ASPA Conference Draws Top Public Servants and Scholars

Sean O’Keefe and Former HHS Secretary Donna Shalala Join Indiana University President Adam Herbert as Plenary Speakers in Portland, OR

Nation a Mix of Emotions on Homeland Security

Citizens Ready, Willing and Able, but Uninformed About How to Assist Homeland Security Efforts

Washington, DC—While a majority of Americans describe themselves as “concerned” regarding homeland security and believe that the United States is likely to be the target of another terrorist attack in the months ahead, very few are aware of state and local security preparedness plans, according to a report released today by the nonpartisan Council for Excellence in Government.

The report, “From the Home Front to the Front Lines: America Speaks Out about Homeland Security,” presents findings of a two-part study conducted by Hart-Teeter Research and sponsored by Accenture (NYSE: ACN). The report is based on a national survey of more than 1,600 American citizens as well as a national sample of 250 frontline emergency response personnel.

Citizen Respondents

When asked for ways that government can improve homeland security, more than one-third of citizen respondents said they believe that the two most-effective measures are creating information systems that can share data across law enforcement and training citizens on how to respond.

For more information on how to be published in PA TIMES, please contact Christine Jesert McCrehin at 202-585-4313, or cjewett@aspanet.org.

Picture this: A beautiful pacific northwestern city and a hotel on the banks of the spectacular Columbia River.

Now, imagine this: More than 1,100 public service practitioners, scholars and students mingling with the likes of NASA Administrator Sean O’Keefe, Former HHS Secretary and current University of Miami President Donna Shalala, Indiana University President Adam Herbert, Former Oregon Governors Barbara Roberts and Victor G. Atiyeh and several other prominent members of university faculties/administrations and all levels of government service.

This was the scene at ASPA’s 65th national conference in Portland, OR, March 27-30.

The conference began Sunday morning with the Opening Plenary and Elliot Richardson Lecture given by Donna Shalala. Speaking on the lecture theme “Ethics and Integrity in the Public Service,” Shalala said that the Administration of Justice involves the creation of a vast number of problem solving courts such as community courts, drug treatment courts and domestic violence courts, as well as community-based dispute resolution programs that provide evidence that dramatic changes are taking place in the delivery of justice in the United States.

The Administration of Justice involves the founding or determination of the nation’s Founding Documents.

The nation has a long history of democratic institutions and the nation’s Founding Documents—three constitutions provide the foundation for all research and later decision-making. Those documents are: the Declaration of Independence, the Constitution and the Bill of Rights.
Citizens Need More and Better Briefing on Local Emergency Plans

From HOMELAND SECURITY, pg. 1

ment, health and emergency agencies and improving border security.

Nearly half (47 percent) of Americans surveyed said that the United States is safer today than it was on September 11, 2001, up from 38 percent one year after the attacks.

Other key findings of the report:
- Three-quarters (77 percent) of adults said they believe it is very or somewhat likely the United States will be the target of another major terrorist attack in the next few months. However, half (49 percent) of the adults surveyed said that they are not concerned about an attack in their neighborhoods;
- While 26 percent of Americans describe themselves as “calm,” nearly three-quarters (73 percent) describe themselves as either “anxious” or “concerned;”
- The most-feared types of attacks are bioterrorism and chemical weapons, selected by 48 percent and 37 percent of respondents, respectively;
- Only one in five (19 percent) Americans said they are aware of, or familiar with, their communities’ preparedness plans; 18 percent said they are aware of, or familiar with, their state’s preparedness plans; 36 percent said they are aware of, or familiar with, their workplace’s preparedness plans; and 27 percent said they are aware of, or familiar with, their schools’ preparedness plans;
- Citizens view information systems that share data across agencies (interoperability) and tighter border security as the best steps to strengthen the homeland, each selected by 37 percent of respondents;
- More than three in five citizens (62 percent) said they would be willing to participate in actions to strengthen the country, each selected by 37 percent of respondents.

Looking for a public service job anywhere in the U.S.?

American’s attitudes, the report also provides detailed opinions from a sample of front-line emergency responders across the nation, including fire chiefs, police chiefs and sheriffs. Although a majority (53 percent) of this group said they believe that the country is safer today than it was two and a half years ago, two-thirds (65 percent) of all of these respondents said they believe that their agencies are only somewhat prepared to respond to disaster strikes and only one-quarter (26 percent) said they believe that their agencies are adequately prepared.

As with citizen respondents, first responders’ most-feared types of attacks are bioterrorism and chemical weapons, selected by 67 percent and 42 percent, respectively. But first responders show considerably more concern about attacks on critical infrastructure than does the public, with nearly two-thirds (62 percent) of first responders saying that they worry “a great deal” or “quite a lot” about attacks on infrastructure.

When asked to prioritize measures to promote homeland security, first responders rated emergency response equipment training first among their priorities, selected by 51 percent, followed by the two areas selected as most important by citizen respondents: interoperability, selected by 34 percent of first responders; and tighter borders, selected by 25 percent of first responders. Two-thirds (66 percent) said they support the establishment of a nation-wide homeland security telephone hotline.

www.aspanet.org
The Administration of Justice

SPECIAL COMMENTARY

Courts Have Become Social and Community Problem Solvers

Deborah A. Botch

The creation of a vast number of problem solving courts such as community courts, drug treatment courts and domestic violence courts, as well as community-based dispute resolution programs provide evidence that dramatic changes are taking place in the delivery of justice in the United States.

Problem solving court programs, while still evolving, are a trend that is moving beyond a pilot stage into the mainstream of criminal justice processes according to Greg Berman and John Feinblatt, founders of the New York-based Center for Court Innovation. Increasing mainstream acceptance of problem solving approaches in the courts also is confirmed in resolutions supporting them adopted by the National Associations of Chief Judges and Chief Court Administrators and the American Bar Association.

What factors have produced this widespread and rapid development of problem solving court programs? Changes in the way justice is administered and delivered in the American courts have been linked in research and by judges and court managers to practical concerns, such as the need to address rising caseloads and to the principles of emerging models of justice. Two of the most prominent emerging justice models influencing changes in the policies and practices of American courts are therapeutic jurisprudence and restorative justice.

Therapeutic jurisprudence is a framework for legal and judicial processes that is attributed to the work of David B. Wexler and Bruce J. Winick. Therapeutic jurisprudence emphasizes the emotional and psychological wellbeing of those involved in the legal process as a priority.

Restorative justice is a reform movement that stresses community-based justice principles and the importance of reconciliation between offender, victim and community to repair the harm caused by wrongdoing. John Braithwaite, a leading proponent of restorative justice, argues that restorative approaches seek a richer result than traditional justice methods through greater offender accountability for the harm caused by offenses. This restorative form of justice administration emphasizes face-to-face contact between victim and offender and promotes greater citizen and stakeholder involvement in determining appropriate sanctions to deal with the aftermath of an offense.

The problem solving justice model has shown that they produce public benefits such as lower rearrest rates for program participants.

Pamela Casey and Dennis Rottman, of the National Center for State Courts, recently reported that early evaluations of problem solving courts have been positive. For example, these authors point to the findings of two comprehensive studies that indicate a favorable public response to the strict monitoring and treatment services used in community courts.

Casey and Rottman acknowledge, however, that some of the early research on problem solving courts has been criticized for not employing rigorous scientific methods. More sophisticated studies of problem solving court programs now being released do, however, confirm earlier positive results.

One recent study example is a cost-benefit analysis released in July 2003 of the Multnomah County Drug Court conducted by Shannon Carey and Michael Finigan for the Office of Justice Evaluation at the National Institute of Justice. This in-depth study found that drug courts are cost effective and that they do produce savings for public agencies, including lower costs for law enforcement and corrections. Carey and Finigan also reported that a significant portion of drug treatment court evaluations that used comparison groups have found participation in drug court can lead to overall lower crime rates.

While the problem solving justice model has shown positive results and research evidence is mounting about its practical benefits, concerns have been raised about the potential of new approaches to undermine other important justice values such as due process and judicial independence. Both scholars and members of the legal profession have argued that the cooperative models promoted by therapeutic and restorative court programs may undermine constitutional rights and legal protections of the American justice system. Some defense attorneys, for example, worry that offenders could be pleading guilty to offenses they have not committed in order to gain the benefits of treatment or social services that are offered in problem solving programs such as drug treatment courts.

Although defense lawyers have raised important due process concerns, they also realize that many of their clients need help dealing with substance abuse and other problems. Recognizing that problem solving courts may provide an effective means for addressing these needs, the National Legal Aid and Defender Association has issued guidelines to ensure that participation in problem solving court programs does not undermine the rights of the accused.

Legal and practical concerns have also been raised regarding community-based restorative justice programs. One fundamental concern is the legitimacy of the informal nonjudicial decision making processes these programs employ to achieve justice. Additionally, practical issues have been raised with program implementation. For example, because volunteer nonprofessionals often play a central role in restorative programs, it has been difficult to ensure the fairness and consistency of justice decisions under this model. Another practical issue identified with restorative justice is the enforceability of mediated decisions reached through alternative tribunals.
The Administration of Justice

Laurie Dart

The Administration of Justice involves the founding or determination of rights according to rules of law or equity. It means conformance with what is morally upright or good. When public administrators consider the administration of justice, three documents provide the foundation for all research and later decision-making. Those documents are: the Declaration of Independence, the Constitution and the Bill of Rights. Many of the answers to the critical issues that public leaders face today in the administration of justice can be found in those documents. The founders of the United States of America exhibited incredible foresight in drafting those documents because they are still relevant in today’s world of assisted suicide, medical marijuana, same-sex marriage, gay rights and abortion. Public administrators have a moral and ethical duty to uphold and defend the documents that form the very foundation of freedom that America so proudly proclaims.

The Declaration of Independence

The first of these important documents is the Declaration of Independence. Thomas Jefferson drafted the Declaration in June of 1776. He was greatly influenced by the political philosophy of individual liberty expressed by John Locke and the continental philosophers. He summarized these ideas as “self-evident truths.” Jefferson expressed the convictions in the minds and hearts of the American people. The Declaration justified before the world the breaking of ties between the colonies and the mother country. The founders envisioned a country where people were free, where all people were treated equally and where people were allowed to make choices. The mother country represented tyranny and oppression; the new world represented democracy and liberty. How to achieve democracy and liberty is addressed in the second document, the most referred to document in history, the Constitution of the United States.

The Constitution

“We the People of the United States, in Order to form a more perfect Union, establish Justice, insure domestic Tranquility, provide for the common defense, promote the general Welfare, and secure the Blessings of Liberty to ourselves and our Posterity, do ordain and establish this Constitution for the United States of America.” The preamble of the Constitution says it all. “We the People”—all the people, not some of the people, not people with different ideas or beliefs—all the people. “In Order to form a more perfect Union”–a place where people can be free—not a place where people are oppressed. “Establish Justice”—justice for all the people. “Insure domestic tranquility”—meaning we the people, live together in harmony. The Constitution also provides for a “common defense” (we, the people are all protected) and promises to “promote the general Welfare”—for all the people. Most importantly, the Constitution secures the “Blessings of Liberty to ourselves and our Posterity,” in other words—liberty and justice for all—forever. To protect the integrity and existence of the Constitution, the founders added Article V to address the issue of amending the Constitution. Amendments occur in one of two ways. The Congress, whenever two thirds of both Houses shall deem it necessary, propose amendments to the Constitution. Or, two thirds of the several States, can call a convention for proposing amendments, which, in either case, is valid as part of the Constitution, when ratified by the legislatures of three fourths of the several states, or by conventions in three fourths thereof. In other words, a large majority of Americans would have to agree before the Constitution could be amended. The articles of the Constitution address issues of power and representation as it relates to the government. The last, and most important document, the Bill of Rights, addresses the rights of individuals.

The Bill of Rights

The Declaration explained the need for freedom and democracy; the Constitution defined democracy and protected freedom. During the debates on the adoption of the Constitution, opponents worried that the Constitution as drafted would allow tyranny by the central government. The British violation of civil rights before and during the Revolution was still fresh in their minds. They demanded a “bill of rights” that would clarify the immunities of individual citizens. Several state conventions asked for such amendments in their formal ratification of the Constitution; others ratified the Constitution with the understanding that the amendments would be offered. On September 25, 1789, the First Congress of the United States proposed to the state legislatures 12 amendments to the Constitution. The first two proposed amendments, which concerned the number of constituents for each Representative and the compensation of Congressmen, were not ratified. Articles 3 to 12, however, were ratified by three-fourths of the state legislatures and became the first 10 amendments of the Constitution, also known as the Bill of Rights.

The Fourteenth Amendment, passed by Congress June 13, 1866 and ratified July 9, 1868 further reiterated, “all persons born or naturalized in the United States, and subject to the jurisdiction thereof, are citizens of the United States and of the State wherein they reside.” In addition, the amendment goes on to say that “no State shall make or enforce any law which shall abridge (reduce) the privileges or immunities of citizens of the United States; nor shall any State deprive any person of life, liberty, or property, without due process of law; nor deny to any person within its jurisdiction the equal protection of the laws.” Protecting and defining the rights of citizens of the United States compelled our founding fathers to pen these three documents that have served for hundreds of years as the foundation of our democracy.

