Center Promotes Sustainable Development
Defining Concept Frequent Task of Small Staff

Karl Stickford
Inspiration for a center that aims to help communities meet their long-term needs came from an unlikely place. It was the Midwest Floods of 1993 that sparked the idea for the Department of Energy’s Center of Excellence for Sustainable Development, a six-month demonstration project administered by the DOE’s Denver Regional Support Office.

In working with the flooded communities, the department saw a chance to make positive changes, said Christopher Powers, external affairs officer. “There was an opportunity to help them rebuild in a way that would reduce pollution and save money,” he said.

The mission of the new Denver based center is to bring sustainable development to communities throughout the United States. Often, one of the first challenges is letting people know what the concept actually means.

“We find a lot of communities that haven’t a clue about what sustainable development is,” Powers said.

That is not surprising, given the variety of definitions that exist.

“This sustainable development meets the needs of the present without compromising the ability of future generations to meet their own needs,” according to the United Nations World Commission on Environment and Development.

The Center’s newsletter adds: “For a community to be truly sustainable, it must adopt a three-pronged approach that considers economic, environmental and cultural resources and it must consider these needs not only in the short-term, but also in the long-term.”

Even back in 1789, Thomas Jefferson tried to put his finger on the concept: “Then I say the earth belongs to each... generation during its course, fully and in its own right, no generation can contract debts greater than may be paid during the course of its own existence.”

City Transforms Voting Process

Pete Bruce
The City of Burton, Mich. (population 27,600) is dramatically changing the way its residents elect their public officials, replacing pencil and paper with state-of-the-art technology.

Burton’s quest began in the late 80s when it introduced portable computers at the polls to verify voters’ eligibility. In 1995, Burton became the first municipality in the nation to use computer verification of voters and touch screen voting in one of its precincts. This year, the city plans to expand its computerized system to the second of its 10 precincts for the state’s August primary. The city also plans to continue to budget touch screen equipment each year until all 10 city precincts are computerized.

The city’s two-phase initiative has provided numerous practical and financial benefits to both voters and the election process by:

- simplifying and expediting the voting process,
- increasing the efficiency and decreasing the costs of maintaining voter record data,
- finalizing election results in under one hour,
- increasing the voter comfort level,
- negating “over-voting” and crossing party lines in a partisan primary race, and

The new technology transforming the election process is the Patriot device, developed by UniLect Corporation of Dublin, Calif. The device, similar to the screen of a laptop computer, is known as a Direct Recording Electronic (DRE) system. It allows a voter to touch the candidate’s name or touch a keyboard to designate a “write-in” candidate. Once touched, the candidate’s name lights up, confirming the voter’s selection. Voters can page back and forth to review or change their ballot, yet over-voting is not permitted.

After the polls close, election results can be accessed quickly and transferred to a central counting area by facsimile or modem within minutes where they are tabulated by special software. In 1994, Burton’s “touch screen” results were received by the county at 8:14 p.m. election night while punch card results from other municipalities were not completely tabulated until 4 a.m. the next morning. In 1995, the election results were received at the county central counting area at 8:54 p.m. by facsimile.

The average cost to install the Patriot devices for a precinct is approximately $9,000 according to Jack Gerbel, president of UniLect Corporation and creator of the Patriot device.

Burton also has reduced its precincts from 23 to 10 during the two phases of the project, since computer verification combined with touch screen voting allows the city to handle more people in a precinct. Updating voter records after an election now takes less than a week, compared with the one to two weeks it took previously. The error rate has declined as well. An informal study in 1999 compared records updated using the highlighted computer sheets with those updated directly from the computer. Researchers found an error rate of 3.25 percent for the highlighting method, while the
New Center Helps Define Sustainable Development

(continued from page 1)

Sustainable development is marked by ideas that combine energy efficiency, environmental friendliness, and cost effectiveness, Powers said. He cites Chattanooga, Tenn. as an exemplary city.

“They have taken an approach that comes close to epitomizing sustainable development,” he said. Chattanooga uses electric buses for public transportation. It has even gone so far as to set up a manufacturing facility, and now sells the buses to other cities.

Most sustainable development comes from simple ideas, Powers said. Some communities have taken old bathroom fixtures, crashed them, and used them to pave roads. Others reduce the amount of energy it takes to cool the city by planting greenways and painting building roofs silver to reflect the heat.

If people did not know what sustainable development was before, it appears that the Center is getting its message out. Its staff sent out about 4,000 brochures and its World Wide Web site logged more than 20,000 hits in the first 60 days of operation, Powers said.

“And that’s with the word not having gotten out very far yet,” he added.

Because the people and communities is helps vary in their familiarity with sustainable development, the center provides a range of services. Staff may assist people by sending brochures or videos, directing them to the center’s World Wide Web site, or putting them in touch with other communities that have implemented changes. At this point, the center is even able to send experts to a community, to answer questions or attend a community meeting.

So far, the center’s staff of six has seen a lot of interest in sustainable development. And all indications are that the Center will remain open after the six month demonstration period is over, Powers said.

For more information on the Center of Excellence for Sustainable Development please contact the U.S. Department of Energy, Denver Regional Support Office, 1617 Cole Boulevard, Golden, Co 80401.

Toll-free phone number: 1-800-357-7732

E-mail: sustainable.development@nrg.doe.gov

World Wide Web: http://www.sustainable.doe.gov

Corrections

In the May 1 issue of PA TIMES, we incorrectly referred to the Association for Budgeting and Financial Management (ABFM) as AFOA in a story about ABFM seeking nominations of graduate student papers for an award. We regret the error. For more information about nominating a graduate student(s) paper for the ABFM award, please contact Karen A. Smith via e-mail at kstarn125@aol.com.

Also in last month’s issue of PA TIMES, we incorrectly identified Carl Steenberg as Dean of the Yale College of Liberal Arts at the University of Maryland. Steenberg is Dean of the Yale Gordon College of Liberal Arts at the University of Baltimore. We regret the error.

Advertising in PA TIMES

Subscriptions: PA TIMES is published monthly, 12 issues per year. Domestic subscriptions are available at $40 per year first class delivery or $25 per year third class bulk delivery. Foreign subscriptions are $70 per year international air delivery or $35 per year surface rate. (Subscriptions must be prepaid, US dollars).

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

<table>
<thead>
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<th>Display Advertising*</th>
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Employment Advertising: $35 per column inch

All advertising job positions, whether camera ready or test only, are placed in the Recruiter and are billed at a minimum of two inches. Display advertising is required for advertisements with more than 100 words. All Recruiter advertisements must indicate that the employers offer equal employment opportunity. Frequency discounts and color rates are available. There is no charge for a classified ad, but the advertiser must prepay. However, 50 percent of the ad rate will be billed for cancellations after the deadline (15th of every month).

*Rates apply to advertisement provided, camera-ready art. Typing fees occur for ads that are submitted as text only in an unreadable form.
Summit Shapes Future of Latin America

Allan Rosenberg

If anyone doubts that a new day is dawning for Latin America and the Caribbean, they need only have visited Miami, Fla., a few weeks ago, when 350 Latin American and Caribbean leaders gathered for three days at the Second Inter-American Conference of Mayors. With twice as many participants as the first conference, which convened in Washington in November 1994, South Florida hosted individuals concerned with issues of local government in Latin America. Municipal officials from throughout the hemisphere addressed such complex issues as promoting economic development through local action, implementing effective environmental management and building democratic governance and accountability in their communities.

Only a decade ago such a gathering would have been virtually inconceivable. Latin American municipal governments were almost invisible.

This conference, hosted by Metropolitan Dade County, and organized by the Institute for Public Management and Community Service of Florida International University, was co-sponsored by the five most important international organizations in Latin America: the Inter-American Development Bank, the Organization of American States, the United Nations, the United States Agency for International Development, and the Inter-American Foundation.

What made this gathering significant was the extraordinary importance for the Future of Latin America of the programs and ideas that were discussed at the conference and the critical need for their successful transference to other countries and communities throughout the hemisphere.

"Since democracy is never really a final condition, but rather always a work in progress, it is highly probable that these developments, despite some fragility, will continue."

sphere. From Bolivia, where a new municipally-focused popular participation law is designed to encourage the movement toward a genuine grassroots political mainstream, to the avant-garde, high-tech transportation innovations and municipal planning ideas of Curitiba, Brazil, one witnesses the stirring of new leadership and creativity at the local level. Even in Paraguay, historically Latin America's most centralized and dictatorially dominated nation, new concern about decentralization and openness can be seen as a talented young mayor of the nation's capital, Asuncion, Carlos Fillolí, holds the country's first-ever public hearings on a government budget, creates its first public-private corporation to redevelop its riverside waterfront, and within the past month, has used his urban political base to face down a would-be military dictator.

The conference's long-term consequences, both for successful democratic and economic development in Latin America — and for the relationship between the United States and its southern neighbors — will be of at least comparable, and perhaps even greater significance. This is because the strengthening of local government in Latin America or, even more important, the leveraging of both political and economic power the enhancing of local government promotes is the key to a successful democratic development and political and economic progress in the hemisphere than is the commitment to free trade that is the principle legacy of the Presidential Summit.

It is important to note that during the past decade Latin America has been the scene of three very important institutional transformations. The first has included the increased emphasis upon free market solutions to economic problems. This has included the lowering of trade barriers, privatization of public monopolies and government deregulation. While not yet addressing the continent's very real (and growing) problems of income inequality, taken together these developments have contributed significantly to a general economic turn around for much of Latin America.

The second transformation has involved a considerable hemispheric movement toward democracy. While the frequently heard refrain that only once democratic government remains in the hemisphere is an oversimplification, the reality is that the past decade has witnessed very considerable movement toward greater democracy. Indeed, from the growing independence of legal courts and branches, to the increasing mobilization of neighborhood organizations, to the growing citizen demands for openness in government, progress is being made on numerous fronts. Moreover, since democracy is never really a final condition, but rather always a work in progress, it is highly probable that these developments, despite some fragility, will continue.

The third transition has involved a growing economic interest in the decentralization of government. With that has come a collateral concern for the strengthening of regional and local governments. Both of these parallel developments are now being widely discussed and, as a result, in some instances, significantly implemented across the hemisphere. Unlike the first two transitions (which without question are extraordinarily important as ends in themselves), this third transition is of greatest consequence in terms of contributing to the first two.

The reality is that highly centralized and concentrated political and economic power in Latin America has represented perhaps the major structural impediment to both democratic political and successful economic development. Unfortunately, this is something that has been especially (especially in the economic sphere) not been readily recognized by Latin American decision makers. Indeed, even today one can routinely hear central government officials express deep concern that the decentralization of governmental power will have a negative impact on their ability to manage macro economic policy.

In truth, centralized control of the economy as a means to economic productivity is, at best, a short-term solution to long-term economic problems. In fact, to promote sustained economic growth, the reverse is probably the better strategy. This is because there is a very high correlation between the level of economic development of a country and the percentage of governmental expenditures carried out at the subnational level.

The explanation for this relationship should be readily evident to most North Americans.

(cont. on page 20)

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Public Servants Praised During Week of Activities

Elected officials, administrators, and a cabinet secretary came out to honor public servants at the opening ceremony for Public Service Recognition Week, held on the Mall in Washington, D.C. last month.

Keynote speaker Hazel O’Leary, secretary of energy, called public service “an honorable calling,” but also acknowledged that public servants are a favorite target for criticism. Pointing to a picture of Commerce Secretary Ronald Brown displayed near the stage where she gave her speech, she said his life, and the lives of the other Americans killed when their plane crashed in Bosnia, would be a stern rebuke to this type of criticism. O’Leary characterized the government employees, as well as businesspeople, killed in the plane crash as exemplary public servants who died serving their country.

