Rutgers-Newark, City of Newark Team Up to Improve Services to Citizens

Executive MPA Program in Newark City Hall Believed 1st in Nation

Newark, N.J.–On June 18, Newark’s City Hall became a college classroom. In what is believed to be the only such arrangement in the nation, the Rutgers School of Public Affairs and Administration (SPAA) began offering its Executive Masters in Public Administration program on site in City Hall for city employees and other public and nonprofit professionals.

The Newark Executive MPA program is part of a collaboration between the city’s new administration and SPAA–based at Rutgers-Newark—to improve the city’s delivery of services to its citizens. “We propose to assist the city in a dramatic turnaround of its management and delivery systems for key municipal services,” explains Marc Holzer, dean of SPAA.

“The City of Newark has had a long-standing relationship with Rutgers...
Executive MPA Program Turns Town Hall into Classroom

From TOWN HALL, pg. 1

University, and we are adding a new chapter to this old alliance by integrating this class with our administration. We are professionalizing public service to eliminate discredited old practices, and to ensure that our residents get the very best government we can provide them,” Mayor Cory A. Booker said.

The 23 city employees taking the class come from a broad array of Newark public service, ranging from the first female Municipal Council President, Mildred Crump, to Mayoral Education Aide Taquan Williams, who gained his Bachelor’s Degree in Political Science at Rutgers-Newark this May.

“This class will enable municipal employees of all ages and levels of seniority to learn and exchange ideas and experiences in a collegial setting,” the Mayor noted. “Our workers will learn the theories and philosophies that have molded our form of government, and how to apply these ideals to the real world we work in. At the same time, our employees will be able to share with professors and researchers the lessons learned from their experiences in public service. Both sides will gain from this important learning dialogue.”

Mayor Booker also pointed out that the students are paying tuition for the class. “This program is being paid out of the pockets of the participants, not the taxpayers,” he said.

“This is truly an historical event,” Council President Crump said. “The partnership between Rutgers University and the City of Newark will enable our public servants at all levels of seniority or service to study what we do and learn from our experiences, from our past, and from our colleagues and professors, how we do things well and how we can better serve the citizens of our city. I am attending this class because I recognize that in government, as in life, there is always so much more to learn, and we should never give up on our quest for knowledge.”

“This program is an excellent way for Newark city executives to gain a better understanding of public administration and ways to run a more efficient government and therefore improve the delivery of government services,” Williams said.

The Executive MPA (EMPA) program, which is one of the most diverse in the nation, is already taught in Trenton. The 42-credit program will begin with two summer courses: Introduction to Public Administration will run from June 18–22. The second summer course, Leadership, will be an online course that will run from July 9 through August 17.

The program partner at City Hall is the Office of the City Clerk, under City Clerk Marasco.

The Executive MPA program is only one of Rutgers’ efforts to work with Newark to assist in improving government efficiency and effective service delivery. Holzer notes that SPAA faculty and students also are working with the city’s recently created Office of Innovation and Performance Management to implement a performance measurement project for the city. The first part of that project will be to survey Newark residents. “It’s not just about gathering complaints,” says Holzer. “Citizens can tell you what you are doing well and what needs improvement. Measuring where you are helps you to get where you want to be.”

Thanks to its strong academic programs and renowned faculty, SPAA is “exceptionally well-qualified to help Newark achieve major improvements in performance,” says Holzer. “We will address the full range of Newark’s public management needs, and thereby help the city become a replicable model for professional, high performance government that benefits residents.”

SPAA is known nationally and internationally as the leading academic institute in the field of public performance measurement and improvement. Its National Center for Public Performance conducts and publishes research on performance measurement, performance improvement, and public sector reform.

The school is ranked 11th in the nation in Public Administration/Public Management by U.S. News & World Report, which also ranks it as 16th in Urban Administration and 26th in Public Affairs. SPAA faculty members are noted for their expertise in public performance measurement and improvement, citizen participation, diversity, transparency, public service and domestic violence.

Telework Enhances Recruitment and Retention of Outstanding Individuals

From TELEWORK, pg. 1

acceptance by federal employees and their managers of this workplace flexibility tool. However, due to more-stringent reporting criteria for this latest report - versus the report for calendar year 2004 - the number of teleworkers declined by more than 21,000 employees.

Still, by any measure, telework is being adopted, with the number of federal teleworkers nearly doubling to 140,694 in 2004, from 72,844 in 2001.

Findings in the 2005 report include:

• 70 percent of the federal work force was designated as eligible to telework; those deemed not eligible performed work that is not conducive to telework

• 119,248 federal employees were teleworkers (versus 140,694 in 2004)

• employees in General Schedule (GS) grades 12, 13 and 14 represented the largest number of teleworkers

In OPM’s telework report for 2004, the number of teleworkers was 140,694. This figure includes any employee who teleworked as little as one day per year. A less-generous standard is used for the current report, resulting in the decrease. OPM requested agencies provide data for employees who teleworked:

• three or more days per week

• one to two days per week

• less than one day per week, but at least one day per month

Anecdotally, telework programs can increase productivity and improve morale; managers say the availability of telework enhances the recruitment and retention of outstanding individuals.

For more information visit www.opm.gov.
In 2004, I got curious about the Bush Administration’s competitive sourcing initiative. I saw an institution struggling to inject the matter of worth and quality into a conversation on costs and quantifiable results. Among President George W. Bush’s management initiatives, competitive sourcing was the most complex, most challenging, and most politicized, admitted Angela Styles, chief of procurement policy at the Office of Management and Budget (OMB), in 2002.

Styles had left OMB when I started my research but behind her the battle raged on how to subject thousands of federal commercial jobs for public-private competition under the rules of Circular A-76 and according to performance criteria set by the OMB Scorecard.

In competitive sourcing, if contractors can perform the job more efficiently than the government team, the work is outsourced and the affected employees are terminated or reassigned within the organization. Early in the Bush Administration the policy preferred a limited duration of awards if the feds should win and re-competition to be held every five years.

As White House pressure on the agencies intensified, the anxiety with A-76 height-ened. Here’s a glimpse of what I learned about bureaucracy in transition, particularly toward the business model, which may be of use to students mulling research on the civil service.

One is that bureaucracy is not a one-dimensional behemoth ignoring subtle and direct charges of inefficiency. It contains a multitude of voices and this multitude shows the layers of meaning through a multitude of voices and this multitude of voices above allude to the clash between quality, cost, technique and policy, and passivity and adaptation. This is because competitive sourcing is not just a debate on cost comparison; it suggests a warrant for benchmarking, not mere quantification. How do you measure that which defies traditional measurement?

Quality in the bureaucracy—the extra rule of service commitment and effort beyond the job description—is not vanishing merchandise; it is there, you know it when you see it, but if no one is looking, how is it known?

This brings me to my second point: now is a highly opportune time for students to conduct qualitative research on public administration due to the business transformation that competitive sourcing, for one, embodies. Statistics, such as budgets and positions being converted to contracts say much, but so do voices and dynamics that should not be regarded as anecdotally when organizational capacities and the prospects of a career in government are considered.

Public administrators need to be heard more, sooner than later. A sustained discourse between the academe and the community of practice is crucial when the subject matter is changing public administration as we know it.

While the federal bureaucracy continues to evolve, talking through the process can help ensure that the next reform agenda embraces less defensiveness or divisiveness among employees and more guideposts for action. The different meanings attributed by civil servants to threatening initiatives like competitive sourcing reflect internal fissures but they can also build initiatives that traditional contracting creates often after a severe failure of competition occurs (think billions of defense dollars).

In regard to jobs the feds have always performed, in competitive sourcing, matters of institutional capacity and the essential nature of civil service dominated the dialogue from the moment the White House launched the initiative. Loyal civil servants expect loyalty from their employer in return; agencies are not designed to compete with industry, and the missions they are given do not depend on being one, according to critics.

The government’s business model attempts to fix the bifurcation between traditional and competitive contracting by insisting that their end results ought to be the same—cost efficiency—and when it comes to performance of jobs that OMB regards as commercial, there really should be no distinction between civil servants and private contractors. Look inward and find something there to distinguish and defend yourself, in other words, because on the outside you all look the same.

This topic is complex and this article does not attempt to sort it out; I just wish to say that competitive sourcing is an important clue to public administration’s evolution. The 2006 National Academy of Public Administration’s assessment of A-76 jobs awarded to employee teams shows that agency life after competitive sourcing treads on so many unknowns, legally, financially, culturally.

Even if competitive sourcing wanes at the end of this Administration, the policy has already set into motion something none of the previous A-76 circulat-ors achieved. A seed has been planted in the bureaucracy’s belly. Whether it ends up engendering a kind of bureaucratic soul-searching that traditional contracting creates often after a severe failure of contract occurs (think billions of defense dollars).

From one angle an agency could be viewed as over-complying, from another being a model of strategic adaptation. (Several dynamic factors account for these, but again space here is limited.) I heard quiet policy protests, loud clamor- ing for fairness, and some thoughtful discussions to use A-76 sourcing to achieve goals without getting trapped by huge projected savings for the segment of work competed while the repercussions in other areas of the organization remain unknown or invisible.

This brings me to my last point. Contracting out have had critics not least because of its pitfalls. But what makes competitive sourcing an interesting variant despite its tiny share of the pie is that it engenders a kind of bureaucratic soul-searching that traditional contracting creates often after a severe failure of contract occurs (think billions of defense dollars).

In regard to jobs the feds have always performed, in competitive sourcing, matters of institutional capacity and the essential nature of civil service dominated the dialogue from the moment the White House launched the initiative. Loyal civil servants expect loyalty from their employer in return; agencies are not designed to compete with industry, and the missions they are given do not depend on being one, according to critics.

The government’s business model attempts to fix the bifurcation between traditional and competitive contracting by insisting that their end results ought to be the same—cost efficiency—and when it comes to performance of jobs that OMB regards as commercial, there really should be no distinction between civil servants and private contractors. Look inward and find something there to distinguish and defend yourself, in other words, because on the outside you all look the same.
Are Women-Owned Small Businesses Underrepresented in Federal Contracting?

Arlington, VA—A RAND Corporation study examining whether women-owned small businesses are underrepresented among firms contracting with the federal government finds that the results vary depending on the way the measurement is made.

The study, conducted for the U.S. Small Business Administration and issued today, is the result of a thorough analysis done to date of whether women-owned small businesses are underrepresented among firms awarded contracts by federal agencies.

Researchers found that when they examined the total number of contracts awarded, women-owned businesses were underrepresented in more than half of the industry categories studied for federal purchasing during 2002, 2003 and 2005. However, researchers found that when the dollar value of the same federal contracts was the measurement standard, there was little evidence women-owned small businesses were underrepresented.

“One of the main findings of our study is that there is a substantial variation in the results depending on the measurement standard used,” said Eileen Reardon, lead author of the study and a senior researcher at RAND, a nonprofit research organization.

While contracting by women-owned businesses has risen over time, it has not yet reached the target set by Congress of 5 percent of prime and subcontract contract dollars for each industry category. Women-owned small businesses accounted for 3.3 percent of the totals in 2005, the last year studied. Most studies examining whether disadvantaged businesses are underrepresented among federal contractors have focused on the number of contracts awarded. If disadvantaged firms receive fewer contracts than their total representation in the industry studied, they are deemed to be underrepresented.

RAND researchers broadened their analysis of women-owned small businesses by also examining the dollar value of federal contracts awarded to businesses in different types of industries. Researchers wanted to see whether the dollar value of contracts awarded to women-owned small businesses was in proportion to their representation in individual industries.

Researchers used both methods to analyze federal contracts awarded to women-owned small business across broadly defined industries such as manufacturing, construction, education services and health care.

The study also addressed concerns that large firms may be obtaining small business contracts. Researchers used Dun and Bradstreet business information to define small firms as well as data on size from the federal government. The effort did not change findings about industries where women-owned small businesses are underrepresented.

The federal government encourages small and disadvantaged business, including small businesses owned by women, to seek federal contracts. The study, titled “The Utilization of Women-Owned Small Businesses in Federal Contracting,” is available at www.rand.org.

Many Boomers Want to Use Their Skills to Affect Social Change

From NEBRASKA, pg. 1

increasing corporate governance, board members are holding nonprofits more accountable. Also, growth and consolidation in the sector have resulted in larger organizations that often require more complex management skills.

“The need for nonprofit services is greater than ever and will grow as our society ages, and with increasing reliance on nonprofits to deliver social services in response to government cutbacks,” says Lorrie Foster, executive director, Councils & Research Working Groups, The Conference Board.

With Problems Come Opportunity

The advent of retirement for a vast majority of baby boomers also brings opportunity for non-profit organizations.

“Baby boomers, compared with previous generations, are wealthier, more educated, and healthier than any previous generation, and many are inclined to stay in the workforce,” says Diane Pikitali, Mature Workforce program leader at The Conference Board. “Many current older employees plan to work past traditional retirement age, but not always with their current employers. This burgeoning trend provides a time-tested source of labor for nonprofits.”

A considerable number of baby boomer employees in the private sector are considering a move to the nonprofit sector where they can use their experience and skills in social purpose work. This generation came of age during tremendous social change and some want to return to their roots in bringing about social changes, says Casner-Lotto. Nonprofits can tap into other sectors’ talent pools and their own mature workers to recruit experienced leaders, staff, and volunteers.

“But action is needed now,” says Casner-Lotto. “Evidence suggests that nonprofits are seriously lagging behind the government and private sectors in efforts to both retain highly skilled potential retirees within their organizations and actively recruit older hires from other industry sectors.”

For example, few nonprofit organizations have developed flexible work options to meet baby boomer preferences. The report describes some best practices underway in the nonprofit sector, as well as an overview of private and public sector responses.

Ten such examples have been honored with the first-ever BreakThrough Award; Created by Civic Ventures, a think tank and program incubator helping society achieve the greatest return on experience, and funded by MetLife Foundation, the award recognizes organizations that are using innovative methods to employ people over 50 in meaningful jobs that serve the public interest.

The 10 winners, which include employers and organizations that serve as connectors to other employment opportunities, cover a range of social needs. A program in rural Pennsylvania employs retired Teamsters to provide rides to seniors, the disabled, and children. A Kentucky winner employs people over 50 as ombudsmen to meet the needs of nursing home residents. A park in Cleveland employs boomers as seasonal outdoor employees.

One of the key qualities that the winners share is flexibility, which includes offering part-time and full-time positions, varied workday schedules, telecommuting, and the ability to shape their positions’ responsibilities. Those jobs that accommodated the schedules, commutes and other needs of workers were more effective at recruiting, hiring, utilizing and retaining employees. As a result, some BreakThrough winners report lower turnover and less absenteeism for older employees compared with younger counterparts.

Experts in the field of civic engagement and aging note that retiring boomers may very likely be looking for a mix of activities—combining paid work for an employer with volunteer work for a different nonprofit organization. If this is the case, nonprofits stand to gain in a major way, reaping the benefits of boomers’ professional or management skills and experiences in both paid and service positions. Currently, almost a quarter of baby-boom volunteers (23 percent) report they provide professional and managerial skills in their volunteering positions, according to the Corporation for National & Community Service.

The Conference Board Mature Workforce Program will continue research on these nonprofit issues with a fall launch of a new Research Working Group on Managing an Aging Workforce at Nonprofits. This research is funded by a major grant from The Atlantic Philanthropies.

For more information visit www.conference-board.org.
Transportation Technology Transfer and Poverty Alleviation in Africa

Moye Godwin Bongyu

In the developing world 87 percent of the road network is unpaved and more than 2.735 million people live on less than $2 a day. Scholars acknowledge that there is a strong positive relationship between an effective road transportation and economic development. Concretely, the transport systems play critical and pivotal roles in the total system as they open opportunities for employment, education, health, reduction of income inequality and socio-economic development. In fact, good, safe, affordable, less-costly and well-maintained transport systems are indispensable in development efforts.

Inadequate transportation systems in Africa contribute to rampant poverty, thus the need to import refined transportation technologies from the advanced countries. Stephen J. Gaj of the Office of International Programs, United States Federal Highway Administration (FHWA) defines technology transfer as the process of openly gaining and freely sharing experiences, solutions, technologies and innovations which aims at using the benefits of somebody else’s successful research, development and experiences to benefit roads locally just with a fraction of the development cost.

Internationally, in the creation of its ground transportation system, the United States gained and is still gaining from the experiences of and collaboration with the other advanced countries especially Germany and France in road designs and construction techniques.

Internally, the growing demands placed on local governments by urban expansion in the U.S. led to the creation of Rural Transportation Assistance Program (RTAP) in 1982 with the Federal Highway Administration as lead agency. This was because it was deemed that the state governments did not have enough human and material resources to meet the growing needs thus the indisputability of collaboration with the national government. The RTAP became Local Technical Assistance Program (LTAP) in 1992 with 58 Centers created nationwide in universities and state highway agencies under the National Association of Transportation Technology Transfer.

The LTAP vision is to “improve the quality and safety of the surface transportation system through interactive relationships and information exchange” between stakeholders. Its mission is to “foster a safe, efficient, and environmentally sound surface transportation system by improving skills and increasing knowledge of the transportation workforce and decision makers.” According to Gaj a technology transfer center can be a catalyst for improvements and enhancements of road and infrastructure construction, maintenance planning, financing and management of roads.

Recent evaluation studies find that the 58 technology transfer centers (T2) in the United States have been effective in the training, improvement and enhancement of roads, infrastructure construction and maintenance, planning, financing and road management. From this experience, the U.S Federal Highway Administration (FHWA) has assisted developing nations around the world to establish technology transfer centers which are modeled as the 58 centers in the United States that are part of the LTAP.

These Centers are expected to improve access to U.S and international road transportation technology, information and practices training and create conditions for sustainable development. In Africa, Centers have been created in South Africa, Tanzania, Zimbabwe and Malawi; and Botswana, Namibia and Zambia are under exploration.

The efforts of transportation technology transfer to Africa have seen the intervention of many partners and stakeholders. The Office of International Programs of FHWA, USAID, the American Association of State Highway and Transportation Officials (AASHTO) and state departments of transportation (Alabama, Nevada, Louisiana, New Jersey, Florida, New Mexico). The U.S private sector is also involved in joint ventures, provision of equipment, contracts and enhancing of local capacity building.