Responding to Critical Issues in the Administration of Justice

Nothing in the Declaration of Independence, the Constitution, or the Bill of Rights affords some individuals more rights than others. In fact, each speaks to the freedom and liberty of every individual—no exclusions. Public administrators face some very tough decisions when developing policy for some of the most critical issues of our times. Administration of justice needs to be first and foremost in the minds of today’s leaders. Responding to critical issues by referencing the documents that form the foundation of our democracy reminds the public administrator of the values and beliefs that founded the United States of America. Policy surrounding assisted suicide, medical marijuana, same-sex marriage, gay rights and abortion must be written to ensure that no individual is deprived of life, liberty or the pursuit of happiness.

ASPA member Laurie Dart is a graduate student at the Mark O. Hatfield School of Government at Portland State University in Portland, Oregon. E-mail: dartl@pdx.edu

Problem Solving Courts Expand Access to Justice

From PROBLEM SOLVERS, pg. 3

Tensions have also risen over the cost of problem solving court programs. Like the other branches, the judicial branch of government is facing budget shortfalls and their consequences, such as hiring freezes and cutbacks in basic court operations. In this fiscally challenging atmosphere, some have argued that resources should not be diverted from critical case adjudication functions to implement problem solving programs, some of which require substantial additional staffing and expenditures for rehabilitative services. The counterargument is that problem solving court programs have the potential to reduce public expenditures in other areas, such as corrections and social services.

While a number of recently published studies foresee savings from drug court interventions, the savings generally are expected in the long term and have been based on demonstration project data. Thus, it is difficult to say if bottom line public savings actually will occur as expected, or will continue if these programs become integrated in mainstream court operations.

While concerns regarding problem solving courts have been identified, published research indicates problem solving approaches are expanding access to justice, improving participant satisfaction with justice outcomes and reducing recidivist criminal behavior. As therapeutic and restorative principles become more prominent, more rigorous research will be needed to evaluate ethical, legal and policy implications to ensure that the positive benefits expected are realized without excessive costs in individual legal protections and public budgets.

ASPA member Deborah Botch is the Chief of Budget Operations for the New York State Unified Court System. E-mail: DBOTCH@courts.state.ny.us
EXECUTIVES BELIEVE QUALITY CONTRIBUTES TO BOTTOM LINE

Howver, Definitions of Quality Vary

Milwaukee–A survey sponsored by The American Society for Quality (ASQ) and conducted by Market Probe reveals that a vast majority of American executives believe quality contributes to the bottom line of their businesses/organizations, but the way they define quality varies.

More than 600 American executives from four industry segments—manufacturing, services (including government), healthcare, and education—provided their perspectives on the value that quality brings to their businesses/organizations. Ninety-nine percent of respondents said they believed quality contributes to the bottom line, and 92 percent believe that an organization-wide, coordinated effort to use quality techniques provides a positive return.

Defining quality did not elicit such uniform agreement. Sixty-four percent of respondents believe that quality is a management tool, while the remaining 36 percent view quality as being built into a product and service, but not necessarily a management tool. When asked to define quality, a majority of respondents equated quality to “customer satisfaction.”

“It’s encouraging to know that most executives, no matter what industry, believe in the practice of quality and the value that it can bring to their businesses, not just in terms of economic return, but also in the form of customer satisfaction,” said Ken Case, ASQ president. “However, it is a bit disconcerting that many executives do not view quality as a business management tool when many of the continuous improvement efforts practiced in business today grew out of the quality discipline and the work of quality professionals.”

The survey also shows that there is a gap between executives’ awareness of quality improvement processes and implementation. When asked about their awareness and usage of benchmarking, total quality management, quality circles, ISO 9000, Six Sigma, and Baldrige, respondents from all four industry segments reported high awareness and usage of total quality management and benchmarking. And, given quality’s roots in the manufacturing industry, it came as no surprise that manufacturing executives report greater awareness of ISO 9000, quality circles, Six Sigma, and Baldrige than leaders in the services healthcare, and education sectors. Actual use of the six techniques across all industries as indicated by survey respondents, however, was considerably lower than reported awareness.

“The sizeable gap between usage and awareness leads me to believe that businesses and organizations either do not use quality methodologies to improve their operations or they just don’t realize that the processes they have in place are attributable directly to the quality discipline,” said Case.

A full report of the findings, including industry-specific breakdowns of responses and demographics, can be found on ASQ’s web site at http://www.asq.org/survey/.

Letters to the Editor

United Nations is Best Hope

Dear Editor:

I was saddened to find the letter from Christopher Koliba of the University of Vermont’s MPA program, printed in the March 2004 PA TIMES. I believe that this “quarreling” between Koliba and Candler has been given too much attention by this newspaper. I too am intimately familiar with the circumstances of the debate, as a former faculty of the program. I will not take a position on the issues here because that is not the purpose of my letter. However, I would like to set the record straight by suggesting that it has been at least two years since the UVM MPA program was restructured into the CDAE department. I also believe that both gentlemen need to agree to disagree over the outcome of the restructuring.

Hence, I am not sure why PA TIMES readers must still continue reading about the UVM MPA program issues in this forum. I am not criticizing either gentleman for writing letters of whatever kind. This type of activity is often therapeutic. However, I do take issue with PA TIMES for continuing this ridiculous public dialogue. It is my contention that public affairs faculty around the country are not sitting in their offices waiting for the latest installment of the UVM MPA program saga to be printed in PA TIMES or else where, for that matter.

Ron Gabriel
Long-time ASPA member

Reader Chastizes PA TIMES

Dear Editor:

I have read with interest the March ‘04 PA TIMES article “UN—Last Hope for Peace” and I agree with it entirely.

Last month, I was in several Asian countries. Last August I was in several European countries. I got virtually unanimous feedback as to how damaged relations are between the United States and several European and Asian countries.

Yes, I definitely agree that the United Nations is our last best hope for peace. I went to see it the week it opened in 1948. It served a great purpose then—and it serves a great purpose now.

Richard Gregory Johnson III
University of Vermont
Faculty, Doctoral Program
on Education Leadership and Policy Studies
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These attitudes and behaviors can be manifestations that make them feel uncomfortable. Being subject to jokes, comments and assumptions occurs when employers refuse to hire, fire, or fail to promote individuals because of their perceived or actual sexual orientation. These employees also face more subtle forms of discrimination. They may be subject to jokes, comments and assumptions that make them feel uncomfortable. These attitudes and behaviors can be classified as homophobia and/or heterosexism. Homophobia is the fear and hatred of homosexuals. Heterosexism is the belief or assumption that all others are heterosexual or ought to be. Heterosexism may be manifested in a variety of forms ranging from casual conversation to language used on job applications.

Gay and lesbian individuals continue to be the subject of incidents of bias and hate crimes, indicating a need to continue to address homophobia and heterosexism. This need is especially great in the workforce: employment discrimination can lead to performance deficiencies, economic hardship and debilitating psychological effects.

The Case for Nondiscrimination

Often individuals overlook the need to address sexual orientation in the workplace. Some argue that sex has no place at work and, therefore, sexual orientation is not a topic to be discussed in the workplace. Yet one’s sexual orientation is an integral component of their identity. When one discusses how they will spend their holiday vacation or who they will bring to the company picnic, sexual orientation becomes an issue in the workplace. When one’s partner is sick and an employee wishes to take time off to tend to their partner’s health needs, sexual orientation is a workplace issue.

LGBT employees who perceive negative attitudes about homosexuality at their place of work, may attempt to hide their orientation. This leads to stress and fear which, in turn, negatively impact performance. When LGBT individuals feel the need to dodge questions about their personal lives, they become removed from an organization’s culture. Other employees may perceive this removal as aloofness or indifference of LGBT employees to the work of the organization and those around them. This will hamper a gay employee’s ability to function as part of a team because their coworkers may not trust them. This leads to deficiencies in productivity. An organization that wishes to maximize the performance of all its members will be inclusive of homosexuals.

Introducing policies that are inclusive of minority groups has been proven to increase creativity, productivity and an organization’s applicant pool. It is in an organization’s best interest to hire and keep its most productive employees, some of whom may be gay.

When organizations create an environment where homosexuals are comfortable, they are able to encourage the best work of their LGBT employees. Thus, it is in a manager’s best interest to become well-educated and equipped to handle issues of sexual orientation in the workplace.

Challenges

When striving to become inclusive of LGBT individuals, an organization may encounter a number of challenges. Managers unfamiliar with gay and lesbian issues may fail to act out of fear of saying or doing the wrong thing. In other instances, individuals may not understand what roles they can take to be supportive of diversity in the workplace.

Another common challenge is the fear that adopting a policy of nondiscrimination will disenfranchise employees who believe that homosexuality is immoral or sinful. Therefore, when introducing a policy of nondiscrimination, it must be made clear to all employees that the organization is not addressing whether homosexuality is right or wrong; rather, the organization is interested in the ways employees interact with each other. The goal is not for everyone to hold the same beliefs, but rather to create an environment where every employee may feel comfortable, be free from harassment and be a productive member of the organization. A senior consultant from the Bank of Boston explains, “We can’t mandate acceptance, but we can have expectations about behavior at work because we have a responsibility as an employer to create an atmosphere where everyone feels safe.”

Developing a Plan

Organizations can work to combat homophobia and heterosexism in a number of ways. All actions must be part of a concerted effort of the human resources department and management at all levels. It is also important to develop a plan that identifies steps an organization can take to create a culture of nondiscrimination for LGBT individuals. This plan may include:

• Understanding and improving the workplace environment toward LGBT individuals
• Developing a policy that prohibits discrimination on the basis of sexual orientation
• Introducing a diversity training module on sexual orientation
• Introducing an equitable benefits program
• Reinforcing a culture of diversity

Understanding Culture

Before an organization can make changes in its policy and practices, it is essential for an organization to gain an understanding of its culture. Do gay and lesbian employees feel comfortable disclosing their sexuality? Does the company include sexual orientation as a topic in its diversity training? Once an organization’s leadership understands its culture, it may work to make its culture more sensitive to the needs of gay and lesbian employees.

One area that may be examined is the terminology that an organization uses in its documents. To be inclusive of traditionally marginalized groups we have changed the language we use. What was once a “Christmas party” is now referred to as a “holiday party.” The person who delivers the mail, once a “mailman” is now a “letter carrier.” These types of changes can be made to accommodate LGBT individuals. For example, the use of the word “partner” instead of “husband” or “wife” is more sensitive to LGBT employees.

The organization may also have visible manifestations in its culture that show it is supportive of gay employees. For example, employees may have a “Safe Space” sticker in their office to communicate that they are an ally to the LGBT community.

Developing a Policy

Protecting LGBT rights enables gay individuals to feel more comfortable and protected in their place of employment. If an organization is located in a state or municipality that bans employment discrimination on the basis of sexual orientation, this policy must be evident in the company’s policy manual. If an organization is located in a jurisdiction where no such laws are in place, it rests on the organization to include this protection among its policies. When introducing such a policy, it is essential to make employees aware of the policy and the reasoning behind it.
Coaching Program Helps Those in Local Government

From COACHING PROGRAM, pg. 1

enced city and county managers a convenient and effective way to share their expertise. This is a voluntary program set up to be an enjoyable win-win experience for everyone.

The pilot coaching project is funded by ICMA, Cal-ICMA, California City Managers Foundation and the Municipal Management Associations of Northern and Southern California. ICMA hopes that this program will become a model for other states.

The Cal-ICMA Coaching Program offers up-and-coming talent in all the various disciplines in local government (planning, recreation, finance, human resources, public works) an opportunity to participate in telephone sessions addressing key leadership and career development topics. The Coaching Program is free and it’s easy to participate. No pre-registration is required. Participants just call in for the sessions of their choice, join in the questioning or simply listen. The telephone number is (646) 519-5883 (PIN: 5205#).

Telephone panel discussion is an hour long with three or more volunteer coaches by telephone conference call.

List of the upcoming sessions:

• Managing Yourself and Others Effectively (Wednesday, April 21, 3-4 p.m.)
  –understanding and using your management style, effective delegation, and work/life balance. (Panel will include finance directors in a joint offering with the CSMFO Coaching Program.)
• Guiding Key Projects (Thursday, May 6, 4-5 p.m.) – getting diverse groups of people (different departments, agencies, and community groups) working together effectively for desired results. (Panel will include finance directors in a joint offering with the CSMFO Coaching Program.)
• Communicating Effectively (Thursday, May 13, 2-3 p.m.) – strategies and practices to work successfully with the media and constituencies.

Visit www.cal-icma.org and click on “Coaching Corner” for the summary notes of panel discussions that have already taken place. Some topics already addressed include:

• Top Ten Ways to Advance in Your Career
• Interviewing and Getting a Local Government Executive Job
• Working with and for Elected Officials.

The web site also indicates how to access the audio recordings of the panel discussions.

Small Group Coaching for New Local Public Agency Executives
A panel of volunteer city and county managers provides a monthly coaching session by telephone conference call for people who have become local public agency executives within the last years or plan to apply for such a position. This will help managers get a positive start and build their networks.

