Health Care Workforce Too Small, Unprepared for Aging Baby Boomers

Higher Pay, More Training, Changes in Care Delivery Needed to Avert Crisis

Washington, DC—As the first of the nation’s 78 million baby boomers begin reaching age 65 in 2011, they will face a health care workforce that is too small and woefully unprepared to meet their specific health needs, says a new report from the Institute of Medicine. The report, “Retooling for an Aging America: Building the Health Care Workforce,” calls for bold initiatives to train all health care providers in the basics of geriatric care and to prepare family members and other informal caregivers, who currently receive little or no training, to help tend to their aging loved ones. Medicare, Medicaid and other health plans should pay higher rates to boost recruitment and retention of geriatric specialists and care aides, said the committee that wrote the report.

The committee set a target date of 2030—the year by which all baby boomers will have turned 65 or older—for the necessary reforms to take place.

Work Force Shortage Threatens Quality of Care Several reports show an overall shortage of health care workers in all fields, but the situation is worse in geriatric care because it attracts fewer specialists than other disciplines and experiences high turnover rates among direct-care workers—nurse aides, home health aides, and personal care aides. For example, there are just over 7,100 physicians certified in geriatrics in the United States today—one per every 2,500 older Americans. Turnover among nurse aides averages 71 percent annually, and up to 90 percent of home health aides leave their jobs within the first two years.

Older adults as a group are healthier and live longer today than previous generations, the report notes. Even so, individuals over 65 tend to have more complex conditions and health care needs than younger patients. The average 75-year-old American has three chronic conditions, such as diabetes or hypertension, and uses four or more prescription medications, the committee found. Dementia, osteoarthritis, sensory impairment and other age-related conditions present health care providers with challenges they do not often encounter when...

FCC Adopts Rules for Commercial Mobile Alerts to Public During Emergencies

Washington, DC—The Federal Communications Commission (FCC) adopted a First Report and Order that will support the ability of the nation’s wireless carriers to transmit timely and accurate alerts, warnings and critical information to the cell phones and other mobile devices of consumers during disasters or other emergencies. In compliance with the Warning, Alert and Response Network Act (WARN Act), today’s Order adopts relevant technical requirements based on the recommendations of the Commercial Mobile Service Alert Advisory Committee (CMSAAC) for the transmission of such emergency messages to the public.

• During emergencies, Americans increasingly rely on wireless telecommunications services and devices to receive critical, time-sensitive information anywhere, anytime. Once fully implemented, the Commercial Mobile Alert System (CMAS) will help ensure that Americans who...
From HEALTH CARE, pg. 1

tending to younger patients.

All Providers Should Be Competent in Geriatric Care
Virtually all health care providers treat older patients to some extent during their careers—and likely will do so even more frequently given that one in five Americans will be 65 or older by 2036—so they need a minimal level of competence in geriatric care, the committee concluded. Health care workers should be required to demonstrate competence in basic geriatric care to maintain their licenses and certifications. All health professional schools and health care training programs should expand coursework and training in the treatment of older individuals.

To deliver care more efficiently and alleviate the shortage of adequately trained workers, the report calls on the health care professions and regulators to consider expanding the roles and responsibilities of health care providers at various levels of training. For example, if a certified nursing assistant is able to administer certain medications, a professional nurse would have more time to concentrate on more complex patient needs. Additional research is needed on how to prepare health care workers to assume expanded roles, the committee noted.

Because insufficient training can leave direct-care workers unprepared for the demands of their jobs and lead to high turnover rates, the federally required minimum number of hours of training for direct-care workers should be raised from 75 to at least 120. More training is required for dog groomers and manicurists than direct-care workers in many parts of the country, the report notes.

Higher Salaries
Financial Incentives Needed
While the number of older patients is rapidly growing, the number of certified geriatric specialists is declining. Medicare, Medicaid, and other health plans need to pay more for the services of geriatric specialists and direct-care workers to attract more health professionals to geriatric care and to staunch turnover among care aides, many of whom earn wages below the poverty level.

Salaries of doctors, nurses, pharmacists, social workers, and others who specialize in geriatric care lag behind those of their counterparts in other fields. A geriatrician earned $163,000 on average in 2005 compared with $175,000 for a general internist, despite the extra years of training required for geriatric care. Physicians who choose dermatology can earn over $300,000 a year. Registered nurses who work in nursing homes or other long-term care facilities earn less than on average than their counterparts, despite working longer hours with more overtime. Medicare’s low reimbursement rate for primary care is the foremost reason that geriatric specialists earn lower salaries, given that so much of their income comes from the government program. Medicare should increase its reimbursement rates for services delivered by geriatric specialists, the report urges.

Direct-care workers are more likely to lack health insurance and use food stamps than workers in other fields. The median wage for direct-care workers in 2005 was $9.56 an hour. To boost wages, states should allocate funds to add to the Medicaid payments that cover the majority of services provided by direct-care workers.

Family Members, Other Informed Caregivers Need Training
The report calls for health care facilities, community organizations, and other public and private groups to offer training programs to help family members, friends, and other informal caregivers provide proper assistance to their loved ones and to alleviate the stress they may feel in coping with an older local community’s needs. Health professionals should regard patients and informal caregivers as an integral part of the health care team, the committee added.

Between 25 million and 52 million family members, friends, and others tend to aging parents or other older individuals. More than 90 percent of such adults who receive care at home rely partly on informal caregivers and nearly 90 percent rely solely on family or friends. However, little is done to ensure informal caregivers have the necessary knowledge and skills. State attorneys general should recognize duties to ensure programs for unpaid caregivers as being a way that states and hospitals could meet their requirement to provide benefits to local communities in exchange for their tax-exempt status. In addition, federal agencies should support the advancement of assistive technologies that can help older patients manage their conditions and continue their basic activities of daily life and also can help informal caregivers take care of their loved ones.

Medicare Hinders Delivery of Home Care
Although a comprehensive examination of Medicare was not the focus of this study, the committee noted several ways that the program hinders the provision of quality care to older adults, including Medicare’s low reimbursement rates, its focus on treating short-term health problems rather than managing chronic conditions or age-related syndromes, and its lack of coverage for preventive services or for health care providers’ time spent communicating with a patient’s other providers.

Medicare and other public and private insurance plans need to remove disincentives that prevent health care providers from adopting new models of care delivery—such as interdisciplinary team care—that could improve patients’ health and lower costs, the report says. The committee acknowledged the complexities of making changes to Medicare and the financial crisis facing the program, which is predicted to run out of money by 2019. It was beyond the committee’s purview to recommend a detailed plan for how to re-engineer Medicare.

Copies of the report are available from the National Academies Press at www.nap.edu. Additional information on the report can be found at www.tom.edu/agingamerica.