Other speakers, such as U.S. Representative Connie Morella, praised public servants for “continuing to be there” despite a year marked by a federal shutdown and criticism of public employees. One of the two hosts for the event, G. Jerry Shaw, chairman of the Public Employees Roundtable, compared public servants to guardian angels, who do things for the public which they cannot do for themselves.

Since 1996, federal agencies, national professional and civic organizations, and an increasing number of state and local governments have celebrate d PSRW the first week of May with free materials from the Public Employees Roundtable (PER). PER is a non-partisan, non-profit coalition of 38 national professional organizations, including ASPA, representing more than 1 million public employees and retirees.

Distinguished guest speakers and hosts (from left to right) G. Jerry Shaw, chairman of the Public Employees Roundtable, Hazel O’Leary, Secretary of Energy, David G. (Doc) Cooke, of the President’s Council on Management Improvement, and Tony Nicely, chairman of GEICO, try on Public Service Recognition Week baseball caps.

Centex Chapter Coordinates Recognition Efforts

The Centex Chapter of ASPA in cooperation with many other Texas professional organizations celebrated Public Service Recognition Week May 6-10 with numerous activities.

Reuben Leslie, Jr., president of Centex Chapter, requested, on behalf of ASPA and collaborating professional organizations, Texas Gov. George W. Bush to proclaim the week Public Service Recognition Week (PSRW) in Texas.

"PSRW is a great opportunity for organizations and agencies to collaborate and highlight for the public little known examples of how well public servants perform. The Governor’s support really helped," Leslie said.

Joint planning and publicity by the local public employee roundtable and free materials from PER and Greater Texas Federal Credit Union (GTFCU) made area events a great success. On Monday, at a joint meeting of the Centex Chapter and the LBJ School Alumni Austin Chapter, Prof. Elisabeth Rostow, former dean of the LBJ School of Public Affairs, spoke on the history of public attitudes toward public service. State Representative Elliot Naisbitt attended. On Friday, Austin Mayor Bruce Todd spoke to the Austin Society for Public Administration and presented a proclamation to Jeff Lund, President. Earlier, Leo Wood, Mayor of Georgetown and Centex ASPA Council member, issued a proclamation, as did San Marcos Mayor Kathy Willis.

Centex ASPA members also led and participated in agency observances. The Texas Department of Human Services (DHS) held a ribbon-cutting ceremony for a display of its recent state, national and international innovation and excellence awards. Awards were on public display through May at DHS headquarters in Austin.

Call for Papers

Public Works Management & Policy

Gender Issues in Public Works

A special focus issue on gender issues in public works management and policy is planned for October. 1997. Public Works Management & Policy is soliciting proposals from scholars and practitioners to be considered for this special focus issue. Proposals should address gender issues specific to public works management and administration, both in the U.S. and abroad. The symposium centers around the theme of deepening our understanding of gender roles and needs in infrastructure management and provision so that we can better utilize our labor resources and improve service to society for the 21st century. Employment forecasts show an increasing representation of women in jobs traditionally held by men. We need to look at how the work roles and responsibilities of women in different sectors of public works, both rural and urban, are changing. How do women in public management and administration, both in the U.S. and abroad, see their careers?

The National Campaign for Public Service Seeks Items for its Annual Auction

Monday, July 1, 5:30-6:30 p.m. in Atlanta, Georgia

Profiles from the auction benefit the National Campaign for Public Service and its many valuable educational efforts. Please consider donating items for this auction. Contact Bill Solomon at (360) 634-2065 for more information. Remember, items may be tax deductible.

Elisabeth Rostow, after speaking at luncheon of Centex ASPA and LBJ School Austin Alumni, receives commemorative gift wrapped in PSRW poster from Reuben Leslie, Jr.
ASPA, Chapters Recognize Award Winners

The Marshall E. Dimock Award is presented for the best lead article in Public Administration Review during a volume year.

Peri E. Arnold
University of Notre Dame
Reform's Changing Role
September/October

Chapters also acknowledge contributions to the field with their awards. ASPA's Greater Akron chapter has honored Joseph W. White, executive director of the Summit County Children's Services Board, with its first-ever Frank Marini Public Service Award.

The Los Angeles Metropolitan Chapter chose Federal Ninth Circuit Appellate Court Judge Harry Pregerson as its Earl Warren Award recipient. The Warren award is bestowed upon a "civil leader or political officeholder who has made an outstanding contribution to good government in the Los Angeles Metropolitan Area."

Other Los Angeles Metropolitan Chapter awards include: John Hill, Director of the Los Angeles County Office of Affirmative Action, in effecting the Tom Bradley Affirmative Action Award; Judy Wright, Council Member from the City of Claremont, the Winston Crouch Award; City Managers Thomas Mank and Donald Powell, of Whittier and Santa Fe Springs respectively, received the Clarence Dykstra Award; Raymond Vaudo, Chief of the Education Branch of the Internal Revenue Service, received the Harry Scoville Award; and the Los Angeles Metropolitan Metro Task Force, Inc, on Violent Crime, a joint effort involving federal, state, and local law enforcement agencies, received the Henry Reining Award.

President's Column

Civic Involvements and Governmental Performance

Edward T. Jennings, Jr.

Harvard scholar Robert Putnam has published a book and a series of articles over the past three years that seem to have important implications for contemporary public administration. In Making Democracy Work: Civic Traditions in Modern Italy, Putnam develops and tests the thesis that governmental performance is intimately linked to civic involvement by citizens in the running of their communities. He refers to participation in networks of voluntary associations. The civic society encompasses service clubs such as Kiwanis or Optimist, citizenship organizations like the League of Women Voters, amateur athletic groups like soccer associations, education organizations like the PTA, fraternal societies, social service and health voluntary associations, and others. It is his thesis that involvement in these civic organizations fosters qualities of character and networks of interaction that facilitate effective collective action.

A new system of regional governments was created in Italy in 1970. Putnam tests his thesis by comparing the performance of these regional governments along several dimensions. He then examines the relationship between regional performance and the degree of civic involvement in each of the regions. He finds that the regions that have high levels of civic involvement have been much more effective in addressing problems and implementing their responsibilities. This holds true even when he controls for levels of economic development.

In fact, he presents evidence that the regions with more highly developed civic societies are the ones that have experienced the greatest economic growth.

America, of course, has always been known as a country of joiners. Alexis de Tocqueville brought attention to our rich pattern of voluntary associational involvement in his famous commentary on Democracy in America two hundred years ago. In the ensuing years, Americans created a sometimes bewildering array of voluntary associations. Those associations are best known for things they do for their members or the services they provide directly to the community. Thus, a conservation group might provide guided hikes, meetings, and information for its members, while at the same time working to promote wildlife protection that benefits the entire community. Volunteers in a soccer league may be supporting their own children's interests while providing athletic opportunities for youth from throughout the community. Such groups also allow their members to socialize with others who share their interests and values.

Thus, our multitudinous associations, leagues, clubs, and societies typically provide distinctive benefits to their members while contributing to the collective well-being of the community. Putnam's point, however, is that they do much more than that. The regions of Italy that are more associational in nature have more effective government because civic involvement in the voluntary sector fosters habits of the heart, personal skills and abilities, and the development of networks that contribute to community well-being and make it easier to pursue collective goals. Civic involvement, according to Putnam, fosters a sense of engagement that allows people to feel ownership in their community and their government. Civic involvement in the civic community fosters political equality, solidarity, trust, and tolerance. It builds effective social collaboration, creating an environment conducive to government success. Putnam's argument is that social capital or social organization characterized by networks, norms, and social trust that facilitates coordination and cooperation for mutual benefit makes for better governance in a democratic society.

The regions of Italy with poor performing government, according to Putnam, have a history of hierarchical dominance, submission to authority, patronage based politics, low levels of political involvement, a poorly informed citizenry, and weak associational linkages. In this environment, government lacks the civic infrastructure that would enable it to act effectively. It is distant from its citizens and aloof in its approach.

While Putnam attributes the effectiveness of high performing regional governments to their civic communities, he also recognizes that the civic community itself is shaped and affected by the actions of government. In his account "Bowling Alone: America's Declining Social Capital," Putnam has identified an apparently dramatic decline in civic involvement in America over the past three decades. That decline may contribute to the difficulties government has encountered in effectively addressing public problems. While he does not attribute the decline to government, as some would, he does believe that government can do more to nurture active civic involvement. Thus, he joins the ranks of communicators who have challenged politicians to find ways of supporting, rather than undermining, community life.

Our job is to ask what public administrators can do to contribute to this end. I see several possibilities. First, we can facilitate the involvement of public employees in community life through such devices as flex time arrangements that make it possible for individuals to participate in organizations. Indeed, we can allow judicious use of released time to support community involvement. Just as it is in the interest of the community for private business to accept its social responsibility and contribute to community well-being, so also is it in the public interest for government organizations to accept an ethic of social responsibility that extends beyond the direct mission of the agency.

Second, we can link government with the civic community in the administration of our programs. While we must not ignore the special responsibility of government to address public needs that cannot be met by the private and not-for-profit sector, we can organize our activities in ways that complement, rather than supplant, voluntary organization.

Third, we can maintain openness that allows full public knowledge of the issues facing our organizations. Bringing to light, rather than hiding, the information that will encourage citizen involvement and support is a long-run project. Fourth, we can treat citizens as partners rather than subordinate to us. We go about the development and execution of public policy. Instead of fostering dependence, we should promote self-sufficiency. This would be consistent with the notion that a strong civic community is built on norms of equality rather than hierarchy.

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ASPA Announces Newly Elected National Council Members

Todd W. Argow, assistant general manager in the Department of General Services for the City of Los Angeles has been elected vice president of the American Society for Public Administration. The results of the annual election were tabulated in May. Argow will become president of ASPA in 1998. He will officially assume the vice presidential position at ASPA's 57th National Conference in Atlanta, June 29-July 3. At this time, Yong Hye Cho becomes president, replacing Edward T. Jennings, Jr. who will become immediate past president. Newly elected council members will assume their seats at the conference.

A member of ASPA since 1980, Argow has been involved in a variety of capacities including service on the National Council, the Finance Committee, the Chapter Development Committee and many years of service at the local level.

Mary Ellen Balchunis and F. Daniel Ahern, Jr. won at-large seats on the National Council.