Aspiring Managers to Attend Special Area Manager Group Meetings
Each Area City Manager’s Group in California is being encouraged to host a network event for up and coming talent. These social and educational events provide informal opportunities for aspiring managers to meet with city managers in order to build interest in the profession. The Cal-ICMA Coaching Program offers a template for these networking events. The template is available at www.cal-icma.org under “Coaching Corner.” The objective is for each Area Manager Group to have at least one of these networking sessions each year.

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Secularism in France

The Banning of Religious Symbols in Public Schools

Mark McNaught

Liberé, égalité, fraternité. To this trio of French republican values many would add laïcité, or secularism. When one observes the differences between the separation of church and state in France and the United States, it becomes clear that the French variety is more absolute. For example, in France the use of religious oratory in parliamentary debate is ill-considered relative to that in U.S. congressional debate. From a societal point of view, the French are much less churchgoing than Americans. A combination of secularism and support for civil liberties make for a society that strives to promote equality of chances, religious and otherwise. But for the French, social equality is accomplished not by permitting religious expression in the public square, but rather by eliminating religion from public life so as to encourage conformity to the French republican ideal. This objective can come into opposition to another value, freedom of expression.

Since the official separation of church and state in 1905, there have been laws passed and court decisions rendered which strictly ban the overt expression of religious belief in public institutions. For example, functionaries in France are not allowed to show any sign of their religion at the office. Recently, the issue of wearing Muslim headscarves in public schools has attracted a high prominence in the media and the government. France has between five and six million Muslims living there, of which roughly one-third are practicing. This makes them a significant and increasingly visible portion of the population. Muslim practice obliges women to wear a veil, although there are many who don’t. For those who do, these religious symbols are not allowed in certain public venues, particularly public schools. The issue is particularly contentious for French pupils in collège and lycée, the equivalent of junior high and high school, which is the subject of the ban. When one analyzes the debate over the veil, one notices that the will to ban it at this level is not only a question of secularism, but also a desire to reduce the possibility of Islamic teenagers being forced to wear them. Islamic female university students are considered mature enough to make their own decisions, so veils are not banned in universities. In this way, secularism is seen through the prism of human rights. According to a decision rendered by the conseil d’état (an organ composed of professional jurists which rule on technical aspects of bills) in 1989:

The students’ wearing of signs through which they wish to manifest their belonging to a religion is not in itself incompatible with the principle of secularism. […] It constitutes the exercise of freedom of expression and a manifestation of religious beliefs, but […] this liberty cannot allow pupils to harbor signs of religious belonging which, by their nature, in conditions where they are worn either individually or collectively, or by their ostentatious or protruding character, constitute an act of propagandizing, of proselytism, or of propaganda, which undermines the dignity or the liberty of the pupil or other members of the educative community, compromising their health or safety, disturbing the functioning of teaching activities […] finally threatening order in the establishment or the normal functioning of the public service.

However, the vagaries of these laws has led to some confusion about their application. The conservative government of President Jacques Chirac and Prime Minister Jean-Pierre Raffarin have sought to clear up the French university students are mature enough to make their own decisions, so veils are not banned in universities. The division can have the undesirable result of promoting communalism, which implies a fracturing of French society into different groups rather than reinforcing republican unity. Raffarin defines it as “the withdrawal of people from society into their religious identity”, which is “a sign of the failure of their integration into the republic.”

During the recent parliamentary debate, there was a dispute between the left and the governing right over the right term to use to designate what was to be banned. The Socialists and the Communists preferred the banning of “visible” religious symbols, whereas the right preferred the term “conspicuous” (ostensible). Although it may seem just a matter of semantics, the socialists felt that “visible” was less discriminatory and more neutral than “conspicuous.” Perhaps they felt that use of the latter term signified that Muslim veils would stand out among religious symbols, as opposed to less conspicuous ones of other religions. Ultimately, the conseil d’état endorsed “conspicuous” which became incorporated into the law, saying that it was the “wisest and most appropriate” term. The law itself was promulgated by Luc Ferry, the current minister of Education. The new law contains three articles, two of which concern their application by French civil servants. The first article declares that “signs and dress which conspicuously manifest pupils’ religious adherence are banned.” It is not the religious signs themselves which are banned, but the wearing of them. However, the law must be applied to all religions equally. This means that overt signs of any religion are banned in public schools. A small Christian cross on a necklace underneath a shirt may be tolerated, but perhaps not a T-shirt emblazoned with “Jesus Rocks.” Jewish skullcaps can be banned, as well as sheik turbans. There has even been discussion as to whether religiously inspired beards could be banned. The law was written to clear up the ambiguities, but the enforcement can nonetheless be arbitrary. For example, how do they decide what size of a Christian cross would be tolerated on a pendant. Do they get out a ruler? In addition, what is the exact definition of “conspicuous.” A civil servant could be forgiven for saying “I can’t define it, but I know it when I see it.”

The second article of the law stipulates that the law will be applicable not only in France proper, but also in the overseas territories which are legally considered to be part of France. Although their legal status varies slightly, these territories include Wallis, Futuna, Mayotte, French Polynesia and New Caledonia, some of which have large Muslim populations. There had been some deliberation as to whether the territories with such a population could be exempted from the law. The constitution stipulates that all laws must be applied equally in all French territories. It was decided, therefore, there will be no exceptions to the application of this law.

The third article stipulates that the law will take effect after the beginning of the next school year. This gives several months to promulgate the law and consult with students, teachers and parents. Its application will be straightforward. Teachers are already strictly banned from manifesting their religion in any way. Muslim veils and other religious signs will simply not be allowed in schools and pupils wearing them must remove them or be sent home. The ban applies during the entire time that the students are under the responsibility of the school; including activities which occur outside of the school itself (field trips, sporting events). The law is not applicable in private schools. There are already a large number of Catholic private schools. This raises the question as to whether there will be a growth in the number of Muslim private schools in France over the next few years.

At the time of this writing, this issue has taken on even more significance following the terrorist bombings in Madrid, presumably by Islamic militants. Some Muslims perceive the law banning the veil to be a form of repression against their religion, and as part of a larger anti-Islamic campaign by the West. France has received terrorist threats from groups who cite the adoption of this law as a pretext for an attack. France has therefore become a potential terrorist target for their effort to defend secularism. We will see in the weeks and months to come what France reaps for their efforts.

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Diversity Training Must be Important to Organizations to be Relevant

From MANAGING DIVERSITY, pg. 7

behind it. Once a policy is in place, it is essential for the organization’s leadership to stand firmly behind it.

Introducing Diversity Training
One of the most proactive steps an organization can take to promote inclusion is the introduction of a training program to educate employees and create an environment that is more hospitable to LGBT individuals and their allies. Education programs can occur incrementally, such as in brief sessions or a series of memos; however, it is best to devote a day or significant portion of a day to a comprehensive training program. These programs are best when administered by professional diversity educators who are trained to handle the questions and issues that often emerge during a workshop. If the educators are coming from outside the organization, which is often the case, it is essential that they understand the organization’s culture toward LGBT individuals.

When running a diversity training program, it is essential to communicate the importance of the program. This will encourage employees to take the day more seriously which will ultimately lead to the program’s success. Memos about the importance of the program as well as a program’s success. Memos about the importance of the program to employees and on LGBT individuals and their allies, in particular.

Create allies in the workplace that are committed to eliminating homophobia and heterosexism.

- Employees should strategize ways of eliminating discriminatory behavior from the workplace.
- The day should be an open forum based around interactive exercises, informative sessions and discussions. Examples of exercises that may be employed in your training include:
  - Take A Stand–An exercise where individuals are asked a series of questions and for each question, they stand by an easel or sign that they most agree with on a continuum of statements. For example, participants may be asked how they would describe their workplace: hostile to gays; what? We have homosexuals who work here?; tolerant of gays; inclusive of gays. This exercise can be used as a tool to prompt discussion.
  - A Culture of Words–In this exercise, individuals are asked to brainstorm words and ideas associated with homosexuality. The facilitator can then run through these words with the group and start to break down stereotypes.
  - Guided Fantasy–This is an exercise that is an effective tool to help heterosexuals understand homosexuals. In the guided fantasy, the facilitator takes participant through a world where heterosexuals are the minority and homosexuals the majority. Informative sessions and discussion may be combined into these exercises. It is also essential that somewhere within the day, a framework for understanding heterosexual, heterosexism and homophobia is introduced. It is suggested that there be a gay and/or lesbian speaker within the day’s activities. A gay and/or lesbian speaker may shed light on LGBT issues in the workplace from a more personal perspective. Finally, the training may conclude with employees strategizing ways to eliminate homophobia and heterosexism from their workplace.

Introducing Equitable Benefits
To retain gay employees, it is in an organization’s best interest to offer domestic partner benefits. Employee benefits come in two forms: hard benefits and soft benefits. Hard benefits include medical and dental insurance and pension. Soft benefits include time off for bereavement, family leave and sick leave. Provision of these benefits speaks to the concept of equal pay for equal work. Consider two employees who sit side by side in an office. One employee has been married for...
The Permanent Way

David Hare’s new play The Permanent Way is the hottest ticket in London. It is both a documentary and a social commentary on what most Brits believe to be the disastrous consequences of the privatization of the British railroad system in the Conservative era of Margaret Thatcher and John Major in the 1990s, and into the present Labor administration of Tony Blair.

The play opens with nine people waiting for a train. It is clear that these are seasoned rail travellers. They talk desribatively about how they were once called passengers and are now called customers. They grip about the overall deterioration of rail services. They complain about the money that was made, and one says, “Warburgs was the bank that handled the privatization of the railways. This man made a fortune–no, I wouldn’t say he made a fortune, more John Major walked him into the @#$ing Bank of England and said, “take as much as you like. Just take it.” They rant about the change from experienced railroad engineers to managers and one says, “Wanted: Manager for Sussex County Cricket Club. Interest in cricket not essential.” At one point the chief executives of the two largest train companies, Thames and Virgin, had a combined one year of experience in rail management.

The Permanent Way is presented primarily in their words. Because the stage is bare, except for chairs, the audience focuses on the significance of the words. Behind the players who come on and off the stage, the director uses a huge video backdrop showing trains travelling through the British countryside, railway station timetable displays showing the planned routes of the trains that crashed, and finally depictions of high speed train crashes, with rattling sound effects.

The scene then changes to a group of key players in rail privatization including a top official in the Treasury, a senior civil servant, a senior rail executive, an investment banker and an experienced rail engineer. The Treasury official refers to British Rail in the 1990s as a basket case and claims that privatization is the answer. The senior civil servant points out that “the Treasury model for privatization was driven by this rather theoretical view of competition” and “Treasury ideology.” The investment banker makes the point that Railtrack bought the permanent way for just under four pounds a share and within two years it was selling for more than 17 pounds a share. The senior rail executive says, “The thing was broken up into 113 pieces, like beads thrown onto a table, all to be held together by local contracts and all in the pursuit of competition. Well, competition in the railways is a great idea in theory, hopeless in practice.”

The scenes then turn to bereaved parents, rail police, company employees, the Deputy Prime Minister John Prescott and others. Things move rapidly. Over the course of these scenes we learn that each of the four crashes had to do with the push to cut corners on safety matters so as to make money, to skim on training, to take risks in the name of efficiency. After each disaster we hear the deputy prime minister say, “This must never happen again.” Money is no object in ensuring safety on the railway.” Lord Cullen conducted the inquiry into the Ladbroke Grove disaster and referred to it as an accident, enraging one of the bereaved mothers. She said: “Ladbroke Grove wasn’t an accident. In the signal box, they admitted, there’s an over-ride button you can push and straight away you close down the whole Paddington throat. But of course they don’t. They never touch it. My view, they only seem to have two rules on the railway: never delay the Heathrow Express, it’s the golden cash cow; and the second is: don’t kill tourists.”

Through the dialogue it becomes evident to the audience that after each disaster there is a formal inquiry headed up by a sir or a lord or some other worthy. In each case they conclude that many different organizations and businesses were involved, that many factors were involved, that rail safety is complex and that every organization involved shares some of the blame. In response one of the lawyers for the bereaved says, “The bereaved know what they want. They want to know that what they have been through will not happen again, and that somebody will be held accountable. These two things.” The Deputy Prime Minister, John Prescott, says, “We’ll work together. Nobody’s to blame.”

Among the most difficult challenges associated with disaster is to determine the compensation that should go to the injured and to other survivors and particularly to the bereaved. One bereaved mother says, “When Concorde crashed, every family got a million pounds. In one swoop they got the whole issue out of the way. It is not the money, it’s just so you don’t have to think about it.” The audience learns that settlements ranged from seven thousand to an average of thirty thousand pounds. The audience also learns that during much of this time both Railtrack, which owns the permanent way, and Jarvis, the track maintenance company holding the primary contract, were experiencing record breaking profits. One of the technical directors for Railtrack says, “Oh, it’s all about sub-contracting nowadays. And that’s bad, they say, because so much can go wrong. Well: we do outsource. We do, But not the important jobs. Not management jobs. We sub-contract labor. I mean, we’re not hiring brain surgeons. They’re shovel pilots.”