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FCC Adopts Rules for Cell Phone Alerts to Public During Emergencies

From FCC, pg. 1

subscribe to participating wireless services receive emergency alerts when there is a disaster or emergency that may impact their lives or well-being.

Wireless carriers that choose to participate in the CMS will transmit text-based alerts to their subscribers. As technology evolves, the CMS may eventually include audio and video services to transmit emergency alerts to the public. To ensure that people with disabilities who subscribe to wireless services receive these emergency alerts, the FCC adopted rules that will require wireless carriers who participate in the CMS to transmit messages with both vibration cues and sound alert signals.

Consumers can expect to receive three types of messages via their cell phones and other mobile devices from participating wireless carriers, including:

- Presidential Alerts—national emergency-related alerts delivered to the American public that would prompt any other pending alerts;
- In imminent Threat Alert—alerts with information on emergencies that may pose an immediate risk to people’s lives or well-being; and
- Child Abduction Emergency/AMBER Alerts—alerts related to missing or endangered children due to an abduction or runaway situation.

Under the CMS, subscribers to wireless services with roaming agreements will receive timely alerts, provided the subscriber’s mobile device is configured for, and technically capable of, receiving such emergency alerts from the network they are roaming on. Participating wireless carriers will be required to comply with the rules adopted in the Order today within 10 months from the date of announcement that a Federal agency has been designated to collect and transmit the alerts to the wireless carriers. For more information visit www.fcc.gov.

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'Doing More with Less' Workers

Howard Risher

The theme 'doing more with less' is usually associated with tight financial budgets. That is certainly going to be an ongoing issue for the next year or more but in the near future a new problem is going to hit many public employers. It is the combined impact of the Baby Boomers retiring, the demographics of Generations X and Y and the orientation of our younger workers toward work. The new workers are not going to be satisfied in a traditional work environment.

The problem will be particularly acute in the healthcare service occupations. In those job families, it is the growing demand for healthcare as the Baby Boomers get older, the prospective increased demand for healthcare triggered by whatever form of national healthcare is enacted, combined with support to expand mental health services. Those forces will exacerbate the already short supply of trained specialists.

Among the 25 fastest growing occupations to 2016 are five specialized technology job groups, two home health job families and five associated with substance abuse, mental health and social services...The projected demand for workers will exceed the supply by several million people.

Each public employer's workforce is different but for some this will be a very challenging transition. Where retirements are heavy or demand grows rapidly, it will be very difficult to fill job openings, much less expand to provide added services. An answer, perhaps the only realistic answer, is to transition to management practices that prompt employees to perform at higher levels.

The Demographics are Clear

A number of other articles have looked at the impact of the demographic trends on our workforce. The Baby Boomers are retiring and the next cohort—reflecting lower birth rates after 1965 through the 1970s—is much smaller. The people in the prime work years, ages 35 to 44, will actually decline. The people in the larger Generation Y are still at the learning stage of their career ladders. That reality will have a differential impact on public employers but in some jurisdictions, the workforce is dominated by older workers.

A related trend is the growth in demand for technology specialists and human services often associated with government. Among the 25 fastest growing occupations to 2016 are five specialized technology job groups, two home health job families, and five associated with substance abuse, mental health and social services. Forensic science and environmental science specialists are also on the list. Among the occupations with the largest absolute increase in the number of workers are teachers, nurses and selected office support jobs.

The projected demand for workers will exceed the supply by several million people. That means all employers will need to retain or retrain older workers who postpone retirement, people who have two or more jobs, or rely on contractors who offshored the work to other countries.

The Limitations of Traditional Work Management

The interest in performance improvement is certainly not new. A century ago scientific management was the answer. Industrial engineering emerged after World War II. Quality management and reengagement followed soon after the last century. New technology has also played an obvious role. A current trend is the focus on organization performance through practices like the Balanced Scorecard and in the past few years on performance measurement. For the most part, the goal has been incremental improvement.

The potential for performance breakthroughs lies now in new work management that research several years ago concluded that changes in what is sometimes referred to as the work management paradigm can prompt dramatic performance gains— at least 30 to 40 percent. That comes under the umbrellas of high performance and requires a concerted rethinking of the way work is organized and managed. The point is that in the right work environment people are capable of performing at levels that are far above the 'norm.'

However, that will require employers to break from traditional management thinking. In many public as well as private organizations, the day-to-day management of employee performance is concentrated on satisfying employee expectations. In that tradition, workers are assigned to highly defined jobs with a limited number of tasks. All of that is documented in a job description and that becomes the basis for assessing their performance.

In this context the annual performance appraisal is an HR requirement to confirm satisfactory performance. Its important to emphasize that the completion of the form has little to do with the management of performance.

Problems arise when an employee fails to perform at expected levels. That is consistent with industrial engineering and the use of performance standards. It’s also been the concern in other management. The implicit focus has been on minimal or threshold level performance.

Too often those jobs have been boring and in no way a challenge to incumbents. That traditional thinking assumed workers would do as little as management would permit. Supervisors were responsible for keeping them focused. In that traditional environment, very few workers ever get the opportunity to use all of their capabilities.

Supervisory styles tend to become entrenched and passed along as new supervisors are indoctrinated. Actually, the traditional thinking is part of the culture and an accepted element of the psychological contract with workers. They expect to be supervised in a certain way. That makes the traditional thinking difficult to change.

Transcending to High Performance

High performance starts with the recognition that the traditional management thinking has limited our expectations. There are no silver bullets, however. The work paradigm encompasses a long list of practices that govern or influence the work environment. Too often, employers rely on 'the flavor of the month' and then are disappointed when nothing dramatic happens. There have been a number of books on the high performance theme.

A central issue is that initiatives to change the way work is managed need to be explained to tomorrow's Generation Y workers. These are our 'latchkey' workers who are accustomed to working without close supervision. They want challenging work that they see as important. They want goals and deadlines. They look for opportunities to excel. They have grown up with video games that provide instantaneous feedback and rewards for good performance.

They want regular constructive feedback from their managers. Organization's research and its 'Q12' survey questions shows how important it is to clarify goals and assumptions—engage employees perform at higher levels, lower absenteeism and become more productive.

The issues addressed in the Q12 questions explain the vital distinction between 'performance appraisal' and 'performance management.' The latter focused on establishing clear, job-specific performance expectations at the beginning of the year. High performance follows from 'working smarter,' from focusing employee efforts on the mission and organizational goals.

Studies have shown that a clear 'line of sight' contributes to high performance. That phrase refers to an employee's understanding of how his or her efforts contribute to achieving the organization’s goals. Performance management is more than completing an appraisal form.

The final step in the performance management process is some version of pay performance. Employees want to have their value and their contribution recognized. When performance management carries no real consequences, it sends a message that performance is not important.