Vice President
Todd W. Argow
Assistant General Manager
Department of General Services
City of Los Angeles
Los Angeles, CA

Region I
Jody L. Harris
Planning Coordinator
State Planning Office
Augusta, Maine

Region II
Kenneth C. Stevenson
Administrative Analyst
New Jersey Department of Transportation
Clean Air Office
Trenton, New Jersey

Region III
Joan B. Keston
President
Public Employees Roundtable
Washington, DC

Region IV
Janice Flug
Head of Acquisitions, University Library
The American University
Washington, DC

Region IV
Berhanu Mengistu
Professor
Old Dominion University
Chesapeake, Virginia

Region V
Donald C. Menzel
Professor
University of South Florida
Tampa, Florida

Region VI
Claire Felbinger
MPA Director
College of Urban Affairs
Cleveland State University
Cleveland, Ohio

Region VII
Erik Bergrud
Administrator
Park College
Kansas City, Missouri

Region VIII
Maryann Motza
Manager, Procurement and Special Projects
Colorado Department of Labor and Employment
Aurora, Colorado

Region IX
Laurence R. Sprecher
Senior Associate
Public Management Association
Portland, Oregon

Region X
Timothy A. Birt
Administrative Analyst II
City of Long Beach
Long Beach, California
Policy Issues Committee Seeks Input on Resolutions

ASPA’s Policy Issues Committee recently held a conference call to discuss policy issues to bring before ASPA’s National Assembly, June 30 in Atlanta, Georgia. In the February 1, 1996 issue of PA TIMES, the Policy Issues Committee published draft resolutions for the United Nations Convention on the Rights of the Child and the Resolution on Criminal Justice Administration. Resolution. The committee amended these resolutions based on feedback it received and revised copies of each appear here. Also, the Policy Issues Committee is publishing drafts of three resolutions it plans to discuss further during its June 29 meeting. These include: Resolution on Violence Against Public Employees, Resolution in Support of the Presidential Management Internship Program, and Resolution in Support of the Americas Program of the National Service Effort. Also, the committee anticipates reviewing resolutions on the public’s perception of public employees and disaster insurance at its June meeting. In 1995, the National Assembly passed a resolution regarding Unfunded Mandates and asked the Policy Issues Committee to track this issue throughout the year by encouraging members to keep it in mind and to forward materials about the effects of the implementation of the Unfunded Mandates Reform Act to the Policy Issues Committee. Again, ASPA’s Policy Issues Committee seeks input from chapters, sections, regions, and members about these policy issues. Submit comments before June 21 to: Blue Woodbridge, chair of the policy issues committee, c/o ASPA, 1120 G Street, NW, Suite 700, Washington, DC 20005 or (202) 638-4952, fax; dca@asa-aid.com, e-mail.

In addition, Mylon Wynn, chair of the policy issues committee for 1996-97, seeks future issues for the committee’s agenda. Submit suggestions before June 21 to: Mylon Wynn, chair of the policy issues committee 1996-97, c/o ASPA, 1120 G Street, NW, Suite 700, Washington, DC 20005 or (202) 638-4952, fax; dcas-pa@ats.com, e-mail.


WHEREAS, the world children are our hope for the future; and

WHEREAS, the American Society for Public Administration (ASPA) has continuously affirmed its commitment to civil rights protections for previously unprotected children in the American Society; WHEREAS, many members of ASPA are actively engaged in the design and delivery of services for children and adolescents, and recognize that their well-being is vital to the future of this country.

NOW THEREFORE BE IT RESOLVED that we applaud Madeline Albright, U.S. Ambassador to the U.N., for signing the treaty on the U.N. Convention on the Rights of the Child; and that we urge the U.S. Senate to develop a “Reservations, Understandings and Declarations” document that addresses the following concerns:

1. Nothing in the treaty shall prohibit children from working in a family-owned business, or at casual labor, provided that such work does not interfere with regular attendance at a primary school and does not adversely affect the child’s health, welfare, morals or safety.

2. Nothing in the treaty shall abrogate the family’s primary right and obligation to provide for the child’s physical and moral care, religious education and personal discipline.

3. Nothing in this treaty shall interfere with local customs regarding child rearing standards and family solidarity, provided that the child’s health, welfare, morals and safety are safeguarded.

4. Nothing in the treaty shall limit a woman’s rights to seek medical care and treatment regardless of its anticipated effect.

5. Variety in State child labor laws shall be maintained at the discretion of each State.

AND THAT we urge all States to provide adequate enforcement of their own laws protecting the rights of children.

History:

• Published in the February 1, 1996 PA TIMES
• Amended by the Policy Issues Committee May 13, 1996
• Republished in PA TIMES June 1, 1996.
• Distributed to National Assembly May 1996.

Resolution on Criminal Justice Administration

WHEREAS, the development of effective approaches to fighting crime and managing and financing the Nation’s criminal justice systems continues to be a major problem confronting government at all levels.

WHEREAS, there is a need to continue the process of defining and refining an effective system of criminal justice federalism as a conscious and institutionalized process, a process in which the federal government assumes a continued leadership role.

WHEREAS, ASPA considers continued federal leadership to be imperative. Much crime is multi-jurisdictional in nature and strategies to combat it should be considered on a Nationwide perspective.

WHEREAS, there is a need for an overall systemic, conceptual framework for policy planning across federal, state and local jurisdictions to: (1) formulate and change crime control and justice system policies, (2) allocate scarce public resources to those programs and methods that have potential for impact on the crime problem, and (3) improve management and increase the operational efficiency and effectiveness of justice system activities which have impact across federal, state, and local governmental boundaries.

Therefore, be it resolved that the American Society for Public Administration recommends:

1. The formulation, by the President and Congress, of a clear statement on national policy on the prevention, control and reduction of crime and delinquency. It is suggested that the policy emphasize the high priority assigned by the Administration and the Congress to improving the effectiveness and efficiency of the nation’s criminal and juvenile justice systems.

By strengthening the federal government’s role in crime control, and stress the importance of federal-state and state-local cooperation in improving criminal justice and the management of the nation’s justice systems.

2. That the President call upon the Senate and House Judiciary Committees of the Congress and the Federal Judicial Conference, to join with the Administration in establishing and convening, a National Commission on Crime Control and Administration of Justice Policy.

3. That the Commission on Crime Control and Administration of Justice Policy be given authority to review the state of the nation’s justice systems and recommend policies, legislation, and actions designed to prevent, control, and reduce crime and delinquency and improve the management and operational effectiveness of criminal and juvenile justice systems.

4. In recognition of the potential for increased effectiveness to be achieved with varying degrees of centralization/dedicated approaches to crime control and the administration of criminal justice, we urge that the envisioned National Commission be balanced between elected officials at every level of government and experienced professional practitioners and academicians. Therefore, we recommend that the membership of the National Commission be broadly representative in its makeup and include, but not be limited to a representative from the President’s Cabinet Council on Legal Affairs, the Chief Justice of the United States or his designee, the Chairmen of the Senate and House Judiciary Committees of the United States Congress, representatives drawn from criminal justice professions and organizations such as the Section of Criminal Justice Administration of ASPA and Associations participating in the recent National Forum on Criminal Justice, the elected officials or chairpersons from the National Governor’s Association, the National Conference of State Legislatures, the National League of Cities and U.S. Conference of Mayors and the National Association of Counties.

History:

• Published in PA TIMES February 1, 1996
• Republished in PA TIMES June 1, 1996
• Amended by the Policy Issues Committee May 13, 1996
• Distributed to National Assembly May 1996.

Violence Against Public Employees

WHEREAS, violence in the workplace is growing as a concern in all workplaces, public and private.

WHEREAS, Public employees are experiencing increased risk from street crime and family violence spilling over into public workplaces, and

WHEREAS, public workplaces, like private ones, are experiencing increased levels of interpersonal conflict among employees and between employees and clients, and

WHEREAS, it is the responsibility of

Calls for Papers and Presentations

The eighth annual meeting for professionals and scholars in local, state, and federal budgeting and financial management is scheduled for October 10-12, 1996, in Washington, D.C. At this time, we are accepting proposals from practitioners on trends and innovative practices in federal, state or local government finance, and from scholars on their current research. Budgeting topics are welcomed as are any other areas pertaining to managing financial resources in the public and nonprofit sectors. Proposals on international research and practice are also welcome.

We invite submissions to chair a panel session or to give an individual presentation. In making a proposal, please give sufficient information to judge its scope and content, the title and function of likely participants on any panel session, and any time/date restrictions during the conference period of noon Thursday to noon Saturday. Proposals should be received as soon as possible, but no later than June 15, 1996, at the office of:

Dr. Robert D. Lee, Jr., 201 Mateer Building
The Pennsylvania State University
University Park, PA 16802
FAX: 814-863-4257
or e-mail: rdl@psuvm.psu.edu

The Association for Budgeting and Financial Management (ABFM) is organized to promote the advancement and professional development of the art and science of public administration as it relates to budgeting and financial management. It is co-sponsor of the premier journal, Public Budgeting & Finance. The conference annually draws over 150 people from throughout the country.

Further conference details, including registration information, will be included in the summer issue of the ASPA Budget and Finance Newsletter.

(cont. on page 14)
Commentary on... Marketable Pollution Permits Market Solutions Good Way to Solve Problems

Frederick Tank

As an environmental economist, I am always happy to see public administrators apply market principles. Old fashioned command and control is clumsy and inefficient. In passing the 1990 Clean Air Act Amendments, Congress and EPA recognized the benefits of pollution permits which companies and investors could trade.

The advantage of this market is that an electric generating company can buy or sell according to its total costs of abating the pollution. If a company has a high cost to abate, it buys, and if a company has a low cost, it sells. This means the companies that can abate most efficiently do so. For example, a seller might simply close an old stacktop of a plant.

Under command and control each firm has to reduce its pollution emissions by the magnitude of the single market, the companies can choose the method that saves them money. In this way, the benefit of not only do the companies not have to report to EPA as they do under the Clean Air Act Amendments, but the benefits from the pollution permits can be used to reduce the cost of pollution controls.

As a further benefit to the air, the buyer can pollute quite as much as the former, and the value of sulfur dioxide allowances evolved from the bubble concept. EPA began experimenting with about 1975. When the courts decided the EPA bureaucrats lacked authority.

Congress put in the 1977 amendments. The law set up this system for sulfur dioxide pollution. The Chicago Board of Trade runs the auction under the contract with EPA. At the first one in 1993, EPA sold 150,000 "allowances" giving the right to pollute one ton of sulfur dioxide at prices as high as $450 each. Since then the prices have fallen sharply, to the surprise of both EPA and the industry. Last year it was $132 and this March 26 it was only $68.

Furthermore, the Chicago Board of Trade dropped its plan to establish a futures market of its own, not just run the EPA auction. The market turned out to be too thin for this.

The chief reason for the low price and failure for a commercial market appears to be that transaction costs eat up much of the benefits. The biggest cost is brokerage. An individual electric company does not make information about what is available, a price, bargains, and cost of sale. Therefore, the companies certainly not should try to buy or sell without the brokers. They would risk too much.

A study of the Fox River water pollution permit trading system concludes the transaction costs were both high and unanticipated. In this case the penalty was administrative requirements. An analysis of the EPA's emissions trading for criteria air pollutants concludes that buyers and sellers lacked a convenient means to identify one another, and as a result, buyers frequently paid substantial fees to brokers and consultants.

Additional bad news for market advocates came in January when the South Coast Air Quality Board in Southern California voted unanimously not to move forward with its innovative pollution trading market. A majority of us have seen great progress in the program's and can only hope this is a temporary setback.

Lest you become too pessimistic, a number of economic studies point to successful programs. One was trading lead rights among oil refineries during the phaseout of leaded gasoline. Another is by making its establishment, than the existance of which it was, that prior to the phase out, the refineries were accustomed to striking deals with each other for gasoline and crude oil.

The New Jersey Pinelands transferable development rights program succeeded because the government acted in the role of a broker without charging a fee. This was obviously a subsidy, but an apparent cost, the information that was communicated bid and offers. The Act states that "allowances shall be sold on the basis of bid price." This appears to be a bit illegal, and not the method used by stock speculators in the New York Stock Exchange, which would be an ideal model to copy.

The sealed bid method gives an electric company or an investor an incentive to minimize the time. If they cannot swim, the transaction costs, without increasing benefits. I am not alone in recommending Congressional action.

From my perspective, it seems that EPA should provide services such as information, prices and bid and ask the identity of buyers and sellers, and so forth. After all, we recognize that pollution is not a normal market like corn or wheat or gas. A market for pollution rights, subject to the choice of air pollution. We already recognize the government has a special role. Let's be efficient by using the market.