Near the end of the play, one of the bereaved mothers sums things up, “I never believed in corruption before. I’m not talking about greased palms, or bribes. I’m talking about the idea of corruption, it being in everyone’s interest—the politicians, Railtrack, Jarvis—to do nothing. The response of ordinary people is very different. A group of friends were in a cab travelling to Austen’s memorial service, and the driver remarked on the bells pealing out over Trafalgar Square. When he was told they were ringing for someone killed in the Potter’s Bar crash, the cab driver turned off his meter. He said, ‘It’s the least I can do.’ They know, you see. People know. The problem with the system is that everyone is able to pass the buck and nobody feels any responsibility.”

Many issues of public policy and administration lack intense popular interest. The railways are central to the British way of life and the results of rail privatization are widely understood, which explains the interest in The Permanent Way. Not everyone agrees with the anti-privatization perspective in The Permanent Way, but everyone agrees it is a powerful evening of theatre.

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What is a Whistle-blower To Do?

You recently retired from the U.S. Air Force and go to work for a non-profit agency that works with the city’s low income housing program which is funded by a federal grant. On four separate occasions over the next few months you are told by the city program administrator to use money from one federal grant to pay for a project that wasn’t covered by the grant. At first you follow orders and then begin to realize that if anyone objected you would be vulnerable to charges of misusing federal funds. So what do you do?

You put your objections into writing and call the regional headquarters of the U.S. Department of Housing & Urban Development identifying yourself as a whistle-blower. In the meantime, you are asked to approve the expenditure of $87,150 on a private residence that would sell for $70,000. You resist, asserting that federal guidelines prohibit the city from spending that much money on any low-income housing. The program administrator complains to your boss that you are not attentive, productive, or responsive to city staff. Your boss removes you from the project. Frustrated but convinced that you did the right thing, you quit your job and write a letter to the mayor detailing your concerns about the misuse of federal funds. The mayor never responds.

A few months later, HUD officials admonish city officials about using low-income housing funds to help residents who did not qualify. Fast forward two more years—the city’s internal auditing staff reports to the mayor that the housing administrator has issued questionable loans, kept poor records, and awarded non-competitive bids. HUD officials also warn the mayor that the administrator may have misused $1.4 million in federal funds. The mayor dismisses the criticism by HUD officials, saying that he has made changes in response to the internal audit report.

Federal auditors are still not satisfied and warn that the city may have to repay the $1.4 million. The administrator claims that the feds are applying ridiculous rules. The mayor backs him. The administrator appears before city council and asserts that “we do not intend to follow HUD’s direction at this point.” All but one member of city council praises the administrator.

Fast forward two more years...a federal indictment charges that the city housing administrator used government dollars to repay thousands of dollars in gratuities for seven years. The city is required to wire transfer the U.S. Treasury a total of $1,402,650.

What’s a whistle-blower to do?


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Feedback to Employees is Key

From MANAGING DIVERSITY, pg. 10

two years and receives health benefits for her husband. The other employee has been in a monogamous relationship with her partner for five years and receives no such benefits. This disparity may influence an employee’s motivation to work and may cause them to feel resentful toward other employees and/or the organization. Organizations that do not provide these benefits risk losing their members to organizations that do provide same-sex benefits. Further, the percentage of homosexual employees seeking benefits for their same-sex partners is small.

Government estimates report that it is five times more costly to replace an employee than to provide domestic partner benefits.

Reinforcing Diversity

To reinforce its diversity policy, an organization should provide feedback to employees who act or do not act according to the company’s diversity policy. Feedback should be timely and specific. When hiring employees, an organization should include questions in the interviewing process that will glean a potential employee’s comfort with diversity. Managers should hire employees whose attitudes are congruent with company policy. Also, an organization may also take additional measures to show support gay rights. This can be a support network, hotline to report incidents of bias and lobbying for equal benefits.

Policies of nondiscrimination towards LGBT individuals should be introduced in the workplace, coupled with practices that promote an inclusive workplace environment. Managers have the responsibility to ensure that the workplace is a safe and equitable environment for all its employees, including homosexuals. An organization that marginalizes some of its employees will not be as productive as an organization that acknowledges LGBT issues and is inclusive of all its employees.

Rebecca Levin is at the Maxwell School at Syracuse University.

Beyond Service Performance: Community Indicators

Paul D. Epstein

The organizers of the 2004 Community Indicators Conference would have been thrilled to attract 150 people. Instead, over 400 packed the meeting rooms of a Reno Hotel from March 10-13. Practitioners and researchers from around the world gave their measurement projects different names, such as “quality of life,” “healthy communities” or “sustainability.” But they found community with each other as part of a growing community indicators movement.

Unlike typical government performance measures, which tend to focus on service performance, community indicators focus mainly on conditions in a community or region that people feel are important. These social, health, economic, environmental, or physical conditions may or may not be addressed by public services. Government is often the source of community conditions data, and occasionally a government’s performance measure (e.g., on crime, student achievement) is also selected by a community as an indicator. But community indicators projects often go beyond government data to sources such as real estate agencies or health care providers. They may also collect their own data, as in rating physical conditions of parks or neighborhoods, or surveying citizens’ perceptions of quality of life. Community indicators projects vary in geographic scope from a neighborhood, to a city, rural district, or multi-county region that may cross state or national borders. Some community indicators projects, such as Sustainable Santa Monica, are run by government. More often, they are run by a non-profit organization such as the Jacksonville Community Council or Truckee Meadows Tomorrow, the conference host, or by a consortium that may include public and private organizations.

Reno conferees had a wide range of interests. Some were focused on technical data issues or the latest technology of “community statistical systems,” such as data warehouses, geographic information systems, and web-based user-customizable data reports and maps. Still others said, “It’s not about the data,” and focused on getting people to use information to advocate for change and improve communities. Even many of the data nerds and technogeeks acknowledged the importance of indicators being used by community stakeholders. Tom Kingsley of the Urban Institute’s National Neighborhood Indicators Partnership put it best, saying the data and technology “experts should make the community their CEO” to design and run systems that will be most relevant and useful to community members.

Terri Bailey of Denver’s Piton Foundation said “community learning should be an explicit goal” of indicators projects. Bailey described the Denver Community Learning Network, in which residents of poor neighborhoods have “taken control of their learning agenda” by deciding issues to address, how to get and use data they need, and how to allocate funds for projects. Others, such as your ASPA CAP reporter and Chris Paterson of the Green Mountain Institute in Vermont, emphasized indicators as an important part of community governance.

If community indicators are hot, can national indicators be far behind? Watch for a future CAP CORNER by past CAP Chair Allen Lomax of GAQ, who addressed the Reno Conference on an emerging National Indicators Project.

ASPA member and CAP Fellow Paul D. Epstein, principal of Epstein and Fass Associates in New York City, is a founding director of CAP and a 2003 winner of CAP’s Harry Hatry Award for Lifetime Achievement in Performance Measurement Practice. He is lead author of the book Results That Matter, forthcoming from Jossey-Bass, focusing on community governance through results measurement and citizen engagement.

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For information or items of interest related to CAP or performance management/measurement activities or if you have a related item for the CAP Corner, please contact Karen Pame, CAP Director, 1120 G Street, NW, Suite 700, Washington, DC 20005; (202) 585-4310; kpame@capanet.org or be sure to check out the “CAP Corner” on ASPA’s web site: www.aspanet.org.
$4 Million in Funding Available for Organizations to Engage Volunteers in Homeland Security

Washington, DC—The Corporation for National and Community Service is encouraging non-profit organizations and public agencies to apply for $4 million in grants for projects that engage volunteers in homeland security efforts in their communities.

The grants are for projects that engage volunteers, especially those age 55 and over, in helping communities prepare for and respond to all types of emergencies and disasters. The Corporation expects to make approximately 12 awards, ranging from $100,000 to $500,000 each. The grants will cover one year of program activity, but funding for a second and third year may be provided contingent on performance and availability of funds.

“Americans are eager to serve and can make an important contribution to homeland security,” said David Eissen, CEO of the Corporation. “These grants will strengthen the volunteer infrastructure and engage thousands more Americans in disaster relief and preparedness. We encourage organizations to apply for these grants to support more Americans getting directly involved in protecting their communities.”

Examples of the kinds of activities that could be supported include engaging volunteers to assist fire or police departments; assisting in disaster response, search and rescue, first aid, coordination of emergency supplies, and establishing communication links for relief workers; organizing immunization programs; and educating the public on preparing for potential disasters or terrorist attacks.

Eligible applicants include both nonprofit organizations and public entities at the state and local levels. The Corporation encourages community groups, both faith-based and secular, and organizations that have never received Corporation funding, to apply or to become part of a community-wide initiative in response to this notice.

The new funding represents an expansion of the Corporation’s efforts in the area of homeland security. The Corporation’s AmeriCorps and Senior Corps programs have worked closely with the Federal Emergency Management Agency and the American Red Cross for the past decade to respond to natural disasters. After the September 11 terrorist attacks, President Bush asked the Corporation to devote more resources to homeland security, and the Corporation was the first federal agency to distribute grants after attacks to engage volunteers in homeland security.

Those homeland security grants, announced in July 2002, included support for 17 organizations under the Corporation’s Special Volunteer Program. These 17 organizations have engaged nearly 37,000 volunteers in the past two years in emergency response planning and coordination, terrorism and bioterrorism response, and strategy development for wide emergency response. The $4 million in new funding for the Special Volunteer Program is included in the fiscal 2004 appropriation bill signed by the President in January.

The application deadline is 5 p.m., Friday, April 23. All applicants are asked to use eGrants, the Corporation’s web-based application system. To see an overview of ongoing grants and application instructions, visit www.nationalservice.org/whatsnot/notices.html. For further information, call the Senior Corps comments line at (202) 606-5000 x554 or email seniorfeedback@cnns.gov. The Corporation will announce award recipients this summer.

Blind Pennsylvania Employees Sue State and Governor

Philadelphia—Three blind, Pennsylvania state employees and the National Federation of the Blind of Pennsylvania filed suit against the state and its governor, Edward Rendell, asserting that the state’s multi-million dollar computer system upgrade recently implemented by Pennsylvania for use by all state employees is inaccessible to blind employees and, therefore, in violation of the Americans with Disabilities Act (ADA).

In 2001 the Commonwealth of Pennsylvania entered into a contract with SAP Public Sector & Education, Inc. for the purchase of a new statewide computer system. The contract, which was for more than $40 million and is dubbed Imagine PA, is encouraging non-profit organizations to use the system. Additional agencies are scheduled to use the Imagine PA system over the next several months.

Training has already been conducted for the Imagine PA system. None of the plaintiffs and no blind employee of the Commonwealth have been able to sign up for or participate in the training sessions because they are inaccessible.

Attorney Daniel Goldstein, a partner with the firm of Brown, Goldstein & Levy that represents both the NFB of Pennsylvania and the plaintiffs in this suit, notes that in the technology arena, discrimination against blind people “often begins with the blind being overlooked, follows with them being told to wait and ends with them being told that, while it would have been inexpensive to make the system accessible in the first place, it is now far too expensive to fix and that they must wait until the next edition of the software.”

If successful, the suit will prohibit the state of Pennsylvania from widening the use of the SAP system until it has been made accessible to all potential users, including the blind.

If you have a press release appropriate for Where Things Stand, contact Christine McCrath in 202-585-4313 or cjewett@aspanet.org.
ASPA welcomes the following new members in the month of February 2004. Please note: members rejoining ASPA are not included on this list.
Donna Shalala Opens a Very Successful ASPA Conference in Portland, OR

Donna Shalala, University of Miami President and Former HHS Secretary, opened ASPA's conference on ethics and integrity in public service, which was widely lauded as the best session of the conference. Check next month’s issue of PA TIMES for a reprint of that speech.

From ASPA CONFERENCE, pg. 1

"Advancing excellence in public service..."

The first day of ASPA's conference continued its charged, event-filled promise with a plenary session involving former governors of Oregon discussing federal-state relations, an awards ceremony, and opening reception to welcome attendees. Barbara Roberts and Victor G. Atiyeh, both former governors of Oregon, participated in an enlightening and frank plenary discussion centered around federal-state relations. Both discussed the uniqueness of Oregon’s vast citizen participation in several initiatives and the difficulty they each experienced in procuring promised monies from the federal government.

Following this plenary, ASPA hosted an award ceremony with opening remarks presented by Charles Moose, former police chief for Portland and Montgomery County, MD, and author of Three Weeks in October: The Manhunt for the Serial Sniper, chronicling the famous cases in the Washington, DC area.

Society Hires New Executive Director

Antoinette Samuel, former chief executive officer of the Employee Assistance Professionals Association (EAPA), will assume the duties of ASPA executive director this June. She will replace ASPA's current executive director Mary Hamilton, who has served the organization for seven years. Hamilton has chosen to begin a new phase in her public service career by becoming senior executive in residence at the University of Nebraska at Omaha.