The Association of Southern African National Roads Agencies (ASANRA) enhances regional policy coordination and road transportation systems integration in order to improve intra-regional road transport efficiency and lower transport costs. The World Road Association established following the first international road congress then called “Permanent International Association of Road Congresses” (PIARC) provides information on roads and road transport policy. It has established a program to enhance the creation of transportation technology transfer centers in the developing countries to serve as avenues for receiving and disseminating technical information and managing financial assistance.

Collaboration in transportation technology transfer is possible and beneficial to all the parties. The developing countries will gain because they will not need to “re-invent the wheel”; they can gain from the experiences, solutions and innovations of the advanced countries. They will gain from importing refined transportation technologies notably planning and ownership models, road and vehicle designs.

This will be done with necessary adaptations to cultural contexts and national realities and needs. The advanced countries will benefit for this will provide more possibilities for business. In the high income countries, 94.8 percent of the roads are paved, trained engineers and construction companies will therefore have to seek for new avenues abroad.

With these benefits, this work advocates the globalization of Centers for Transportation Technology Transfer (T2). In Africa the T2s are only found in the Southern African Development Community (SADC), and need to be extended to other parts of Africa. The FHWA in collaboration with the World Road Association and other development organizations can create a worldwide network of transportation technology stakeholders. In this era of globalization, this collaboration to ensure effective and efficient road transportation should be a prerequisite in developmental efforts, if not all foreign assistance to the poor countries will be futile.

ASPA member Moye Godwin Bongyu, a graduate student at Jackson State University (JSU), Mississippi, is a 2006/2007 Dwight Eisenhower Transportation Fellow. The contributions of Universities and Grants Programs (DOT), T2 authorities at JSU and my advisor in my educational enhancement are highly appreciated. E-mail: moyebo@yahoo.com

Announcing For Fall Adoptions

Profiles of Outstanding Women in Public Administration

Edited by
Claire L. Felbinger and
Wendy A. Haynes

The American Society for Public Administration (ASPA) and its Section for Women in Public Administration (SWPA) is publishing Profiles of Outstanding Women in Public Administration, a book that chronicles the contributions of women in public administration, political science and public service.

This work builds on the book, Outstanding Women in Public Administration, published by M.E. Sharpe.

For adoption information please contact Steve Dunphy at ASPA, (202) 585-4313, sdunphy@aspanet.org.

ASPA's Section for Women in Public Administration (SWPA)

Have you visited ASPA’s web site lately?
www.aspanet.org
Commentary

Industrial Realities vs. Consulting Modalities: Conceptually Off Target

Ronald J. Snapak

"...for the goal of criticism is not to produce accord but to enliven interpretation."—Christine Z. Elgin

“The real act of discovery consists not in finding new lands, but in seeing with new eyes.”—Marcel Proust

The cultural chasm between the factory floor workers and the Harvard Business School pundits is wider and deeper than the Grand Canyon. Having grown up in the blue collar, unionized wards of the Lehigh Valley area in Pennsylvania (read Bethlehem Steel, Lehigh Structural Steel, Mack Trucks, etc.), I became increasingly convinced that the elite consulting cognoscenti have an almost indescribable, understanding of working class attitudes toward the workplace, corporations, and earning a living.

It borders on fiction to read publications about the industrial working class by business school consultants and academicians. They contend that managers can mobilize the folks on the assembly lines of industrial America to increase profits and achieve high productivity by unleashing the worker’s inner pent up desires and capabilities to perform at higher levels of corporate performance. Through enabling, empowering, and collaboration the workers will rise to the challenges of global competition. This has been a nearly fool proof belief that has been espoused by consultants and business school faculties talk about the challenge, invocation, and satisfaction that leaders and executives experience in this dynamic, changing times.

Additionally, these authors continually tell us that the individuals they are writing about don’t do their “jobs” for money. In fact, they reiterate again and again that dollars, perks, bonuses, and monetary rewards are somewhat of an after-thought for these executive/managers. We are led to believe that corporate leadership’s primary satisfaction is attained through personal fulfillment, collaborative relationships, and corporate morale.

Clearly, this is not the impression I get in my consulting efforts with corporate executives and managers. Many of them are compensation junkies. Furthermore, this indifference to money is surely not congruent with what I’m reading here (on October 17, 2006) in The New York Times, The Wall Street Journal, and USA TODAY concerning the predating of stock options at such companies as Microsoft, United Health Group, Inc., and Altara. (Suffice it to at least mention World.com and Enron.) In other words, on personal, journalistic, and legal grounds, the disregard for corporate leaders in “fluffy lucre” is called into question.

The Pollyannish, naïve observations of my consulting colleagues make it clear that the factory workers’ interest in compensation appear mundane and crass. Matters of salary, paying bills, and putting food on the table are presented almost as selfish barriers to organizational collaboration.

Industrial workers aren’t enemies of challenge, empowerment, and commitment. Rather, they are socio-economically driven to earn a living; and to them that means salary, overtime compensation, tangible benefits, and bottom-line monetary realities. Not vision, not humanitarism, not organizational communityarianism, and not abstract strategic conceptualizations are going to make them champions of change. Only a concrete set of visible, behavioral, and equitable monetary measures for both managers and workers will bring about a win-win compensation and conceptual economic transformation in industrial America.

Innovation Ruggedness versus Incremental Smoothness—Kevin Kelly’s observation that the new technological economy is “no harmony … all flux,” zeros in on another disconnect between Harvard Business Review authors and workers on the floor. Kelly’s belief that to achieve sustainable innovation one needs to seek persistent disequilibrium and to seek disequilibrium means that companies must chase after disruption without succumbing to it or retreating from it. Innovation and creativity are the buzzwords of those savants who are the champions of the technologically driven global economy. They are convinced that the price of radical change and competitive advantage is revolutionary innovation in maximum doses based on accelerated, rugged, risk-taking choices.

One of the most frightening phenomena for factory workers is radical change that engenders disequilibrium, destabilization, and dislocation. What they desire is stabilty and predictability grounded in incremental change processes. They want to feel safe! And surely the last thing union members want are rule busters, ‘whitewater’ change processes, and transformational realignments of productivity, performance, and promotion. In essence, the savants are currently seen as enemies of the working class in America.

See INDUSTRIAL REALITIES, pg. 7

RUTGERS
School of Public Affairs and Administration

The Ph.D. Program — Newark

On-Campus MPA — Newark

Executive MPA — Newark and Trenton Area

Certificate Programs

http://spaa.newark.rutgers.edu

NASCAP ACCREDITED
Giving Circles Skyrocket to Become $100 Million Force

Washington, DC—Five years ago, giving circles were under the radar. Two years ago, they were a trend just beginning to grow. Now a new report finds that groups of people getting together and giving together are an established philanthropic force that has raised $100 million to support diverse charitable causes.

Giving circles come in many different forms, but usually involve a group of friends who pool their charitable donations and decide together how to use the money to benefit the causes they care most about.

“There’s never been a better time to start or join a giving circle because it multiplies the impact of your charitable donations,” said Daria Teutonico, director of the New Ventures in Philanthropy Initiative at the Forum of Regional Associations of Grantmakers. “With the same amount of money you’d use to write a check to a charity, you get to make more of a difference, spend more time with friends, and learn more about what your community needs.”

The Forum’s report (available online at www.givingforum.org/givingcircles) finds that the number of giving circles in existence has more than doubled in the last two years. There are now at least 400 giving circles nationwide—at least one circle in nearly every state. To examine the growth of giving circles, the Forum surveyed a sampling of 160 circles across the country. Findings include:

• Giving circles give a lot. In 2006 alone, giving circles surveyed donated $13 million for community needs.

• Giving circle members number in the tens of thousands. Nearly 12,000 people participate in the 160 giving circles surveyed by the Forum.

• Giving circles are diversifying. While once considered a women’s philanthropy phenomenon, nearly half of circles now have male members. The popularity of giving circles is also growing among people of color and in the gay and lesbian community.

• Giving circles have staying power. Nearly a third of circles surveyed have been through more than five rounds of grantmaking.

• Giving circles are about more than just the money—they often open members’ eyes to community needs and other opportunities for giving. “This endeavor has transformed many of our members in very profound ways. They take more responsibility for others and their community,” said Ericka Carter, a member of the San Fernando Valley Giving Circle.

The giving circles surveyed by the Forum count as few as four members or as many as several hundred, and donations range from spare change to thousands of dollars. They showcase the diversity and flexibility of giving circles.

• Gather and Give is a giving circle in Washington, DC, formed by a group of 17 young professionals in their 20s who wanted to have more of a say and be more strategic about how their charitable donations are used. They have raised nearly $2,000 and plan to make their first round of grants this year to organizations focused on nutrition and fighting hunger.

• Twenty moms in Key Biscayne, Fla.—many Latina—founded the Smart Women with Space Change giving circle to increase their members’ knowledge and confidence about money and finance while also investing in organizations that help women and girls. By contributing their spare change each month, the members have raised nearly $5,000.

• The Zawadi giving circle in New Orleans has 12 African American members who have collectively donated $24,000 over the past two years. Their money has provided intensive math tutoring for students at a local school as well as funding for a savings and financial education program for low-income New Orleans residents.

• The four lesbian, gay, bisexual or transgender members of the Queer Youth Fund, based in Los Angeles, Calif., each give more than $100,000 per year to make substantial contributions to organizations that help improve the quality of life for lesbian, gay, bisexual or transgender youth.

To help prospective giving circle members learn more about how to start or join a giving circle, the Forum has created an online Giving Circle Knowledge Center (www.givingforum.org/givingcircles). The site includes “how to” resources about the nuts and bolts of starting a giving circle and profiles of circles across the nation.

The Forum of Regional Associations of Grantmakers is a national network of local leaders and organizations across the United States that support effective charitable giving. The Forum houses the New Ventures in Philanthropy Initiative, launched in 1998 to encourage the growth of philanthropic giving across the country. For more information, visit www.givingforum.org.

Guarantee Industrial Employment that is Enriching Not Enraging

From INDUSTRIAL REALITIES, pg. 6

school scholars need to re-design and re-interpret their modalities into workable frameworks that make sense to, and serve as a set of guiding principles to industrial workers. In effect, an Eric Hoffer or a Studs Terkel or even a Peter Drucker must arise from the current chaotic gobbledygook to champion a worker’s perspective that galvanizes the industrial working class to understand and participate in the new economy in a manner that acknowledges their dignity, values, and capabilities, while, at the same time, demonstrates to them how to both contribute and receive the abundant benefits available from the new economic realities.

Conclusion

“Others apart sat on a hill retired, in thoughts more elevate, and reason’d high in wandering mazes lost.”—Milton

What is needed are imaginative, yet grounded efforts by business school faculties, academic economists, and consulting gurus to create and design systems, processes, and models that realistically and concretely mobilize workers to perform, produce, and contribute to the radically changed context for industries in the new economy of the 21st century.

The creation of innovations, paradigms, new boundaries, diversity frameworks, man/machine linkages and operational breakthroughs emanating from the technological age must deal as concretely as possible with the questions of corporate productivity, as well as with the self worth of the working individual’s personal, organizational, and social milieu as we move forward into the future.

Consultants and workers of the world unite! So much depends on our mutual abilities to weave the seams between conceptual modalities and industrial realities in order to solve problems and pursue opportunities that guarantee industrial employment that is enriching rather than enraging.

“Advice is seldom welcomed, and those who need it most like it the least.”—Samuel Johnson

ASPA member Ronald J. Stupak is a principal at Fording Brook Associates in Bethesda, Maryland. Email: ronstupak@mac.com

Want to subscribe to PA TIMES?
www.aspanet.org
Reader Response

A Degree is Good, But Don’t Overlook Experience

Colleagues,

I am responding to a recent exchange of views on pages concerning the long-anticipated impact of the “retirement tsunami” on the federal workforce.

Bob Lavigna wrote an insightful article on how workers of all ages, including those who had completed careers in the private sector, were being recruited. Paul Hathaway responded in the May issue that he hoped experience would not trump public administration education in filling positions, for, among other reasons, he believes it will deprive the “younger generation of well educated people from employment with mentors that are still working in the public sector.”

First, the losses faced by the federal workforce are occurring at all levels, but is especially critical at the senior level (senior managers and executives). These positions require individuals with substantial experience and knowledge of their program areas and public management. Generally, when filling positions at the highest levels of government, we look for individuals with 15-20 years of experience. I do agree that public administration education is a valuable qualification, but at some point in an individual’s career their experience exceeds their education in providing the skills and competencies needed to succeed.

Continuing executive education is an important tool to keep public managers’ skills tuned, of course, but these programs tend to differ substantially from even the best MPA and MPP programs. To fill critical positions in public agencies, we need individuals with substantial and relevant experience, and at the senior levels this experience is far more critical than having received an MPP or MPA.

Second, the statements made by Hathaway concerning Danbeck are troubling. Because of his experience in the private sector, I am surprised that Hathaway appears to make the assumption that anyone who relies on experience from the private sector will fail to understand how private and public sector goals differ, and will not know how to measure outcomes of his organization.

My perspective is that the federal government (and I assume the same for state and local government) has learned much from the private sector about setting goals and evaluating outcomes. I also believe that understanding how the goals of the private and public sectors differ is not, as they say, rocket science. Perhaps better than most I can speak to Danbeck’s abilities, as I am one of the individuals who recruited him to public service; he worked for me at the Office of Personnel Management for nearly two years. His experience at IBM was directly related to the human resource management mission of OPM; further, his knowledge and success in business planning enabled him to move directly into his position, which happened to be managing programs providing executive and management

See READER RESPONSE, pg. 12

Members of Congress Reintroduce ERPA

Racial profiling occurs when law enforce- ment agents rely on race, ethnicity, national origin, or religion in deciding whom to target for criminal investigations. This practice violates our nation’s basic constitu- tional commitment to equal justice under the law. Police should not and may not use race, ethnicity, national origin, or religion as a basis for criminal suspicion.

The End Racial Profiling Act (ERPA) would build on the guidelines issued by the Department of Justice in 2003, which ban federal law enforcement agencies from engaging in racial profiling. ERPA does the following:

- Expands this ban to state and local law enforcement.
- Permits people to take legal action if they feel their rights have been violated.
- Requires states to establish procedures for handling racial profiling complaints.
- Provides data collection and best practice incentive grants to state and local law enforcement agencies to help them address complaints and comply with the legislation.

We are expecting the End Racial Profiling Act to be introduced in both the House and Senate as soon as next week. This important bill will combat both racial profiling in traffic stops and post-9/11 selective enforcement based on ethnicity, religion, and national origin. Whether at the airport or on our neighborhood streets, racial profiling is an ineffective law enforcement tool.

President Bush and Attorney General Gonzales have vowed to end racial profil- ing, calling it “wrong in America.” The Department of Justice racial profiling guidelines bring us closer to that goal - however, they lack any enforcement mechanism and include a giant “national security” loophole. They would do nothing practical to stop police officials from relying on race or ethnicity when deciding to initiate traffic stops or other investigatory activities.

Racial profiling is not only ineffective, it is counterproductive. Such techniques cause resentment in the targeted communities, and make people in those communities less likely to cooperate in investigations, independent data collection and reporting about evidence of racial profiling shows openness and builds trust.

The End Racial Profiling Act helps ensure that law enforcement officials target scarce resources on terrorists, not immigrants, and not on innocent Americans. There is a huge difference, operationally and legally, between immigration enforcement and counter-terrorism.

By allowing racial and religious bias to decide who is detained by law enforce- ment, we betray the fundamental promise of equal protection under the law.

For more on the ACLU’s work to stop racial profiling, visit www.aclu.org/profil- ing.

Now Available:


To order a hardcopy, email: pubadmin@newark.rutgers.edu

To download your FREE online copy: visit www.aspanet.org
Making the Message Matter

Christine Gibbs Springer

Whether your goal is to build consensus, collaborate with colleagues, boost business, win political office, inspire employees or convince stakeholders to come on board, how the message is delivered can mean the difference between success and failure.

Words are used to influence and motivate because they connect thought with emotion. The key to successful communication, in my experience, is to take the imaginative leap of putting yourself into the listener’s shoes, to follow the rules that we know work in communicating and to use words and phrases that resonate.

It is important to know that how the message is understood is strongly influenced by the experiences and biases of the listener. How an individual perceives what is said is even more real, in the practical sense, than the speaker’s intent.

The message’s meaning transcends authorial intention and is first subject to interpretations, emotions and even distortions of the individuals that receive it. It is critical therefore, to go beyond our own understanding and to look at the world from the listener’s point of view because their experience, education and perceptions define what is actually heard.

Knowing the rules of language is important given the sheer amounts of communication that the average person contends with on a daily basis. Individuals are inundated with advertisements, song lyrics, commercial jingles, clipped conversations and abbreviated e-mails which often overwhelm and are received as noise. The following ten rules have come to define successful communication in such a noisy world.

- Use simple or small words that don’t require a dictionary because most Americans won’t go there to determine the difference between effect and affect.
- Be as brief as possible. Never use a sentence when a phrase will do and try not to use four words when three work just as well.
- Be sincere. People have to believe what you are saying. If your words lack sincerity or if they contradict accepted facts, circumstances or perceptions, they will either fly over the individuals head or not have any impact.
- Be consistent. Repeat important points and model yourself after the Energizer Bunny that keeps going and going and going.
- Offer something new. Words that work often involve a new definition of an old idea that turns a light on in the listener’s mind.

Use sound and texture to make the message memorable. A string of words that have the same first letter, the same sound or the same syllabic cadence is more memorable than a random collection or a familiar repetition of the same old sounds.

Be aspirational. Messages need to say what people want to hear so they should be personalized and humanized triggering an emotional remembrance.

Paint a vivid picture using an analogy or a slogan that will be remembered for a lifetime or at least until buy-in because the listener can see it and feel it just as M&M’s “melt in your mouth, not in your hand.”