The practice is now virtually universal outside of government. Study after study in very different situations have shown rewards contribute to better performance. We use rewards routinely with our children. There is a growing number of public employers where the practice has gained acceptance as an important management practice.

People are capable of performing at far higher levels than employers have expected. The transition will be difficult. Attitudes have to change. Supervisory practices have to change. Management practices have to change. But it is important to understand that everyone wins. Employees will feel better about their jobs and their contribution. Better-selling employers to utilize their capabilities more fully is a key for agencies struggling to achieve their mission.

Howard Risher is a recognized expert on strategies to create high performance organizations and has worked with clients in every sector. He is currently working with the U.S. Department of Defense to help them switch to a market sensitive, pay for performance system. Email: h.risher@verizon.net
Performance Measurement Used to Achieve Results and Advance Social Equity in Cleveland

Vera Vogelang-Coombs, William M. Denihan

Performance measurement experts, such as The Urban Institute’s Harry Hatry, say that what gets measured gets done. Today in Cleveland, what gets done in city government gets measured.

Through Mayor Frank G. Jackson’s Operations Efficiency Task Force (OETF), Clevelanders are getting more and better service through the city has less money and fewer employees. Known as “America’s Jockey,” this mayor is using a bottom-up performance management process to reposition Cleveland strategically for its third century.

During the nineteenth century, Cleveland’s manufacturing sector was the industrial engine for the nation’s prosperity. The city experienced dramatic population growth between 1880 and 1910. By 1910, Cleveland was the sixth largest city in the nation, and journalist Lincoln Steffens declared the city as the most governed in the nation because of its progressive mayor Tom L. Johnson (1901-1909).

In 1967, Clevelanders made history again by electing Carl Stokes as mayor. Mayor Stokes was the first African-American elected to run a major U.S. city, and he became a national symbol of racial progress. Unfortunately, Cleveland went into decline in 1978.

The city then underwent a comprehensive operations review in 1980 led by newly elected mayor George Voinovich and Cleveland’s business community. Subsequently, Cleveland, as the “come back city,” won the prestigious All-America City Award four times in 1981-82, 1983-84, 1985-86, 1993-1994.

When Mayor Jackson took office in January 2006, Cleveland’s population was 406,427 (down from 573,822 in 1980), and the U.S. Census Bureau identified the city as the nation’s poorest. The city’s service delivery infrastructure had not changed much from its 1980 origins, despite the 30 percent decline in population and the loss of 1,600 companies. Moreover, Cleveland was at least three or four generations behind in technology applications. Mayor Jackson knew that the city could not survive unless its administrative operations received an extreme makeover.

Through OETF, the mayor has introduced the philosophy of customer service and citizen co-production, along with the techniques of performance measurement and cost-benefit analysis, into the city’s day-to-day operations. Specifically, Maytag mobilized 24 action teams of employees. They have identified more than 289 recommendations to improve city operations from the inside out.

This mayor has inspired more than 400 volunteers from the public, private and nonprofit sectors to participate in OETF, and more contributed over 12,000 hours and $1.7 million worth of expertise. By including external advisors on the action teams, city employees analyzed their operations from the outside in. The action teams opened their operations to their external advisors. These external advisors found city employees as dedicated and knowledgeable but hampered by outdated processes and procedures and their lack of access to technology and training.

OETF has touched every municipal operation. The result is a resounding savings of more than $26 million in two years, enabling the mayor to balance the city’s budget...

OETF has touched every municipal operation. The result is a resounding savings of more than $26 million in two years, enabling the mayor to balance the city’s budget in both years of his administration as well as improve quality of life for Clevelanders (snow removal, garbage collection, street-sweeping and recycling services).

* The collaboration of the Departments of Parks & Recreation, and Public Service cleaned 48,000 vacant and abandoned lots in 2007, up from 27,000 lots in 2005. Besides beautifying the city’s neighborhoods, this effort has made the residents feel safer.
* Residential streets were swept six times in 2007 as compared with three times in 2006. In 2005, the residential streets were not swept at all.
* With no additional resources, the Recreation Department reopened the city’s 22 recreation centers on Saturdays.
* In 2007, this department served more than 45,000 meals to Cleveland’s kids and seniors, an increase of 12 percent over the previous year.
* The city’s airport, Cleveland-Hopkins International, had the highest customer-satisfaction rating in Ohio in 2007. Last year, the city served 11,500 passengers, an increase of 138,000 over 2006.
* Loaned executives from the Greater Cleveland Partnership working in tandem with Public Service staff assessed motor vehicle maintenance and recommended reducing the size of the city’s motor vehicle fleet by one-fourth. When completed, this reduction is likely to achieve annual financial savings of $3.3 million in future years, $1.3 million in fuel and maintenance savings, and $2 million in expenditures for replacement vehicles.
* In July 2008, the city will launch a “5-1-1” communications system designed for residents to report non emergencies, allowing employees to provide quicker service.

The OETF has worked in partnership with the mayor’s initiative on regional cooperation that has led to closer collaboration with Cuyahoga County. Another significant mayoral decision was that the city deposited $100 million in local banks that do their best business in Cleveland. Furthermore, Mayor Jackson crafted a zoning compromise that kept a $230 million redevelopment project on the east bank of the Cuyahoga River.

The cooperation between city employees and external advisors has been essential to the success of the OETF action teams. This strategy has made the city transparent to local people appointed by the mayor who had a stake in the city’s future.

OETF has become institutionalized as a way of doing business in Cleveland. The action teams will complete most of their improvements by 2008 within the mayor’s first term. Both internal and external participants have reported that the OETF has transformed the city of Cleveland into a learning organization.

Major Jackson embarked on OETF because he practices what he has learned from his sixteen years as a council member, including president, and from his undergraduate, graduate, and law school education at Cleveland State University. This mayor combines technical competence with common sense and political savvy. He prefers to meet challenges head on rather than to avoid them. Mayor Jackson did not wait until the city had a financial crisis to transform Cleveland.

As a change agent, Mayor Jackson is motivated by a higher purpose. Besides running the city efficiently and effectively, he wants his mayoralty to be known for advancing social equity. For him, public service means making a positive difference in the lives of those citizens among us who have the least.

Through OETF, Mayor Jackson has renewed the community’s confidence that Cleveland, as a city of choice, is ready for its third century. Phases One and Two of OETF have set the stage for the future, including the consideration of the following strategies:

- Merging duplicate functions, where appropriate.