“ASPA has been an amazing experience for me,” said Hamilton after making her announcement to ASPA staff, officers and National Council members. “I appreciate all of the wonderful support and the lasting friendships that I’ve made over the years. I look forward to working with ASPA on both the local and national levels in the future.”

“Mary will be a hard act to follow, but staff are looking forward to working with Toni,” says Christine McCrath, ASPA communications director. "Her knowledge of, and experience with, associations will give a fresh perspective on where ASPA is now and where staff, officers and members can take it from here.”
Conference Closes with Passing of Gavel to New President and Council

From ASPA CONFERENCE, pg. 15

area. After the remarks by Moore, ASPA took pride in presenting some of its most prestigious awards, including the inaugural International Public Administration Award. This award honors a distinguished foreign scholar or practitioner for significant contributions to public administration in other nations. Oscar Ozslak, Centro de Desarrollo y Asistencia Tecnica en Tecnologa para la Organizacin in Buenos Aires, Argentina, was the recipient.

The evening was capped by a reception with the theme “A Taste of Portland,” featuring signature dishes, wines and microbrews from Portland and the surrounding area. Mingling with old and new acquaintances while enjoying the beautiful views of the Columbia River from the decks surrounding the room were a perfect ending to an educational and energy-filled day.

Monday began bright and early, with a full day of sessions.

Greetings fellow ASPA Members:

March was a high point for ASPA with the successes of the 2004 National Conference, the COMPA Annual Conference and the Milwaukee Chapter Conference. Each of these events demonstrates ASPA’s effectiveness in advancing excellence in, and linking people committed to, public service. Sincere thanks to all those who contributed to ASPA’s accomplishments during the past year under the excellent leadership of President Walter Broadnax, and to ASPA staff for their diligence on behalf of the Society.

As we build upon the solid foundation established in our new strategic plan, I am pleased to report on several strategies that are being pursued to move the Society forward in the year ahead.

Goal 1: Be a recognized voice for issues and values in public policy, management and practice. Members have repeatedly expressed interest in expanding ASPA’s influence on public policy issues. We have established an Issues Forum Action Team under the Capacity Steering Group to develop a model for engaging members interested in addressing critical public service/administration policy issues.

The Center for Accountability and Performance (CAP) has initiated planning for an international symposium on performance management and seeks additional participants who are interested in pursuing the research agenda presented in CAP/ASPA’s publication Meeting the Challenges of Performance-Oriented Government.

We will continue to recognize the exemplary achievements of those in the public administration field by strengthening our awards programs.

Goal 2: Be a catalyst to enhance the scope and quality of resources and the knowledge base in the field of public service. The 2005 National Conference Management Team has established objectives to increase continuing education opportunities for our general membership, and to develop programs to engage new and mid-level public administrator audiences. The Pride Steering Group will carry forward on an oral history project with ASPA luminaries.

Goal 3: Foster inclusive communications among those who serve the public. Our society has nearly 10,000 members whose diverse interests and dispersed geographic locations add complexity to effective communication within the Society.

Recognizing that increasing participation of more ASPA members is a key factor in successfully achieving our goals, we formed a Chapter Relations Action Team to focus on improved communications with our 110 chapters. Providing chapter consultants or mentors is one of several proposals the Action Team is considering to promote improved communications.

Redesign of the ASPA Web site as a major portal for public administrators will enhance our ability to achieve this important goal as will the implementation of our multi-phased marketing plan. The Performance Steering Group is also evaluating a proposal to coordinate our international memoranda of agreements (MOUs) that foster global communications.

Goal 4: Find ways to enable those who serve the public to be current and effective. Journals are an important benefit to our ASPA members who belong to sections. Thus, our Publications Committee is reviewing 11 of the section journals this year in an effort to provide assistance to section leaders in resolving quality, financial or distribution challenges.

As mentioned under Goal 2, a continuing educational component is an emphasis in developing the 2005 national conference program. The conference program co-chairs

Photo by Alan Weiner

L to R: NAPA President C. Morgan Kinghorn; NPSA winner City Manager, Peekskill, NY, Daniel Fitzpatrick; Keeper of the Flame Award winner John G. Stone, III; ASPA President Walter Broadnax; NPSA winner Secretary of Education and the Arts, WV, Kay Goodwin; Keeper of the Flame Award winner Phillip J. Rutledge; NPSA winner Deputy Director of Compliance and Consumer Protection Division of Supervision and Consumer Protection, FDIC Domen Gambrill; NPSA winner Director, Department of Human Services, OK, Howard Hendrick and Chair, NPSA Executive Committee and Selection Committee Rossay S. Kleeman.

Meeting the Challenges of Performance-Oriented Government.

Introduction by ASPA President and President of Clark Atlanta University Walter Broadnax and with opening remarks by Portland State University President Daniel O. Bernstine, Adam Herbert was another of the esteemed speakers that ASPA was privileged to host at the conference.

The second annual Gloria H. Nordin Social Equity Award Luncheon.

L to R: NAPA President C. Morgan Kinghorn; NPSA winner City Manager, Peekskill, NY, Daniel Fitzpatrick; Keeper of the Flame Award winner John G. Stone, III; ASPA President Walter Broadnax; NPSA winner Secretary of Education and the Arts, WV, Kay Goodwin; Keeper of the Flame Award winner Phillip J. Rutledge; NPSA winner Deputy Director of Compliance and Consumer Protection Division of Supervision and Consumer Protection, FDIC Domen Gambrill; NPSA winner Director, Department of Human Services, OK, Howard Hendrick and Chair, NPSA Executive Committee and Selection Committee Rossay S. Kleeman.

After completion of the discussion of current and ongoing initiatives, Broadnax then passed the gavel to ASPA’s new president for the 2004-05 year, Cheryle Broom. Outgoing Council members introduced the incoming members from their Districts and the meeting continued by discussing ongoing and new business. (Check the June issue of PA TIMES for a list of action items from both sessions of the Council meeting.)

Buoyed by another successful conference, ASPA looks forward to the next one in Milwaukee, WI, April 2-5, 2005. With a theme of “Advancing Public Service Performance Innovations in Research and Practice” the next conference promises to be just as good as the last! Proposals are now being accepted (www.aspanet.org) with a deadline of June 21, 2004.
Moving Forward Strategically

Greetings fellow ASPA Members:

March was a high point for ASPA with the successes of the 2004 National Conference, the COMPA Annual Conference and the Milwaukee Chapter Conference. Each of these events demonstrates ASPA’s effectiveness in advancing excellence in, and linking people committed to, public service. Sincere thanks to all those who contributed to ASPA’s accomplishments during the past year under the excellent leadership of President Walter Broadnax, and to ASPA staff for their diligence on behalf of the Society.

As we build upon the solid foundation established in our new strategic plan, I am pleased to report on several strategies that are being pursued to move the Society forward in the year ahead.

Goal 1: Be a recognized voice for issues and values in public policy, management and practice. Members have repeatedly expressed interest in expanding ASPA’s influence on public policy issues. We have established an Issues Forum Action Team under the Capacity Steering Group to develop a model for engaging members interested in addressing critical public service/administration policy issues.

The Center for Accountability and Performance (CAP) has initiated planning for an international symposium on performance management and seeks additional participants who are interested in pursuing the research agenda presented in CAP/ASPA’s publication Meeting the Challenges of Performance-Oriented Government.

We will continue to recognize the exemplary achievements of those in the public administration field by strengthening our awards programs.

Goal 2: Be a catalyst to enhance the scope and quality of resources and the knowledge base in the field of public service. The 2005 National Conference Management Team has established objectives to increase continuing education opportunities for our general membership, and to develop programs to engage new and mid-level public administrator audiences. The Pride Steering Group will carry forward on an oral history project with ASPA luminaries.

Goal 3: Foster inclusive communications among those who serve the public. Our society has nearly 10,000 members whose diverse interests and dispersed geographic locations add complexity to effective communication within the Society. Recognizing that increasing participation of more ASPA members is a key factor in successfully achieving our goals, we formed a Chapter Relations Action Team to focus on improved communications with our 110 chapters. Providing chapter consultants or mentors is one of several proposals the Action Team is considering to promote improved communications.

Conference Closes with Passing of Gavel to New President and Council

From ASPA CONFERENCE, pg. 15

area. After the remarks by Moose, ASPA took pride in presenting some of its most prestigious awards, including the inaugural International Public Administration Award. This award honors a distinguished foreign scholar or practitioner for significant contributions to public administration in other nations. Oscar Ószlak, Centro de Desarrollo y Asistencia Técnica en TecnologÌa para la OrganizaciÛn P˙blica, Buenos Aires, Argentina, was the recipient.

The evening was capped by a reception with the theme “A Taste of Portland,” featuring signature dishes, wines and microbrews from Portland and the surrounding area. Mingleing with old and new acquaintances while enjoying the beautiful views of the Columbia River from the decks surrounding the room were a perfect ending to an educational and energy-filled day.

Monday began bright and early, with concurrent sessions starting at 8am. Highlights of the day included the National Public Service Awards (NPSA) Ceremony and Luncheon hosted annually by ASPA and the National Academy of Public Administration (NAPA) and honoring the contributions of public service practitioners across all sectors of government who make outstanding contributions and whose accomplishments can be viewed as models of public service within and outside the work environment. This year’s recipients were once again stellar in their accomplishments and commitment to public service.

One of ASPA’s most active sections, the Section for Women in Public Administration (SWPA), celebrated its 20th anniversary on Monday with a session titled “A Conversation with Section for Women in Public Administration (SWPA) Leaders: Honoring the Past; Celebrating the Future.” The session featured four SWPA members—Mary Ellen Guy, Naomi Lynn, Christine G. Springer and Anne Swafford—who are also past presidents of national ASPA. Their discussions centered on how far women have come in ASPA and in the workforce and how far there still is to go.

The day closed with a top notch plenary session titled “A Conversation with the NASA Administrator Sean O’Keefe.” ASPA members Howard McCurdy and Harry Lambright engaged O’Keefe in conversation about what he faces daily as a professional public administrator in charge of NASA.

Tuesday brought the final day of the conference. Still packed with panels and roundtables, the day was nonetheless a bit slower paced as everyone felt the end of this unique learning experience drawing near. Highlights included the Donald C. Stone Lecture given by Indiana University President Adam Herbert and the second annual Gloria H. Nordin Social Equity Award Luncheon.

Introduce by ASPA President and President of Clark Atlanta University Walter Broadnax and with opening remarks by Portland State University President Daniel O. Bernstine, Adam Herbert was another of the esteemed speakers that ASPA was privileged to host at the conference.

The second annual Gloria H. Nordin Social Equity Award, which recognizes a public administrator’s distinguished contributions toward achieving fairness, justice and equality in governance, was given to Malcolm J. Costa, president/CEO, Akron Community Summit Action, Inc. ASPA’s National Council and officers stayed in Portland for Wednesday’s National Council meeting to discuss Society business. The meeting began with the current Council under President Walter Broadnax hiring, under unanimous vote, Antoinette Samuel as ASPA’s new executive director. Samuel will take over for Mary Hamilton, leaving ASPA to join the faculty at the University of Nebraska-Omaha, in June of this year. (See related article page 15).

After completion of the discussion of current and ongoing initiatives, Broadnax then passed the gavel to ASPA’s new president for the 2004-05 year, Cheryle Broom. Outgoing Council members introduced the incoming members from their Districts and the meeting continued by discussing ongoing and new business. (Check the June issue of PA TIMES for a list of action items from both sessions of the Council meeting.)

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President Broom Looks Forward to Exciting and Challenging Year

From PRESIDENT'S COLUMN, pg. 16

and track chairs are also creating more opportunities for ASPA members to share innovations in theory, research and practice with a focus on public performance, management and accountability.

Goal 3: Grow the society membership and ensure its financial viability. Each of the above strategies should ensure more engagement in and support of our Society. In addition, the Development Subcommittee has an ambitious agenda to increase our financial resources while the Finance Committee is evaluating ASPA revenues and expenditures to determine how to allocate resources more strategically to achieve these five goals. Implementation of a marketing plan is another key component for securing financial viability.

In a February 2002 PA TIMES article, I identified advancing the future of the public service as a priority. Adequate succession planning is crucial to successful transitions between our seasoned and new leaders who will ensure the future of public service and our Society. The Capacity Steering Group plans to work actively with the National Young Professionals Forum to develop an ASPA succession plan.

What are your thoughts about these strategies? You are invited to share your ideas for achieving ASPA goals (e-mail addresses for committee chairs are available at www.aspanet.org/leadership). Your active involvement is also needed to implement our strategic initiatives, as well as maintain our traditional programs and services.

We have an exciting and challenging year ahead of us. I look forward to working with you in moving ASPA forward strategically.
Cherylle Cbroom@aspanet.org

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from the EXECUTIVE DIRECTOR

2003-04 End-of-Year Report on State of ASPA

Walter Broadnax, Mary R. Hamilton

In lieu of my usual column this month, below is a summary of the End of Year Report for 2003-2004 provided by outgoing President Walter Broadnax and I at the March 31 meeting of ASPA’s National Council. If you would like a copy of the full report, go to www.aspanet.org and click on “ASPA releases end of year report” under “What’s New.” You can also obtain a copy by contacting ASPA’s Office Manager, Phurelda Scott at 202-585-4311 or pscott@aspanet.org.