Frederick Tank teaches environmental economics at the University of Toledo.

Why Haven't Economic Solutions Worked?

David Howard Davis

When I worked at EPA headquarters in 1973 economic solutions were the wave of the future. And in 1990 they are still the wave of the future.

We have had many experiments in the past 23 years. The sulfur dioxide allowances in the Clean Air Act Amendments seemed a well thought out plan. The Clean Air Act Amendments require the type of auction.

The Clean Air Amendments require the type of auction. Obtaining prices and financial advice is too costly. The benefits of pollution permits exceed the transaction costs. If economic solutions are so why haven't they worked? Let me suggest five possible administrative and political reasons for your consideration.

1. Just as Frederick Tank argues, the laws and programs really may be flawed.

2. The entire concept of economic methods is important to a bureaucracy. Government employees simply cannot think like businessmen. They cannot get the former's concept of changing, improving and tinkering. On their side, industry decision makers want certainty, especially since some allowances are for seven years in the future. They fear environmental regulations will change, because in the past they have changed continually.

EPA made a wise choice to contract the sulfur dioxide allowance auction to the Chicago Board of Trade instead of conducting it internally. But EPA does not appear to have taken full advantage of the Board's expertise. An expert on common stocks would recommend the EPA procedures. Even with the alleged deficiencies of the 1990 law, a better system is possible.

3. Attitudes in the government and corporate cultures work against market innovations. Environmental interest groups fundamentally dislike and distrust market solutions. Allowances seem to be selling the right to pollute (which is true). Furthermore employees in Federal and State agencies have this distrust. The result is a market with too many strings attached.

4. The various plans for markets isolate a single pollutant, for example sulfur dioxide. In managing their firm, the industrial engineer and financial officer have to combine the effects of all pollutants. As a result, the state of the coal, wages, customer demand and so forth.

It may be asking too much of a market for a single pollutant to offset the combined influence of all other factors. Perhaps someday, a fully functioning market for emissions allowances will simplify this engineering and fiscal decision making, but not for a while. None of the economic evaluations I have read address this interdependency.

5. The problem may lie in preparation, education and public relations. It

seems presumptuous to ask electric and heavy manufacturing companies to jump into an environmental market without laying the groundwork.

To date government agencies have asked the polluters to jump in the water to see if they can swim. If they cannot swim, the agencies mumble that they might change their regulations to help them. The Clean Air Act amendments ensure industry will have minimal information. Task proposes EPA's should be the broker and not the service, which is a good idea.

Besides educating the industry, government should educate the general public about how markets will reduce pollution and reduce the cost of electricity. Furthermore it should educate environmentalists since they understand the market programs, virtually all environmentalists appreciate the benefits of reduced pollution. Perhaps "the market" needs a public relations campaign. While it is true that government now sells the right to pollute, in the past it gave it away free.

Part of bad image markets have comes from their abuse during the Reagan Administration. James Watt proposed to sell the natural patrimony and Anne Gorsuch didn't care about the Clean Air Act. Environmentalists, asthematics and physicians grew to fear market solutions. Today they yield their benefits promises to be difficult.

David Howard Davis is writing a book on environmental policy.
Getting ASPA Members Connected Internationally

Howard Balloff
Chair, ASPA Campaign for International Relations

Where has the year gone? I feel like it was just yesterday that I assumed the role of chair of the ASPA Campaign for International Relations (CIR). So many things to do. So little time.

As I look back over the last year, I feel like a swimmer who has made it to the middle of the river. I have so many ideas that I wanted to implement this year, but, unfortunately I have not been able to finish all of the projects and programs which I started working on last July. I do, however, intend to continue working on these programs and continue to be an active member of the ASPA Campaign for International Relations.

Let me now try to bring you up to date on what some of the ASPA CIR projects are, and in what stage of completion they are:

Ongoing ASPA CIR Projects

Recruitment of International Public Administrators

One of my highest priorities was to bring more international public administrators into ASPA and especially into the Campaign for International Relations. I am happy to report that during the past year, I have personally recruited public administrators to join ASPA from countries such as Mexico, Paraguay, Chile, Argentina, Latvia, Lithuania and Denmark. Many of these new

International Campaign Links ASPA with the World

William A. Miller, Chair-Elect

The Campaign for International Relations (CIR) has served for the past four years as one of the pivotal internal mechanisms to coordinate ASPA cross-cutting international activities and interests. Regardless of an ASPA member's area of expertise, it is quite probable that she has experienced a "professional globalization phenomenon." This phenomenon could vary from reviewing other countries' public administration programs and techniques so that we can learn from one another to actually interacting in a professional setting with colleagues from other parts of the world.

Simultaneously, the CIR has worked more closely with other kindred professional organizations, such as the American Consortium for International Public Administration (ACIPA), the Institute of Public Administration of Canada (IPAC), and the European Group for Public Administration (EOPA) to strengthen our professional ties and pursue projects of mutual interest.

During 1996-97, the CIR will have two basic and important goals: first, we plan to build upon these past programs and the excellent accomplishments that have been realized by outstanding CIR visionaries, such as Lynne A. Rosenberg, Fran Burke, and Howard Balloff; and, second, an intensive effort will be made to establish major professional programs both in the areas of governmental accountability and with the United Nations.

To help accomplish these goals, there are three areas where we can focus our attention and resources:

1. First, members can actively participate in ASPA's 57th National Congress from June 29 - July 3 in Atlanta. One of the conference's sub-themes of "Reckoning Differences in a Global World" will pave the way to interact with the other sections, such as the Section for International and Comparative Administration (SICA), the Section for Intergovernmental Administration and Management (SIAM), as well as the other sections. The principal aim is to identify our areas of mutual interest as they pertain to global public administration.

2. Second, members have also joined the Campaign. In addition, other members of the CIR are actively recruiting international members to ASPA and the Campaign. I urge all members to assist in this recruitment effort.

3. Finally, a proposal in the area of new international member recruitment is to have at least one representative on the CIR from public administration associations in those countries that currently have international agreements with ASPA. ASPA has such agreements with public administration associations in China, Africa, South Korea, Europe and Asia.

Dear Colleagues:

Although American public administrators typically think of themselves in terms of a substantive field of action or a functional area of responsibility and a local, state, or national orientation, we are increasely part of an international community of public servants. We are affected everyday by actions in the international arena and we have much to learn from our professional colleagues around the globe.

This International Section of PA TIMES provides an opportunity for our members to learn about recent international developments that affect all of us and to share information about ASPA's involvement in international activities. We have long had a Section on International and Comparative Administration where our members with special interest in international issues could discuss, developments, and debate issues. In recent years, recognizing that we are all affected in our administrative lives by developments in the international arena and that we have much to offer the international community, ASPA's national leaders created the Campaign for International Relations. That Campaign has fostered closer ties between ASPA and professional associations of public administrators in other countries, such as Japan, Korea, Canada, and Mexico. It has also sponsored this annual supplement to PA TIMES as a way of sharing information and keeping our members up to date.

As you read this, we hope that you will respond with your experiences and your ideas about how public administrators can make a difference in the globalized world of public administration.

Edward T. Jennings, Jr.
President

For membership information, please contact:
American Society for Public Administration
1120 G Street, NW • Suite 700
Washington, DC 20005-4885
202-393-7878; fax 202-638-4952
E-mail: dcsaps@aol.com
Campaign for International Relations

International Supplement

A Special Focus on Mexico

Because of my location in central Texas, a high priority for me during the past year was to focus on Mexico. Some specific objectives were to recruit additional ASPA members from the ranks of Mexican public administrators to work toward holding an ASPA-sponsored conference of public administrators in Mexico.

I am pleased to report that Mexican public administrators are beginning to join ASPA and the Campaign. Included in this group are Dr. Carlos Gomez Diaz de Leon, the Director of the Graduate Program in Public Administration from the Universidad Autonoma de Nuevo Leon (the National University of Mexico) in Monterrey.

In April 1996, I met public administration students from the University of Texas at Austin and the University of Monterrey and attendees from the Monterrey International University in Monterrey, Mexico. We met with officials from the city and the State of Nuevo Leon. We also met with faculty and students from several universities in the area including the Universidad Autonoma de Nuevo Leon, Monterrey Tech and the University of Monterrey. One of the goals of these meetings was to introduce public administrators and students from Mexico to ASPA and to discuss the possibility of holding an ASPA meeting (possibly a Region VIII meeting) in the Monterrey area in the fall of 1997. Discussions will continue and I hope that the goal of an ASPA meeting in Mexico will be achieved by the end of 1997.

Creation of an Internet List Service

Another goal which I established last year was to set up an internet connection for the ASPA CIR. That was realized several months ago and a list service was established with Southwest Texas State University in San Marcos, Texas, as the host site. The address for the list service is aspapr@lists.ids.edu.wt.

Any interested in the activities of the ASPA CIR is welcome to subscribe to this discussion group. The commands are listed below.

subscribe

Your address will be added to the list of subscribers. You will be able to send messages and your messages will be forwarded to all other list subscribers.

unsubscribe

Your address will be removed from the list of subscribers. You will no longer be able to send messages to the members of the list.

subscribe digest

Your address will be added to the list of subscribers who receive a daily digest of each forwarded message. You will be able to send messages to this list and will receive a digest of accumulated messages once a day.

A list of available digests will be returned to you.

Subscribers to either the talk or digest versions of the list may send discussion messages to the address: list-talk@starline.com

I encourage anyone interested in international public administration to subscribe to the list service. The more it is utilized the more useful it will be to ASPA members and others interested in international public administration issues and events.

The United Nations Resumed Session on Public Administration

Another activity which has had high priority this year has been providing support for the Resumed Session on Public Administration at the United Nations.

This support has been spearheaded by the ASPA Campaign for International Relations, Vice Chair Bill Miller. Under Bill’s direction, a resolution of support for the U.N. process in this area was written by ASPA to the U.N. General Secretary and to Vice-President Al Gore. Since Bill will be taking over as chair of the ASPA CIR in July, we can expect that ASPA support and interaction with the public administration and activities of the United Nations will continue unabated for the coming year.

The PA TIMES Campaign for International Relations Insert

Also during the coming year we can expect to see a new edition of the Campaign for International Relations PA TIMES insert. The insert was begun when Allen Rosenbaum was CIR chair. The first insert and second inserts were prepared by Frances Burke and Mary Ellen Grogan. This is the 3rd edition of the insert. It was prepared by a subcommittee of the CIR and put together by PA TIMES Editor Sheila McCooeanc. We can be assured that a 4th edition of this popular vehicle for communicating international information to ASPA members will be forthcoming in May or June 1997.

Closing Remarks

I would like to close by saying that during the past year, I have thoroughly enjoyed working with the members of the Campaign and the ASPA staff. I would like to thank everyone for the time and effort they put into making this a successful year. My only regret is that I could not do more during the past year. It has been a very busy time for me personally and I hope that whatever business remains unfinished will be completed during the following year. I will look forward to working with our new chair, Bill Miller, to help him continue the activities and programs of the Campaign.

As always, we welcome your advice and suggestions on how we can improve ASPA CIR programs and activities.

ASPA Links to World Through International Campaign

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As always, we welcome your advice and suggestions on how we can improve ASPA CIR programs and activities.