See CLEVELAND, pg. 5

The National Center for Public Performance at the School of Public Affairs and Administration, Rutgers-Newark, announces the

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When Doing More With Less Hits a Saturation Point: The Case of Municipal Park and Recreation Agencies

Steven N. Walter

I entered the park and recreation profession three decades ago when the nation was in one of its worst recessions in modern history. I vividly recall attending an educational session at the Michigan Recreation and Park Association conference entitled "Surviving Recessionary Times by Doing More With Less." In that session the facilitators elaborated on a milieu of strategies to keep parks and recreation agencies across America have collectively done more with less than almost any other sector of the public spectrum.

Park and recreation agencies desire the opportunity to be entrepreneurial without being cast into a permanent state of "doing more with less.

In many cities, parks and recreation services are viewed as non-essential services annually competing with education, police, fire and public works departments for scarce fiscal resources. According to Beverly O'Neill, mayor of Long Beach, CA, and past president of the U.S. Conference of Mayors, park and recreation services need to be seen as core services that affect the health, livability and quality of life of city residents.

O'Neill, speaking to attendees at the inaugural summit on urban parks and recreation, stated, "nobody is going to give [parks and recreation] more because people are not convinced that your services are just as important as the health and safety of our communities—as important as police officers, fire fighters, streets and sidewalks." O'Neill continued by saying, "I think parks and recreation have more things going for them than almost any other entity because you reach so many people.

Benefits of Doing More With Less

In California in 1978 doing more with less became the standard mode of operation for many park and recreation agencies. Frequently, in the face of a crisis opportunities abound and many park and recreation agencies seize the opportunity to re-structure services. Adopting a philosophy of "doing more with less" has served a variety of useful purposes. First, administrators are perpetually forced to justify services using proven research methods and make strategic choices about services. Second, partnerships, collaborations, joint ventures, privatization, and creation of opportunities for leveraging scarce resources became a part of sound fiscal planning. Third, in the age of dwindling resources with little or no reduction in services, park and recreation administrators began to seriously consider benchmarking, performance measurement, and outcome-impact based programming as important management tools.

Finally, doing more with less ushered in a new entrepreneurial approach to service delivery that many agencies found useful. Overall, within the treasured environment of doing more with less park and recreation agencies have learned to survive and prosper.

Moving Beyond Doing More With Less

In May 2006, 400 park and recreation directors, civic leaders and advocates from metropolitan areas across the United States convened in Chicago for a two-day summit to launch a National Agenda for Urban Parks and Recreation to bring increased commitment and funding back to city centers. The truth of the matter is that "doing more with less" has reached its saturation point. Yes, there have been great strides made in the efficient and effective delivery of park and recreation services from dwellings in the "land of doing more with less," but the backlash is equally important to note. Cramming infrastructure, reductions in service, and diminishment of quality in service delivery are all tangible by-products of doing more with less in perpetuity.

The National Recreation and Park Association estimates that local park and recreation budgets across the nation face a $3 billion funding deficit for basic needs into fiscal year 2010. Despite the fact that 40% of the budgets of the 56 largest park systems in the country totals more than $4.4 billion, the shortfall is still substantial. The only rational way to end the deficit is to meaningfully invest in local park and recreation systems, including infrastructure and programming. As one colleague stated, it's time to begin doing "more with more."

10 Reasons to Why Doing More With Less Is Impractical

If the manifold benefits of park and recreation services are to continue accruing to cities and residents across the nation, then it becomes impractical to continue in a "doing more with less" modality. The National Recreation and Park Association outlined 10 key park and recreation values that warrant moving...
Strategic Resource Management: Doing More with Less

SPECIAL SECTION

Doing More With Less: Improve Government Efficiency and Effectiveness Through Good Strategy Executed Well

Howard Rohan

Strategy is "what" and "why"; projects, programs and services are "how." I have worked for 40 years for a variety of business, government and nonprofit organizations, both as an employee and as a consultant, and I am struck by how little strategy there is in most strategic plans. Here's the typical scenario: Julie is Director of Policy and Strategy at a government agency. She is considered one of the best and brightest at her organization. She recently completed a strategic plan that lays out her organization's "picture of the future" for the next 5 years. Unfortunately, her strategic plan is virtually devoid of strategy. The plan jumps from mission directly to projects, with no logical connecting links to explain why the projects were selected. Strategic goals are listed, but the supporting project descriptions are listed more than justifications for funding existing projects and programs. The plan reads like the goals were developed after the projects were selected, not before.

Once a year Julie organizes, with her senior leaders' blessings, an executive retreat for 20 managers and leaders to create the annual strategic plan. The workshop meetings go something like this: first, a vision statement is written (or, more likely, "the one we have is good enough"). Second, a mission statement is prepared (or, you guessed it, "the one we have is good enough"). Third, a few core values are picked from a list of possible values. Fourth, 6 to 12 strategic goals are identified. Fifth, programs and projects currently funded are dropped into one of the goal "buckets" to show how each goal will be achieved through current activities.

What happens if the last of the research process there are a few "unbuckled" projects that don't have a goal home? Simple, new strategic goals are developed to ensure that all activities have a home.

Voila! Everything fits (surprise! we have justified everything we are doing!). The new plan—heavy on program and project justification and light on strategy—is sent to the publication department to add eye-catching graphics and a sexy cover. Then the executive team boldly announces to the rest of the organization that the magical strategic plan is ready for everyone to adopt.

Sound familiar? If your organization is like most, the scenario described above is pretty close to the process you use. It's called the strategic planning process, but it's really more an annual justification I'm doing ritual.

Have you ever noticed what happens to most strategic plans? Typically, they end up on the shelf, safe from critical eyes and minds until next year (or later) when the process is repeated again. We go about our day-to-day jobs with little thought or attention given to the brilliant tome that is the strategic plan.

Would you like to put some real strategy and strategic thinking into your planning process so that the resulting strategic plan helps you to clearly know how to strategically allocate your resources and to most effectively do more with less? Most organizations would answer, "Of course we do!"

Voila! Everything fits (surprise! we have justified everything we are doing!). The new plan—heavy on program and project justification and light on strategy—is sent to the publication department to add eye-catching graphics and a sexy cover.

Strategy Starts With The End In Mind

Thinking about strategy requires thinking vertically, from high altitude to low altitude. Strategy looks at effectiveness and success through the eyes of citizens and other stakeholders who are receiving a service. Actionable strategy links a shared vision of the future to strategically important programs and services.

The strategic elements needed to create effective strategy include: vision, mission, core values (guiding principles), organization pains and enablers (from a SWOT analysis), customer value proposition, perspectives and external environmental factors affecting the organization (e.g., regulations, citizen and stakeholder needs, competition, other agency missions, business growth and demographics).

Strategy exists at different levels in an organization. First there is high-level, organization-wide strategy. Starting with the vision and mission, strategy at this level can be defined as a collection of a few (i.e., three or four) high-level themes that break a shared vision into actionable focus areas. These strategic themes are complimentary; together, they represent the organization's "pillars of excellence." Some common examples of strategic themes are operation excellence, strategic partnering, good governance and a compelling place to work.