Ask a question. A statement when put in the form of a rhetorical question, has a much greater impact than a plain assertion and also gets the listener involved in the conversation.

Provide context and relevance so that the listener gets the “why” before the “therefore” and is able to establish the message’s value, its impact and most importantly, its relevance.

One example of effective communication that comes to mind is Rudy Giuliani in 1993 running for Mayor of New York City. He was encouraged to talk about public safety rather than crime and criminals.

Polling showed that the community placed a higher priority on personal and public safety than on fighting crime or even getting tough on criminals. The distinction was important. Fighting crime is procedural and getting tough on criminals is punitive. Safety, however, is personal and most of all aspirational. As a result, Giuliani adopted not just an anti-crime message but a pro-public safety agenda and his success in New York City, in my opinion, led to the reframing of the way we as Americans think about crime, criminals and a safe, civil society.

Words and phrases that resonate in today’s world cut to the heart of fundamental beliefs and to core values. Not all these words work with every listener but they provide a menu of options when structuring our message.

Imagine–this word evokes something different in each person who hears it and in doing so, personalizes the message.

Accountability–Americans want government, non-profits and businesses to be held accountable for actions and for how they treat their customers, their employees and the community.

Results and a can-do spirit–individuals want tangible benefits that can be seen, heard, felt and otherwise quantified and they also want to know that effort went into achieving those results.

Renew, revitalize, rejuvenate, restore, rekindle, reinvent–the “re” words that take the best elements or ideas of the past and improve them for more effective use in the present and the future.

The right to–Americans continue to be committed to the concept of rights.

Citizen centered or client centered–most people want the program or the policy to better the lives of human beings.

Independent–meaning having no conflicts of interest, hidden motives, secrets or constraining ties.

All American–this country is all about progress and innovation, as an example: two ways in which the third largest distribution of semiconductors and a top-10 supplier of electronic components–All American–has used its patriotic image to outgrow most of its competition and to become an industry leader.

Prosperity–it encompasses the idea of more jobs, better careers, employment security, more take-home pay, a stronger economy and expanded opportunity.

Spirituality–evocations that include this word are more inclusive and therefore more politically effective compared to generic references to religion, specific denominations or even faith.

Financial security–while financial freedom is more than most individuals can hope for at the moment, financial security is still attainable.

Balanced approach–just as maintaining an independence from partisanship and ideology wins you credibility with the community, so too arguing for a balanced approach to community, state or national problems resonates with listeners.

A culture of–by defining an issue or a cluster of issues as part of a metaphorical culture, you can lend it new weight and seriousness. Social issues have been supplanted by cultural issues which sound less threatening and judgmental.

In the end, how these words are used and delivered is almost as important as the words themselves because style is almost as important as substance and because the listener’s interpretation makes all the difference in the world to his or her reception and processing of the message.

Messages need to be functional. Many messages today are delivered coarsely. Words and expressions once considered vulgar have become part of common speech and their original meanings are often forgotten. Many feel that communication today has become overly harsh, discourteous and negative.

Words are often sought out and used that divide and demean. In such an environment, there is much to be gained by being upbeat, positive, optimistic and constructive in communicating. Negativity works at times, but it is important to use words that humanize an emotion. The key to successful communication, in my experience, is to take the imaginative leap of putting yourself into the listener’s shoes, to follow the rules that we know work in communicating and to use words and phrases that resonate.
<table>
<thead>
<tr>
<th>Month</th>
<th>Topic</th>
<th>Additional Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>January</td>
<td>Election Management</td>
<td>(Voter reg./Federal mandates/Electronic voting/Poll worker training, quality)</td>
</tr>
<tr>
<td></td>
<td><strong>Advertising/Article Deadline:</strong> December 20, 2006</td>
<td></td>
</tr>
<tr>
<td>February</td>
<td>Citizen Participation</td>
<td>(Case studies/Encouraging participation/Making participation useful)</td>
</tr>
<tr>
<td></td>
<td><strong>Advertising/Article Deadline:</strong> January 22, 2007</td>
<td></td>
</tr>
<tr>
<td>March</td>
<td>State and Local Economic Development</td>
<td><strong>International Supplement:</strong> Collaboration Across Borders</td>
</tr>
<tr>
<td></td>
<td><strong>Advertising/Article Deadline:</strong> February 20, 2007</td>
<td></td>
</tr>
<tr>
<td>April</td>
<td>Public Infrastructure in the 21st Century</td>
<td>(Designing/Financing/Constructing/Maintaining)</td>
</tr>
<tr>
<td></td>
<td><strong>Advertising/Article Deadline:</strong> March 20, 2007</td>
<td></td>
</tr>
<tr>
<td>May</td>
<td>IT Security: An Oxymoron or Viable Goal?</td>
<td>(Case studies/Financing/Infrastructure)</td>
</tr>
<tr>
<td></td>
<td><strong>Advertising/Article Deadline:</strong> April 20, 2007</td>
<td></td>
</tr>
<tr>
<td>June</td>
<td>Achieving Ethical Administration</td>
<td>(ASPA Code of Ethics/Workplace ethics programs/Value of ethics education)</td>
</tr>
<tr>
<td></td>
<td><strong>Advertising/Article Deadline:</strong> May 22, 2007</td>
<td></td>
</tr>
<tr>
<td>July</td>
<td>Promise of the Business Model: Fulfilled/Unfulfilled?</td>
<td>(Contracting-out/Social equity issues)</td>
</tr>
<tr>
<td></td>
<td><strong>Advertising/Article Deadline:</strong> June 20, 2007</td>
<td></td>
</tr>
<tr>
<td>August</td>
<td>State of Emergency Management</td>
<td>(Collaboration/What's better, what's worse/Success stories)</td>
</tr>
<tr>
<td></td>
<td><strong>Advertising/Article Deadline:</strong> July 23, 2007</td>
<td></td>
</tr>
<tr>
<td>September</td>
<td>Is Public Administration Dead?</td>
<td>(Gen. vs. Spec. managers/Prof. Assoc./Practitioner, Academic perspectives)</td>
</tr>
<tr>
<td></td>
<td><strong>Advertising/Article Deadline:</strong> August 20, 2007</td>
<td></td>
</tr>
<tr>
<td>October</td>
<td>Open Issue, Miscellaneous Topics</td>
<td><strong>Edu. Supp.:</strong> KSA's for Public Servants: What Managers Want</td>
</tr>
<tr>
<td></td>
<td><strong>Advertising/Article Deadline:</strong> August 31, 2007</td>
<td><em>(Influence on pub. pol./Govt. and media relations/Image of PA in media)</em></td>
</tr>
<tr>
<td>November</td>
<td>The Media and Public Administration</td>
<td><strong>Advertising/Article Deadline:</strong> October 22, 2007</td>
</tr>
<tr>
<td>December</td>
<td>Useful PA IT: Are We Past E-mail, Web pages and Solitaire?</td>
<td><em>(Current innovations/Telecommuting/Record accessibility)</em></td>
</tr>
<tr>
<td></td>
<td><strong>Advertising/Article Deadline:</strong> November 20, 2007</td>
<td></td>
</tr>
</tbody>
</table>

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

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

Christine Jewett McCrehin • Editor • cjewett@aspanet.org
After Regulation?

H. George Frederickson

For a glimpse of our future, I invite all good public administrationists to come with me to Geneva, Switzerland. We visit Geneva because it is cool in July, and because it is the world headquarters of the International Organization for Standardization—the ISO. What, I hear you say, is the ISO and what does it have to do with the future of public administration? A lot, dear reader, a lot. ISO, and organizations like it, may be the alternatives to command and control regulatory systems and the answers to the challenges of interjurisdictional policy coordination. Here are the reasons why.

First, the ISO is a non-governmental organization (NGO) founded in 1947 for the purpose of establishing world-wide industrial and commercial standards. It is composed of 158 “members,” each member representing one country (158 out of the total of 194 countries in the world). As an international standard-setting body, ISO is not your national NGO. It is a powerful consortium with strong links to governments and a remarkable ability to command and control regulatory systems and procedures field by field. To illustrate, in the environmental field ISO has established policies and objectives for environmental performance, action plans to achieve those objectives, systems to monitor actual performance against those standards, systems of reporting of compliance, and ISO certification—systems with incentives for corrective action. If a manufacturing company is, for example, fully compliant, it can be certified by ISO.

Any certification is a signal to that manufacturing company’s stockholder, workers, clients, regulators, neighbors, commercial partners, bankers, insurance companies, and the general public that it is doing its part to improve the environment. But, to continue the example, the manufacturing company voluntarily chooses to seek ISO certification.

Fourth, can a system based on voluntary compliance possibly serve as an alternative to governmental laws, rules and regulation? The answer appears to be yes. At this point approximately 200,000 organizations have complied with ISO standards and have been certified. Most certified organizations are in the G-8 countries with the United States lagging behind.

Fifth, the voluntary characteristics of the ISO standardization system can be a bit misleading. Some countries or their political subdivisions (states, provinces, cities) require commercial firms, non-governmental organizations AND governmental agencies to achieve ISO certification. Furthermore, in Germany, Great Britain, and other European countries there can be enormous pressure to comply with ISO standards from a range of stakeholders. For these reasons many organizations find it in their self-interest to comply with ISO standards.

Sixth, what accounts for burst of good international citizenship on the part of many organizations? In the field of environmental policy in their book International Environmental Policy: from the Twentieth to the Twenty-First Century, Lynton Keith Caldwell and Paul Weiland point out that 20 years ago many western governments began to realize that the [regulatory] model was breaking down. Laws as solutions to social ills became much more complicated and perhaps less effective compliance and enforcement policies. Firm behavior is more decentralized, transnational, and much less susceptible to the traditional coercive role of the nation-state (p. 36) As the effectiveness of the traditional regulatory model has declined, the primary alternative has been the ISO voluntary compliance model. The U.S. Environmental Protection Agency endorses ISO the model but has continued to alternate between traditional regulation and urging firms and governments to seek ISO certification, the result, according to Matthew Potoski and Assem Prakash, being a regulatory dilemma. In the U.S., they point out, that, although this cooperation promises superior outcomes, both firms and governments have powerful incentives to behave opportunistically. Thus creating lose-lose interactions. Unlike our G-8 friends, in the United States there are still more incentives to pursue organizations self-interests than there is either social or governmental pressure to comply with ISO standards. Nevertheless, there are now more than 5,000 American firms, governments and nonprofits that have achieved ISP environmental certification.

For those interested in the logic of voluntary compliance as an alternative to (or in partnership with) traditional governmental regulation in environmental affairs, I suggest Regulating from the Inside: Can Environmental Management Systems Achieve Policy Goals? by Gary Coglanese and Jennifer Nash. For those interested in the wider application of ISO systems of standardization and compliance, visit www.iso.com.

Seventh, in the United States, an interesting version of the ISO model marches under the banner of “best practices.” There has been a very dramatic growth in the number of federal regulations, and referencing best practices as standardized and agreed-upon ways to manage in particular policy areas. Under best practices, the regulated organization is expected to comply with standardized best practices rather than the details of specific regulations.

David Zaring refers to this as “voluntary horizontal modeling," in which regulated entities themselves devise practices to comply with relatively unspecified regulatory requirements. These practices are selected and publicized as “best” but not mandated by central administrators as they would be in regulation through a more traditional command-and-control model. Horizontal harmonization has had particular valence in the international arena, where domestic regulation has sought to coordinate their approaches with their international counterparts. Best practices are the tools used to enact this coordination. And ISO is the primary standardization and coordination organization.

In the United States, the greatest use of the logic of best practices as a form of “soft regulation” is by the Environmental Protection Agency.

Will ISO and best practices be the future of public administration? Come with me to Geneva and we shall find out.

A Column by H. George Frederickson
Public Administration with an Attitude brings together some of H. George Frederickson’s most penetrating and thought-provoking columns from the pages of PA TIMES. In the book, Frederickson takes on the issues facing today’s public administrators with the intellectual integrity that established him as a leader in the field. If there is something wrong or right with the way public policy is being administered, Frederickson lets you know. Like his column, Public Administration with an Attitude is easy to read and jargon-free, and, of course, it is often witty.

Students preparing for public service careers will benefit not only from the wisdom and insight in Public Administration with an Attitude, but from the pervading theme of the honor and dignity of public service.

Practicing public servants will enjoy the rich use of examples, the telling of great public administration stories, and especially the descriptions of public administration heroes and heroic moments.

This book is a lot more interesting than a spreadsheet (...and more accurate)!
San Diego on the Move

In case you missed it, the San Diego Mayor’s Office of Ethics and Integrity (OEI) opened its doors in early 2006 in response to a string of ethical scandals that brought down top ranking city officials. The city’s website states that the OEI has been established to promote a strong, ethical work environment for City employees. Operating alongside an existing Ethics Commission, the OEI conducts training for city employees in departments under the jurisdiction of the Mayor.

The Ethics Commission has no jurisdic-

tion over classified City employees nor do the provisions of the Ethics Ordinance regulate the activities of classified City employees. Investigations of alleged violations of the city’s ethics code as well as enforcement of the code are the respons-

ibility of the Ethics Commission which was established in 2001. Both units conduct training programs, albeit aimed at different audiences. Confusing? Perhaps. Visitors to each unit’s website find links that explain “how we differ from the Ethics Commission/Mayor’s Office of Ethics and Integrity.”

To its credit, the new OEI contracted with the Ethics Resource Center to assess the ethics culture of city departments. Online and paper surveys were employed to canvass 10,992 city employees. The survey results found that many city employees are unsure about the city’s ethics policies and procedures and employees do not trust the city’s confidential process for reporting miscon-

duct. Among the other findings, 41 percent report that they had observed unethical behavior at work, a much higher percentage than the 26 percent reported by the Ethics Resource Center’s National Business Ethics Survey.

City administrators say they will use the findings to strengthen their ethics cultures. Should more cities assess their ethics cultures? Without question.

Sources: http://www.sandiego.gov/oei/about/index.shtml; www.ethics.org

ASPA member Donald C. Menzel is ASPA’s past president and professor emeritus of Northern Illinois University. E-mail: donmenzel@tampabay.rr.com

Experience Should Count

From READER RESPONSE, pg. 8

development for federal employees and overseeing the federal government’s most competitive recruitment program for individuals with advance degrees in public administration and other areas, the Presidential Management Fellows Program.

I will add that the federal government must find better ways to recruit and retain less experienced employees, including those with public administration degrees. If it fails, there will be no pipeline for filling management and executive positions in the future.

Agencies are working hard on this issue, but must be open both to new recruitment strategies and workplace flexibilities (e.g., compensation programs, loan repayment, flexible schedules, telecommuting) to be the “employer of choice” not only with public administration graduates, but to everyone who may not now be consider-

ing a job in public service. With the significant decline in the number of individuals entering the workforce now, particularly compared to the number from the “baby boom” generation, the competi-

tion for talent is even more difficult.

Sincerely,

Stephen Benowitz

Evergreen Chapter

Looking for a public service job?

www.OurPublicService.org

Announcing a new book in the ASPA Classics series

New

Public Personnel Administration and Labor Relations
Norma R. Riccucci, Ed.

These classic articles trace the historical and evolutionary development of the fields of public personnel administration and labor relations from the point at which the first civil service law was passed—the Pendelton Act in 1883—through the present. The collection covers everything from the seminal concerns of civil service (e.g. keeping the spoils out) to topics that early reformers would never have imagined (e.g. affirmative action and drug testing). To facilitate an instructor’s ability to assign readings that illuminate lectures and course material, a correlation matrix on the M.E. Sharpe website shows how this book can be used alongside eight leading textbooks.

368 pages 0-7656-1542-8 Cloth $89.95 / 1543-6 Paper $34.95

Also available

Public Administration and Law
Julia Beckett and Heidi G. Koenig, Eds.

“An extraordinarily valuable book because it makes the legal dimensions of public administration eminently teachable and accessible to both graduate and upper-

level undergraduate students. . . . A fine book that should be required reading in every MPA program.”

– David H. Rosenblum, American University

Local Government Management
Current Issues and Best Practices
Douglas J. Watson and Wendy L. Hassett, Eds.

This volume includes thirty of the most outstanding journal articles that have been published over the past sixty years. It is an ideal supplement for any course in local management and administration, as well as for practicing professionals.

440 pages 0-7656-1543-6 Cloth $89.95 / 1544-4 Paper $37.95

About the series–

Conceived of and sponsored by the American Society for Public Administration, the ASPA Classics series publishes volumes on topics that have been, and continue to be, central to the contemporary development of the field.

The ASPA Classics are intended for classroom use, library adoptions, and general reference. Drawing from the Public Administration Review and other ASPA-related journals, each volume in the series is edited by a scholar who is charged with presenting a thorough and balanced perspective on an enduring issue.

Each volume is devoted to a topic of continuing and crosscutting concern to the administration of virtually all public sector programs. Public servants carry out their responsibilities in a complex, multi-dimensional environment, and each collection will address a necessary dimension of their performance.

The guiding purpose of this ambitious series is to bring together the professional dialogue on a particular topic over several decades and in a range of journals.