This report reflects our assessment of progress since March 2003 on each of the strategic plan goals and objectives in the “old” strategic plan—the plan approved in December 1998. This will be the last report measuring progress against that strategic plan. With the beginning of Cherylly Broom’s presidency in April of this year, the new strategic plan (approved in November 2003) will be in effect, and the five goals in that plan will replace the three goals in the old plan.

We believe the National Council and ASPA leadership should be very proud of the new strategic plan. We began the process of revising the strategic plan under former President Glen Cope’s leadership in March 2002. Our timeline called for planning meetings at the 2002 midyear meetings and the 2003 conference, approval of mission, vision, guiding principles and goals at the March 2003 Council meeting, and selecting priority strategies at the 2003 midyear Council meeting.

Throughout the process, the planning team requested and received input from ASPA members, chapters, sections. Together we not only made all of our deadlines, we produced an inspired and inspiring plan!

The “old” plan, adopted by the Council in December 1998, provided a very helpful focus for ASPA efforts from 1999 to the present. As a Society, we have made a lot of progress toward achieving the three goals in that plan. The end of year report details that progress.

In this summary, we want to highlight accomplishments during the past year. In spite of a recession that has negatively impacted ASPA’s finances and resources, we have been able to add to the benefits for ASPA members. Here are a few highlights:

• One of the most exciting new benefits is the ability for ASPA members to access, search, download, print from all volumes of Public Administration Review (PAR) back to 1940, because all of the issues of PAR have been digitized through a program known as JSTOR.

• In addition, ASPA members can now obtain discounts on three excellent publications: ASPA's own journal on public ethics, Public Integrity, and 'good government' organizations in order to establish ASPA as a portal for information on managing for results in the public sector and in order to be able to have more impact on policies and programs.
ASPA in Brief

ASPA Members Can Now Access Online Every PAR Article Ever Written

Earlier this month, ASPA members gained online access to all the back issues of Public Administration Review (PAR) through a new partnership with JSTOR. This new service will enable ASPA members to search back issues from 1940-1999. Issues from 2000-present have been available online for some time. ASPA members can access PAR by following these instructions:

• Visit http://www.aspanet.org
• Click on the Login tab, enter your login and password (if you have never logged in previously, use your ASPA ID# as both your login and password) and sign on.
• To access articles published from 1940-1999, click on the PAR Issues: 1940-1999 (JSTOR) link. You will then be transported to the JSTOR web site.
• To access articles published since 2000, click on the PAR Issues: 2000-present link. You will be automatically transported to the Blackwell Synergy web site. Once you arrive at that site, you need not reenter your login and password. Individual issues of PAR are listed in reverse chronological order.

ASPA Mails Chapter Rebate Checks, Awaits Reporting Forms

Last month, ASPA mailed rebate checks to “compliant chapters” based on their total membership. Chapters are deemed to be in compliance if a) they have submitted their annual financial statement and officer list and b) all their officers are current ASPA members. For your convenience, ASPA has posted the reporting forms on its web site. You can either return them via mail or fax or submit them directly online. If you have any questions or if you believe your chapter was listed here in error, please contact Erik Bergrud at ebergrud@aspanet.org or (816) 891-2490.

ASPA To Participate in Ghana Colloquium on E-Governance

ASPA will join with the National Academy of Public Administration (NAPA) and other members of the professional community to engage in a Colloquium and Consultation on E-governance with the Ghana Public Service Commission (GPSC) in Accra, Ghana, May 30-June 5, 2004. The Colloquium and Consultation will be the inaugural event of a wide ranging partnering agreement recently between NAPA and GPSC aimed at transforming GPSC into a center of excellence in its field. GPSC is analogous to the federal Office of Personnel Management and the Merit Systems Protection Board in the U.S., with some features of the federal Department of Education pertaining to tertiary education in Ghana. For further information, contact Phil Rutledge at rutledge@indiana.edu.

ASPA Announces 2003-4 National Award Winners

ASPA has posted on its web site a list of individuals and organizations that will be recognized in March during the Society’s 2004 National Conference. Oscar Oszlak of the Buenos Aires-based Centro de Desarrollo y Asistencia Técnica en Tecnología para la Organización Pública will receive the Society’s inaugural International Public Administration Award.

URL: http://www.aspanet.org/awards/2004winners.html

ASPA Develops New Newsletter for UNPAN

Since receiving an invitation to join the United Nations Online Network in Public Administration and Finance (UNPAN) in 2001, ASPA, the lone U.S.-based partner, has been an active participant. In November, ASPA took another important step in fostering international collaboration by editing and producing the inaugural issue of UNPAN Newsletter, a quarterly electronic publication highlighting recent accomplishments of UNPAN partner organizations. ASPA published the second issue on January 30.

URL: http://www.unpan.org/discover-newsletter.asp

CPAS and ASPA Will Organize 2nd Sino-US International Conference for Public Administration

The School of Public Administration of the Renmin University of China (RUC), the Chinese Public Administration Society and the American Society for Public Administration will organize the 2nd Sino-US International Conference for Public Administration in Beijing, P.R. China, from May 24-25, 2004. The conference will take place at the Run Run Shaw Conference Center at RUC. The Host Institute is the School of Public Administration (RUC), and the Organizing Institutes are: the Chinese Public Administration Society (CPAS), the American Society for Public Administration (ASPA), the Graduate Department of Public Administration, Rutgers University-Newark Campus, Chinese Public Administration (CPA), and the Chinese Public Administration Review (CPAR). The conference theme is “The Challenges and the Opportunities for Public Administration in a Rapidly Changing World.” Visit http://www.aspanet.org/conferences/calls.html for more information.

ASPA offers Members Additional Benefits

ASPA members are eligible to receive discounts for the following publications, services and conferences:

Publications
• CQ Politics Daily—$100 discount
• Public Integrity—$30 discount (annual subscription)
• The Public Manager—$16 discount (annual subscription)

Services
• Grants Locator—10% discount
• Social Science and Public Policy GrantLink—60% discount

Conferences
• ICCA 2004 (June 10-11)—10% discount on conference registration
• World Future Society 2004 Annual Meeting (July 31-August 2)—registration at the Member rate

Visit http://www.aspanet.org/about/newbenefits.html for additional information.

SECM Publishes Electronic Newsletter

With the assistance of ASPA Senior Director Erik Bergrud, the Section on Emergency and Crisis Management (SECM) published on March 16 the Spring 2004 issue of their newsletter, Emergency Management Dispatch, in electronic format.


ASPA Builds Archive for Section Newsletters

In conjunction with the United Nations Online Network in Public Administration and Finance (UNPAN), ASPA has archived recent back issues of several section newsletters, including every issue of Ethics Today, the official newsletter of the Section on Ethics. ASPA has also archived on request papers delivered at section conferences. This partnership with UNPAN provides global visibility for ASPA’s sections, their publications and their activities. Please contact Erik Bergrud at ebergrud@aspanet.org to discuss how your section might take advantage of this free service.

URL: http://www.unpan.org/namerica.asp

All items in this month’s “ASPA in Brief” were reprinted from ASPA National, ASPA’s international e-newsletter, ASPA’s student e-newsletter ASPA-rations or ASPA’s Public Administration Leaders (PAL) e-newsletter. All available to ASPA members only. To subscribe contact Erik Bergrud, ebergrud@aspanet.org.
Diversity in Academia Seminar Inspires Students

Attendees Hope to See Seminar at 2005 Conference

At the 65th ASPA Conference in Portland, OR, NASPAA Diversity Committee Chair Kyle Farmbry, of San Diego State University, convened the pre-conference seminar titled “Diversity in Academia,” which was sponsored by The Student Success Network. The seminar was created as a result of NASPAA’s May 2000 Diversity Report, which recommended that the organization “sponsor/support activities that promote diversity (hold regular sessions and workshops at the annual conferences).” Students were nominated to participate by their department faculty members. Thirteen students–four current doctoral students and nine current master students, were in attendance–including six men and seven women from six different universities, which provided an exceptional mixture of multiculturalism.

Presenters included past APSA Presidents Tom Lynch of Louisiana State University and Marc Holzer of Rutgers University; ASPA’s then-President Walter Broadnax hosted a “working lunch” where he discussed his doctoral experience at the Maxwell School, Syracuse University and answered questions from the students. Audrey Mathews of California State, San Bernardino and Byron Price of Rutgers University, both minorities and both recent PHD’s, defined their academic identity and explained their desire to obtain a PHD. Lois Wise, of Indiana University and Marc Holzer, presented information on the importance of “Developing a Publication/Research Agenda.” They explained that the emphasis should be on the individuals’ ability and interest, and that PHD students must seek out research and publications that fit their research.

Tom Lynch discussed “Teaching Strategies” and the importance of technical knowledge for a future of teaching online courses. A discussion on “Dissertation Strategies” was lead by Patria Julnes of Utah State University and Kyle Farmbry. Their message was two-fold, first select a topic for which you can submit quality research and second obtain the goal, which is to finish the dissertation.

A number of ASPA National Council members, NASPAA Diversity Committee members and ASPA’s new President Cheryle Broom ventured into the room to give their support and advice. This full-day seminar ended with Raina Harper, a doctoral student at University of Delaware and L. Dara Baldwin, a MPA student at Rutgers University, collecting information and presenting ideas for future seminars and programs. An immediate desire expressed by the participants was to create a web site and listserv for disseminating information and to communicate with other students or interested ASPA members. A number of participants walked away with a serious desire to obtain a post-graduate degree. While others expressed that their desire to complete their program was renewed.

This was an event presented by the Diversity Committee of NASPAA, which has succeeded in one area stated in their Diversity Report. “We need to make a collective effort to encourage our minority students and women who become practitioners to consider the academy as a second career.” This was a creative and functional way to present information and encourage students to venture into the field of academia.

The seminar was also held in accordance with ASPA’s New Strategic Plan Goal 2. Part five of that goal expresses that ASPA “be creative with conferences and other programs to meet the needs of a broad range of members.” This seminar was an innovative way to interact with students.

All participants agreed that they would like to see this as an annual event at future ASPA conferences. More information will be forthcoming in the PA TIMES about follow-up activities to the Diversity in Academia Seminar.

ASPA member L. Dara Baldwin is a MPA candidate at Rutgers University with an emphasis on health care administration.

E-mail: DDARAB18@aol.com
Evergreen Chapter Election Panel Taped for Public TV

Successful Panel Draws Students and Members, Discusses Importance of Youth Vote Among Other Topics

J. Paul Blake

The Evergreen Chapter sponsored a free public program “The 2004 Election: A Look Ahead,” at Seattle University.

The program, preceded by a reception, drew an audience of about 60 including members and local university students.

The panel addressed the meaning of the recent primaries and caucuses, what’s different about the 2004 presidential race, the importance of the “youth vote”, how political consultants, money, technology and polls have affected the campaign and the role and influence of the media in the national election.

Panel members included Cathy Allen, president, The Connections Group, Inc.; Randy Pepple, CEO of Rockey Hill Knowlton; Gayatri Eassey, Seattle University graduate; Kevin Price, professor, political science, University of Washington and Richard Young, associate professor, political science, Seattle University. Sam Sperry, former Seattle Post-Intelligencer editorial board member, moderated the panel. Audience members posed questions to the panelists following their remarks.

The program was co-sponsored by the League of Women Voters, Seattle University’s Institute of Public Service, Seattle University’s Political Science Department, and the Evans School of Public Affairs at the University of Washington.

The program was videotaped for airing on public television stations including TVW, The Seattle Channel and King County television.

ASPA member J. Paul Blake works in the Washington State government in Seattle. E-mail: jpaublake@seattle.gov

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Carroll Winner of PA TIMES Best Article Award for 2003

Charles Goodsell


The author contends that the war on terrorism has produced unprecedented challenges for balancing freedom and order in our time. This is because the need to combat terrorism has created a co-mingling of domestic public policy and the foreign affairs-defense sphere. Two examples of this are creation of the Pentagon's Northern Command, which embraces the United States, and the Patriot Act's doctrine that for combating terrorism standards for government surveillance of citizens are lower than those applied in criminal law. Although such co-mingling is justified by terrorism's lack of respect for normal distinctions between the categories of domestic and foreign policy, it opens the way to unparalleled concentration of power in our constitutional system.

2003 End-of-Year Report Measures Success According to Goals of Current Strategic Plan

From END-OF-YEAR REPORT, pg. 17

Objective 1.2: Provide Access to Best Practices. We estimate this objective as about 65 percent accomplished, the same as last year.

- CAP, the Ethics Section and ASPA's work with the United Nations Global Online Network in Public Administration and Finance (UNPAN) continue to contribute to access to best practices in managing for results, ethics, and a wide variety of policies, procedures, and training materials, respectively.

- In addition, during this year, ASPA took a much more active role in support of UNPAN, when ASPA Senior Director Erik Bergrud was selected by his peers at UNPAN to be newsletter editor for the entire network of regional and country partners.