UT public administration students, Hananin Colle (right) and Juan Jesus, with Liz. Jose Antonio Laura Brooks, the City of Plano Monroe, Mexico and outside UCLA in the site of the famous "bombed site" which is located high in the Sierra Madre mountains about 10 miles from the City of Monterrey, Mexico. Mr. Brooks is a new member of ASPA. Mr. Colle is an intern at the Monterrey administration office. The UT public administration students, Hananin Colle (right) and Juan Jesus, with Liz. Jose Antonio Laura Brooks, the City of Plano Monroe, Mexico and outside UCLA in the site of the famous "bombed site" which is located high in the Sierra Madre mountains about 10 miles from the City of Monterrey, Mexico. Mr. Brooks is a new member of ASPA. Mr. Colle is an intern at the Monterrey administration office.

ASPA Links to World Through International Campaign

1) From April 15-19, the policy making UN General Assembly (the 185 UN member states) conducted the first-ever Resumed Session on Public Administration and Development. This was a landmark event because it not only offered a wealth of public administration information regarding policies, strategies, and techniques but it also paid the supreme compliment to public administrators worldwide by focusing attention on their professional interdependence and the critical role they play in implementing important public programs. ASPA, which coordinated with the UN and Vice-President Gore regarding the Nations’ insertion, should share with its members this reservoir of knowledge that emanated from the UN activities. It should review the feasibility of future interaction with UN agencies. (For more information, see the article on the UN’s Resumed Session on Public Administration and Development, on page 13.)

2) From June 3-14, the UN will hold the “Cities Summit" in Istanbul, Turkey. The main purpose of the international conference will be to convene the world’s leaders and urban experts to review the status of urban life confronting most cities and to develop a comprehensive plan to combat these threats problems which range from inadequate physical and human infrastructure development to unemployment, overcrowding and homelessness. The final report from this conference should be of interest to all of the ASPA sections.

As we move headlong into this exciting, and often uncharted territory of professional globalization, I would encourage each ASPA member to spend a few moments reflecting on how your professional ambitions are becoming more globalized, how the CIR can be of assistance in confronting this new opportunity, as well as challenge, and to convey your ideas to the Campaign or other CIR member. Your comments are extremely important to the Campaign’s success.

UT public administration students, Hananin Colle (right) and Juan Jesus, with Liz. Jose Antonio Laura Brooks, the City of Plano Monroe, Mexico and outside UCLA in the site of the famous "bombed site" which is located high in the Sierra Madre mountains about 10 miles from the City of Monterrey, Mexico. Mr. Brooks is a new member of ASPA. Mr. Colle is an intern at the Monterrey administration office.
United Nations: Networking Public Administrators Worldwide

William A. Miller
Chair-Elect

From April 15-19, the United Nations (UN) General Assembly convened its 63rd Session on Public Administration and Development in New York headquarters. The 185 UN member states focused the "world's spotlight" on a profession that is absolutely critical to the implementation of various public service programs that will ultimately, if successful, create a more prosperous, safer, and more just world for all of its citizens.

UN public administrators perform a multitude of activities, ranging from developing rules to move mail to enhancing agricultural practices, battling environmental problems, combating diseases, encouraging international trade, promoting economic development, disseminating weather information, and training public administrators in developing countries, to mention only a few. Although the UN, as the chief international public administration, has had a long history of improving public administration practices, this was the first UN conference that dealt specifically with the positive role that public administrators could play in sustaining economic growth, promoting social development, facilitating infrastructure development, and protecting the environment, especially in the developing nations and countries.

Actually, in 1948 the UN began its efforts to improve public administration techniques by establishing the International Centre for Training in Public Administration. Although its initial efforts were experimental, the public administration initiative has evolved into a major, comprehensive, and complex series of UN system activities, from administrative and civil service reforms, human resource development, the role of government in economic development, financial management, and institutionalization and management of public enterprise.

The Resumed Session on Public Administration and Development, which was originally suggested by the Pan-African Conference of Ministers of the Civil Service in Tangier, Morocco in June 1994, was the culmination of many fruitful years of developing public administration's knowledge base and state-of-the-art techniques. A major goal was to heighten international awareness of the positive role of public administrators in development and making public administration reform a high priority on the development agenda.

Additionally, the Resumed Session was designed to help the UN system implement concepts of public administration and finance that serve its member states' needs in an effective manner. Assistance to the member states was given in broad areas: a) generating and disseminating information and experience; and b) customizing on request the best and most appropriate systems and practices in individual countries. Following are some of the specific core themes of the Resumed Session as reported in the Economic and Social Council Report:

- a) generating, disseminating and exchanging information on the public sectors of different countries, especially innovation and best practices;
- b) carrying out analytical research on various aspects of the role of the public sector in developing countries and providing guidelines and suggestions;
- c) strengthening administrative, financial and management institutions and mechanisms that promote both social and economic development in developing countries;
- d) developing and managing national human resources appropriately to undertake the public sector activities in the most effective and efficient manner;
- e) supporting vigorous public institutions and a dynamic public sector for sustainable development;
- f) focusing, coordinating and sustaining initiatives within and among UN agencies to achieve the aforementioned. (Please note that if a few key words were changed in the previously mentioned areas and themes they would be identical to some of ASIAA's major goals).

The UN, as well as ASIAA, is dealing with these trends that affect public administrators worldwide.

First, innovative policies at the strategic level and improved service delivery systems at the operational level will be necessary to deal with the rapidly changing domestic and international conditions and increasing demand for services.

Second, exceptional capacities to govern for development will be essential for public administration because the profession will continue to be called upon to fulfill critical functions in development, enhancing economic growth, reducing poverty and illiteracy, and many others.

Third, given the great demand for participation and transparency, public administration needs to establish a dynamic people-oriented system by offering greater transparency and by creating an outstanding and attractive profession that recruits the brightest, most dynamic, professionals who exude pragmatism and vision.

So, what does all this have to do with ASIAA's activities and its future relationship with the UN system? Quite a bit.

First, it is obvious that most of the UN ASIAA's public administration goals are similar or virtually identical, they interconnect public administrators from many parts of the world, and they are concerned with improving public administration's knowledge base and updating the administrators' skills. There was a multitude of information that emanated from the Resumed Session that address these goals and would be of interest to ASIAA members. This information could be shared with ASIAA members at the upcoming Regional Conference, in PA TIMES, at Regional Conferences, at National Council and committee meetings, through several other avenues of distribution.

Second, regarding the Resumed Session, ASIAA had the unique opportunity to coordinate with Vice-President Al Gore's office (who was President Clinton's choice to coordinate the US team) and with UN General Secretary Boutros Ghali (ASIAA's Resolution adopted by the National Council) that the Resumed Session appeared in the UN's Development Administration Newsletter of December 1995). We should keep in mind that the Resumed Session was not a one-shot activity and that the UN has approximately 35 major agencies that are involved in hundreds of ongoing public administration activities. Since there is considerable potential for further interaction, ASIAA should build upon these very positive and fruitful contacts and discuss future areas of cooperation. All parties can mutually benefit from this arrangement.

Third, the UN has literally hundreds of publications, magazines, newsletters, and other informational materials that would be of interest to many ASIAA members. Accessing information on the worldwide web about UN conferences and publications (http://www.un.org) and UN agencies (http://www.unicef.org/) is quite simple. Additionally, some UN publications are available on request.

As ASIAA and its affiliates move aggressively into utilizing the opportunities associated with public administration on the international arena, there will be new resources tapped and important networks established. The UN is recognizing the importance of the resources that can assist us to do our job better and vice versa. If there ever was a moment in history to "think globally and act locally," it is now.

IASIA: Opening the Door to International PA

Allan Rosenbaum
Director, Institute for Public Management and Community Service, Florida International University

The combination of the rapid increase in international commerce (simulated and overseen by government), the emergence of instantly accessible global communications networks and the growing participation in American public administration programs of non-U.S. students has given rise to much concern in public administration about our "the international dimension." Indeed, the combination of these forces has caused many a program, and its individual faculty members, to look for or to attempt to create various international connections. Such actions range from applying for USAID or USA contracts and grants to seeking out foreign colleagues at ASPA and other professional meetings.

One of the most effective ways for an institution both to create its own international network as well as to become sensitized to the sometimes fascinating different perspectives which our international colleagues bring to us is to promote an organization which is many to a vaguely familiar acronym-IASIA. The International Association of Schools and Institutes of Administration is composed of some fifteen hundred schools and institutes of public administration from around the world. In many respects, it is a kind of international counterpart to the National Association of Schools of Public Affairs and Administration (NASPAA).

As an organization, IASIA has two principle missions: to bring together a variety of school- ardently monographs and hold an annual conference. In addition to being intellectually interesting, the conferences are especially fascinating since not only do they often occur in places that are more than a little exotic (Hong Kong, Dusseldorf, etc.) but they also serve to bring together an extraordinary mix of people from all continents of the world. A typical conference will involve about two hundred individuals, a little more than half of them will be university professors and the remainder individuals from national institutes of public administration, various training organizations and practitioners.

This year's conference will take place in Durham, South Africa between June 30 and July 5, 1996. The theme of the conference is "Professionalism and Ethical Conduct for the Public Servant: Challenges for the 21st Century." As is typical of all IASIA conferences, the program will include papers produced through the work of the organization's ten working groups each of which functions for at least three years. The subject areas of these groups range from public enterprise management and the public-private mix to "management development for public administration in the 21st century," and specifically for the conference and will deal with a variety of the conference.

The other principle activity of IASIA is the production of various scholarly publications. Typically such publications will include a number of essays or articles. They are written by scholars from around the world and describe and analyze administrative policy processes as they operate in numerous countries around the world.

Information about IASIA can be obtained by contacting Allan Rosenbaum, IASIA North American Vice President, Institute for Public Management and Community Service, University Park, TC 30, Miami, Florida 33199; (305) 348-1273, phone; (305) 348-1273, fax; or Catherine Fox, Executive Secretary of IASIA rue Defacqz, 1, 1181 - 1050 Brussels (32-2) 338-9165, phone; (32-2) 337-9102, fax. 
Campaign for International Relations

International Supplement

International Conferences Scheduled

3rd International Conference on Human Ethology
August 5-10, 1996
Location: Vienna
Contact: Werner Medizinische Akademie
Aker Str. 4, A-1090 Vienna, Austria
tel: (31) 43 471 765
fax: (31) 43 473 83 23

Ethics in the Public Sector - an International Network
August 5-9, 1996
5th International Conference
Location: Brisbane, Australia
Contact: Ms. Patricia Gavrin, Centre for Australian Public Sector Management
Griffith University
Nathan, Queensland 4114 Australia
tel: 61 7 3875 7209
fax: 61 7 3875 7737
email: Gavrin@adfa.edu.au

International Bureau of Social Tourism
September 12-16, 1996
Birent General Assembly and Congress
Location: Montreal, Canada
Contact: Charles Francis Belanger
BIFTS Americas, 380 Saint Antoine Ouest
Bureau 7200, Montreal H2Y 3R7, Canada

International Atomic Energy Agency
September 16-19, 1996
International Conference
Location: Winnipeg, Canada
Contact: MM Ottow, Waste Management and Environmental Affairs
Defense, Canadian Nuclear Society, c/o AECL, Pinawa, Ror E8O, Canada

World Initiative on Lifelong Learning
September 23-25, 1996
Biennial Conference
Location: Ottawa, Canada
Contact: CONCORDE
Rue de la Concorde 60
B-1050 Brussels, Belgium

Institute of Cultural Affairs International September 27-29, 1996
Quadrangular Global Conference
Location: Cairo
Title: The Rise of Civil Society
Contact: Rue Amsee Lyjen 8
B-1010 Brussels, Belgium
tel: (31) 2) 219 00 87
fax: (31) 2) 219 04 96