M. E. Sharpe

TO ORDER: Call 800-541-6563 or 914-273-1800
Fax 914-273-2106
Visit our website: www.mesharpe.com

AD612V
Reports on the Web

Featured Report: “K-12 Education Spending by State and Local Governments: Drop in State Revenues After Last Recession Continued in 2005.” Support for K-12 education in inflation-adjusted, per-pupil terms—continued to fall in 2005 and over two years after state revenues began to rebound from the 2001-02 recession. Increases in financial support from the federal and local governments cushioned school budgets from the full effects of cuts in state funding. But in states that have traditional spent the least on K-12 education per pupil, these other sources were not sufficient to prevent overall education funding from dropping.

www.rockinst.org

GAO Reports:
• “Women and Low-Skilled Workers: Other Countries’ Policies and Practices That May Help These Workers Enter and Remain in the Labor Force.”
• “Energy Efficiency: Important Challenges Must Be Overcome to Realize Significant Opportunities” (Energy Efficiency Improvements in Gulf Coast Reconstruction.)
• “Wildland Fire Management: Lack of Clear Goals or a Strategy Hinders Federal Agencies’ Efforts to Consent the Costs of Fighting Fires.”
• “Medicare Part D Low-Income Subsidy: Additional Efforts Would Help Social Security Improve Outreach and Measure Program Effects.”
• “Influenza Pandemic: Efforts to Forestall Outbreaks Are Under Way. Identifying Countries at Greatest Risk Entails Challenges.”
• “Military Personnel: DOD Needs to Establish Strategy and Improve Transparency over Reserve and National Guard Compensation to Manage Significantly Higher Growth in Costs.”
• “Defense Contracting: Use of Underinformed Contract Actions Understated and Definization Time Frames Often Not Met.”
• “Unemployment Insurance: More Guidance and Evaluation of Worker-Profitability Initiative Could Help Improve State Reports.”
• “2010 Census: Census Bureau Has Improved the Local Update of Census Addresses Program, but Challenges Remain.”
• “Veterans Affairs: Continued Focus on Critical Success Factors Is Essential to Achieving Information Technology Realignment.”

www.gao.gov

Other Reports:
• “Personal Income Tax Revenue Rebounds As State Fueled Recovery.” (Raymond Institute of Government) www.rockinst.org

If you have a report for this column, contact Christine McCrren at cjewett@aspanet.org

OPM Releases Results of 2006 Employee Benefits Survey

Federal Employees Have Positive View of Benefit Programs

Washington, DC—U.S. Office of Personnel Management (OPM) Director Linda M. Springer announced federal employees are expressing increasingly positive views of governmentwide benefits programs, while the importance of benefits programs to the Federal workforce is also on the rise. Director Springer released the findings of the 2006 Employee Benefits Survey conducted to determine employee attitudes about the importance, adequacy, value, and competitiveness of Federal benefits programs.

“This survey reinforces the importance of providing quality benefits to employees to ensure the Federal Government can continue to attract an effective civilian workforce,” Springer said. OPM believed it was important to launch a new dental and vision benefits option last year to meet employees’ needs, we are committed to continuing to search for ways to help the Federal workforce better manage their overall health care, plan for their financial futures and assist in other areas.”

Springer said she was particularly encouraged by results showing employees’ positive view of benefits has increased since the benefits survey was first conducted in 2004. Results of the 2006 survey show the importance of benefits increased by an average of three percent across all benefit programs; adequacy increased by four percent; value increased by five percent; and competitiveness with the private sector increased by seven percent.

The benefits survey focused on ten benefit programs and was issued to a random sample of 2,000 employees governmentwide last August. The target population included almost every number of employees with three or more years of Federal service and new hires who had less than three years service.

OPM received 850 responses by the end of the five-week administration period in September 2006.

Survey participants answered a 59-item questionnaire including the ten benefit programs including Thrift Savings Plan; employment health benefits; retirement health benefits; retirement annuity; life insurance; long term care insurance; flexible spending accounts; health and wellness programs; telework; and child care subsidies.

The Thrift Savings Plan, employee health benefits, retiree health benefits, and retirement annuity consistently rated the highest in importance and value. Life insurance benefits rated the fifth highest. Programs that are not necessarily available to all employees - including telework, child care subsidies, and health and wellness - received lower ratings. Employees may not have access to some or all of these at their agencies, or they may not be eligible to participate.

To access the survey results, visit: www.opm.gov/employment_and_benefits/survey/index.asp

Commerce Department Report Encourages Commercial Technologies for First Responders

Washington, DC’s, WARN System Model for Nation’s Public Safety Needs

Washington, DC—The U.S. Department of Commerce’s National Telecommunications and Information Administration (NTIA) in a recent report encourages the federal, state and local public safety community to consider utilizing commercial technologies in satisfying broadband interoperable communications among first responders. The report also recommends agencies consider commercial broadband services, when feasible.

NTIA’s report, “A Public Safety Sharing Dedication,” analyzed the District of Columbia’s Wireless Accelerated Response Network (WARN). The WARN pilot is a city-wide broadband wireless public safety network. The system uses commercial broadband technologies to support remote surveillance, chemical and biological detection and several other emergency related services. The WARN has been used by more than a dozen federal, state, and local agencies during events such as the Presidential inauguration, International Monetary Fund demonstrations, and Fourth of July celebrations to provide the agencies access to critical data.

The report fulfills part of the President’s 21st Century Spectrum Policy Initiative for improving management of the nation’s airwaves, and is available on the NTIA website at www.ntia.doc.gov. The report addresses planning, usage and sharing of spectrum, and the feasibility of using commercial services to meet the increasingly complex, public safety, wireless, broadband communications needs.

Later this year, NTIA is expected to award $1 billion in grants to assist public safety agencies in the acquisition of, deployment of, or training for the use of interoperable communications systems. This funding may be used by state and local public safety officials in utilizing the report’s recommended commercial technologies and broadband services in satisfying their own public safety needs.

The 11th Annual Webby Awards® Announce Winners for Best Government Site of the Year

New York—The 11th Annual Webby Awards recently announced the winner for Best Government Site of the Year.

Hailed as the “Oscars of the Internet” by the New York Times, The Webby Awards are the leading international award honoring excellence on the Internet, including websites, online film and video, interactive advertising, and mobile websites. The Academy unveiled winners in over 100 categories from over 60 countries and a full list of winners can be found at webbyawards.com.

Reflecting the incredible caliber of government websites on the web, the winner in the category is:
• MBTA.com | Official Website for Greater Boston’s Public Transportation System—www.mbtacom

In addition, over 400,000 votes were cast by people around the world for their favorite sites, videos, and ads in The Webby People’s Voice Awards presented by Verison.

The Webby Awards are presented by the International Academy of Digital Arts & Sciences, a global organization with over 500 members including musician David Bowie, Virgin Group founder Richard Branson, The Body Shop president Anita Roddick, “Simpsons” creator Matt Groening, Naked Chef Jamie Oliver, and fashion designer Max Azria.

“The Webby winners represent the very best in online creativity and innovation,” said Webby Awards Executive Director David-Michel Davies. “We’re proud to salute the people and organizations whose ideas and vision are transforming how we experience the world.”

The Webby Awards and Webby People’s Voice Awards voting process is audited by PricewaterhouseCoopers.

Review all the winners for the 11th Annual Webby Awards at www.webbyawards.com

Partnership for Public Service Selects 31 Feds as Service to America Finalists

Washington, DC—The Partnership for Public Service announced the finalists for the prestigious Service to America Medals at a Capitol Hill event. The awards honor civil servants who are making innovative and high-impact contributions critical to our nation.


See the complete list of finalists and read their profiles at www.servicetoamerica-medals.org.

If you have a press release for “Where Things Stand,” contact Christine McCrren at cjewett@aspanet.org.
## Membership Application Form

### Membership Fee

<table>
<thead>
<tr>
<th>Membership Type</th>
<th>Fee</th>
</tr>
</thead>
<tbody>
<tr>
<td>ASPA Membership</td>
<td>$100.00</td>
</tr>
<tr>
<td>New Professional Membership</td>
<td>$75.00</td>
</tr>
<tr>
<td>International Mail</td>
<td>$100.00</td>
</tr>
<tr>
<td>International Electronic</td>
<td>$30.00</td>
</tr>
<tr>
<td>Family Membership</td>
<td>$35.00</td>
</tr>
<tr>
<td>Full Student Membership</td>
<td>$75.00</td>
</tr>
<tr>
<td>Electronic Student Membership</td>
<td>$40.00</td>
</tr>
</tbody>
</table>

### Select A Chapter

ASPA members receive **free** membership in one local chapter. Chapters are listed on the back of this form.

- **Check here if you prefer to be an at-large member.**
- **Exclude my name from any listing of members sold commercially.**

### Optional Fees

<table>
<thead>
<tr>
<th>Fee Description</th>
<th>Fee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Additional Chapter Fees</td>
<td><strong>Members receive membership in one Chapter at no charge.</strong> Additional Chapters incur a $6 fee and are listed on the back of this form.</td>
</tr>
<tr>
<td>Total Chapter Fees</td>
<td>$</td>
</tr>
</tbody>
</table>

### Payment Information

- **Dues must be prepaid. Send completed application form and payment to:** ASPA, c/o SunTrust Bank, Department 41, Washington, DC 20042-0041.
- **Please add the total membership fee and optional fees to arrive at a grand total fee.**

## Additional Information

- **Get information on:**
  - Membership Benefits
  - Agency/Organization Membership
  - Group Membership
  - at [www.aspanet.org](http://www.aspanet.org)

- **I have read and agree with ASPA's Code of Ethics.** (see [www.aspanet.org](http://www.aspanet.org))

Join Online Today!  www.aspanet.org • (202) 393-7878 • info@aspanet.org  ASPA • 1301 Pennsylvania Ave. NW, Ste. 840, Washington, DC 20004
Discover the Beauties of Chengdu

City to Host ICPA 2007 Conference October 21-22

Wendy Haynes

We recently returned from a week in Chengdu as guests of the University of Electronic Science and Technology of China (UESTC). We came away impressed by the beauty of the country and its people, and warmed by the hospitality and generosity of our hosts. You, too, can enjoy the Chengdu experience described in this article.

ASPA members have the opportunity to attend the third annual International Conference on Public Administration (ICPA) at the Jiuzhai Paradise Conference Center, October 21-22, 2007, in Chengdu, P.R. China. UESTC offers a number of very attractive incentives for our members to attend. Visit the conference website (www.icpa-uestc.cn) for more information.

"Utility U" Graduates 6 Seattle High School Students

On Tuesday, June 5, the accomplishments of the first class of six graduates from "Utility U" were celebrated. "Utility U" is a new effort dedicated to building a bridge from alternative high school to solid public service careers. Seattle Public Utilities Director Chuck Clarke and Seattle City Light Superintendent Jorge Carrasco presented the students.

From an initial conversation between Evergreen Chapter Board member David Broom, Seattle Human Services Department and Seattle City Light Student Mattie Bailey, "Utility U" was developed with minimal funds as a partnership between the City of Seattle and Seattle Public Schools. Utility employees teach students from the Youth Education Program (YEP) how the two utilities operate, including conservation strategies, customer service and how to read a utility bill. YEP, an alternative education program run by Seattle Public Schools and Seattle's Human Services Department, helps students, ages 16 to 20, obtain their diploma or GED. In addition to their classroom studies, students visited the Cedar Falls hydroelectric dam, SPU's water quality lab and met with utility workers to learn about their jobs. As a final project, the students built a model of an energy efficient house using the knowledge gained through their training program. Two of the students have been selected for paid internships with Seattle Public Utilities.

"The goal of the program is to help the students imagine a career in the public utility industry. We want to demonstrate to young people that career opportunities exist in power and water," said Clarke. "Utility U" is consistent with the goals of the City's Race and Social Justice Initiative and is also a small, but important step in the utilities succession planning and workforce development efforts. – J. Paul Blake, president-elect, ASPA Evergreen Chapter

View of the Irrigation Project where the dam splits the Min Jiang River into two streams, one that feeds Chengdu and the second that sends water to other villages when water levels are high.

Graduate students and new professionals often ask for creative avenues for getting their work published early in their careers. The ICPA offers one such opportunity. Even those unable to attend the ICPA this fall can still participate by submitting papers that may be approved for publication in the conference proceedings.

Indeed, the published proceedings for the second annual conference in 2006 (Coventry, U.K.) weighed in at nearly 1200 pages comprised of over 700 submissions. Plans are also in the works to eventually publish the proceedings in the form of a professional, peer-reviewed quarterly journal, so the opportunities for publication extend well into the future. Submit papers by e-mail to donmenzel@tampabay.rr.com by August 31, 2007, and visit the conference website for more information.

ASPA Endowment Establishes Rutledge Fund

Washington, DC—The ASPA community has been saddened by the sudden death of Phil Rutledge. The ASPA Endowment Board is pleased to announce the establishment of the Rutledge Fund in honor of Phil. Under the leadership of Enid Beaumont, the Charter Members have raised almost $15,000 to start the fund.

As income from the investment becomes available, the funds will be used for projects that we believe reflect Phil's interests and values. Phil Rutledge was ASPA's first black President. His commitment to this organization never dimmed. In 2001, he agreed to be the first chair of the Social Equity Awards Committee, an award created by long time ASPA member Jim Nordin to honor his recently deceased wife.

Mary Hamilton, a past executive director of ASPA, has agreed to chair the committee that will determine the purpose, criteria and use of the fund. We are confident that many ASPA members will want to contribute to the Rutledge Fund. Lennear Henderson of the University of Baltimore has agreed to chair the fundraising committee.

Please join in honoring this great ASPA leader. Contributions may take the form of:

• Gifts of cash, payable by check or credit card;
• Gifts of securities, stocks, bonds, etc.;
• Bequests and inclusion in wills; and
• Life insurance beneficiary designation.

To make a gift to the Rutledge Fund, please visit the ASPA website at http://www.aspanet.org/scriptcontent/index_x_rutledgefund.cfm, or contact ASPA staff member Duane Crawley at dcrawley@aspanet.org.

Your contribution will be deposited to the ASPA Endowment immediately according to your wishes, and you will receive a gift acknowledgment.
Is Talent Not Enough for ASPA to Achieve Its Potential for Excellence?

Harvey White

While searching for a book to read before recent flights to Turkey and Uganda, I came across Talent is Never Enough, by John C. Maxwell. This book is intriguing, yet gives cause for concern as well. Maxwell’s reasoning both challenges and supports messages I concern as well. Maxwell’s reasoning both challenges and supports messages I...

The results we generate with our talents, according to Maxwell, are also determined by the level of passion we bring to bear on our efforts. In this regard, we should have high expectations of ASPA, emanating from our belief and passion for public service. The array of talent prevalent in our Society also needs passion to help ASPA achieve its potential for excellence. Passion, Maxwell points out, “is more important than a plan. It creates fire. It provides the impetus that limited talent will out perform a passive person who possesses greater talent.”

Loving what we do increases our willpower and inspires others to embrace the call to public service. In essence, passion can help us transform ASPA from an organization that is good to great and our programs and services from average to excellence.

Equally crucial to individuals’ and organizations’ success is initiative. Initiative is necessary for the activation of talent. Moreover, Maxwell notes, talent without initiative never reaches its potential. As good leaders understand, momentum is their friend. ASPA’s Workplan for 2007-2008 is representative of a new approach for ASPA. They represent the first steps that can be a spring board for an exciting new future for our Society.

The expectation is that they will open doors of opportunity for our chapters, members, and Society to engage in new activities. While we shall not act with haste, we will not allow a failure because we failed to take initiative. Our mentoring, training, recognition, certification, and advocacy initiatives represent a stepping forward by our Society to provide the leadership expected from the most preeminent public service organization in the world. As Socrates points out, however, to reach the world we must first move ourselves.

While ASPA should act boldly in its efforts to take initiative, it must also focus its resources and talents to maximize success. As Maxwell astutely observes: “Effort and courage are not enough without purpose and direction…. Talent with focus directs you and has the potential to ‘lead you far.’” We must focus on what we can do by concentrating our energies on priorities established for our Society. As sage advice, in the book, the roadblocks to success are removed when the difference between motion and direction is known.

During the ASPA leadership retreat, six strategic priorities were identified for the primary focus of our talents and resources this year. The narrowing of our focus, however, was accompanied by the widening of our perspective. That is, the narrowing of focus coincides with an expansion of ASPA’s capacity to realize its potential and maximize its impact. Courage is another choice said to be necessary for talent to realize its potential. It is described as a releasing force for learning and growth. As Maxwell points out, a great deal of talent is lost to the world for want of courage. He asks us to realize that our situation does not make us, we make our situation. Thus, what often seems impossible is often possible, with courage. This courage starts internally before it is displayed externally. We must first win the battle within ourselves. In ASPA, as with all organizations, the most significant battles are waged within self.

We expect and public service needs ASPA to provide leadership for advancing our profession. Yes, we have the greatest array of human talent, but do we have the courage to lead our profession? Are we willing to engage the demagogues who make careers for themselves belittling public servants? Do we have the courage to set high standards for our profession and challenge ourselves and all who would practice in this field to adhere to them? As evidenced in the 2007/2008 Workplan, this year ASPA does have the courage to lead, and we shall so do with character that protects talent in our Society.

Why character that protects our talent? As Maxwell notes, “No one can expect to succeed without strong character…to protect his talent and sustain him during difficult times.” Each of the four elements of character is essential for ASPA’s success: self-discipline; core values; a sense of identity; and integrity. Whether the self-discipline to do something right even when you don’t feel like doing it; the Core-values that define what we believe and how we live; the sense of identity that answer the critical question, “Who we are” and helps develop necessary emotional security to be effective; or the alignment of our values, thoughts, feelings, and actions, strong character is essential to hold us steady. Do we as public administrators have a strong sense of identity? Have we embraced our core values? Do we do the right thing? Can our character as a Society pass the test of time? Perhaps our strategic planning process currently underway can help us address these and other character related questions.

Another talent-plus behavioral choice that is germane to ASPA is teamwork. As Maxwell observes, teamwork multiplies talent. It not only allows us to do what we couldn’t otherwise do; it also has a compounding effect on all we possess— including talent. That is, teamwork gives us the best opportunity to turn our vision into reality. Our challenge is to demonstrate that talented individuals who are part of the ASPA team will accomplish more than they ever could alone.

I remain convinced that ASPA has the greatest array of talent in the world. Is this talent alone enough to transform our Society from an organization with great potential to success; from good to great; and from average to excellence? Can our Society maximize its talents, reach its potential and fulfill its mission? Perhaps some of these questions; it is merely to consider the relevance of what Maxwell describes as a talent-plus organization for ASPA.

Maxwell delineates thirteen behavioral choices that could help us become a talent-plus organization, one that maximizes its talents, reaches its potential and fulfills its mission. To achieve all of these choices proclamations was followed by discussion of skills and talents our members bring to bear on problems confronting our profession. These attributes help people realize and epitomize the potential within our Society. But, are they enough alone for ASPA to be a successfully organization? Will it take more? The intent here is not to answer these questions; it is merely to consider the relevance of what Maxwell describes as a talent-plus organization for ASPA.