Objective 1.3: Advance the Literature of the Field. We estimate this objective to be 80 percent accomplished, an increase of 20 percent since last year.

- Public Administration Review (PAR) continues to be the most highly ranked journal in public administration and competes very favorably with highly ranked journals in political science, social science and policy studies

- PAR and PA TIMES were cited as the most highly prized benefits of ASPA membership in the member survey completed in early 2003.

- Articles from PAR and PM TIMES were cited in national print news media.

- ASPA is increasingly considering requests for translation of ASPA products.

- ASPA Classics: Under the new arrangement with M.E. Sharpe, one volume is now in print and being advertised in the PA TIMES: Local Government Management-Doug Watson and Wendy Hassett.

- Four other volumes are in preparation: Public Budgeting Reader-Irene Rubin Perspectives on Administrative Leadership in the Public Sector-Monty Van Wart and Lisa Dicke The Age of Direct Citizen Participation-Nancy C. Roberts Public Administration and Law-Julia Beckett & Heidi Koening

- Combating Corruption/Encouraging Ethics: Co-authors Bill Richter and Frances Burke are in the process of updating and revising this book.

Objective 1.4: Operationalize Affiliation Agreements. We estimate this objective to be 80 percent accomplished, up 10 percent from last year. Several of the secretariats for ASPA's MOUs have greatly strengthened the Society's relations with other nations, and new MOUs are under development. However, the recession made it very difficult for some of ASPA's university partners-the secretariats for the agreements-to support the agreements during the past two years, so they were not able to do as much as they had planned.

- Rutgers University-Newark, secretariat for the agreement with the Chinese Public Administration Society (CPAS) is working with Renmin University in Beijing to organize the Second International Sino-U.S. Public Administration Conference in Beijing in May 2004. ASPA will have a delegation at that conference.

- In November, 2003, the ASPA National Council approved an MOU with the World Future Society.

- The agreement between ASPA and the Hyogo (Japan) Administrative Policy Studies Association (HAPSA) was signed on October 8, 2003 in Seattle, WA. Dr. Mary Van Verst, President of ASPA's Evergreen Chapter, signed on behalf of ASPA. Takanori Kitaoka signed on behalf of HAPSA. The agreement will be implemented on ASPA's behalf by a secretariat comprised of the Evergreen Chapter and The Evergreen State College.

- Senior Director Erik Bergrud represented ASPA at the 4th E-Information Training Workshop of the United Nations Online Network in Public Administration and Finance (UNPAN). At that meeting, Bergrud was chosen to serve as editor of the UNPAN Newsletter, a new quarterly publication that will chronicle the efforts and activities of network participants.

- ASPA currently has 64 International Electronic Members, up from 28 last year.

- The E-Governance Institute of Rutgers University-Newark (the secretariat for ASPA's United Nations MOU) and the Global e-Policy e-Government Institute of Sungkyunkwan University in the
ASPA ACCOMPLISHES MUCH, HOWEVER MORE TO DO

From END-OF-YEAR REPORT, pg. 21

Republic of Korea conducted an assessment of cities’ use of e-government on behalf of ASPA and the United Nations Division for Public Administration and Development Management.

Goal 2–Pride: ASPA is fostering interest and pride in public service by effectively communicating its nature, honor and challenge.

Objective 2.1: Celebrate Accomplishments of Public Service. We estimate this objective to be 80 percent accomplished, the same as last year.

- ASPA continues to do an excellent job through its chapters and sections and at the national level, of honoring and awarding deserving public servants and public administration scholars. ASPA also continues to play a major role in Public Service Recognition Week.

Objective 2.2: Build the Public Service Workforce of the Future. We estimate this objective to be 60 percent accomplished, no change from last year.

- ASPA hosted a four-hour student leadership workshop in conjunction with its 2004 National Conference. The workshop, entitled “Together We Are More: Skills for Building Executive Leadership Teams,” gave participants tools necessary for building effective teams of diverse people.

- To date, ASPA has served more than 700 individuals via the Student Resource Center.

- ASPA chapters and sections and individual members continue to participate in or lead activities targeting youths to encourage public service careers.

- Nationally, ASPA continues to be active in the National Alliance for Civic Education and the National Career Academy Coalition.

- ASPA’s Pride Steering Group is considering a proposal for ASPA sponsorship of a professional certification (with an annual training requirement) that will be attractive to holders of MPA degrees.

- ASPA has enhanced its services geared to students and new professionals. The Society’s special monthly e-newsletter, ASPA-rations, is now provided to all student members. Total subscribers are now over 5,900.

Goal 3–Capacity: ASPA is strengthening its capacity as the professional organization that covers the whole spectrum of public service and capitalizes on its diversity.

Objective 3.1: Partner with Related Organizations. We estimate progress against this objective at 80 percent, up 10 percent from last year.

- ASPA developed several very significant partnerships this year, which are highlighted in the preamble to this summary, above. They include JSTOR, Grants Locator, GrantLink, and several that provide ASPA members with discounts to important publications.

- As cited throughout this report, ASPA is partnering and collaborating on most of the Society’s activities. Attachment A to the full end of year report provides a list of all former, current and potential partnerships between 1997 and 2004.

Objective 3.2: Strengthen ASPA’s Organizational Structure. We estimate this objective as 80 percent accomplished, no change from last year. We believe ASPA has made progress on many aspects of member services, but has lost ground financially and in terms of total members.

- The National Council approved university-based affiliates at the March 2002 meeting. Three were established by March 2003: University of Pittsburgh; University of Southern California; New York University. Since then, one more has been established: University of Central Florida. One at Cleveland State University was approved at the March 2004 meeting.

- The Development Subcommittee has been holding monthly conference calls to obtain reports from each of their seven action teams. Since March the Grants team has held focus groups with ASPA members to determine what kinds of projects members would like to see funded, and the team has began to search for appropriate grants. Results from the focus groups influenced the National Council’s setting of priorities for fund raising for ASPA, which they accomplished at their November 2003 meeting. In addition, the 2004 conference management committee raised more than $60,000 to support the conference.

- Part of implementing the new strategic plan will involve the National Council in completing their work on defining an approach to governance that will guide its operations and relations with staff.

- ASPA currently has seven full-time and one part-time staff. Staff have been augmented during this period with one part-time volunteer who helps with CAP and with the strategic planning process, and with an unpaid intern.

- Overall membership continues to fluctuate, while section numbers decline. ASPA’s total membership stood at 9,471 at the end of 2003, down from 9,728 at the end of 2002, but up slightly from January 2003. As of February 29, 2004, ASPA membership was 9,321. As a whole, sections continue to experience a downward membership trend, having experienced an seven percent net decline in 2003. Several sections have recently increased annual dues to cover the cost of adding a journal as a member benefit. This might explain some of the decline in section membership.

- Finances: Due in large part to decreased membership and lower advertising revenues, caused in part by the recession, ASPA’s year end estimate indicates a deficit for fiscal year 2003.

Objective 3.3: Increase Member Participation in all Aspects of ASPA. We estimate this objective as 70 percent accomplished, the same as last year.

- The strategic planning process involved a large number of ASPA members from all parts of the organization.

- The new membership database is increasingly used by members to connect with each other and to carry out the business of ASPA.

- The international electronic membership allows persons from other nations to be involved with ASPA in a meaningful way.

- The university-based affiliates are proving to be an opportunity to involve students more closely with ASPA.

With your capable assistance and with the guidance of ASPA’s new strategic plan, we can continue to improve ASPA’s positive impact on the field of public administration, and increase support for members even in difficult economic times.
A CALL FOR PROPOSALS

AN INTRODUCTION

The annual ASPA National Conference provides a forum for practitioners and scholars to come together and consider the issues facing public administration. The 2005 conference in Milwaukee, Wisconsin, will feature the theme “Advancing Public Service Performance: Innovations in Research and Practice.” We invite proposals that address the big and overarching issues facing public administration, with a focus on public performance, management, and accountability.

This focus embraces such topics as new strategies for strengthening the intergovernmental relationship; innovative efforts to improve coordination and efficiency in the delivery of government services; new insights into non-profit management and engagement of citizens in governance; and other puzzles that speak to the partnership increasingly at the core of governmental work.

THE CALL

We encourage you to submit proposals for innovative panels and roundtables. For example, is there a “point/counterpoint” debate on an important issue that the conference ought to feature? Can you suggest an imaginative way of linking research and practice? Do you have cutting edge research or policy that you would like to update and build upon? We are especially eager not only for topics but also strategies that will make the conference even more lively and valuable to participants.

AUDIENCE: ASPA structures the conference with an eye to fulfilling professional development goals for three groups in public administration:

• Practitioners and students relatively new to a career in public administration (1-5 years): The conference offers opportunities to learn about the profession, to develop networks with peers, and to attend professional development sessions, such as workshops or training programs.

• Seasoned practitioners: The conference provides occasions to share experiences about best practices, to explore new practices, to develop innovative approaches to public program management, and to attend continuing education sessions.

• Scholars: The conference provides a forum to present research results and to interact with practitioners and other scholars about developments in public administration in the context of linking theory and practice for solving the thorny problems of our world.

SUBMISSION GUIDELINES: All submissions must include a one-page description of the proposed panel, paper or presentation. Proposals from practitioners and scholars are equally encouraged. Proposals that link the two spheres will receive especially favorable review. Please include the following:

• Description of the topic or issues addressed by the panel or presentation. Please explain how the proposal relates to the conference theme and tracks, described below.

• For panel proposals, please provide a list of participants and their affiliations and/or qualifications. Panel composition should reflect ASPA's diversity of membership by drawing from the sectors served by the organization, including practitioners from all levels of government and non-profit organizations, as well as scholars, students, and consultants.

• In evaluating panel and presentation proposals, special consideration will be given to: (1) the relevance to the conference theme and tracks; (2) the quality and depth of attention to topics at the leading edge of public performance issues; (3) the scope of the topic and its breadth of audience appeal; (4) the involvement of both practitioners and scholars in linking theory and practice; (5) the potential for the panel or presentation to be eligible for continuing education credits; and (6) the commitment of the participants to engage the audience in discussion.

TRACKS: We intend the following list to inspire a broad selection of proposals, including panels, workshops, roundtables, training and development sessions, and other presentations related to the conference theme. It is not inclusive but suggestive. The tracks for the conference will be defined in part by the panels accepted for the program.

• Intergovernmental, Intersectoral, and International Relations: Linking Cultures and Spanning Boundaries in the Twenty-first Century

• Human Capital Management & Development: New Professionals and Organizational Development

• Securing the Homeland: Domestic Responses to International Threats

• Social Equity and the Voices of Key Contributors to Public Policy and Administration: Women and Minorities

• Ethics, Reflective Thought, and Spirituality in the Workplace

• Public Works Management and Policy: Research and Practice in Transportation, Infrastructure, and the Environment

• Housing and Social Services

• Health Care and Health Policy

• Environment, Science, and Technology

• Government, Management, and Policy: Research and Practice

• Education for the Public Service, Including Public Administration, Nonprofit Management, and Civic Education

• Public Safety, Law, and the Court: Emerging Concerns and Historical Issues

• Intergovernmental, Intersectoral, and International Relations: Linking Cultures and Spanning Boundaries in the Twenty-first Century

• Social Equity and the Voices of Key Contributors to Public Policy and Administration: Women and Minorities

• Ethics, Reflective Thought, and Spirituality in the Workplace

• Public Works Management and Policy: Research and Practice in Transportation, Infrastructure, and the Environment

• Housing and Social Services

• Health Care and Health Policy

• Environment, Science, and Technology

• Government, Management, and Policy: Research and Practice

• Education for the Public Service, Including Public Administration, Nonprofit Management, and Civic Education

THE DETAILS

GENERAL INFORMATION

• Every effort should be made to have a diverse mix of presenters.

• All program panelists and presenters must register for the conference.

• Panels should include no more than four papers or presentations in order to allow time for audience involvement in the session. All panels must have a moderator/convener who is responsible for ensuring that panelists have conversed with each other before the conference, abide by the time constraints, and allow at least 20 minutes at the end of the session for interaction with the audience.

• Panels must include a plan to engage the audience in substantial discussion.

• Participation in the conference program is limited to one concurrent session per person regardless of role (moderator, presenter or discussant).

• Concurrent sessions are 90 minutes long and will be scheduled on Sunday, April 3; Monday, April 4; and Tuesday, April 5.

THE DEADLINES

PROPOSAL DEADLINE: JUNE.21.2004

FOR MORE INFORMATION GO TO WWW.ASPANET.ORG

The deadline for submission of proposed presentations is June 21, 2004. The program committee will notify everyone who has submitted a proposal about whether that proposal has been accepted by the late fall of 2004. Authors of papers that have been accepted by the committee will need to submit an abstract and paper, or another written product, by February 4, 2005.
American Society for Public Administration

Membership Application

Apply for Membership Online!
www.aspaonline.org

Demographic Information
Please complete this brief demographic form so that ASPA will have an accurate record of the make-up of its membership.