European Federation of Employees in Public Services
September 27-29, 1996
Congress
Location: Vienna
Title: Structural Adjustment in the Public Services
Contact: Rue de Traves 33
B-1040, Brussels, Belgium
tel: (31) 2) 230 18 65
fax: (31) 2) 231 14 72

4th International Exhibition and Conference on City Planning, Transportation and Traffic Engineering
September 28-29, 1996
Location: Singapore
Contact: William Lim
City Trans Asia Management
20 Kollang Ave., Second Floor
Pico Creative Centre, Singapore 339 411
tel: 63 297 2822
fax: 65 292 7555

Permaculture International
September 27-October 6, 1996
Location: Perth, Australia
Topic: Designing for a Sustainable Future
Contact: Conference Secretariat
PO Box 588, Kalamunda WA 6078, Australia

tel: (61) 9) 228 05 77
fax: (61) 9) 228 05 77

International Bureau of Education September 30-October 5, 1996
International Conference on Education
Location: Geneva
Topic: Role of Teachers Facing the Challenges of Rapid Social & Educational Change
Contact: PO Box 199, CH-1211 Geneva 20, Switzerland
tel: (41) 22) 798 14 55
fax: (41) 22) 798 14 84

International Federation for Housing and Planning
October 14-17, 1996
World Congress
Location: Tampere, Japan
Topic: Housing for the Future - Concepts, Processes, Products
Contact: Housing Association Japnese
Wasa, Kapparikawa 586-6203

Intelligent Transportation Systems October 14-16, 1996
3rd Annual World Congress
Location: Orlando, USA
Topic: Intelligent Transportation: Realizing the Future
Contact: ITS America
400 Virginia Ave., S.W., Suite 800
Washington, DC 20024-2730
tel: (1) 202) 484 4847
fax: (1) 202) 484 3482
World Wide Web: http://www.isa.org

International Federation for Information and Documentation October 14-24, 1996
Conference and Meeting
Location: Graz, Austria
Contact: PID, PO Box 94092, L-5295 LP
Don Higgs, NASA, Washington, DC 20016
fax: (31) 31) 304 0671
email: info@ifod.nl

International Institute of Communications October 17-22, 1996
Annual Conference
Location: Muscat
Contact: Tavisoo House South
Tavisoo Street
London WC1H 9LF, UK
tel: (44) 171) 388 0671
fax: (44) 171) 388 0623

International Association of Law, Ethics and Science October 18-19, 1996
Location: Lusanne, Switzerland
Topic: From Ethics to Law, from Law to Ethics - Reflections on the
Law of Life Sciences
Contact: 62 Boulevard de Port-Royal
F-75005 Paris, France
fax: (31) 2) 43 37 47 10

International Custom Service Association October 20-23, 1996
Annual Conference
Location: Nashville, USA
Contact: 401 K Avenue
Chicago, IL 60611-4267
tel: (1) 312) 321 6800
fax: (1) 312) 321 6899

Seminar
Location: Manila
Guidebook
Contact: c/o FFM/EIM: "LEMIGAS"
Jalan Clingdog Raya
Olipa, Kebayoran Lama
Jakarta, SELATAN 12230, Indonesia
tel: (62) 21) 7982879 - 7253230
fax: (62) 21) 7982879 - 7246150

International Institute of Space Law October 1996
International Colloquium on the Law of Outer Space
Location: Beijing
Contact: IUS/IAP, 3-5 rue Marie Nikis
F-75015 Paris, France
fax: (3) 31 45 67 42 60
fax: (3) 31 42 73 21 20

Organization Development Institute November 3-6, 1996
Annual World Congress
Location: Cairo
Contact: The OD Institute
11234 Walnut Ridge Rd.,
Cincinnati, OH 45240-1299
(1) 12161 461 433
fax: (1) 12161 729 933
email: aod@clevisland.Freenet.ca

International Information Management Conference November 14-16, 1996
Regional Conference
Location: Singapore
Contact: 1650 38th St., Suite 205
Boulder, CO 80301-2638
(1) 313) 400 7085
fax: (1) 313) 400 7234

International Economic Association December 3-5, 1996
Conference
Location: Tokyo
Topic: The Institutional Foundation of Economic Development in
East Asia
Contact: AIESE, 23 rue Campagne Premiere
F-75014 Paris, France
fax: (31) 31) 42 27 91 44
fax: (3) 31) 42 27 99 12

International Sunnag Flag Committee January 7-9, 1997
Annual Meeting
Location: Honolulu, USA
Contact: Casa Viana, PO Box 2105
Surfside, FL 33155-3205
(1) 407) 432 8342
fax: (1) 407) 434 0047

Association for the Advancement of International Education February 10-13, 1997
Annual Conference
Location: Orlando, USA
Contact: AASIE, Thompson House
Wesleyan College
New Wilmington, PA 16172
(1) 412) 946 7172
fax: (1) 412) 946 7194

Home Economics Association for Africa April 1997
All Africa Conference
Location: Kampala, Uganda
Topic: Home Economics for Empowerment and Development -
Implications for Reconceptualization
Contact: c/o Home Economics Dept.
Kenya University, PO Box 43844
Nairobi, Kenya

Bureau of International Recycling May 26-28, 1997
Spring Convention
Location: Innsbruck
Contact: Rue de Louvain 24, Bte 14
B-1000 Brussels, Belgium
tel: (32) 2) 514 21 80
fax: (32) 2) 514 22 26

World Association of Educational Research May 1997
Quadrennial Congress
Location: Athens, Greece
Topic: Education of Ethnic Minorities
Contact: Prof. A. Valentia Rigas
49 Lemosou Street, 10446, Athens, Greece

International Conference on Thinking June 23-27, 1997
Location: Singapore
Contact: Ms. Cecilia Tan
School of Education
National Institute of Education
469 Bukit Timah Rd
Singapore 1025, Singapore

International Federation of Operational Research Societies June 1997
International Conference
Location: Warsaw
Topic: Transition to Advanced Market Institutions and Economies:
Systems and Operations Research Challenges
Contact: Remon Kolewski
Systems Research Institute Polska Akad Nauk, Ul Nowela 6, 01-447
Warsawa, Poland

International Association for Children's Social and Economic Education June 1997
Conference
Location: Malmo, Sweden
Contact: Trustin Mades
Dept. of Education
Krisitiansand, University College
S-29143 Kristiansand, Sweden

International Simulation and Gaming Association
June/July 1997
Annual Conference
Location: Tilburg, Netherlands
Topic: Simulation and Gaming for Management of Sustainability
Contact: Prof. J. Geuns
University of Tilburg, PO Box 90153
NL-5000 LE, Tilburg, Netherlands

Location: Brisbane, Australia
Contact: Prof. Paul Greenfield
Office of the Pro Vice Chancellor
Physical Sciences and Engineering
Brisbane QLD 4072, Australia
Letters to the Editor

Current MPA Student Defends Graduate Education

Dear Editor:

This is a response to the letter printed in the PA TIMES May 1, 1996 regarding job placement and the MPA Program. While I do understand and empathize with the writer on the points of the MPA program being mainly theory based, the impact an advanced degree has in the job market, and the hard lesson learned that experience is priceless, I feel I must in a small way defend graduate education.

I have recently begun my coursework in efforts to complete the MPA program. When I graduated from undergraduate school, I immediately begin working with a temporary service while searching for my first "real" job. I did not wait for my degree to get me a job. A degree, whether undergraduate or graduate, is a personal achievement that demonstrates how far a person is willing to go in better preparing himself/herself for a career.

A graduate degree will not and should not be expected to get anyone a job. Both are to be attained on personal merit and achievement, not the internship, the numerical position of graduation and definitely not the professors' knowledge of the job market. Placement assistance also does not guarantee a job, but what a supportive employer thinks of the interviewee. Was the writer not paying any attention in those classes based on the practice of administration? The writer seemed to state that she entered the graduate program with an idealistic attitude. I had to gain specific on-the-job experience before I could get the job I wanted and now exercise. Knocking on doors, persistence and enthusiasm has proven to be beneficial as well as my dedication and willingness to succeed.

No education is as important than life itself and what a person does with what he/she has. A graduate degree is only as important as an employer as the fulfillment of the employee's responsibilities to his/her position.

The MPA program is exactly that, a program designed to provide theory based guidelines with which to be experimented in the role of administrative management. The program in no way guarantees any student a job that is above the qualifications the prospective employee holds.

Elizabeth Robinson
Future MPA Alumna
South Carolina

Reader Shares Perspective Regarding MPA Experience

Dear Editor:

I read with interest the recent letter from Nan Daugherty discussing her experiences in the job market after completing her MPA. I completed an MPA in 1993 as well, and like Ms. Daugherty's MPA program, my program did not have a very active placement office. However, the professors were intelligent, friendly, accessible, and were genuinely interested in the success of their students. This was an important factor in choosing to attend this program. The university's placement office was almost entirely devoted to attracting recruiters for the business students, but, to give them a little credit, the placement center staff did their best to help students find resources on public sector employers.

From Ms. Daugherty's letter, I got the impression that she chose to pursue an MPA in order to secure a higher starting salary on her first job. Many of my MPA classmates were in the same boat, so to speak. My motivations for graduate school were different. I had worked for a couple of years in another field, and I was very interested in public service. I chose to get an MPA to learn more about the way public sector organizations work and to enhance my academic credentials.

I hoped that an MPA would further prepare me for a more fulfilling career. I admit that I, too, had dreams of securing a responsible position in a public organization and pulling down $30,000 a year just after graduation (who doesn't?). However, the reality is that despite a 4.0 g.p.a., a solid MPA internship, and two years of prior work experience, I spent the first four months after graduation looking for a job. I ended up getting an entry level position in state government. I currently work in this same position, and I still earn a salary that's a little less than the salary I earned in my first real job a month after completing my bachelor's degree in psychology. I am probably underemployed and underpaid, and someone with a bachelor's degree would be qualified for my current position.

Is this frustrating? Sure. Am I disappointed? A little. Have I lost sleep worrying about all this? Well, I've lost sleep, but mostly because of my newborn son. The silver lining of my career cloud is that I am gaining valuable exposure to the inner workings of state government to supplement all that theory I studied in my MPA program. And, I learn something new every day at work, whether it's that you cannot claim a $25 photocopy on your travel voucher or that there are almost 30 licensed tattoo artists in Mississippi. I'm fortunate to work with good people in an agency that does something important for the public.

I understand Ms. Daugherty's feelings, and I do hope that she finds a great job very soon. I agree that MPA programs should actively help their students search for employment. However, as one of my professors used to say, "There's no free lunch." Getting a job should be less about having a placement office find one for you, and more about using all your talents to figure out what you really want to do with your life and then doing it.

David Miller
Jackson, Miss.

MPA Responds to Daugherty Letter

Dear Editor:

I am saddened to hear that some individuals with MPAs are dissatisfied by their job search and are now questioning their MPA program or the purpose of MPA programs in general. I am aware of MPA graduates who have not found professional positions after receiving their degree. I know this is disappointing, but who is ultimately responsible for such situations: the MPA programs, the students, or the labor market? Or can the responsibility be dispersed equally among them?

Inspired by N. Daugherty's letter to you, I would like to paint a different picture. I graduated from California State University at Fullerton (MPA in 1993) and was fortunate enough to have several offers of employment. Although I elected to continue my education in a doctoral program, the career opportunities at the federal and local levels were available for individuals with and without prior experience. Most of my cohorts (the ones I keep in touch with) are currently working in the public sector and have found that their MPA was an important factor in securing their positions, keeping their positions or in the advancement of their careers.