Maxwell delineates thirteen behavioral choices that could help us become a talent-plus organization, one that maximizes its talents, reaches its potential and fulfills its mission. To achieve all of these choices proclamations was followed by discussion of skills and talents our members bring to bear on problems confronting our profession. These attributes help people realize and epitomize the potential within our Society. But, are they enough alone for ASPA to be a successfully organization? Will it take more? The intent here is not to answer these questions; it is merely to consider the relevance of what Maxwell describes as a talent-plus organization for ASPA.

Maxwell delineates thirteen behavioral choices that could help us become a talent-plus organization, one that maximizes its talents, reaches its potential and fulfills its mission. To achieve all of these choices proclamations was followed by discussion of skills and talents our members bring to bear on problems confronting our profession. These attributes help people realize and epitomize the potential within our Society. But, are they enough alone for ASPA to be a successfully organization? Will it take more? The intent here is not to answer these questions; it is merely to consider the relevance of what Maxwell describes as a talent-plus organization for ASPA.

Maxwell delineates thirteen behavioral choices that could help us become a talent-plus organization, one that maximizes its talents, reaches its potential and fulfills its mission. To achieve all of these choices proclamations was followed by discussion of skills and talents our members bring to bear on problems confronting our profession. These attributes help people realize and epitomize the potential within our Society. But, are they enough alone for ASPA to be a successfully organization? Will it take more? The intent here is not to answer these questions; it is merely to consider the relevance of what Maxwell describes as a talent-plus organization for ASPA.

Maxwell delineates thirteen behavioral choices that could help us become a talent-plus organization, one that maximizes its talents, reaches its potential and fulfills its mission. To achieve all of these choices proclamations was followed by discussion of skills and talents our members bring to bear on problems confronting our profession. These attributes help people realize and epitomize the potential within our Society. But, are they enough alone for ASPA to be a successfully organization? Will it take more? The intent here is not to answer these questions; it is merely to consider the relevance of what Maxwell describes as a talent-plus organization for ASPA.

Maxwell delineates thirteen behavioral choices that could help us become a talent-plus organization, one that maximizes its talents, reaches its potential and fulfills its mission. To achieve all of these choices proclamations was followed by discussion of skills and talents our members bring to bear on problems confronting our profession. These attributes help people realize and epitomize the potential within our Society. But, are they enough alone for ASPA to be a successfully organization? Will it take more? The intent here is not to answer these questions; it is merely to consider the relevance of what Maxwell describes as a talent-plus organization for ASPA.

Maxwell delineates thirteen behavioral choices that could help us become a talent-plus organization, one that maximizes its talents, reaches its potential and fulfills its mission. To achieve all of these choices proclamations was followed by discussion of skills and talents our members bring to bear on problems confronting our profession. These attributes help people realize and epitomize the potential within our Society. But, are they enough alone for ASPA to be a successfully organization? Will it take more? The intent here is not to answer these questions; it is merely to consider the relevance of what Maxwell describes as a talent-plus organization for ASPA.

Maxwell delineates thirteen behavioral choices that could help us become a talent-plus organization, one that maximizes its talents, reaches its potential and fulfills its mission. To achieve all of these choices proclamations was followed by discussion of skills and talents our members bring to bear on problems confronting our profession. These attributes help people realize and epitomize the potential within our Society. But, are they enough alone for ASPA to be a successfully organization? Will it take more? The intent here is not to answer these questions; it is merely to consider the relevance of what Maxwell describes as a talent-plus organization for ASPA.

Maxwell delineates thirteen behavioral choices that could help us become a talent-plus organization, one that maximizes its talents, reaches its potential and fulfills its mission. To achieve all of these choices proclamations was followed by discussion of skills and talents our members bring to bear on problems confronting our profession. These attributes help people realize and epitomize the potential within our Society. But, are they enough alone for ASPA to be a successfully organization? Will it take more? The intent here is not to answer these questions; it is merely to consider the relevance of what Maxwell describes as a talent-plus organization for ASPA.

Maxwell delineates thirteen behavioral choices that could help us become a talent-plus organization, one that maximizes its talents, reaches its potential and fulfills its mission. To achieve all of these choices proclamations was followed by discussion of skills and talents our members bring to bear on problems confronting our profession. These attributes help people realize and epitomize the potential within our Society. But, are they enough alone for ASPA to be a successfully organization? Will it take more? The intent here is not to answer these questions; it is merely to consider the relevance of what Maxwell describes as a talent-plus organization for ASPA.

Maxwell delineates thirteen behavioral choices that could help us become a talent-plus organization, one that maximizes its talents, reaches its potential and fulfills its mission. To achieve all of these choices proclamations was followed by discussion of skills and talents our members bring to bear on problems confronting our profession. These attributes help people realize and epitomize the potential within our Society. But, are they enough alone for ASPA to be a successfully organization? Will it take more? The intent here is not to answer these questions; it is merely to consider the relevance of what Maxwell describes as a talent-plus organization for ASPA.
South Florida Chapter’s Great Year

Ray de Arrigunaga

By any method of measurement, this has been an outstanding year for the South Florida Chapter (Miami, FL) in terms of activities and accomplishments. For the Annual Awards luncheon which took place on May 30, 2007, I decided to make up a comprehensive list of everything that the Chapter had accomplished. As I finished the list and reviewed it for completeness, I was truly amazed and gratified.

Here are some “gee whiz” bits and pieces of information:

The Chapter’s Fiscal Year began with a four hour long, strategic planning retreat during the summer 2006 at the home of Steve Bobes, long-time chapter treasurer, and his wife Mary Lou.

At the retreat, the chapter’s goals and objectives for the coming year were established. Committees were organized and responsibilities assigned. Four primary committees were established—the Programs Committee, which would plan, organize and execute all chapter functions; the Membership Committee, which would deal with membership related issues, to include surveying the members to determine their thoughts and desires; the Community Activities Committee, which would plan and implement the chapter’s charitable activities; and, the Academic Activities Committee, which would oversee the chapter’s scholarship program and other related functions.

The Programs Committee was headed up by President-Elect Terry Murphy and was constituted as a Committee of the Whole, i.e., all board members and officers were appointed to that committee to insure maximum participation and intercommunication. I, as president, headed up the Membership Committee, also constituted as a Committee of the Whole. Steve Bobes headed up the Community Activities Committee, and Jon West was in charge of the Academic Activities Committee. The Strategic Planning Retreat arguably was the most important chapter function of the year. The results of that meeting and the efforts of the various Committees’ follow.

The Chapter hosted seven luncheons, featuring prominent local guest speakers which included: Katherine Fernandez Rundle, state attorney for the 11th Judicial District, Miami Dade County (Sept. 2007); Jim DeFede, TV political commentator (Oct. 2007); City of Coral Gables Mayor Don Slesnick (Nov. 2007); Miami Dade County Manager George Burgess (Jan. 2007); City of Miami Gardens Mayor Shirley Gibson (Feb. 2007); City of Miami Mayor “ Manny” Diaz (Mar. 2007).

On May 30, 2007, we held our Annual Awards Luncheon at which time Katherine Fernandez Rundle was presented with the Outstanding Public Administrator of the Year Award for her leadership and management abilities in making the Miami Dade County justice system a truly outstanding program; Miami Dade County and the City of Miami received the Leading Public Sector Organization of the Year Award for the joint operation of the “311” Telephone Answer Center; and Scott Champagne from Barry University received the $500 Best Essay Scholarship Award.

Most of the luncheons took place at Casa Juancho Restaurant, arguably among the best restaurants in Miami, in the private party room. Luncheon attendance varied from a high of about 80 to a low of about 35. The menu typically consisted of two pitchers of sangria per table, green salad with house dressing, an entrée (beef, poultry or seafood), two vegetable side dishes and herb-flavored butter, dessert and Cuban coffee. All of this for the incredibly low price of $15 per person, thanks to the highly successful luncheon subsidy program implemented and orchestrated by incoming President Terry Murphy.

Most Board Members were involved to a greater or lesser extent in the planning and execution of these events. At the conclusion of each luncheon, the guest speaker was presented with a momento commemorating his/her visit with us. The luncheons were publicized in all government entities within the area. Non-ASPA members were encouraged to attend, as well as chapter members.

Other activities throughout the year included the promotion and distribution of Christmas Baskets to needy families (Dec. 2006); our Annual Christmas Holiday Party at the Coral Gables home of Board Member and incoming President-Elect Allan Rosenbaum and his wife, Judi Rosenbaum (Dec. 06); an event recognizing Black History Month (Feb. 07); an event recognizing Women in Government (Mar. 07); and, the preparation and distribution of Easter Baskets to needy families (Apr. 07).

ASPA’s involvement in its continuous quest for knowledge was not neglected. Chapter members participated in the ASPA National Conference in Washington, DC (Mar. 2007), contributed to the planning of, participation in, and execution of the ASPA Florida State Conference in St. Petersburg (May 2007), and organized in its entirety a highly successful, Best Practices Conference here in Miami, at the University of Miami Business School. Attendees and participants were drawn from the two-county area of Broward and Miami Dade. About 120 people attended. The conference was focused on the Public Administration Practitioner and was highly praised by those in attendance. A separate article about the conference was published in the June 2007 issue of the PA Times.

Professional Development Seminars were also sponsored by the Chapter. These luncheon events were designed for those individuals desirous of enhancing their value to the governmental entity in which they work. These seminars included such topics as leadership, personal and professional relationships, networking and communications. The seminars were open to ASPA members and non-members.

Three of our chapter members were recognized for their outstanding achievements in support of ASPA goals and mission. Long time Board Member Bill Solomon received the ASPA National Donald C. Stone Award for superior service to ASPA, and Board Member Meredith Newman was honored as the recipient of the ASPA Presidential Citation of Merit. Steve Bobes, long-time chapter treasurer, was elected to the National Council as a representative from ASPA Region III.

In addition, Board Member Glenn Joseph, recipient of last year’s Chapter Outstanding Member Award, suggested that we change the format of the monthly Board Meetings from that of a face-to-face, physical presence meeting, to a virtual meeting format using group telephone conference technology. The idea was implemented with a resulting enormous amount of time savings for each board member. No longer do Board Members have to travel to the meeting site, then spend time at the meeting, and then travel back to their home. The telephone meetings begin at 9:00pm and are usually completed in an hour or fifteen minutes. All Board Members have enthusiastically supported and embraced the change in format.

Finally, our chapter President Past President Roslyn Alc Batson, designed a new chapter logo. Roslyn also was instrumental in the launching of the chapter website (aspaonline.org/southfla) and in the maintenance thereof.

As I stated at the beginning of this article, this has been one outstanding year in terms of accomplishments. However, even though the Board Members provided a lot of the “grunt” work and effort, nothing could have been accomplished without the active participation and support of the individual members of the Chapter.

To the members of the South Florida Chapter, thanks to each and every one of you for having made this past year such a successful one.

Information on any of these events or activities may be obtained by contacting Ray de Arrigunaga: 786-243-9294 or rdearrig@bellsouth.net.

ASPA member Ray de Arrigunaga is the South Florida Chapter immediate past president. E-mail: rdearrig@bellsouth.net

PAQ Symposium on Action Learning and Collaboration

CALL FOR PAPERS

The principles of Action Learning (AL) are used to get people in any area of Broward and Miami Dade. About 120 people attended. The conference was focused on the Public Administration Practitioner and was highly praised by those in attendance. A separate article about the conference was published in the June 2007 issue of the PA Times.

Professional Development Seminars were also sponsored by the Chapter. These luncheon events were designed for those individuals desirous of enhancing their value to the governmental entity in which they work. These seminars included such topics as leadership, personal and professional relationships, networking and communications. The seminars were open to ASPA members and non-members.

Three of our chapter members were recognized for their outstanding achievements in support of ASPA goals and mission. Long time Board Member Bill Solomon received the ASPA National Donald C. Stone Award for superior service to ASPA, and Board Member Meredith Newman was honored as the recipient of the ASPA Presidential Citation of Merit. Steve Bobes, long-time chapter treasurer, was elected to the National Council as a representative from ASPA Region III.

In addition, Board Member Glenn Joseph, recipient of last year’s Chapter Outstanding Member Award, suggested that we change the format of the monthly Board Meetings from that of a face-to-face, physical presence meeting, to a virtual meeting format using group telephone conference technology. The idea was implemented with a resulting enormous amount of time savings for each board member. No longer do Board Members have to travel to the meeting site, then spend time at the meeting, and then travel back to their home. The telephone meetings begin at 9:00pm and are usually completed in an hour or fifteen minutes. All Board Members have enthusiastically supported and embraced the change in format.

Finally, our chapter President Past President Roslyn Alc Batson, designed a new chapter logo. Roslyn also was instrumental in the launching of the chapter website (aspaonline.org/southfla) and in the maintenance thereof.

As I stated at the beginning of this article, this has been one outstanding year in terms of accomplishments. However, even though the Board Members provided a lot of the “grunt” work and effort, nothing could have been accomplished without the active participation and support of the individual members of the Chapter.

To the members of the South Florida Chapter, thanks to each and every one of you for having made this past year such a successful one.

Information on any of these events or activities may be obtained by contacting Ray de Arrigunaga: 786-243-9294 or rdearrig@bellsouth.net.

ASPA member Ray de Arrigunaga is the South Florida Chapter immediate past president. E-mail: rdearrig@bellsouth.net

PAQ Symposium on Action Learning and Collaboration

CALL FOR PAPERS

The principles of Action Learning (AL) are used to get people in any organized setting to work on urgent organizational problems through probing questions; to learn from such a process; and to subsequent take action. Papers on the principles and techniques of AL for this symposium are preferred, however we will consider papers where the research utilized principles that mirror AL.

This symposium will begin “blind peer” review of papers in September 2007. Estimated time for production of articles following panel review will be completed by December 2007, with revisions coordinated and completed by April 2008.

Interested authors should contact Professor Lou Tieje at: ltieje@metropolitan.edu

SECoPA CONFERENCE

September 27-29 • Nashville, Tennessee

Early Bird Registration Deadline: July 1

“Sound Innovations in Public Administration:
Setting the Tone for the Future”

Hosted by the Tennessee Chapter of ASPA
and Tennessee State University
Institute of Government

Visit Our Web Site:
**New ASPA Members**

ASPA welcomes the following new members from the months of May 2007.