How can a shared vision of the future be translated into a set of three or four strategic themes that focus the organization on results and excellence? Remember the strategic planning workshop discussed earlier? Instead of "business as usual," design your strategic planning workshop by starting with the end in mind. "The end" is an overarching strategic result that allows the organization to work toward something measurable. The overarching strategic result is tied to the vision.

With your vision and overarching strategic result defined, a set of complimentary strategic themes can be developed that help make the vision actionable. Each strategic theme will have one strategic result. So the vision breaks down into several strategic themes and the overarching strategic result breaks down into theme strategic results.

Instead of 6 to 12 "strategic goal buckets," a more manageable three to four strategic themes and strategic results are developed that form the basis of the organization's strategy. And so far, you have not talked about current programs, products, or projects. Your mantra should be mission, vision and strategy first—operational and projects second.

The next step in the process of becoming more strategic is to determine strategic perspectives, or performance dimensions, that can help transform organization mission and vision into actionable strategy. It takes several perspectives to understand an organization as a system, composed of human capital, infrastructure and processes that are linked together to create customer value.

Think of perspectives as different lenses through which strategy can be viewed. In a strategy-based planning and managing system, strategy is analyzed through four perspectives. Typical government organization perspectives are: financial stewardship, customer/stakeholder, process and organization capacity.

Once the strategic themes, results and perspectives have been developed, strategic objectives are developed for themes. Strategic objectives are the building blocks of strategy, "strategy DNA," so to speak. Strategic objectives are expressed as continuous improvement actions and can be documented, measured and made actionable through initiatives and projects.

One of the most significant contributions to management science over the past fifteen

See STRATEGIC PLAN, pg. 8

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Strategically Managing Resources and Revenue

Christine Gibbs Springer

Moving from an inwardly focused culture to one that is customer-oriented and revenue-driven, the United States Postal Service today provides public managers with lessons learned and successes achieved in strategic management. This institution dates back to 1775. It was created so that American revolutionaries could communicate with one another outside of the Royal Mail system. Benjamin Franklin served as the first postmaster general.

In 1970, the postal service was designated an independent entity rather than a government-supported monopoly. The Postal Reorganization Act of that year eliminated taxpayer subsidies and mandated that the postal service be self-supporting. Since that date, the postal service has been governed by an 11-member board of governors, nine of whom are appointed by the U.S. President and then approved by the U.S. Senate. The governors appoint the postmaster general, who then selects, with board approval, the deputy postmaster general. Both the postmaster general and the deputy serve on the board. Pricing must be approved by an independent Postal Regulatory Commission as a result of the 2006 Postal Accountability and Enhancement Act.

Despite this traditional and some would say, bureaucratic approach to structuring the organization, the postal service achieved financial self-sufficiency in the 1990s and has continued to advance its revenue-positive model ever since with revenue growth from $66 billion in 2001 to $73 billion in 2006. By 2005, it had eliminated a $13.3 billion debt and decreased costs by more than $5 billion through a series of productivity improvements. Injury and illness rates among workers declined from 8.8 to 5.6 per 1,000 work hours from 2001 to 2006. Employee attitudes became more favorable growing from 55 percent to 63 percent and customer satisfaction scores as reported by the American Customer Satisfaction Index rose from 61 to 71.

To meet the challenges of rapidly changing markets, new technologies, evolving customer expectations and competition from companies like Federal Express, the postal service decided in the early 1990s to emphasize customer-first and to also establish accountability for service quality. These changes required transforming an organizational culture that was traditionally risk-averse, rule-based, and inwardly focused to one that engaged customers, employees and business.

It began by assessing its performance using the Baldridge National Quality Award criteria, which focus on leadership, strategic planning, customer and market focus, performance measurement and analysis, human resources and process management. Then it drafted a series of five-year plans for reducing costs, increasing revenues, improving service, and enhancing work settings. Five years later, the postal service lured outside examiners to conduct a formal Baldrige examination which resulted in the creation of new management cycle which came to be known as Establish, Deploy, Implement and Review. As part of this new management cycle, the postal service defined strategic goals vital to the three voices it deemed necessary to continually respond to—the customer, the employee and the business.

Progress has been made and results matter. The U.S. Postal Service is but one example of an organization that is committed not to simply succeeding, but to also achieving sustained success through strategic management.

These goals became a detailed strategy map with operational excellence as the primary driver of value creation. An implementation team made up of executives from finance, marketing, human resources, strategic planning and field operations became responsible for oversight.

By 2001, the performance measures had been accepted by 15 major business units which included six functional areas and nine geographically based operational units that supported six major lines of business. At the same time, an innovative performance incentive system based on private-sector practices was implemented to replace a seniority-based system of raises.

To encourage adoption of the system, the postal service designed individual and unit performance goals reflecting common priorities as well as the diversity of job descriptions and contributions made by different operations to the organization’s overall success. As an example, the postmaster general and top executives became responsible and accountable for overall service performance while delivery supervisors assumed responsibility and full accountability for the performance of letter carriers who reported to them. Compensation is based upon sustained improvement.

Today, the postal service has more than 146 million delivery points, handles 47 million address changes, delivers 23 billion pieces of mail every year and has 37,000 retail locations that generate over $17 billion in revenue. Until recently, it was the nation’s largest employer with 700,000 full time employees.

To drive its strategic performance, the postal service has used what it calls “breakthrough productivity initiatives.” These are defined for specific units and support specific goals like the reduction of costs at mail-processing plants, retail locations and bulk-mail facilities. Such “breakthrough productivity initiatives” have resulted in cost savings in six hours as well as in functions such as purchasing, accounting and has reduced the number of full-time, permanent employees by 80,000 or about 10 percent since 2001.

In addition to reducing costs, the postal service also integrates the future into its decisions by strategically planning. Annual performance targets are established based on recent performance trends, changes in the business environment, and anticipated organizational capabilities as to how to drive accountability throughout the organization.

The executive team then obtains required resources and negotiates targets and allocates resources to strategic initiatives among headquarters, field units and across functions. Then the team adjusts goals, indicators and targets as required. Over time the amount of resources devoted by planners has decreased as executives and managers have become more comfortable with the management cycle and cooperation at all levels.

The once protracted and contentious internal budgeting process has become swift and predictable and is now conducted through one or two conference calls. Some flexibility has also been built into the cycle. For example, after hurricanes in Louisiana and Florida, the postal service worked with mailers to stop non-critical mail and deliver or forward critical mail such as social security checks for displaced individuals.