BIRTHDATE

AGE

EMPLOYMENT SECTOR

PROFESSIONAL ROLE

Payment Information
Dues must be prepaid. Send completed application form and payment to:
ASPA, c/o SunTrust Bank, Department 41, Washington, DC 20042-0041.

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<td>ASPA's Web site</td>
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Select A Chapter

Chapter Number

More Detail on ASPA

www.aspanet.org

Optional Fees
Section Fees
Section membership is in addition to ASPA membership fees. Sections and fees are listed on the back of this form.

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Optional Fees

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<td>International Air delivery ($70)</td>
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Total Optional Fees

Signature

05-03, PA TIMES

Code of Ethics
I have read and support the principles embodied in the ASPA Code of Ethics. (optional) See www.aspanet.org for Code.
**GOVERNMENT POSITIONS**

**County Administrator**  
Hannover County, VA  
Hannover County, Virginia (pop. 95,000) seeks experienced professional to lead full service County of 21 departments, 1,100 employees and a budget of $312 million. (vacancy due to retirement; 4 persons have held the position over the last 20 years, the last two for six years each) Located in the greater Richmond area, Hannover offers close proximity to major metropolitan areas, but also has some of the most beautiful rural landscapes and treasured historic landmarks in Va. Hannover has the highest public school test scores in the region, low crime rate, and low unemployment. Enjoying a reputation as one of the best-run counties in the country, Hannover has a strong bond rating of AA+/AA/A+ and a very stable, supportive 7-member Board of Supervisors. The Board has made a strong commitment to comprehensive planning, growth management, economic development, financial planning, and employee development. Successful record of experience as a County Administrator or Assistant/Deputy County Administrator in a county/city at least the same size and with similar issues/challenges; equivalent executive-level experience in private or non-profit sectors will be considered. Comprehensive knowledge of budgeting and finance, human resource management, land use planning, economic development strategies, human services, information technology, engineering, and public works. Considerable experience with balanced growth initiatives, proven record of working closely and proactively with the public school system, elected leaders, and regional partners. Track record of building a customer-focused organization, and helping to provide inspired vision and collective leadership. Bachelor’s degree in public administration, government, business management or related field required. MPA/MBB preferred. Highly competitive compensation package, including excellent fringe benefits commensurate with the successful candidate’s qualifications and experience. Please submit a cover letter, resume, and salary history to: Jim Taylor, Director of Human Resources, Hannover County, PO Box 470, Hannover, VA 23069 no later than JUNE 15, 2004. (804)365-6075, (804)365-6334 (fax); additional position information available at www.co.hanover.va.us or call (804)365-6075 (TDD #365 6140) EOE/ADA.

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**Fiscal Analyst/Principal Planner**  
Hillsborough County City-County Planning Commission, Tampa, FL  
Starting Salary Range: $47-55K/year DOQ, with Excellent Benefits  
Description: This professional planning position within a dynamic Environmental, Capital Improvements Planning and Fiscal Analysis program requires a project leader to research and analyze data supporting the development, evaluation and implementation of environmental, capital improvement and fiscal comprehensive studies, models, plans, programs and regulations. The position will require extensive knowledge and experience in public sector capital improvement programs, economics, finance and fiscal analysis and modeling. Minimum Qualifications: A Master’s Degree in urban and regional planning, public administration, economics, finance or related field from an accredited college or university and three years of experience with capital improvement program and fiscal analysis oriented job duties or a Bachelor’s Degree with five years similar experience. Experience with the preparation of comprehensive plans and Microsoft Excel preferred. Submit Resume and three professional references to: Robert B. Hunter, FAICP, Executive Director, 601 E. Kennedy Blvd., 18th Floor, P.O. Box 1110, Tampa, FL 33601 or call 813/272-5940. Additional information about the Planning Commission can be found at http://www.hillsplanningcommission.org/. Position open until filled.

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**Town Manager**  
Leesburg, VA  
Salary Range: $125,000 - $145,000  
The Town of Leesburg, VA (pop. 35,000) is located in the county’s second fastest growing county and is situated about 35 miles west of Washington, D.C. The Town has 322 full-time and 250 part-time employees in 10 departments. The current operating budget is approximately $33 million, with a utilities budget of $26 million.  
Required: Candidate must have a Master’s degree in Public Administration or related management field, and 10 years of progressively responsible management experience in local government. At least five of those years must have been in a city/town/city manager or deputy manager. Preferred: Candidate should have active membership in ICMA, strong experience in managing municipal services in a growth environment, and experience overseeing financial resources and long-term capital improvements.  
Salary and Benefits: The salary range is $125,000 to $145,000, DOQ. Fringe benefits are competitive, with retirement covered under the Virginia Retirement System.  
To Apply: Please submit a cover letter, detailed resume, and salary history postmarked no later than Friday, May 14, 2004, to: Dona Wolf (TM), Human Resources Director, 23 West Market Street, Leesburg, VA 20176. Include your name, address, telephone numbers, and email address. For more information call 703-737-7177 or visit www.leesburgva.org. EEO/ADA.

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**Government Wildlife Jobs!**  
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The ticket to a dream job might really be a scam. To protect yourself, call the Federal Trade Commission toll-free, 1-877-FTC-HELP, or visit www.ftc.gov. A public service message from the PA Times and the FTC.

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**UNIVERSITY POSITIONS**

**University Professor of Public Administration**  
Governors State University  
Governors State University invites nominations and applications for a tenure/track position of University Professor of Public Administration. Our desired candidate will teach eight courses per calendar (12 – month) year. Summer teaching (either May/June or July/August) is mandatory; serve on thesis committees (including serving as advisor and first reader for some students). Required Qualifications: Earned Ph.D. in Public Administration or closely related field; minimum three years teaching experience and strong potential for scholarly research and publication. Preferred Qualifications: Experience developing and/or teaching courses via the Internet; ability to teach courses in Organizational Behavior, Public Policy, and Public Planning. Review of applications will begin immediately and will continue until the position is filled. To apply, candidates should send a letter of interest addressing qualifications; a current vita; transcripts from all institutions of higher education attended; and the names, addresses and telephone numbers of three professional references to: Olivia Cooper, Public Policy and Public Administration Search Committee; College of Business and Public Administration; Governors State University; University Park, Illinois 60466. AA/EOE

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**Two Tenure-Track Positions for Fall 2004**  
Department of Public Policy and Administration  
Jackson State University  
Beginning, Fall 2004 (If not filled by Summer 2004, positions will be advertised until filled)  
The Department of Public Policy and Administration at Jackson State offers a NASPAA accredited Master of Public Policy and Administration degree and a Ph.D., degree in Public Policy and Administration. The Program offers specializations at the Master’s level in: Public Finance, Community and Economic Development, Human Resource Administration, State and Local Government Administration, Health Care Administration, Environmental Policy, Planning and Management, General Management, and Judicial Administration. Specializations offered at the Ph.D., level include: Program Management, Policy Analysis, Environmental Management, and Planning and Policy.  
Position One—Associate Professor  
Applicant must have the following: a Ph.D. in Public Administration or related discipline, experience in teaching at the graduate level and experience in directing master’s theses and doctoral dissertations. A specialization as evidenced through publications, professional experience and transcript in any area. However, strong preference will be given to persons who teach Environmental Planning and Management, and any of the following additional areas: Community and Economic Development, Health Care Administration, and Human Resource Management. At this level applicant may also demonstrate successful experience in teaching and grantsmanship.

Position Two—Assistant Professor (Anticipated Vacancy)  
Applicant must possess a Ph.D. at the time of employment, in Public Administration or related field at the time of employment, and must demonstrate through transcripts and professional experience a capacity to teach Health Care Administration and any of the following two of the following areas: Community and Economic Development and Human Resource Management. Applicant must demonstrate a willingness to engage in grantsmanship and published research. Submitted applications should include; a letter of interest, a curriculum vita, official transcript, sample of scholarly writing, a statement outlining a prospective research agenda, student evaluations, evidence of grantsmanship as indicated, and three letters of recommendation. Please send completed application to: Dr. L. Frances P. Liddell, Chair Search Committee, Department of Public Policy and Administration, Jackson State University, 3825 Ridgewood Road, Box 18, Jackson, Mississippi 39211. Jackson State University is an equal opportunity employer.
UNIVERSITY POSITIONS

Faculty Position Announcement
In The Master Of Public Administration Program
Department Of Public Administration
The Nelson Mandela School Of Public Policy And Urban Affairs
Southern University-Baton Rouge, Louisiana

The Public Policy Ph.D. Program in the Nelson Mandela School of Public Policy and Urban Affairs at Southern University in Baton Rouge, Louisiana has a tenure-track, 9-month faculty position beginning May 04, 2004 until filled. A doctoral degree in Public Policy or related field is preferred. The teaching load is six credit hours per semester in addition to supervising these/dissertations. The successful applicant will be expected to possess a strong background in Health related courses/Policy Issues, Statistics/Economic.

We are seeking applicants with strong publishing and grantsmanship records. The individual selected will be expected to advise students, and participate actively in professional, school, university and community activities. The rank is at the associated professor/professor and the salary is very competitive. Additionally, depending on the applicant’s credentials, additional compensation at the rank of endowed professorship will be provided. Salaries will be commensurate with the applicant’s experience and qualifications. The position provides an opportunity to join a growing public administration program. Please submit a vitae,a letter of application and three letters of reference to: Professor K. Choudhury, Chairmam, Search Committee, Ph.D. Public Policy, Post Office Box 9656, Baton Rouge, LA 70813, Phone: (225) 771-3103/3104.

Chair Person/Faculty Position Announcement
In The Public Administration Program
Department Of Public Administration
The Nelson Mandela School Of Public Policy And Urban Affairs
Southern University-Baton Rouge, Louisiana

The Master of Public Administration Program in the Nelson Mandela School of Public Policy and Urban Affairs at Southern University in Baton Rouge, Louisiana has a tenure-track, 9-month chairperson’s position beginning May 04, 2004 until filled. A doctoral degree in Public Policy or related field is preferred. The teaching load is a three credit hours per semester in addition to managing the department. The successful applicant will be expected to possess a strong background in public administration and good administrative experience. We are seeking an applicant with strong publishing and grantsmanship records. The individual selected will be expected to advise students, and participate actively in professional, school, university and community activities. The rank is at the associated professor/professor and the salary is very competitive. Additionally, depending on the applicant’s credentials, additional compensation at the rank of endowed professorship will be provided. Salaries will be commensurate with the applicant’s experience and qualifications. The position provides an opportunity to join a growing public administration program. Please submit a vitae,a letter of application and three letters of reference to: Professor K. Choudhury, Chairmam, Search Committee, Ph.D. Public Policy, Post Office Box 9656, Baton Rouge, LA 70813, Phone: (225) 771-3103/3104.

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$.86/word
(discounted rate for 3 time run)

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no-obligation quote: 202-585-4314
or recruiter@aspanet.org
FAU ad
<table>
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<th>Event Description</th>
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<td>2004 Midwest Political Science Association National Conference</td>
<td>April 15-18</td>
<td>City: Chicago, IL</td>
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<tr>
<td>21st Annual Association of Management (AoM) Conference</td>
<td>April 15-18</td>
<td>City: Norfolk, VA</td>
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<tr>
<td>National Capital Area Chapter Annual Conference</td>
<td>May 10-11</td>
<td>Location: George Washington University, Washington, DC</td>
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<tr>
<td>2nd Sino-US International Conference for Public Administration</td>
<td>May 24-25</td>
<td>Location: Renmin University, Beijing, P.R. China</td>
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<tr>
<td>Information Technology in Governance: A Colloquium and Consultation on E-Governance</td>
<td>June 1-4</td>
<td>City: Accra, Ghana. Contact: Phil Rutledge at <a href="mailto:rutledge@indiana.edu">rutledge@indiana.edu</a>. ICCA 2004 will bring 200+ public and private-sector decision-makers to New York City to explore the strategies and tactics needed to prepare communities to prosper in the new Digital Age. ASPA is a supporting organization for this event. Location: New York City, NY</td>
</tr>
<tr>
<td>Intelligent Community Conference &amp; Awards 2004 (ICCA 2004)</td>
<td>June 10-11</td>
<td>Location: Omaha, NE. Theme: “The Spaces We Cultivate”</td>
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<tr>
<td>Association of Government Accountants Professional Development Conference</td>
<td>August 27-30</td>
<td>Location: Marriott Wardman Park, Washington, DC</td>
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<tr>
<td>Seminar on Education and Community Development: A Learning Circle</td>
<td>July 11-15</td>
<td>City: Cape Town, South Africa. Contact Kyle Farmbry at <a href="mailto:kyle.farmbry@cox.net">kyle.farmbry@cox.net</a>. The theme is “E-Governance: Challenges and Opportunities for Public Administration in a Rapidly Changing World”</td>
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<tr>
<td>26th International Congress of Administrative Sciences</td>
<td>August 14-18</td>
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<tr>
<td>2004 Institute of Public Administration of Canada (IPAC) Annual Conference</td>
<td>August 29-Sept. 1</td>
<td>City: Vancouver, B.C.</td>
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For more information, click the quick link to ‘Calendar of Events’ at the ASPA home page

www.aspanet.org