**Please note: Members joining ASPA are not included on this list.**

<table>
<thead>
<tr>
<th>Name</th>
<th>Location</th>
<th>Identities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ashley Ross</td>
<td>Arizona</td>
<td>Trina Yvette Porter Greater Cincinnati</td>
</tr>
<tr>
<td>Cassandra Bautista</td>
<td>Arizona</td>
<td>Kay Barnes Greater Kansas City</td>
</tr>
<tr>
<td>Gillian Taylor-Dorsett</td>
<td>Arizona</td>
<td>Mike Kelsey Greater Kansas City</td>
</tr>
<tr>
<td>Carl Ampah</td>
<td>At Large Member</td>
<td>Nathan Canan Greater Kansas City</td>
</tr>
<tr>
<td>Sinaluaisisiniavatu At Large Member</td>
<td>Felicia Bailey Hampton Roads</td>
<td></td>
</tr>
<tr>
<td>Amber Campbell</td>
<td>Centex</td>
<td>James Graves Hampton Roads</td>
</tr>
<tr>
<td>Amy D. Dubon</td>
<td>Centex</td>
<td>Julia Hilligass Hampton Roads</td>
</tr>
<tr>
<td>Charles Smith</td>
<td>Centex</td>
<td>Monique Earl Hampton Roads</td>
</tr>
<tr>
<td>Jerry F. Fise</td>
<td>Centex</td>
<td>Howard Hampton Roads</td>
</tr>
<tr>
<td>Jim Powell</td>
<td>Centex</td>
<td>Richard Williams Hampton Roads</td>
</tr>
<tr>
<td>Karen Jackson</td>
<td>Centex</td>
<td>Barbara Price Houston Area</td>
</tr>
<tr>
<td>Karri Hyko</td>
<td>Centex</td>
<td>Jennifer Ghee Houston Area</td>
</tr>
<tr>
<td>Kathryn Wells-Vogel</td>
<td>Centex</td>
<td>William Fortenberry Houston Area</td>
</tr>
<tr>
<td>Linda Strotheide</td>
<td>Centex</td>
<td>Rodeyline Jerome Hudson Valley</td>
</tr>
<tr>
<td>Phyllis Turner</td>
<td>Centex</td>
<td>Jonathan Marks Indiana</td>
</tr>
<tr>
<td>Sally Rees</td>
<td>Centex</td>
<td>John Andrade Inland Empire</td>
</tr>
<tr>
<td>Seth Pyle</td>
<td>Centex</td>
<td>Carla Schettler Inland Northwest</td>
</tr>
<tr>
<td>Stan Hall</td>
<td>Centex</td>
<td>Catherine Carrel Inland Northwest</td>
</tr>
<tr>
<td>Terry Miller</td>
<td>Centex</td>
<td>William Nyagwa Intl. Elec. Member</td>
</tr>
<tr>
<td>Vickie Semety</td>
<td>Centex</td>
<td>Brandace Jackson Iowa Capital</td>
</tr>
<tr>
<td>Wanda Fronheiser</td>
<td>Centex</td>
<td>Theodore Yeatts, Jr. Island Coast Florida</td>
</tr>
<tr>
<td>Willie Marshall</td>
<td>Centex</td>
<td>Carina Leonard Kansas</td>
</tr>
<tr>
<td>Christin Pooil</td>
<td>Central Florida</td>
<td>Connie B. Cogswell Los Angeles Metro Area</td>
</tr>
<tr>
<td>Richard Torresstrada</td>
<td>Central Florida</td>
<td>Eileen Foltz Los Angeles Metro Area</td>
</tr>
<tr>
<td>Thomas Amensbury</td>
<td>Central Florida</td>
<td>Eileen Porter Los Angeles Metro Area</td>
</tr>
<tr>
<td>Karla Baker</td>
<td>Central New York</td>
<td>Center Piedmont Los Angeles Metro Area</td>
</tr>
<tr>
<td>Angelique Godiday</td>
<td>Central Ohio</td>
<td>Lisha Martinez Los Angeles Metro Area</td>
</tr>
<tr>
<td>Edwin Jones, DPAMBA</td>
<td>Central Ohio</td>
<td>Marta Magnus Los Angeles Metro Area</td>
</tr>
<tr>
<td>Roy Jordan</td>
<td>Central Ohio</td>
<td>Milo Hegel Los Angeles Metro Area</td>
</tr>
<tr>
<td>Willie Pinkins</td>
<td>Central Ohio</td>
<td>Lissa Martin Los Angeles Metro Area</td>
</tr>
<tr>
<td>Savannah Blair</td>
<td>Central Piedmont</td>
<td>Luisa Martinez Los Angeles Metro Area</td>
</tr>
<tr>
<td>Yang Lee</td>
<td>Central Piedmont</td>
<td>Lissa Martin Los Angeles Metro Area</td>
</tr>
<tr>
<td>Barbara Green</td>
<td>Chicago Illinois</td>
<td>Lily Liu Los Angeles Metro Area</td>
</tr>
<tr>
<td>Eddy B. Kaka</td>
<td>Chicago Illinois</td>
<td>Lisa Martin Los Angeles Metro Area</td>
</tr>
<tr>
<td>Kristen N. Eis</td>
<td>Chicago Illinois</td>
<td>Marta Magnus Los Angeles Metro Area</td>
</tr>
<tr>
<td>Michelle Freeman</td>
<td>Chicago Illinois</td>
<td>Mary Jane Burnett North Texas</td>
</tr>
<tr>
<td>R. Scott Booth</td>
<td>Chicago Illinois</td>
<td>Nickole Lewis North Texas</td>
</tr>
<tr>
<td>Tanya Sekanic</td>
<td>Cleveland State Univ.</td>
<td>Denise Marshall Louisiana</td>
</tr>
<tr>
<td>Gary Crownover</td>
<td>Colorado</td>
<td>Jonette Williams Louisiana</td>
</tr>
<tr>
<td>Kerita Kegler</td>
<td>Colorado</td>
<td>Messe Canteen Lawcountry</td>
</tr>
<tr>
<td>Meghan Von Tilus</td>
<td>Colorado</td>
<td>Jennifer Rahle Lower Hudson Valley</td>
</tr>
<tr>
<td>Nicholas Boukas</td>
<td>Colorado</td>
<td>Sharon Timberlake Maine</td>
</tr>
<tr>
<td>Tatiana Bosley</td>
<td>Colorado</td>
<td>Robert Waterman Maryland</td>
</tr>
<tr>
<td>Matthew Harper</td>
<td>Connecticut</td>
<td>Andrise Bass Maryland</td>
</tr>
<tr>
<td>Stephen Barthha</td>
<td>Connecticut</td>
<td>Angela Wing Legacy Maryland</td>
</tr>
<tr>
<td>Eric Zimmer</td>
<td>Detroit Metro Area</td>
<td>Augustine Nuchukwio Detroit Metro Area</td>
</tr>
<tr>
<td>Felicia Everett</td>
<td>Detroit Metro Area</td>
<td>Beverlie Ramocan Woodland</td>
</tr>
<tr>
<td>Jethis Singh</td>
<td>Detroit Metro Area</td>
<td>Ebria Conche Detroit Metro Area</td>
</tr>
<tr>
<td>Joseph G. Gonzalez</td>
<td>Detroit Metro Area</td>
<td>Donald G. Jackson Detroit Metro Area</td>
</tr>
<tr>
<td>Suzanne McCoy</td>
<td>Detroit Metro Area</td>
<td>Kimberly Detroit Metro Area</td>
</tr>
<tr>
<td>Twinette Ball</td>
<td>Detroit Metro Area</td>
<td>Larry Miller Detroit Metro Area</td>
</tr>
<tr>
<td>Nathlynn Reynolds</td>
<td>East Georgia</td>
<td>Michael Stratton Maryland</td>
</tr>
<tr>
<td>Amelia Lepore</td>
<td>Empire State Cap. Area</td>
<td>Natalie Flora Maryland</td>
</tr>
<tr>
<td>Nancy G.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Coroenogenwen</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Benetta Standy</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bernard McCants</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Brad Kissell</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chiquita Parks</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Christian Jallah</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Darrien Bush</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deborah Brantley</td>
<td></td>
<td></td>
</tr>
<tr>
<td>James Closs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Jeffrey Durrath</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Kelly F. Justice</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lawrence Davis</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Marla Hill</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Martin Fayomi</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Nicole Nowden</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Osassumenuw Osaghae</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pamela Stilby</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Phillip Neely, Jr.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ronni Wilson</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Yonellie Moore</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Eavilene Orieno</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ashley Ross</td>
<td>Arizona</td>
<td>Trina Yvette Porter Greater Cincinnati</td>
</tr>
<tr>
<td>Cassandra Bautista</td>
<td>Arizona</td>
<td>Kay Barnes Greater Kansas City</td>
</tr>
<tr>
<td>Gillian Taylor-Dorsett</td>
<td>Arizona</td>
<td>Mike Kelsey Greater Kansas City</td>
</tr>
<tr>
<td>Carl Ampah</td>
<td>At Large Member</td>
<td>Nathan Canan Greater Kansas City</td>
</tr>
<tr>
<td>Sinaluaisisiniavatu At Large Member</td>
<td>Felicia Bailey Hampton Roads</td>
<td></td>
</tr>
<tr>
<td>Amber Campbell</td>
<td>Centex</td>
<td>James Graves Hampton Roads</td>
</tr>
<tr>
<td>Amy D. Dubon</td>
<td>Centex</td>
<td>Julia Hilligass Hampton Roads</td>
</tr>
<tr>
<td>Charles Smith</td>
<td>Centex</td>
<td>Monique Earl Hampton Roads</td>
</tr>
<tr>
<td>Jerry F. Fise</td>
<td>Centex</td>
<td>Howard Hampton Roads</td>
</tr>
<tr>
<td>Jim Powell</td>
<td>Centex</td>
<td>Richard Williams Hampton Roads</td>
</tr>
<tr>
<td>Karen Jackson</td>
<td>Centex</td>
<td>Barbara Price Houston Area</td>
</tr>
<tr>
<td>Karri Hyko</td>
<td>Centex</td>
<td>Jennifer Ghee Houston Area</td>
</tr>
<tr>
<td>Kathryn Wells-Vogel</td>
<td>Centex</td>
<td>William Fortenberry Houston Area</td>
</tr>
<tr>
<td>Linda Strotheide</td>
<td>Centex</td>
<td>Rodeyline Jerome Hudson Valley</td>
</tr>
<tr>
<td>Phyllis Turner</td>
<td>Centex</td>
<td>Jonathan Marks Indiana</td>
</tr>
<tr>
<td>Sally Rees</td>
<td>Centex</td>
<td>John Andrade Inland Empire</td>
</tr>
<tr>
<td>Seth Pyle</td>
<td>Centex</td>
<td>Carla Schettler Inland Northwest</td>
</tr>
<tr>
<td>Stan Hall</td>
<td>Centex</td>
<td>Catherine Carrel Inland Northwest</td>
</tr>
<tr>
<td>Terry Miller</td>
<td>Centex</td>
<td>William Nyagwa Intl. Elec. Member</td>
</tr>
<tr>
<td>Vickie Semety</td>
<td>Centex</td>
<td>Brandace Jackson Iowa Capital</td>
</tr>
<tr>
<td>Wanda Fronheiser</td>
<td>Centex</td>
<td>Theodore Yeatts, Jr. Island Coast Florida</td>
</tr>
<tr>
<td>Willie Marshall</td>
<td>Centex</td>
<td>Carina Leonard Kansas</td>
</tr>
<tr>
<td>Christin Pooil</td>
<td>Central Florida</td>
<td>Connie B. Cogswell Los Angeles Metro Area</td>
</tr>
<tr>
<td>Richard Torresstrada</td>
<td>Central Florida</td>
<td>Eileen Foltz Los Angeles Metro Area</td>
</tr>
<tr>
<td>Thomas Amensbury</td>
<td>Central Florida</td>
<td>Eileen Porter Los Angeles Metro Area</td>
</tr>
<tr>
<td>Karla Baker</td>
<td>Central New York</td>
<td>Center Piedmont Los Angeles Metro Area</td>
</tr>
<tr>
<td>Angelique Godiday</td>
<td>Central Ohio</td>
<td>Lisha Martinez Los Angeles Metro Area</td>
</tr>
<tr>
<td>Edwin Jones, DPAMBA</td>
<td>Central Ohio</td>
<td>Marta Magnus Los Angeles Metro Area</td>
</tr>
<tr>
<td>Roy Jordan</td>
<td>Central Ohio</td>
<td>Milo Hegel Los Angeles Metro Area</td>
</tr>
<tr>
<td>Willie Pinkins</td>
<td>Central Ohio</td>
<td>Lissa Martin Los Angeles Metro Area</td>
</tr>
<tr>
<td>Savannah Blair</td>
<td>Central Piedmont</td>
<td>Lissa Martin Los Angeles Metro Area</td>
</tr>
<tr>
<td>Yang Lee</td>
<td>Central Piedmont</td>
<td>Lissa Martin Los Angeles Metro Area</td>
</tr>
<tr>
<td>Barbara Green</td>
<td>Chicago Illinois</td>
<td>Lily Liu Los Angeles Metro Area</td>
</tr>
<tr>
<td>Eddy B. Kaka</td>
<td>Chicago Illinois</td>
<td>Lisa Martin Los Angeles Metro Area</td>
</tr>
<tr>
<td>Kristen N. Eis</td>
<td>Chicago Illinois</td>
<td>Marta Magnus Los Angeles Metro Area</td>
</tr>
<tr>
<td>Michelle Freeman</td>
<td>Chicago Illinois</td>
<td>Mary Jane Burnett North Texas</td>
</tr>
<tr>
<td>R. Scott Booth</td>
<td>Chicago Illinois</td>
<td>Nickole Lewis North Texas</td>
</tr>
<tr>
<td>Tanya Sekanic</td>
<td>Cleveland State Univ.</td>
<td>Denise Marshall Louisiana</td>
</tr>
<tr>
<td>Gary Crownover</td>
<td>Colorado</td>
<td>Jonette Williams Louisiana</td>
</tr>
<tr>
<td>Kerita Kegler</td>
<td>Colorado</td>
<td>Messe Canteen Lawcountry</td>
</tr>
<tr>
<td>Meghan Von Tilus</td>
<td>Colorado</td>
<td>Jennifer Rahle Lower Hudson Valley</td>
</tr>
<tr>
<td>Nicholas Boukas</td>
<td>Colorado</td>
<td>Sharon Timberlake Maine</td>
</tr>
<tr>
<td>Tatiana Bosley</td>
<td>Colorado</td>
<td>Robert Waterman Maryland</td>
</tr>
<tr>
<td>Matthew Harper</td>
<td>Connecticut</td>
<td>Andrise Bass Maryland</td>
</tr>
<tr>
<td>Stephen Barthha</td>
<td>Connecticut</td>
<td>Angela Wing Legacy Maryland</td>
</tr>
<tr>
<td>Eric Zimmer</td>
<td>Detroit Metro Area</td>
<td>Augustine Nuchukwio Detroit Metro Area</td>
</tr>
<tr>
<td>Felicia Everett</td>
<td>Detroit Metro Area</td>
<td>Beverlie Ramocan Woodland</td>
</tr>
<tr>
<td>Jethis Singh</td>
<td>Detroit Metro Area</td>
<td>Ebria Conche Detroit Metro Area</td>
</tr>
<tr>
<td>Joseph G. Gonzalez</td>
<td>Detroit Metro Area</td>
<td>Donald G. Jackson Detroit Metro Area</td>
</tr>
<tr>
<td>Suzanne McCoy</td>
<td>Detroit Metro Area</td>
<td>Kimberly Detroit Metro Area</td>
</tr>
<tr>
<td>Twinette Ball</td>
<td>Detroit Metro Area</td>
<td>Larry Miller Detroit Metro Area</td>
</tr>
<tr>
<td>Nathlynn Reynolds</td>
<td>East Georgia</td>
<td>Michael Stratton Maryland</td>
</tr>
<tr>
<td>Amelia Lepore</td>
<td>Empire State Cap. Area</td>
<td>Natalie Flora Maryland</td>
</tr>
<tr>
<td>Nancy G.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Coroenogenwen</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Benetta Standy</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bernard McCants</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Brad Kissell</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chiquita Parks</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Christian Jallah</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Darrien Bush</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deborah Brantley</td>
<td></td>
<td></td>
</tr>
<tr>
<td>James Closs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Jeffrey Durrath</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Kelly F. Justice</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lawrence Davis</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Marla Hill</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Martin Fayomi</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Nicole Nowden</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Osassumenuw Osaghae</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pamela Stilby</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Phillip Neely, Jr.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ronni Wilson</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Yonellie Moore</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Eavilene Orieno</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Texas CPM Graduates Become New ASPA Members

Howard R. Balanoff

On June 4, 2007, the Texas CPM Program, which is offered by Texas State University’s William P. Hobby Center for Public Service, held its bi-annual CPM Graduation at the Texas State Capitol. Delivering the graduation speech was Mr. Paul Hobby, Chairman and Chief Executive Officer of Alpheus Communications Inc. Hobby, the son of former Texas Lt. Governor William P. Hobby spoke about the ways in which public managers can meet the ethical and public policy challenges of the 21st Century.

One of the highlights of the graduation was the induction of 68 CPM graduates into the Texas CPM Society and the American Academy for Certified Public Managers. All of these graduates are either currently members of ASPA or will be provided ASPA memberships shortly after their graduation from the Texas CPM Program.

The June 2007 CPM Graduation was very special, in that it featured the graduation of 25 CPM participants from the Stephen F. Austin State University Program which was conducted at Longview, TX. This was the first graduating CPM class for Stephen F. Austin’s CPM Program in Longview. The director of the CPM Program is Rick Herzog.

In addition to the induction of the CPM students, Paul Hobby, the graduation speaker was presented with an Honorary CPM Diploma and a membership in ASPA.

After the graduation ceremony was concluded, a reception for the CPM graduates and their guests was held in the Capitol Grill at the Texas Capitol.

In addition to the 25 graduates of the Stephen F. Austin State University Program in Longview, the June 2007 graduates of the Texas CPM Program included 32 who graduated under the direction of Texas State University William P. Hobby Center for Public Service, three from the City of Houston CPM Program offered by Sam Houston State University, six from the CPM Program offered by the University of Texas at Arlington and one from Texas Tech’s CPM Program which was conducted in Abilene, TX.

A list of the June 2007 CPM Graduates is provided below by Program location.

**Stephen F. Austin State University, Longview Texas**


**Texas State University, San Marcos Campus Program**

Rosa E Bocanegra, Andrew Carroll, Cynthia Conyers, Stephanie Davis, Julie Martin, Gracie Robinson, Susan Wade.

**Texas State University, City of Laredo Program**


**Texas State University, City of San Antonio Program**

Charismas Esparza, Michael Guzman, Sara Jasso, Cheryl Lardy, Jacquelyn Mendez, Maria Teresa Rivera, George Salzman, Stella Trejo.

**Texas State University, Brooks City Base (San Antonio) Program**

Brian Danahay, Cynthia Jackson-Ward, Michele Watkins

**Texas Tech University, Abilene/San Angelo CPM Program**

Sam Woods

**Sam Houston State University City of Houston CPM Program**

Edna Kratz, Robert LaBorde, Debra Pruitt

**University of Texas at Arlington Dallas/Fort Worth Program**

Brian Boemer, Harold Cates, Alan Hein, Stephen Houser, Thomas Johnson, Cristina McMurray.

For additional information about the Texas CPM Program please go to www.txstate.edu/cpm

ASP member Howard R. Balanoff is the director of Texas State University’s William P. Hobby Center for Public Service and the Texas Certified Public Manager Program. He is a former member of ASPA’s National Council and past chair of ASPA’s Section for Productivity and Organizational Development (SPOD).

E-mail: hb02@txstate.edu

---

**CALL FOR PAPERS**

**2007 International Conference on Public Administration**


This important conference will bring together academic experts, experienced public administrators, and private sector leaders committed to building strong theory, effective practice, and creative methods in the field of public administration. The deadline for submitting papers is August 31, 2007. Papers outside of China should be sent by email to ASPA past president Dr. Donald Menzel at donmenzel@tampabay.rr.com.

**Registration for ASPA members waived!**

The ICPA is cosponsored by the American Society for Public Administration; University of Electronic Science and Technology of China; Chinese Public Administration Society; School of Public Administration, Moscow State University; and the Chinese Public Administration Journal.

Visit the conference website for more information on paper submissions and conference details.

http://www.icpa-uestc.cn/
2008 Election Nomination Deadline July 30

- **Electoral District 1**—Connecticut; Delaware; Maine; Massachusetts; New Hampshire; New Jersey; New York; Pennsylvania; Rhode Island; and Vermont
- **Electoral District 2**—District of Columbia; Indiana; Maryland; Ohio; Virginia; Virgin Islands; Puerto Rico and West Virginia
- **Electoral District 3**—Alabama; Arkansas; Florida; Georgia; Kentucky; Louisiana; Mississippi; North Carolina; South Carolina; and Tennessee
- **Electoral District 4**—Colorado; Illinois; Iowa; Kansas; Michigan; Minnesota; Missouri; Nebraska; New Mexico; North Dakota; Oklahoma; South Dakota; Texas; and Wisconsin
- **Electoral District 5**—Alaska; Arizona; California; Hawaii; Idaho; Montana; Nevada; Oregon; Utah; Washington; and Wyoming

---

### ASPA’s 2008 National Council Recommendation Form

**Vice President**

**Electoral District (√ one) 1 2 3 4 5**

---

**General Information**

Name: ________________________________

Gender: Male ______ Female ______

Date of Birth: ________

Ethnicity: ____________________________

Title: ________________________________

Place of Employment: ________________________________

Address: __________________________________________

City, State, Zip: ________________________________

telephone: ____________________________

fax: ____________________________

e-mail: ________________________________

---

**Educational/ASPA Information**

Number of years as ASPA member: ________________________________

Current chapter membership(s): ________________________________

Current section membership(s): ________________________________

Has the individual served on National Council ______

If yes, dates and position(s) served: ________________________________

Highest educational level achieved: ________________________________

If nominated, is individual willing to serve? ______

---

**Other Information**

The following information should be submitted on a separate sheet of paper.