The postal service has also managed to dramatically improve key processes such as transporting mail by partnering with competitors to further enhance service quality and reduce costs. As an example, it contracts with Federal Express to help deliver various classes of mail consistently within a standard time that also happens to be a key process goal.

Today, the postal service continues to focus on improving overall performance. It expects to refine the performance measurement system so as to further improve how and what the organization measures...to incorporate new strategic tools that will refine future-oriented decision making through the use of things like business planning toolkits and the integration of strategic data into the decision making process, and...to conduct business environment assessments as well as stakeholder outreach initiatives like surveys of both customers and business partners. As one example, it expects to make the future more "intelligent" through a more efficient bar-code tracking.

Progress has been made and results matter. The U.S. Postal Service is but one example of an organization that is committed not to simply succeeding, but to also achieving sustained success through strategic management.
Parks and Recreation Departments Good at Doing More With Less

From PARKS AND REC, pg. 5

Beyond doing more with less:
- Public parks provide millions of Americans with the opportunity to be physically active. Physical activity is an essential part of an individual’s efforts to stay healthy, fight obesity, and prevent chronic conditions that lead to coronary disease, high blood pressure and diabetes. Having close-to-home access to places where one can recreate is one of the most important factors linking whether people will become active and stay that way.
- Parks have true economic benefits. Proximity to a developed state, regional or Community Park improves property value. The proximity of parks to residential areas leads to increased value of private land, a higher tax base and ultimately many economic benefits to a community including increased local and regional revenue from heritage tourism, steady jobs, and numerous small business benefits. Park and recreation areas are economic engines that develop the quality of life and make communities livable and desirable for businesses and homeowners.
- Parks provide vital green space in a fast-developing America and can provide valuable buffers to construction and development, thus reducing the effects of sprawl. More importantly, parks and public lands also provide groundwater recharge areas, floodplain protection, natural sound barriers, stormwater protection from wetlands, natural wildfire protection and carbon uptake from abundant trees and vegetation. Parks keep our living environment healthy.
- Parks preserve critical wildlife habitat. As our native developments and our rural, agricultural and forest landscapes are being developed, open space and wildlife habitats are disappearing at an alarming rate. The convoluted network of local, regional, state and national parks across our country provide permanently protected wildlife habitat corridors for thousands of indigenous and migratory wildlife species.
- Parks and recreation facilitate social interactions that are critical to maintaining community cohesion and pride. Parks provide a meeting place where community members can develop social ties, and where healthy behavior is modeled and admired. People gather to share experiences, socialize and to build community bonds in common green spaces. These public commons are often the glue that holds the community together and the means to maintaining and improving future positive social interactions.
- Leisure activities in parks improve moods, reduce stress and enhance a sense of well-being. In an increasingly complex world, more and more people are placing a higher value on achieving the feelings of relaxation and peacefulness that contact with nature, recreation and exposure to natural open spaces bring. People go to the park to get in a better mood, to reinvigorate themselves and to decrease the anxieties of daily life.
- Recreational programs provide structured, enjoyable activities for all ages. The diverse range of recreational programs offered by public park and recreation agencies offers all Americans the opportunity to develop the skills necessary to successfully and confidently engage in sports, dance, crafts and other social activities. Quality recreational programs facilitate social safety, good sportsmanship and community participation.
- Community recreation services provide a refuge of safety for at-risk youth. Community recreation programs at public park and recreation facilities provide children with a safe refuge and a place to play, which are important in reducing at-risk behavior as drug use and gang involvement. Recreational programs led by trained leaders offer children healthy role models and give valuable life lessons to help steer youth to a future of promise and opportunity for success.
- Therapeutic recreation is an outlet that individuals with disabilities have to be physically active, socially engaged and cognitively stimulated. A goal of all public recreation agencies is to provide access to all people. Public park and recreation agencies are the largest providers in America of high-quality, life-enhancing therapeutic recreation programs and interventions. Such programs prevent the on-set of secondary conditions due to inactivity; improve physical, social, emotional and cognitive functioning; and slow the onset of regressive conditions.
- Public parks embody the American tradition of preserving public lands for the benefit and use of all. Americans love their parks, historical sites, national monuments, recreation areas and public open spaces because they bring such joy and enhance our quality of life. Moreover, the American public has shown repeatedly a willingness to care for their parks, protect them, and pay for them.

If the nation’s park and recreation system is going to be vibrant then moving beyond the mindset of doing more with less must be an imperative. Unfortunately, when doing more less reaches its saturation point, "less" becomes "less.

Doing more with less certainly has its place during lean fiscal times. It has forced governmental agencies to be more creative, innovative and responsible in the planning and delivery of services. David Osborne, in his article "Reinventing Government," argues that doing more with less has forced government agencies including parks and recreation organizations to be catalytic, competitive, entrepreneurial, mission-driven, results-oriented and customer driven. John Crompton, in "Financing and Acquiring Park and Recreation Resources," suggests that out of the doing more with less modality effective, entrepreneurial park and recreation managers, operating in the public domain have emerged.

Despite the gains associated with doing more with less, the simple truth is that funding for park and recreation services must reflect government priorities. Proven, beneficial services that are well supported by the citizenry of a community deserve the opportunity to be financially supported from a stable base of resources. Park and recreation agencies deserve the opportunity to be entrepreneurial without being cast into a permanent state of "doing more with less.

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Is There Any Strategy in Your Strategic Plan?

From STRATEGIC PLAN, pg. 6

years is something called a "strategy map." A strategy map shows graphically how the organization creates value for customers and stakeholders and employees. The strategy map is constructed by linking strategic objectives using cause-effect relationships among objectives placed in perspectives. The resulting map shows at a high level how the organization creates value strategically for its stakeholders. A strategy map is one of the most effective communication tools an organization can use to build alignment, accountability and a focus on results.

In governments, the end of the value chain is the effectiveness of services and delivery to customers (e.g., citizens, members, other stakeholders). Typical measures of successful results are citizen satisfaction, service effectiveness and cost-effective resource utilization to meet strategic objectives.

Once the strategy map is constructed, critical performance measures can be developed for each objective. Once the measures are defined, targets and benchmarks can be developed to track success of the organization's strategy against expected performance. And then, TINTO? We get to every organization's favorite topic: the programs and projects that are the organization's day-to-day effort! Now that we have the framework, we can identify and PRIORITIZE the critical strategic initiatives that will help make strategy actionable to everyone in the organization. The highest priority strategic initiatives are the ones to which we should allocate resources in order to achieve desired strategic results.

Strategy is the common thread of an integrated planning and management system and forms the basis for communicating the organization's approach for improving mission effectiveness for stakeholders. The finished strategy-based planning and management system translates citizen and other stakeholder needs, mission and values into organizational strategic results, strategy, objectives, performance measures and targets and new (or high-priority existing) initiatives.

