizing on the increasing academic and professional exchanges in the field of public administration between the U.S. and China, the Section on Chinese Public Administration (SCPA) was established on April 1, 2006, with the approval of ASPA’s National Council.

Based on the ASPA’s Memorandum of Understanding (MOU) with the Chinese Society for Public Administration (CSPA), SCPA aims to continue and institutionalize the successful collaborations over the last decade between ASPA, CSPA and schools of public affairs and administration in China.

In 2006, the SCPA, housed at School of Public Affairs and Administration at Rutgers University-Newark (also the secretariat for the ASPA-CPA MOU), primarily focused on the following:

- Several promotion campaigns were launched, aiming to improve publicity for the SCPA and to recruit section members. Notices were published on ASPA’s website, in the PA Times, The Bridge and www.aspanet.org. The website, in the PA Times, The Bridge and in Chinese, was launched, aiming to improve publicity for the SCPA and to recruit section members.
- A free trial membership was made available to applicants and a back issue of Chinese Public Administration Review (CPAR) was distributed to section members.
- The section website was constructed and registered. The website, www.aspachina.org, working as a virtual communication platform, publishes the latest news about Chinese public affairs and administration, new section academic and professional activities, conference information, and public administration research resources. On the website, section members also gain access to past issues of the section journal, Chinese Public Administration Review (CPAR).
- An email listserv was constructed. Members can register to it at http://aspapline.org/mailman/listsinfo/scpa_aspapline.org. Members have been using the listserv to request services, ask for help and share international exchange experiences, information, academic and professional resources.
- The Section Board and Executive Committee have begun to be constituted. Several leading scholars and senior government officials in the U.S. and China have agreed to join the Board. Weixi Lin (Rutgers University), Hua Xu (Rutgers University) and Kaifeng Yang (Florida State University) have also joined the Executive Committee and are in charge of the daily operation of the section.
- With these efforts, as of January, 2007, the number of members of the SCPA increased to over 200.

Besides focusing on its organizational establishment, in 2006 the SCPA carried out a series of joint projects and programs to further improve mutual understanding and facilitate bilateral academic and professional exchange between the United States and China.

- One of the signature activities of the ASPA-CPAS MOU, the 3rd Sino-US International Conference on Public Administration, was again hosted by Renmin University of China (one of the section’s long term strategic partners), in Beijing from June 8-9, 2006. The conference was the largest international conference on public administration within the territory of China and drew great media attention. Over 300 scholars from China (including Macau, Hong Kong and Taiwan) and other countries including the United States, UK, South Korea, Russia, Slovakia, Australia, Japan, Canada, Singapore, Professors Marc Holzer and Mengzhong Zhang, co-chairs of SCPA, led the American delegation. Delegates were also invited to visit the Zhongguancun Science Park Service Center in Haidian District of Beijing Municipal Government where "one-stop" services are provided to local residents and businesses.
- The Handbook of Public Administration, 2nd edition, edited Jack Rabin, W. Bartley Hildreth and Gerald J. Miller was translated and published by Zhongshan University Press in China, which is the largest translation project ever taken in the field of public administration in China and touted as a substantial contribution to the development of Chinese public administration teaching and research. Translation rights to the publication were previously secured by the Rutgers MOU secretariat from Marcel Dekker, Inc.
- A new issue of Chinese Public Administration Review is in print.
- Four international conferences that will take place in China are sponsored or coordinated by the SCPA. They are: 2007 International Conference on Strategic Management, Chengdu, China, April 19-20, 2007; "Culture, Public Policy, Marginalization, and Society: Cross National Issues and Perspectives", Xiamen, China, July 20-22, 2007; 2007 International Conference on Public Administration Research and Education, September 14-15, 2007, Shanghai, China; 2007 International Conference on Public Administration, October, 21-22, 2007, Chengdu, China.
- To help section members to capitalize on the increasing demand of Chinese governments and higher education institutions for teaching and training in public affairs and public administration, the section compiled a very comprehensive list of public administration textbooks that had been published in Chinese. English and Chinese abstracts of those books are also supplied on the website www.aspachina.org.

In 2007, the SCPA will:
- continue its organizational development. Its board and executive committee will be staffed. The section will participate in the international reception sponsored by the School of Public Affairs and Administration at the 2007 ASPA National Conference in Washington, DC.
- focus on forming strategic partnerships with key Chinese university and research institutes, making efforts to recruit more Chinese institutional and individual members. Some key Chinese key, including Xiamen University and University of Electronic Science and Technology of China (Chengdu), have agree to collaborate with us to promote the section in China.
- further improve and upgrade the section website www.aspachina.org and its listserv.
- continue CPAR’s leading status as a primary publication venue focusing on Chinese public affairs and administration.
- launch a series of translation projects. More books and professional training materials will translated and published electronically and in print.
- prepare the 2008 4th Sino-US International Conference for Public Administration. In addition, collaborating with Chinese and U.S. partners, several academic conferences and training programs will be planned, coordinated and sponsored.
- help institutional and individual members in establishing joint academic and professional training programs with Chinese higher education institutions and governments, supplying members with more academic and professional exchange opportunities both in China and the United States.

ASPA Continues to Enjoy Successful MOU Partnerships

From MOU LISTINGS, pg. 17

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Latin American Center for Development Administration (CLAD)
http://www.clad.org

The ASPA university partner for this MOU is the University of Colorado at Colorado Springs. For more information, contact:
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South African Association of Public Administration and Management (SAAPAM)
http://www.up.ac.za/academic/soba/SAAPAM/home.htm

The ASPA university partner for this MOU is Southern University. For more information, contact:
Walter Wiles
Southern University A&M
302 Amherst Ave.
Baton Rouge, LA 70808-4604

United Nations’ Division for Public Economics and Public Administration

http://www.unpan.org/dpepsa.asp

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To learn more about the ASPA International Consortium, please contact ASPA International Coordinator Patria deLancer Julnes, pjulnes@aspanet.org.
School of Public Affairs and Administration

Our Global Partners

UNPAN (United Nations Online Network in Public Administration and Finance)
EGPA (European Group of Public Administration)
GEAP (Groupe européen d'Administration publique)

中国行政管理学会
Chinese Society for Public Administration

中国人民大学
Renmin University of China

厦门大学
Xiamen University

中山大学
SUN YAT-SEN University

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吉林大学
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华中科技大学
Huazhong University of Science and Technology

中国地质大学
Chinese University of Geology

电子科技大学
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한국행정학회
The Korean Association for Public Administration

서울행정학회
Seoul Association for Public Administration

서울대학교
Seoul National University

성균관대학교
Sungkyunkwan University

Indian Institute of Technology

http://spaa.newark.rutgers.edu