- Contributions to ASPA such as offices held in chapters and sections, service on national committees, regional and annual conference participation and publications.
- Contributions to the field of public administration.

Recommended by: ________________________________

Daytime Phone: ________________________________

fax: ________________________________

Representing: _______Chapter _______Section _______Self

Indicate the name of the Chapter/Section if recommendation is by vote of a Chapter/Section: ________________________________

---

I hereby certify that the information is accurate:

Name: ________________________________

Signature: ________________________________

---

Return Recommendation Form by July 30, 2007 to:

ASPA Nominating Committee, 1301 Pennsylvania Ave., NW, Ste. 840, Washington, DC 20004 or Fax to (202) 638-4952
Past-President Visits Site of Conference Co-Sponsored by ASPA

From CHENGDU, pg. 15

reaches back some 5,000 years. A few highpoints included the following visits:

- Du Jiang Yan Dam and Irrigation Project, built around 256 BC during China’s Warring States Period. The project divided the Min Jiang River—the longest tributary of the Yangtze River—into two streams. Public official Li Bing guided the project and earned a shrine dedicated to his memory for his brilliant execution of a remarkable public works megaproject that is still in use today. Because of the flood control and irrigation properties of this project, Chengdu became a thriving agricultural center, affording its people a sense of abundance and well-being unique to the area. Some credit the Project as the source of the Chengdu community’s reputation for enjoying the finer things in life, including lovely tea houses and the famous local cuisine (“hot pot” among other culinary wonders).

- San Xingdui Museum. According to the museum history, the ancient Shu kingdom had been shrouded in mystery for centuries until around the 1980s when large-scale archaeological excavation unearthed artifacts that revealed a highly-evolved ancient town-state in the southwestern part of China near Chengdu—about 3,000 years ago. The beauty and sophistication of the kingdom thus revealed makes the United States seem very young by comparison!

- JinSha Relics Museum. Just opened to the public in April 2007, the JinSha Museum features a remarkably preserved excavation site and an astounding array of treasures from the Shu kingdom. The “Sun and Immortal Bird” was unearthed here, famed for its great beauty and mythological significance.

- Chengdu Panda Breeding and Research Center. As the “national treasure” of China, giant panda symbolize the country’s commitment to “harmonious co-existence and sustainable development of human and nature” (www.panda.org.cn). Endangered in part because of the near-extinction of the bamboo that is their primary food source, the “Panda Base” seeks to increase and protect the remaining panda population. These playful creatures are hard to resist and have won the hearts of China and many visitors.

As wonderful as these sights were, the true highlight of the trip was the UESCT students and professors. Bernie Stewart and I lectured and entertained questions on two topics that proved of great interest to the audiences: affordable housing and megaproject management in the United States. We were tremendously impressed with the students’ probing questions and gratified by their interest in our remarks. Indeed, we plan to pursue the topics—with help of our audiences’ insights—at the Third Annual ICFA in Chengdu this fall. We urge you to submit a paper and attend ICFA 2007!

ASPA member Wendy A. Haynes is ASPA’s immediate past-president and an associate professor and MPA coordinator at Bridgewater State College. E-mail: whaynes@aspanet.org

ASPA Life Membership Category Under Review

At this year’s annual conference, ASPA’s National Council voted to restructure the benefits and cost associated with the Life Membership Category fee. It has been over fifteen years since the Life Membership Category fee has been reviewed. Since its inception, the value and cost of the membership benefits have increased significantly.

ASPA currently has 148 life members. Life member benefits include full membership benefits ($100 annual), plus waivered conference registration for annual conferences (currently $375.) ASPA in Brief

E-mail: whaynes@aspanet.org.

If you have a Chapter or Section announcement for this column, contact Christine McCrehin at cmccrehin@aspanet.org.

Call for Paper Proposals

Publication: Special Issue of the Public Administration Review to be published upon the 15th anniversary of the “Winter Commission” Report

Topic: “Hard Truths/Touch Choices Revitalized: A New Agenda for State and Local Government Reform”

Guest Editor: Frank J. Thompson, State University of New York at Albany

O utstanding paper proposals are invited for a special issue of the Public Administration Review focused on state and local government. Since the National Commission on the State and Local Public Service (more commonly known as the “Winter Commission”) released its principal report in 1993, the urgent of state and local governance has undergone profound transformation. Some of these changes spring from watershed moments in American political life, such as September 11, Hurricane Katrina, and the 2000 voting debacle in Florida. Other aspects have to do with trends related to the revolution in information technology, shifting federal approaches in major policy arenas, an increasing emphasis on outsourcing public services to private firms and nonprofit groups, and other factors. Now, more than ever, the issues that occupied the Winter Commission in the early 1990s—critical issues of accountability and performance on the firing lines of American federalism—deserve comprehensive reexamination.

Those interested in submitting proposals should review the primary report of the Winter Commission at the Rockefeller Institute of Government Web site (direct your browser to www.norlight.org/publications/national_commission.html). Paper proposals focused on the following topics are especially welcome:

- Executive leadership;
- Overcoming administrative barriers to high-performance government;
- Campaign finance and government performance;
- The challenges of e-governance;
- Federal and intergovernmental management;
- Outsourcing;
- Strengthening nonprofit and civil society; and
- Overcoming fiscal challenges.

Please submit your one-page proposal to Frank J. Thompson of the University at Albany, SUNY at Fthompson@albany.edu as soon as possible, but no later than June 18, 2007. Completed papers would be due in January of 2008.
Control How Others Affect Your Productivity

Carol Halsey

One of the most difficult aspects of time management is controlling your day when others around you want to steal your time. Interruptions can eat up literally hours of precious, productive time each day. There are ways to discourage these interruptions without offending your co-workers, or family and friends if you work from home.

In a business environment where several people work in a restricted area, the tendency is to chitchat and gossip during the day, which is a great waste of productive time. There is a very simple solution to take control of this situation easily. You can be tactful but at the same time discourage socializing.

When someone approaches your desk or sits down in your office and begins talking about anything but the work at hand, you could say, “I'm sorry (person's name) but I am involved in (whatever you are doing) and (don't want to lose my) train of thought, or, have a tight deadline, or whatever is appropriate to what you are doing. Can it wait until later?” Be assured, that in most cases this will work just fine, and the person will leave, and not be offended.

You have easily taken control of the situation. Be persistent with this method, and it won't be too long before the talkers and socializers get the message that you do not want to be disturbed. Where is it written that every time the phone rings you MUST answer it? Unless your primary job responsibility is to answer the phone, it is up to you to decide when you will answer it and when you will let others (staff, voice mail, message recorder) answer the phone for you.

The same goes for e-mail. In most cases, it is not necessary to check every time a new message arrives. Turn off the bell or buzzer that notifies you of incoming messages. It is just as intrusive as a ringing phone.

Under normal circumstances, there really is no reason why phone and e-mail messages cannot wait until you are ready to check them. This means, you do not interrupt what you are currently doing just to check messages.

Staying focused on the task at hand will get you a lot further along with accomplishing your tasks for the day. Decide when you will check your messages. That could be once an hour, or even better, three or four times a day.

Acting in this manner puts you in control of the phone, your e-mail, and your goals for the day. You are acting in a proactive manner, instead of letting others determine how you spend, or waste, your time.

If you have an office at home, it is important for your family to understand that when you are working, in your office, you are not to be interrupted except for an emergency.

Define what an emergency is so it is clear to them. I know this is hard to enforce at times, but look at it this way.

If you can work uninterrupted, you will accomplish more in less time, and in the long run you will have more time to spend with your family.

If you have a door on your office, enforce the closed door policy to discourage visitors and intruders. A closed door sends the message that you do not want to be disturbed. It may not be possible to close your door all day, and quite frankly, it is not a good idea to completely discourage good communication with co-workers.

But there is nothing wrong with getting in the habit of closing the door for periods of time during the day. Behaving in a proactive manner puts you squarely in control of how your day goes and how much you will accomplish.

Here are some statistics that may surprise you.

• By concentrating single-mindedly on your most important task, you can reduce the time required to complete it by 50 percent or more.

• It has been estimated that the tendency to start and stop a task, to pick it up, put it down, and come back to it, can increase the time necessary to complete the task by as much as 500 percent.

Also keep in mind, when you want to get away from your desk and take a break, seek out others who are doing the same and talk and socialize with them.

Respect the time of others who are working and avoid being the person who interrupts them.

Carol Halsey is founder and president of Business Organizing Solutions. You can get articles, ideas and a free Idea Kit, filled with simple tips for saving time, simply by visiting her website: www.PilesToFiles.com. Subscribe to her free organizing newsletter, “Organizing Ideas,” sent twice a month.

Realizing the expansive reach of the Internet, more government employers are adopting online recruitment as an integral part of their recruitment strategy. CareerBuilder.com on average sees more than 1.2 million job searches each month for government jobs. WorkforAmerica.com will help expedite the recruitment process by connecting top job candidates interested in the public sector with key federal agencies such as the CIA, U.S. Navy, Department of Homeland Security, Department of Veteran Affairs and Department of Energy.

A 2006 report by The Partnership for Public Service states that of the 1.9 million people currently serving in the federal government, 44 percent will be eligible to retire by 2010—including 60 percent of senior managers. They estimate that only 3 percent of the federal workforce is currently under the age of 25.

“The U.S. labor force is shrinking as a large number of baby boomers retire and smaller generations enter the workforce,” said Stan Paul, general manager of CareerBuilder.com’s Government Services Group. “Federal government employers are competing with both the public and private sector for top talent and are becoming more aggressive in attracting qualified candidates to their agencies.

The first finding concerns difficulties in retrieving the data on particular teachers and particular students necessary for legitimate program improvement purposes in teacher education. Incentives to states and local school districts to construct comprehensive high-quality educational data systems, to entrust these data systems to research institutions, and to make the data available to teacher education programs for purposes of program improvement would accelerate the production of high quality teachers.

• The second finding is the success of the implementation of academy-based induction supplemental to district-based induction programs, including reduced teacher turnover and consequent instructional improvement and cost savings. Creating incentives for institutions of higher education to engage in these academy-based induction programs will pay substantial dividends in teacher quality, teacher retention, and pupil achievement.

• The third finding is the beneficial impact of an evidence-based continuous-improvement design for teacher education reform on the management of teacher education within a higher education institution and ultimately on the production of high quality teachers. It may be worthwhile, therefore, to consider incentive grants to partnerships between institutions of higher education and school districts that pledge to restructure teacher education in this way.

FYI...
Pay It Forward...

Career Advice from an ASPA Member

Ann M. LeClaire-Mitchell

Six years as a senior level administrator in a state agency have taught me two important lessons: a public administrator must be a leader first and a supervisor second, and mentoring and coaching should be a top priority for all leaders.

My career as a state employee began fresh out of graduate school with no experience with state government or in an office setting. My career blossomed for one reason—a great mentor. My mentor was my supervisor and she considered mentoring a part of her daily job. She brought me along to high-level meetings, including me in her decision making process, and set up meetings for us to specifically talk about my career goals. All public administrators should consider coaching and mentoring as a responsibility of our profession. It not only makes for a better employee—you are more likely to retain good employees longer, perhaps even for their career.

As my career progressed, I realized the supervisors I respected and admired most were those that are great leaders. Many governmental supervisors are promoted based upon their ability to perform their previous work duties. Unfortunately, that misses the mark since many tend to continue to perform those duties. As a supervisor, they find it difficult to empower their employees and let go of their old jobs. These supervisors do not possess the qualities necessary to become good leaders and therefore cannot be great supervisors.

Supervisors promoted because of their leadership abilities are the type of public administrators we should all strive to be. Leaders build strong teams, lead their agencies through good times and challenging times, and create an environment in which employees want to stay and work in state government. They allow employees to blossom, assist them with career choices, empower them with responsibilities, and concentrate on the higher level issues at hand. They also develop new public administrators who eventually become the next generation of leaders.

My advice is really quite simple...be a great leader and the rest will fall into place.

ASPA member Ann M. LeClaire-Mitchell is a program support section supervisor in the Wildlife Division of the Michigan Department of Natural Resources. E-mail: leclaira@micdnr.gov

ASU Receives $1 Million Ramsey Gift for Enhancement of Executive Education

Phoenix—The Arizona State University School of Public Affairs’ executive education program is celebrating its 25-year history. Organizations may also opt to contract with the program for customized services such as leadership assessment and coaching, organizational development, strategic planning and program evaluation.

This new infusion of funding will allow the program to enhance its workshops, conference and class offerings, and to expand its reach across the entire Southwest. A four-state conference on public policy related to immigration is in the planning stages for September 2007 as part of the program expansion.

“Bob’s generosity offers a tremendous catalyst for ASU to meet the growing demand across the Southwestern United States for public leaders who understand the best models of community capacity-building. His name lends authenticity to our promise to prepare ethical leaders who are able to work hand-in-hand with both the business sector and citizens to create win-win outcomes. Bob has been involved in nearly every model of successful public-private partnership we see in Maricopa County today, so his involvement as a guest lecturer in our classes will also be invaluable,” said Catherine Eden, director of the Bob Ramsey Executive Education Program.

Public-private partnerships have been a hallmark of Ramsey’s more than 30-year career owning and managing companies involved in pre-hospital care including PMT Ambulance Service, Rural Metro, Southwest Ambulance Services and MediWest Ambulance Service of Nevada. Colleagues nationally refer to him as “the father of modern ambulance service,” for pioneering work that resulted in Arizona’s creative model of statewide coordination of emergency medical services.

“Since my early 20’s when I entered the business arena, my focus as well as my mission have been to serve others through creative partnerships between the public and private sectors. I have learned that many business leaders want to be part of public policy solutions, and I think this investment in public official education will help accelerate these partnerships,” said Ramsey.

A recent example of a public-private partnership that Ramsey engineered is the installation of automated external defibrillators in 70 Scottsdale police cars, along with office training on the use of these life-saving devices on cardiac patients. More than 100 additional defibrillators were donated by Ramsey’s company, Professional Medical Transport and placed in public buildings across the city in an effort with police and fire departments to make Scottsdale a “heart safe” city.

Robert Denhardt, director of the School of Public Affairs and Lincoln Professor of Leadership and Ethics, noted, “This gift represents one aspect of Bob Ramsey’s Arizona legacy and we are grateful for what it means to the School and to the sector we serve. Paired with Cathy Eden’s stellar leadership, the program is powerfully poised to move to the next level in scope and quality.”
CALL FOR PROPOSALS
69th ASPA Annual Conference
March 7-11, 2008 • Dallas, Texas
Deadline: July 16, 2007

Transformational Public Administration: A Call for Public Service

The ASPA Annual Conference is an opportunity for academics, practitioners and students to consider issues and opportunities facing our profession. It facilitates presentations on a variety of viewpoints and prescriptions for advancing public administration. The theme for the Dallas, Texas, conference is Transformational Public Administration: A Call for Public Service. This theme allows focus on behaviors, programs, activities, institutions and processes emanating from the public sector that have or can promote human advancement.

There are three primary components of Transformational Public Administration that are expected to be the initial stimulus for panels, workshops, round tables and plenary sessions:

• How the structures, functions, processes, and sectors delivering public goods and services have changed.

• How public administration has been a major catalyst for many of the fundamental changes, innovations, technologies and norms for human advancement.

• How public administrators themselves are being changed, particularly in terms of skills and talents, and the values they bring to bear on the delivery of public services.

Another significant aspect of the conference program is expected to address the Call for Public Service. Here the emphasis is on exploring opportunities for public administrators to proactively seek ways to use resources at their disposal for solving contemporary problems and challenges.

PROPOSAL SUBMISSION: Innovative approaches and ideas are solicited for ASPA’s 2008 Annual Conference sessions. ASPA sections have been asked to recommend a representative to the program planning committee and help identify transformational theory and practice germane to their areas and interests.