At this point, you might be asking yourself whether the step of developing strategic themes and results isn't a little more than just grouping the goal buckets into fewer, higher level groups. The process of developing strategic themes and results from the vision and overarching strategic result is a process of strategic discovery and critical thinking. Rather than just looking for a home for the organization's favorite activities, this process of strategic discovery leads to new ways of thinking about the organization from citizens and stakeholders downward, rather than from the sum of all the organization currently does upward. It is a difference between night and day in the outcome of the planning work.
Tips From an Insider

How the Public Sector Can Compete in the Media World

Elliot Cohen

“Plane carrying a dozen children on a school trip crashes to the ground.”

“Hurricane Eddie devastates the coastline.”

“Sniper strikes DC area again.”

These are the types of stories that grab the media’s attention. These are the types of events that drive the non-stop, 24/7 news cycles of today. They are exciting to hear about, visually stimulating and filled with pictures of wreckage, flashing police lights, or people struggling to survive. To ensure that you don’t miss them, coverage of these stories is wallpapered with banners screaming “breaking news” or “developing story.”

These stories are also easy for the media to tell. Showing pictures of homes destroyed by a hurricane requires no in depth meteorological training. Rushing to a crash site and describing the wreckage can be done by almost anyone and doesn’t require a pilot’s license. Reporters are the personification of “Jill of all trades, master of none.” The same individual who yesterday was telling us about a beef recall will today be out on-air guide through the complicated world of mid-east diplomacy.

Exciting stories requiring little expertise are the bread and butter of today’s news operations. They are also perfect examples that illustrate why it has become such a challenge for governments and public administration officials to generate positive coverage of their own accomplishments.

Reporters are the personification of “Jill of all trades, master of none.” The same individual who yesterday was telling us about a beef recall will today be our on-air guide through the complicated world of mid-east diplomacy.

With the almost exclusive exceptions of emergency response and public safety, if you begin to explain to a reporter the details of your latest governmental initiative, you can watch as the reporter’s eyes glaze over. Government programs are often not exciting stories to tell. They rarely come with gripping pictures, and frequently require a certain level of knowledge to understand. In addition, the media has an obsession with talking to “real people.” These are the people they think of as everyday citizens found on the street. Consequently, they try to avoid the “talking heads.” These are the spokespersons, experts, or government officials that may actually know something about the topic. In other words, you! Put all these factors together, and it equals an uphill battle for public agencies looking for some good press. So how can public administration officials grab the media’s attention? There are some techniques you can use to reduce the chances your story ends up on the cutting room floor.

Properly timing your pitch has a dramatic impact on the amount of coverage you may receive. The non-stop deluge of news stories available to reporters on a daily basis can serve your purposes in many ways. Consider television news. The coverage of breaking news has created huge pools of programming that demands to be filled. Even newspapers carry local grand daddies of news coverage, are in need of immediate and constant material to send to their websites. The result is a flood of news coverage that can serve as a PR wave that can pick up and carry your story to new heights.

When big news breaks, reporters are always looking for new angles. National cable networks need anything to fill the time. Local newsrooms are always looking for ways to localize a big story. If your organization has a program that addresses an issue dominating that day’s news, you’ve got a hook to get your program some coverage. Big stories can help elevate your coverage if you can tie your news to the big news of the day. The result could be more coverage of your initiative or program than it ever would have received on a normal news day.

Pay attention to the Big Story! As a news consumer, you will know when a particular story is dominating the headlines. It will be the lead story on the cable news networks throughout the day. It will be the big headline on your local newspaper websites. Big stories don’t necessarily need to be local stories. Ragged wildfires in the Southwest can be the lead story on your local news thousands of miles away from the flames.

You can use the big story to help promote your own programs. See if you can link your program, your plan or your initiative to the big story of the day. It doesn’t have to be a local story to get media interested in your local program. In fact, it may work to your advantage if it is not a local story. If the big story isn’t one that your local media is sending its own reporters to cover, then those same local reporters will be seeking local angles to the story. Use this to your advantage! A shooting in a school thousands of miles away might prompt local media to begin asking questions of how safe are local schools. If your agency has a program that promotes school security, that is an ideal opportunity to make your pitch.

If a natural disaster suddenly leaves large numbers of people without a place to live, pitch your homeless assistance programs. If the Department of Homeland Security announces millions of new dollars dedicated to fighting terror, call your local reporters and show them the investment you have already purchased with similar funding, and how it is already protecting your community.

These are all examples of using the big story of the day to promote your agency. Big, breaking stories are like tidal waves. Make sure you put your organization in a position to ride the wave. You also need to avoid having your news drowned out by the wave. If you cannot link your news to the big story, don’t release it on that day. It is difficult enough to attract major media attention to your agency on a normal day. Don’t make it worse by putting yourself in a position of competing against the big story.

Making Your Pitch.

Once the decision to release your news has been made, your next step should be to create a media plan. Your plan should detail to whom you intend to pitch your story. It should cover who will be your spokesperson. It should include a place to where you intend to make your announcement. Finally, it should also cover how you intend to follow-up with your targeted audience.

To whom you pitch your story is just as important as what your story may be. The initial pitch can make or break your coverage. You will only have a few minutes to grab an individual’s attention, tell them your story and hope they find it newsworthy. In the world of public administration that time limit may be even shorter. As a representative of a public agency, you are already behind the eight ball because reporters are predisposed to think any public administration story probably will not be exciting to their viewers or readers.

In a broadcast newsroom, the main players who are putting together the news on a regular basis are show producers, assignment editors and reporters. Each position has different responsibilities.

The show producers structure the newscasts, and rarely deal with individuals outside the newsroom. At times, they feel pressure to come up with the story ideas needed to fill up their shows. Their job is creating a newscast, and if they can’t fill that newscast with good, compelling local stories, they will fill them with anything they can find off a satellite feed or wire service. A producer’s job performance is not judged by how many local stories are covered. A producer is not under pressure to come up with new local story ideas every day. Therefore, a producer is rarely the most effective individual to pitch your story. The responsibility to generate numerous daily local stories therefore falls to the assignment editors and reporters.

The assignment editors are the central clearing house for all stories that are pitched to local news producers. Essentially, it is the assignment editor’s responsibility to ensure every important story of the day is considered for coverage. You may think the assignment editor is therefore the best person to pitch your story. In fact, the assignment editor is one of the worst.

See MEDIA, pg. 10

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When it Comes to the Media, Constituent Perception is Your Reality

From MEDIA, pg. 9

They are inundated every day with stories pitched by PR firms, government agencies, private citizens, companies, etc. Unless your story is absolutely incredible it still will be lumped together with the pile of other items that cross an assignment editor’s desk.