CSUF's MPA program offers courses (methods and theory based) in human resources, urban planning/management and finance as well as an internship program. All of which are geared toward professional preparation leading to responsible positions in the public sector and sharpening skills for the in-service professional. The MPA program also stresses membership in professional organizations, such as ASPA, as a way of networking.

No university or academic program can guarantee a job after completion of a degree. They can, however, offer courses with practical applications, experience through an internship and placement assistance once the degree is completed. I can't help wondering, in the case of N. Daugherty, if the school may have left out some of the basic components of the MPA program. Was it a NASPAA accredited institution?

Rhonda Y. W. Allen
CSUF Class of 1993

How to add in your 2 cents worth.

ASPA welcomes letters to the editor on any public administration issue or in response to any information presented in PA TIMES. Letters and thoughts can be mailed, faxed or e-mailed:

Send letters and commentary pieces to:

ASPA, PA TIMES/Commentary

1120 G Street, NW Suite 700
Washington, DC 20005

(202) 638-4952—fax
dcaspa@aol.com—e-mail

The viewpoints expressed in the Commentary Section of PA TIMES are the individuals' and are not necessarily the viewpoints of ASPA or the organizations they represent.

FACTOID:

Belief:
The representation of women in senior level jobs is declining as government downsizing proceeds.

Fact:
Both the number and the percentage of women in the Senior Executive Service has grown, despite downsizing. In 1990, 652 members of the SES workforce were women (9.5 percent). In 1995, 1,061 career SES appointees were women (16.4 percent).

Policy Issues Committee Seeks Input on Resolutions

(cont. from page 7)

employers to safeguard the workplace and to reduce the threat of violence to employ-

ees and clients, and

WHEREAS, public employees are experi-

cencing an increasingly hostile work envi-

ronment, resulting in part from negative

attitudes among extremist groups and

large numbers of the general public toward

government, and

WHEREAS, there is a need for education

and awareness regarding violence and

sensitivity toward one’s environment and

safety, and

WHEREAS, a role of the American Soci-

ey for Public Administration is to serve

as a professional association and

network among public employees, practi-
	
cioners, students and educators, and

WHEREAS, the problems of violence

against employees hurt us all, and that

therefore alternative methods of dispute

resolution are needed in the workplace as

well as in society;

Therefore be it resolved

That the American Society for Public
Administration will encourage the con-
ducting of research to better understand

and address this problem, and will develop a

program of educational and awareness

groups. Further, we recommend that

this program will be presented at the

December meetings of the American

Society for Public Administration for

inclusion in future ASPA conferences

and policy hearings.

History:

• Amended by the Policy Issues

Committee May 13, 1996.

• Published in PA TIMES June 1, 1996.

• Distributed to Policy Issues Committee

and National Assembly members for

comment May 1996.

Resolution in Support of the

Presidential Management Internship

WHEREAS, the Presidential Management

Internship Program may be terminated by

the U.S. Office of Personnel

Management;

Be it resolved that the American Society

for Public Administration acknowledges

the important contributions of the Public

Management Institute Program which

includes the following:

Presidential Management internship pro-

gram advantages and contributions for

public administration educational oppor-

tunities:

• Recruitment of the best and the bright-

est MPA students in the nation into the

program of government manage-

ment.

• The opportunity of selected MPA stu-

dents to train in the nation’s capital

• The program represents a variety of

MPA programs throughout the nation

• The program presents a diversity of

professional experiences

• The program offers the very best MPA

students a chance to serve in govern-

ment

• Participation in this program allows

students to grow and develop person-

ally and professionally

• The program gives the stronger stu-

dents in the profession the opportunity

to travel and to perform at the center

of our nation’s government.

Finally, the American Society for Public

Administration opposes any action aimed

at diminishing the Presidential

Management Internship Program, and

opposes any cut in funding which would

reduce or abolish the Public Management

Internship Program.

Implementation Plan: This resolution will

be distributed to the ASPA Assembly, all

ASPA committees, professional sections,

and chapters as well as to other relevant

professional groups.

History:

• Introduced to the Policy Issues

Committee May 13, 1996.

• Published in PA TIMES June 1, 1996.

• Distributed to Policy Issues Committee

and National Assembly members for

comment May 1996.

Resolution in Support of the

Americorps Program of the National

Service Effort

WHEREAS, negative assessments of the

Americorps Program has been circulated

throughout the nation often focused on

myths or a political agenda

WHEREAS, Congress may reduce fund-

ing for the Americorps Program in the

1995-96 federal budget which would

reduce the number of young American

volunteers from 25,000 to 17,000

WHEREAS, negative assessments of the

Americorps Program often founded on

myths or political agenda have been circu-

lated throughout the nation.

Be it therefore resolved that the American

Society of Public Administration goes on

record to

Acknowledge the importance of the

Americorps program benefits for young

people and the communities in which they

serve throughout the nation.

Acknowledge the achievements of the

Americorps program which includes: get-

ting things done; helping communities

meet their education, public safety, human

and environmental needs through service,

strengthening communities, uniting indi-

viduals from different backgrounds and

organizations of different kinds in the

common effort to improve our communi-

ties, encouraging responsibility, encourag-

ing citizens to explore and exercise their

responsibilities to their communities, their

towns and to themselves, during their

service experience and throughout their

lives, expanding opportunity, offering

opportunities to citizens who take responsi-

bility for their community.

And offering volunteers the opportunity
to earn awards to further their education or
to pay back their student loans, and gain

valuable experience, specialized training,

and life skills.

Be it further resolved that ASPA com-

mends the benefits of the Americorps

program given to young volunteers in gaining

a national service experience often in

working with government agencies on the

federal, state and local levels.

Finally, ASPA opposes any action aimed

at diminishing the Americorps Program, and

opposes any funding cuts which would

reduce the aforementioned benefits of the

Americorps program of the national ser-

vice report.

Implementation Plan: This resolution will

be distributed to the ASPA Assembly, all

ASPA Committees, Professional Sections,

and Chapters as well as to other relevant

professional groups. Also, the resolution

will be distributed to the President of the

United States, members of Congress who

serve on oversight and appropriation com-

mittees, and to the present director of the

national service organization.

History:

• Introduced to the Policy Issues

Committee May 13, 1996.

• Published in PA TIMES June 1, 1996

• Distributed to Policy Issues Committee

and National Assembly members for

comment May 1996.
It's not too late for you to join us for ASPA's 57th National Conference in Atlanta, Georgia.

- Complete the registration form (in this issue) by June 14 and SAVE!
- Call the Atlanta Marriott Marquis (404) 521-0000 by June 7 to ensure a room at the great price of $99 per night.
- Call Way to Go Travel at (800) 337-8626 to make your airline reservations.

Making a Difference...
Positioning the Public Service for High Performance
June 29 - July 3, 1996
What's the best way to get to Atlanta?

1. Sign Up!

Complete the Registration Form on the following page. Remember, the earlier you register, the more you save, so don't delay.

By Fax:

Fax your registration form with credit card number to 202/638-4952 24 hours a day. Only MasterCard, Visa, Training Forms and Purchase Orders are accepted by Fax. Fax registrations are accepted thru June 14, 1996. If you Fax your registration, please do not mail the original.

By Mail:

Send your completed registration form along with payment to:

ASPA Conference
C/o Crestar Bank, Department 41
Washington, DC 20042-0041

2. Fee Payments

Full payment must accompany your registration form. Checks made payable to ASPA, or Visa and MasterCard are accepted. Training forms or purchase orders are accepted and must accompany this form to process your registration. Please provide the appropriate billing address if it differs from your own address. Registrations are processed on a first-come, first-served basis. Please complete the entire form to speed your registration. Missing information will delay processing.

ASPA/CASU Member Discounts: The members of ASPA and the Cooperative Administrative Support Unit (CASU) Program are entitled to register at discounted rates available only to members.

Pre-Registration: Register before June 14, 1996 and SAVE!

On-Site Registration: Registrations received after June 14, 1996 will be handled on-site and invoiced at the on-site rate. After June 14, you must register on-site at the ASPA Registration area at the Atlanta Marriott Marquis. Registration will open at 8 a.m. Saturday, June 29.

Non-member Registration: Those who are not currently members of ASPA are encouraged to attend the conference. In addition, you are invited to become a member when you register for the conference and take advantage of the member discounts. Your membership fee must accompany your conference registration. See the membership application for fees.

Register before June 14 and SAVE!

Group Discounts: Special rates are available for groups of 10 or more persons who register together and pay with one check. For details, please contact ASPA at 202/393-7878.

Cancellations and Refunds: All cancellations and requests for refunds received in writing by June 14 are eligible for a full refund less a $75 cancellation fee. Refunds will be mailed after the conference.

Registration Inquiries: If you have any questions about the status of your registration, contact ASPA 202/393-7878.

Workshop Registration: We encourage early registration to guarantee your place. In addition, insufficient numbers may result in cancellation. Should you register for a pre-conference workshop and it is cancelled, ASPA is not responsible for non-refundable airline tickets.

Ticketed Events: The fees for the ticketed events are listed on the registration form. The National Public Service Awards Luncheon and the Leadership Breakfast are included in Option 2 - Comprehensive. Early registration for these events is encouraged.

3. Registration Confirmation

After ASPA processes your registration form, you will receive a confirmation packet. Please allow two to four weeks for this confirmation packet to reach you.

4. Travel Arrangements

Delta and United Airlines are the official airlines for ASPA's 57th National Conference in Atlanta, June 29-July 3, 1996. Special ASPA fares have been negotiated with Delta and United Airlines. Both airlines offer from 5 to 10 percent discounts, however, to receive these discounts ASPA members must use special "file numbers" when making reservations. Certain restrictions may apply.

Delta Airlines
(800) 241-6760
File #XR3002

United Airlines
(800) 521-4041
File #564UN

For more information or to make reservations, contact: Way to Go Travel, 8457 Dunwoody Place Bldg. #6, Atlanta, GA 30350 or call (800) 337-8626 or (770) 992-6113.

5. Conference Hotel

The Atlanta Marriott Marquis is the headquarters hotel for ASPA's 57th National Conference. To reserve your room for the ASPA Conference, call the hotel at (404) 521-0000. The special $89 rate is available through June 7. Reservations made after June 7 are subject to space and availability.

6. Special Needs

Individuals who have special needs of any kind are requested to notify ASPA on a separate sheet of paper to accompany the registration form.
Atlanta Conference Registration Form

ASPA Conference Registration Form

1. Options
   - Choose your registration option. All options are explained at the left. Registrations received after any deadlines will be charged at the higher rate.
   - Option 1 - General
     - Early Bird Member: $250
       - Must be received on or before April 19
     - Pre-registration Member: $325
       - Must be received on or before June 14
     - On Site Member: $375
     - Non-Member: $400
   - I am also a Speaker at the Conference.
   - Option 2 - Comprehensive
     - Early Bird Member: $295
       - Must be received on or before April 19
     - Pre-registration Member: $370
       - Must be received on or before June 14
     - On Site Member: $420
     - Non-Member: $445
   - I am also a Speaker at the Conference.
   - Option 3 - Speaker One Day Only
     - Speaker: $100
     - Please circle day: Sun Mon Tue
   - Option 4 - Student
     - (Must be an ASPA Student Member): $135
   - Option 5 - Non-Member Spouse/Partner
     - Spouse/Partner: $150
   - Section 1 fees: $277
   - This is my first time attending an ASPA National Conference.