SUBMISSION GUIDELINES: All proposals must be submitted online. Please go to the ASPA website, www.aspanet.org/ScriptContent/index_aspaconference.cfm for information on how to submit proposals. Deadline is July 16, 2007. Submissions will be distributed to track chairs after the July 16, 2007, deadline. Proposals will be reviewed by a committee of their peers and selected submitters will be notified.
TRACKS: Leading scholars, public service professionals and students will address transformational issues, activities and programs that influenced or have been influenced by public administration. The aim is to provide insights on how public administration innovations have helped to transform society and support human advancement. Discussions of instances in which public administration has failed to be responsive to the needs of society are also encouraged. Panel sessions, roundtable and small working group discussions will be organized around 13 major tracks:

1. Transformational Leadership and Transforming the Image of Public Administration
   - Transformational leadership and public service
   - Transformational public diplomacy
   - Electoral politics and demoralizing of public servants

2. Ethics and Social Equity
   - Contemporary issues of ethical principles and private gain
   - Ethics and government contracting—is there a conflict
   - The revolving door between government employment and private consulting
   - Principles of ethical conduct and the ASPA Code of Ethics
   - Social equity and the transformation of democratic society
   - Equity as a legal basis for distributing public services

3. Citizen Engagement, Community-Based Collaboration and Action Research
   - Engaging and managing with citizens and other partners
   - Using religious organizations as public service partners
   - Developing and managing indirect tools of governance (tax expenditures, loans, and other subsidies)
   - Promoting community-based entrepreneurship

4. Public Service Networks and Complexity
   - Public administration in the "Next Society"
   - Anticipating future challenges: global warming, aging population and service demands, deficit spending
   - Managing in times of fear, wars, uncertainty
   - Considering new organizational theories and models for delivering public services; anticipating the impact of genome research and cloning
   - Assuring data security in the information age

5. Skills and Tools for Effective Public Service
   - Implementing and reporting on performance management
   - Employing GASB’s new reporting criteria
   - Outsourcing and contract management
   - Using global positioning systems, geographic information systems and remote sensing to enhance the delivery of public services
   - Employing e-governance and e-commerce in the public sector
   - Enhancing cultural competence
   - Acquiring the skills for navigating the practitioner mine fields
   - Utilizing virtual organizations

6. Transforming Health Care, Education and Human Services
   - Public hospitals and the uninsured
   - Social costs of the uninsured
   - Health care workers as front-line officials in the war on terrorism
   - The costs and benefits of mass vaccination
   - Social services in the new economy

7. Demographics, Human Capital, and Workforce Development in Public Service
   - Talent management

8. Immigration and Homeland Security
   - Border and immigration policy
   - Rights and privileges of immigrant workers
   - Managing domestic security
   - Emergency management and homeland security
   - Coordinating intergovernmental and multi-agency operations in homeland security
   - Utilizing incident command systems for managing disasters
   - Human security and disaster management

   - The influence of science and technology on the transformation of public administration
   - Biogenetics, space tourism and public service
   - Commercialization of outer space and public administration

10. Federalism, Intergovernmental Relations and New Service Delivery Systems
    - Multi-sector provision of public service
    - Challenges and possibilities for urban and regional governance
    - Transnational public service
    - Infrastructure, housing, and public works
    - Re-examining urban governance
    - Achieving sustainable regions
    - Considering parliamentary models for urban governance
    - Designing and implementing homeland security initiatives at the state and local level
    - Addressing new models for federal-state-local partnerships
    - Transformation of governance

11. The Environment, Globalization, Transformation of Governance
    - Managing for sustainable results
    - Developing and sustaining eco-tourism
    - Preventing natural disasters in national forests and parklands
    - Evaluating the Endangered Species Act
    - Global warming and public administration
    - Parks and the quest for energy resources
    - Smart growth, brownfields and sustainable development
    - Managing treaties and other international agreements
    - Managing international organizations
    - Creating incentives for international partnerships
    - Comparing national initiatives for enhancing performance
    - Considering the implications of international partnering for federal, state and local authority and programs

12. Finance, Budgeting, Accountability, and Performance
    - Determining the true cost of public services
    - Developing alternative support structures for government activities
    - Reconsidering the "essential public service"
    - Developing revenue bases to match emerging service needs
    - Integrating budget decisions with performance and evaluation information

13. Organizational Design and Development
    - Action research
    - Appreciative inquiry
    - Emerging issues in public organizations

PLEASE NOTE: All proposals must be submitted online. Deadline is July 16, 2007. Please go to the ASPA website: www.aspanet.org/ScriptContent/index_aspaconference.cfm for information on how to submit proposals.

Diversity will be a priority in forming panels. Diversity refers to ethnicity, career age, student status, geography, practitioner and academic status.
Adjunct Professors  
Certificate in Government Contracting  
Troy University – Philadelphia – Arlington – Norfolk  

Troy University’s Atlantic Region is seeking practitioners to teach government contracting courses for their Masters’ level Certificate in Government Contracting. Specifically adjuncts are needed for the following courses: Managing Government Contracts, Advanced Contract Administration, Contract Negotiation, and Government Contract Law. These courses are also part of the Master of Public Administration concentration in Government Contracting. These are new offerings in Arlington, VA and Philadelphia, PA. All courses are offered in an accelerated, Web-Enhanced 9 week format. As these are masters’ level courses, applicants must hold a J.D., Ph.D., DPA or equivalent, as well as having experience in the appropriate courses. Send letter of application, curriculum vitae, transcripts, and names and phone numbers of three references to Dr. John Dunning, MPA Program Coordinator, Troy University – Atlantic Region, 5425 Robin Hood Road, Suite B1, Norfolk, VA 23513. FAX - 757-896-6507.

For further information email: jdunning@troy.edu or go to http://ar.troy.edu and click on Certificate in Government Contracting.

Troy University is an AA/EEO employer and encourages applications from individuals with disabilities, females, African Americans and other minorities.

Three Tenure-Track Faculty Positions  
Assistant Professor of Public Administration  
University of Texas at San Antonio  
The Department of Public Administration at the University of Texas at San Antonio (UTSA) invites applications for a tenure track Assistant Professor position beginning Fall 2008 (pending budget approval). Required qualifications include an earned Ph. D. in Public Administration, Public Policy, Political Science or related discipline by August 15, 2008 for appointment at the rank of Assistant Professor. A successful ABD candidate who fails to complete all degree requirements by that date can only be hired at the rank of Instructor. Completion of the dissertation no later than the end of the second year of teaching is mandatory. Candidates must demonstrate evidence of excellent teaching and research or strong potential. Preferred qualifications include a specialization in Budgeting and Finance, Quantitative Methods, Human Resources, or Nonprofit Management. Responsibilities include teaching, research, and service. Teaching will be at the graduate and/or undergraduate level. Courses will be offered primarily at the UTSA Downtown Campus but may also be offered at the Main Campus and primarily at night. The department currently offers a NASPAA accredited Master of Public Administration degree and an undergraduate minor in Nonprofit Management. The department provides American Humancitc certification both at the graduate and undergraduate level.

Applicants must submit a letter of application: vita, names, addresses, and telephone numbers of three references; one or two- length manuscripts or other samples of research and writing; and teaching evaluations (if available) to: Faculty Search Committee Chair, Department of Public Administration, University of Texas at San Antonio, 501 W. Durango Blvd, San Antonio, Texas, 78207. ABD applicants must have their Dissertation Committee Chair send a letter to the Search Committee Chair indicating progress in degree completion and/or expected date of defense. Initial review of applicants will begin November 1, 2007 and will continue until the position is filled. The University of Texas at San Antonio is an Affirmative Action/Equal Opportunity employer. Women and minorities are encouraged to apply. Applicants who are not U.S. Citizens must state their current visa and residency status.

E. Desmond Lee Endowed Professor  
In Community Collaboration and Public Policy Administration  
University of Missouri-St. Louis  
The University of Missouri - St. Louis invites applications and nominations for a distinguished scholar to hold the E. Desmond Lee Endowed Professorship in Community Collaboration and Public Policy Administration. The Professorship holder will be a scholar with a demonstrated capacity to conduct scholarly research in public policy/public administration in interdisciplinary areas, secure external research funding, integrate public policy research across disciplines, publish scholarly books and articles and disseminate research findings, and provide service to the community. She/he will encourage collaboration and partnerships with other research institutions and with public and private agencies. The successful candidate must be eligible for tenure at the rank of professor in political science, economics, or a closely related field, also holding joint appointments with Public Policy Administration and the Public Policy Research Center (PPRC). Fields of specialization are open, although research and teaching interests in public policy and administration, nonprofit management, program evaluation, or public finance are particularly welcome. Academic responsibilities will include teaching at least one course per semester and conducting research on metropolitan issues in affiliation with the PPRC. The professorship endowment provides a substantial stipend for use by the professorship holder in conducting research and related activities. This is a twelve-month position, offering a competitive salary and benefits. The position starting date is negotiable for Spring or Fall 2008.

The PPRC serves the campus’s metropolitan mission through applied research in metropolitan policy issue areas including public finance, housing, education (pre-K – 12), program evaluation, state and local tax policy, and workforce development, as well as operating the Metropolitan Information and Data Analysis Service (MIDAS). The University of Missouri-St. Louis, established in 1963 as part of the University of Missouri System, is the largest public university serving the St. Louis region. In its role as a metropolitan research university, UM-St. Louis provides quality undergraduate, graduate, and professional instruction to St. Louis’ diverse population, while it contributes to economic development. The University of Missouri - St. Louis is an affirmative action/equal opportunity employer committed to excellence through diversity.

Screening for this position will begin on August 15, 2007, and continue until the position is filled. For further information about the position, contact the search committee co-chairs Mark Tranl (MTranl@umsl.edu) or Brady Baybeck (baybeck@umsl.edu). To be considered, please send a curriculum vitae, letter of interest, and the contact information for at least three references to the search committee by email to Leroy_Morgan@umsl.edu, or by mail to: Des Lee Professorship Search Committee, c/o Office of the Provost, 426 Woods Hall, University of Missouri-St. Louis, One University Boulevard, St. Louis, MO 63121-4400.

Public Relations Administrator  
American Society for Public Administration  

STATUS: Part-time (16 hours per week), and also available as a paid internship  

POSITION SUMMARY: The American Society for Public Administration has an opening for a part-time Public Relations Administrator. The successful candidate will be responsible for developing and implementing strategic public awareness efforts for the Society. This is a great opportunity for a current graduate student or recent master’s program graduate. Pay rate will depend on experience and availability.

DUTIES AND RESPONSIBILITIES:
- Plan, develop, implement, and evaluate public awareness efforts that support organizational goals, attract new members and increase the Society’s visibility among strategic publics
- Write and distribute press releases and backgrounders
- Maintain media and subject matter expert lists
- Assist local chapters with event promotion
- Other duties as assigned

REQUIRED:  
- Bachelor’s degree  
- Relevant experience  
- Strong attention to detail  
- Strong oral and written communication skills  
- Ability to work on multiple tasks simultaneously  
- Team player who can maintain a sense of humor and flexibility  
- Excellent computer skills

TO APPLY: Send a cover letter and résumé via e-mail to: Matt Rankin, Senior Director of Program and Service Development, mrankin@aspanet.org

Please specify in your cover letter if you are interested in this opportunity as an internship.

1 Job Ad, 3 Options:  
Print Only • Web Only • Print and Web

Contact: Christine McCrehin  
cjewett@aspanet.org
At the invitation of the section on Ethics on the afternoon of March 29, ASPA Executive Director, Antoinette Samuel and President-Elect, Harvey White, offered their greetings and warmest regards to some thirty academicians and practitioners from every corner of the globe to start a stimulating and challenging two days of conversation and dialog on topics related to ethical practice and ethical theory. The genesis of this conference dated to the ASPA Conference in Portland in 2004. The section on ethics sponsored a very successful two day “pre-conference” meeting on ethics in Portland. The question was how to build upon the momentum of that meeting and also expand to scope and reach of our efforts. At the instigation of Leo Huberts a member of the Section Executive Committee and a Professor at the Free University of Amsterdam it was agreed that the section would form a partnership with the Study Group on Ethics and Integrity of the European Group on Public Administration (EGPA) with the short-term goal of holding an ethics conference in Europe some time in 2005. In June 2005 the section on ethics and the EGPA (through the Study Group on Ethics and Integrity) co-sponsored the “Transatlantic Dialog on Ethics and Integrity” in Leuven, Belgium.

The success of that event convinced both sponsoring organizations that we should continue this arrangement. Thus it was agreed that we would continue to hold these conferences biennially. We also agreed to rotate the location between the United States and Europe. At the conclusion of the “Dialog” in Leuven we agreed to hold another conference in 2007 in the United States. Therefore, just before the ASPA annual meeting from March 21-23, 2007, the conference entitled “The Transatlantic Workshop on Ethics and Integrity” was held at the University of Maryland Conference Center in fulfillment of the 2005 agreement. The title for the 2007 conference was: “New Concepts, Theories and Methods in the Study of Ethics and Integrity of Governance.” The broad goal of the 2007 conference, as with the one in 2005 was to strengthen co-operation among European and US scholars on the Workshop topic. Toward that end, all relevant aspects of administrative ethics were discussed with particular attention given to the similarities and differences, both in theory and practice, between Europe, the US and other parts of the world.

The conference employed the same format and organizational methodology as the first dialog in Leuven. At the core of the conference were three study groups/workshops. These were be jointly convened by an American and European co-chair and consisted of an internationally mixed audience of participants (including participants from beyond the United States and Europe). The goal was to have American and international scholars in equal numbers in each study group. Participation in the conference was based upon two criteria; first submission and acceptance of a paper to be presented at a specific study group and participation in the intellectual deliberations, discussions and activities of that study group. Critical to the success of the format is that the papers are completed in advance and the presenters agree to read all the papers in their study group prior to the meeting.

This format, while familiar to our European colleagues is still quite new to the American academics. We are used to submitting a paper to participate on a single panel and then picking and choosing what other panels and sessions to attend. Under this format papers are presented to the full “study group.” The depth and breadth of discourse is enhanced by the continuous and direct involvement of the presenters for two full days. You might think of this as a panel of 12-15 members and eight hours duration to discuss the papers. The organizing committee of the conference invited papers for three study groups.

- Ethical Management and Leadership (Co-chairs: Carole Jurkiewicz, Louisiana State University; and Richard Lawton, University of Birmingham, UK)
- Global and Comparative Ethics (Co-chairs: Raymond Cox, University of Akron and Paul Heywood, University of Nottingham, UK)
- Normative foundations (Co-chairs: Terry Cooper, University of Southern California and Mark Bovens, Utrecht University, the Netherlands)

In all 41 papers were prepared for the conference (thoroughly by four paper presenters had to cancel attendance at the last minute). Papers were submitted from the United States, Canada and Peru from our side of the world, from both eastern and western Europe and from Africa, India and Australia. Happily, our reach is beyond the scope of the two organizations that started the dialog in 2004. If a measure of the success of a conference is the breadth and depth of interest in participation then we have been successful. The consensus was that the quality of the papers and in particular the quality of the discussion was outstanding. The topics and approaches ranged from foundational norms of ethics in administrative law to democratic morality; from public accountability to anti-corruption reforms and from administrative leadership to developing ethical competence. We addressed straightforward problems and concerns of ethical practice and we explored theoretical and normative issues. We learned about the differences in our approaches and in the problems we share. In other words, there was something for everyone as befitting an international conference.

Section Executive Committee member Jeremy Plant, offered the following observations for the Section newsletter (Ethics Today). “I had never participated in such a format, which I assumed would involve a good deal of serious analysis and criticism of each paper. The good side of this was the motivation it created to do more than the usual level of effort for a conference presentation… I was encouraged immediately to find positive words from my discussion. Michael MacCauley from Great Britain, and found the presentation and ensuing discussion fun and informative. The individuals in our group were informed, thoughtful, civil, and often amusing. It was a great experience and one that will leave a lasting impression.”

He added, “I was struck by some of the comments from the Europeans, especially Mark Bovens, our panel’s co-chair with Terry Cooper. Mark’s paper on accountability was excellent, and he followed it up with some cogent thoughts on how public administration seems to differ a good deal on the two sides of the Atlantic, with core values taken more for granted in Europe than the United States and public administration thus more sure of itself and concerned with practical issues.”

Most of the time at the conference was devoted to discussion in the study groups, but we also held plenary sessions and social events. Following the welcome from ASPA Executive Director Antoinette Samuel and ASPA President Harvey White, we were pleased to have Robert I. “Ric” Cusick, the Director of the United States Office of Government Ethics, open the conference. Cusick helped frame the issue and “politics” of public ethics in a way that touched on themes that would re-emerge in discussions in all three study groups.

On Thursday afternoon we held a plenary session focusing on methodological issues in the study of ethics. We were pleased to have attended either of these conferences or the international sessions at ASPA can appreciate that the views on methods are quite different between here and in Europe. Thursday was then capped off by a provocative (that was his assignment) speech by David Rosenbloom of American University. His challenge to us was to see ethics both more narrowly (as an issue of administrative practice) and more universally (as an issue of human endeavor).

Our closing plenary session served both to summarize the discussion in the study groups and to reaffirm that we do not always begin from the same starting point when we address the issue of public ethics. That is both the fascinating and thought provoking element of our shared endeavors. We are committed to furthering this dialog. We are very interested in the organization of a 2009 conference (possible in Amsterdam), but more importantly we hope to devote the time leading up to that next conference in expanding our work before the next conference more global in its outreach. It will remain a dialog and workshop, but we hope that it will become even more intercontinental and global. We will actively seek to have participants from every continent attend the 2009 event.

ASPA member Raymond W. Cox, III, is a professor at the University of Akron. E-mail: rcwo@uakron.edu
September
10-11 AGA’s National Internal Control and Fraud Conference
Theme: Combating Fraud: Strategies for Success
Location: Atlanta, GA
Contact: Ada Phillips, aphilips@agacgfm.org
More info: www.agacgfm.org/fraud
14-15 Public Administration Research and Education in China Today
Location: Shanghai, P.R. China
Contact: Evan Berman, berman@lsu.edu
24-25 AGA’s National Performance Management Conference
Theme: Promoting Government Accountability Through Performance Management
Location: Phoenix, AZ
Contact: Julie Cupp, jcupp@agacgfm.org
More info: www.agacgfm.org/pmc
26-28 Immigration and the Public Sector: Your World is Changing…How do you Respond?
Location: Phoenix, Arizona at the Crowne Plaza Hotel

27-29 2007 SECoPA Conference
"Sound Innovations in Public Administration: Setting the Tone for the Future"
Location: Nashville, Tennessee

October
11-13 2007 NASPAA Annual Conference
Location: The Westin Seattle Hotel, Seattle, WA
More Info.: www.naspaa.org
15 AGA’s Government Finance Case Challenge for Undergraduate Students
Location: Online
Contact: Jennifer Curtin, jcurtin@agacgfm.org
21-22 Third Annual ICPCA Conference
Co-sponsored by ASPA
Location: Chengdu, Sichuan, P.R.C
More Info.: www.icpa-uestc.cn
25-27 19th Annual Association for Budgeting and Finance (ABFM) Conference
Location: Washington, DC
Contact: Rebecca Hendrick hendrick@uic.edu
More Info.: www.abfm.org

November
8-10 29th Annual APPAM Research Conference: What Else Shapes Public Policy Analysis and Management?
Location: Washington Marriott Hotel and Embassy Suites Hotel, Washington, DC

February 2008
7-9 The 2008 Social Equity in Leadership Conference, “Advancing Urban Governance in a Global Context,”
Location: School of Public Affairs, Arizona State University in Phoenix
More Info.: http://www.napawash.org

March 2008
7-11 ASPA’s 69th Annual Conference
Transformational Public Administration: A Call for Public Service
Location: Dallas, TX
More Info.: www.aspanet.org