2. Workshops
   - All Pre-Conference Workshops are scheduled to take place Saturday, June 29 at the Atlanta Marriott Marquis. Space is limited, so early registration is encouraged.
   - Surfing the Internet (Half day and includes refreshments) $25
   - Win-Win Public Administration (Full day and includes refreshments) $10
   - Performance Measurement Training and Workshop on Implementing Performance Based Government (Full Day) $80
   - Managing Diversity in Organizations (Full Day) $25
   - International Development Management and Policy Administration Workshop (Full day and includes breakfast) $50

3. Ticketed events
   - Choose your events:
     - NPSA Luncheon (Mon., July 1) $25
     - Leadership Breakfast (Wed., July 3) $20
   - The above events are included in Comprehensive Registration (option 2)
   - COMPA Dinner & Dance (Tues., July 2)
     - Individual: $36
     - Couple: $60
   - Section 3 fees:
     - Section 2 fees:
       - Section 1 fees:
         - Only attend and receive shirt at conference
       - T-shirt, $12
       - X-Large
       - Large
     - Total fees: $297

Registrant Information

Name: [Name]
ASPA Member: [Number (if member)]
Name for name badge: [Name]
Title: [Title]
Organization: [Organization]
Address: [Address]
City, State, Zip: [City, State, Zip]
Date of Birth: [Date]
Spouse/Partner Name (if registering as Option 5):

Payment

Enclosed is my: [Check or Money Order]
- Training form (number): [Number]
- Purchase order (number): [Number]
- Visa
Card number: [Number]
Expiration Date: [Date]
Signature: [Signature]

Mail to: ASPA Conference, c/o Crestar Bank, Department 41, Washington, DC 20042-0041

PAT 4
UNITED STATES:

Project Director
Principal Research Scientist

To direct, on a full-time basis, an evaluation of the Fish-Wilson Alternative Refugee Assistance Program in New York City, the first demonstration in the country to test the capitation and privatization of welfare payments. The Fish-Wilson demonstration project will provide a single capitated payment to be used by private agencies to provide case management, income support, and other services to refugees. The evaluation will examine the design and implementation of the program, the effects of the program on participants' employment behavior, use of public assistance, and costs.

The Project Director must have at least six years of experience in the quantitative assessment of the impact and cost-effectiveness of social services programs, utilizing experimental or quasi-experimental evaluation designs. This experience must include the design and management of program evaluations, the application of advanced statistical methodologies, and the preparation of technical reports. A graduate degree in a social science field is required; a Ph.D. is preferred. A comparable combination of education and experience will be considered. Location negotiable. Position contingent upon funding.

Applicants should submit a letter of application and a resume no later than June 12, 1996 to: Professional Development Program, RI 320, University at Albany, 115 Western Avenue, Albany, New York 12222. The Research Foundation of SUNY is an EEO/AA Employer. Application from women minorities, handicapped persons, and Vietnam era veterans are especially welcome.

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UNIVERSITY POSITIONS

Visiting Assistant/ Associate Professor
Center for Public Administration and Policy
College of Architecture and Urban Studies
Virginia Polytechnic and State University
Blacksburg, Virginia

ONE YEAR APPOINTMENT for 1996-1997 academic year. Teach graduate courses in Public Personnel Administration and Organization Behavior, among others. Support MPA program. Applicants should hold appropriate doctorate.

Send letter and resume to: Director, Center for Public Administration and Policy, Virginia Tech, 104 Draper Ave., Blacksburg, VA 24061 or fax (540) 231-7017.

Review open until the position is filled. Virginia Tech has a strong commitment to diversity, and seeks candidates including women, minorities and diverse and intellectual perspectives. Individuals with disabilities desiring accommodations in the application process should notify CPAP via fax.

University of South Carolina
Public Administration / Public Policy

The Department of Government and International Studies invites applications for a one-year visiting position at either the Assistant Professor or Instructor rank beginning August 1996. Applicants should be prepared to offer two courses per semester in the general areas of Public Administration and/or Public Policy. Those with proven teaching and research record will be given preference. Send vita, three letters of recommendation, copies of teaching evaluations, and samples of published or unpublished research to Professor Sandra K. Schmidt, Chair, Public Administration Search Committee, Department of Government and International Studies, University of South Carolina, Columbia, SC 29208. The search committee will begin screening applications on May 15, but will continue to accept applications until the position is filled. The University of South Carolina is an affirmative action/equal opportunity employer. Women and minority scholars are strongly encouraged to apply.

Southern Illinois University at Carbondale

The MPA Program of the Department of Political Science has a one year term lecture position in public administration, beginning August 16, 1996. Applicants should be broadly trained in public administration with ability to teach courses in human resource management and public policy preferred. Duties and responsibilities include teaching three courses per semester, research, and departmental service. A B.A.D. required. Ph. D. preferred. Send letter of application, curriculum vita, transcripts of all graduate-level coursework, and arrange for three letters of recommendation to be sent to Dr. Uday Desai, Chair, Department of Political Science, Southern Illinois University at Carbondale, Carbondale, IL 62901-4501. Deadline for applications is July 15, 1996 or until position is filled. Southern Illinois University at Carbondale is an Equal Opportunity/Affirmative Action employer.

Advertise in The Recruiter

The deadline is the 15th of each month for the following month's issue (i.e. June 15th for July 1st issue). The cost of an ad is based on column inches, with a two column inch minimum ($10). The cost for additional column inches is $35. We'd be glad to provide you with an estimate, just ask. Fax your ad to Sheila McCormick at 202/638-4952.

Other questions, please give us a call 202/393-7878.
GOVERNMENT POSITIONS

An Executive Position in Managed Care
State of Wisconsin

Lead in Breaking New Ground—We are seeking a person to help us apply managed care strategies to Wisconsin’s health and family services programs. The Department of Health and Family Services, with an annual budget of $3.8 billion, is responsible for ensuring human services are available for the elderly, disabled, mentally ill, alcohol and other drug abusers, and children and families. The ideal candidate will have leadership experience in developing and implementing a managed care service delivery system, in negotiating contracts that include provisions for capitation funding, provider risk-sharing and outcome-based/quality-driven performance standards, and experience as a change agent in planning and managing large projects.

Start up to $77,444 per year depending on your experience and qualifications. We offer excellent benefits, and Madison is a great place to live. Apply with a resume and letter summarizing your experience accomplishments/education related to this position by June 20 to: Steve Sanborn, DFS/BEPIC, PO Box 7850, Madison WI 53707-7850. Fax: (608) 267-2147. Internet – sarahsp@dhc.state.wi.us. Direct questions to Steve Sanborn at (608) 266-5058.

An Equal Opportunity Employer

The Inter-American Development Bank, a multilateral development organization, is seeking the following profile for its Country Office in Washington, DC:

Specialist
Modernization of the State

The selected candidate will be responsible for overseeing the successful implementation of programs to modernize and reform the public sector and civil society. The strengthening and reform projects encompass the executive, legislative, and judicial branches of government, as well as civil society organizations. The individual will also participate in the identification, analysis, and programming process of new operations. The minimum requirements are a Master’s degree, 5 years of related experience, and fluency in Spanish. Please send your CV in duplicate to:

Inter-American Development Bank
Step 55007 CV-MDG-PA
130 New York Ave NW
Washington, DC 20777 USA
or fax (202) 621-2778

Only applications which best match the requirements of the position will be acknowledged. Women are encouraged to apply. Call (202) 393-7878 for more information about how to sign-up a colleague.

ASPA Membership

It's easier to measure up when you've got a foot in the door.

ASPA Calendar of Events

Emerging Leaders in Public Finance
June 8-28
Syracuse University
Contact: Steven Lux
(315) 443-3759

New York Metro Chapter Annual Awards Dinner
June 12
New York, NY
Contact: Stephen Rolandi
(212) 720-3657

League of Historic American Theatres Conference
June 18-21
Buffalo, NY
Contact: (202) 783-6966

The US Water Supply and Waste-water Treatment Summit
June 20-21
Toronto, Ontario
Contact: (800) 767-9499

1996 Alternative Fuels Conference
June 25-28
Milwaukee, WI
Contact: (800) 447-5088

World Canals Conference
June 26-28
Birmingham, England
Contact: 44 (0) 121 212 4433

ASPA 57th National Conference
June 29-July 3
Atlanta, GA
Contact: ASPA
(202) 393-7878

Ethics in the Professions and Practice
July 21-July 25
University of Montana
Contact: (812) 855-6450

European Information Centre Summer Seminar in Cesky Krumlov, Czech Republic
July 21-28
Contact: Eva Stepanova
011 42 337-6140

National Conference of State Legislatures
July 27-31
Contact: (303) 837-8225

Advanced Government Finance Institute
August 4-10
Madison, WI
Contact: GFOA, (202) 429-2750

The Fourth Taos Conference for Women in Government
September 15-20
Taos, NM
Contact: (505) 758-5848

ASPA Region V - SECOPA
October 3-5
Miami, FL
Contact: Bill Solomon
(305) 533-2055

Advanced Government Finance Institute
October 27-30
Boston, NJ
Contact: Mel Dubnick
(609) 275-8113

COMPA Annual Conference
March 15-19, 1997
Louisville, KY
Contact: Sylvester Murray
(216) 687-2139

Harvey White (412) 648-2650

Please send information for the Calendar of Events to PA TIMES, Calendar of Events, 1120 G Street, NW, Suite 700, Washington, DC 20005. Notices can be sent via fax at 202/638-4952 or e-mail at dcaspa@aol.com. ASPA-related events are printed in bold.
City Uses Computers to Improve Voting Process

(continues from page 1)

direct computer input method produced an error rate of 0.32 percent.

"Touch screen voting has been overwhelmingly accepted by the communi-
Phase I of the project now serves 100 percent (18,076) of the Burton voters.
Phase II served 7 percent (1,192) of the voters in 1994 and 1995. The city plans
to add a second precinct in 1996, increasing the total served to 14 percent
(2,558). A third precinct is planned for 1997, bringing the total to 24 percent
(4,264).

Walworth believes this project will dra-
tically reduce Burton's costs through
eliminating paper ballots and other sup-
plies needed for punch card voting as
well as reducing the number of people
needed at each precinct.

At least five other Michigan communi-
ties are planning to introduce computer
verification in 1996 and a North Carolina
community plans to launch touch screen
voting.

"I expect many other municipalities will
adopt this system as soon as they see its
success in this year's presidential elec-
tion in the five Michigan municipalities," said Walworth.

Burton is also exploring the use of these
devices in the 28 townships and cities in
Genesee County, Mich. It is estimated
that the county would save more than
$300,000 every two years in personnel
and supply costs by implementing a
common computerized system.

According to Walworth, the county
would purchase the system and then each
city would be expected to pay the
county back over a 10-year period.

For more information about touch screen
voting and the Patriot system, contact
Jack Gerbel, president of UniLecht
Corporation (888) 864-5328.

Leaders Gather to Discuss Future of Latin America

(continues from page 3)

Americans and, especially to any who have visited
Florida lately. One just needs to consider the origins of
what are now the state's most productive economic
forces. Consider, for example, Disney World in
Orlando or the airport and seaport facilities of
Metropolitan Dade County (Miami). Clearly, if eco-


Summit Shapes Future of Latin

America page 3
Public Service
Recognition Week
Celebrated page 4
International
Supplement inside

PA TIMES

New Jersey Chapter Hosts Event

American Society for
Public Administration
1120 G Street, NW, Suite 700
Washington DC 20005-3885

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June 1, 1996, Vol. 19, No. 6

ASPA members gather at New Jersey Chapter meeting in April. From left, Mel
Dunbier, NJ Council member and PAR Managing Editor; Kathleen Immordino, NJ
Chapter President; John Thomas, guest speaker and executive director of ASPA; and
Stu Koch, NJ Chapter President-Elect.