Reporters are usually the best individuals to pitch your story to. They are under daily pressure to come up with local story ideas. If they are assigned to a specific beat (an issue, agency or area that they are responsible for covering on a regular basis), they are even more restricted in terms of the types of stories they can come up with, and they are under even more pressure to make sure nothing newsworthy is missed under their watch. In addition, a reporter’s job performance is significantly judged by how many original and exclusive story ideas they are able to generate.

In a print newsroom, the structure is similar. Print reporters are the best individuals to pitch. They answer to editors, but similar to broadcast assignment editors, print editors are flooded with stories on a daily basis.

CEO vs. spokesman.
Choosing the individual to deliver your message is as important as what that message will be. You have several choices for a spokesperson.

The higher up the hierarchy your speaker, the greater the perception that your news is important. When trying to attract media coverage to your organization, put the head of the agency front and center. You must also give your boss the tools needed to promote your story.

These tools include coaching on how to handle reporters’ questions. They include putting the boss through mock news conferences in order to get a feel for the ebb and flow of the event. Finally, you must be your own worst enemy. Drill your boss on the worst possible questions that could be raised, and make sure you have good answers for them.

Pros and cons of holding a news conference.

The news conference can be a powerful tool to emphasize your story. There is no denying that calling a news conference conveys a certain sense of importance to what you have to say. As long as you do not have a history of calling frivolous news conferences (the modern day “Boy who cried wolf”), the media will attend your news conference.

They will be predisposed to report on your program, your initiative or the news you listen to make. A news conference allows you to exploit the media’s competitive nature. Each newsroom knows that the other newsrooms in town have also been invited. No one wants to be the only one who doesn’t have the information being released, so they all will come to hear what you have to say.

News conferences do have some drawbacks. Among those to be considered is the fact that a news conference is among the less personal venues to get your message across. The speaker is usually standing behind a podium, possibly buried behind a bank of microphones, talking to individuals that are potentially across the room. There is sometimes background noise created by members of the media moving around, and rarely is there any intimate connection with your audience. Photographers are most likely going to frame their pictures relatively wide with you, the podium and whatever background exists all in the picture. You will not get any close-up facial shots that are essential to creating an emotional connection with a television viewer. The news conference is a fine setting for the unemotional exchange of information. But if you need a more intimate connection to your audience, a news conference is not the way to go.

Instead, consider the one-on-one interview as an effective option. Sitting face-to-face with a reporter in a quiet environment is much more conducive to making that emotional connection with your audience. Your audience is much more likely to perceive your message in a positive light if it comes across in this setting. A quiet, close up shot feels more like an intimate conversa- tion with the viewer, rather than a pronouncement from behind a podium. To illustrate the difference, think about how differently you connect with someone holding a busy, crowded news conference versus a close-up, one-on-one interview such as you might see on CBS’s 60 minutes.

Appreciate your coverage!

When you are able to get your story out, you must never take your coverage for granted. Remember that each day reporters and editors have hundreds of stories competing for time and space. The coverage your agency receives on the evening news or the column inches devoted to you in the newspaper are valuable commodities.

In the world of public relations, there is not enough money can buy paid media. This is a fancy term for buying advertising or your organization. But the earned media—stories written about you by reporters—is harder to obtain and much more valuable. Savvy news consumers know to be skeptical about claims in paid and are much more receptive to facts they hear in the earned media. That is why it is so important to do all you can to generate as much earned coverage for your agency as possible.

Remember, your agency relies on positive public perception to survive. Government funding is controlled by lawmakers. Lawmakers follow the will of their constituents. Constituents believe what they see about your agency in the news. Their perception is reality. Make sure you all can you do to create as positive a perception for your organization as possible.

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The faculty, staff, and students of the Trachtenberg School of Public Policy and Public Administration offer their congratulations to Prof. Kathryn Newcomer, on the occasion of her being honored as the 2008 recipient of the Elmer B. Staats award by the National Capital Area Chapter of the American Society of Public Administration.

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THE GEORGE WASHINGTON UNIVERSITY
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Managing Big Federalism

H. George Frederickson

Sometimes there comes a book so resonant, so on key, and so important that one must tell others about it. I have just read the page proofs for such a book. Because the title—"Intergovernmental Management for the Twenty-First Century"—is a bit clunky, the public administration equivalent of hiding one’s light under a bushel, it is my job to let out some of that light. In addition, the book is an edited collection, sometimes a caution.

But, brave reader, do not be deterred. The book is edited by two of the sharpest minds in public management and federalism, Paul L. Poertsch and Timothy L. Converse, both of the George Mason University. Chapter authors include leading federalism scholars such as Alice Rivlin, Richard P. Nathan, Charles R. Wise and Raina Nader, Beryl Radin and Carl W. Stenberg. They cover the theory and history of federalism as well as intergovernmental finance, federal mandates, performance management, and the policies of coercive federalism among other aspects of federalism. There are also chapters on the federalism characterizations and challenges of specific policies including homeland security, education, welfare, Medicaid, and climate change.

Contemporary American federalism is about scale and complexity. Each federal policy field is differently complex—Medicaid is different from No Child Left Behind, which is different from transportation policy, and so forth. And each federal policy field tends to be big in terms both of dollars and of management.

The scope and complexity of federalism is so great that the subject tends to overwhelm all but the most determined managers, analysts, and scholars. It is difficult to find a clarifying concept or image that comprehends the complexity and scale of contemporary federalism in the way federalism once did. While there might not be a unifying theory of contemporary American federalism, there are several important lessons we learn from Intergovernmental Management for the Twenty-First Century. The first lesson is the nationalization of the public policy agenda. In Paul Posner’s words, "the extension of the federal policy regime to an ever-wider range of issues is premised on the emergence of a broad consciousness supporting the nationalization of both problems and solutions. Questions about the legitimacy of the federal role, once among the most contentious issues dividing our party system, have largely been settled. Hence on issues ranging from federal promotion of school choice and traditional marriage, to federal preemption of state economic regulation and medical marijuana laws, contemporary conservatives are prone to support novel and even aggressive expansions of federal authority vis-a-vis the states to advance their political, economic, or social policy goals...Thus in No Child Left Behind the federal government sought to steer the entire system of public elementary and secondary education in the direction of parental choice and greater accountability, even as state and local governments provide more than 90 percent of public funding. National homeland security and election reform legislation similarly are examples of federal government’s capacity to harness state and local authority, administrative machinery and personnel in pursuit of national goals and standards."

In time...the fashion of centralized national responses to local problems will pass. But, that fashion will not pass until state and local governments cohere around the politics of bottom-up local control.

Interest groups now clog Washington, DC, tending to advocate for national solutions to perceived problems. The media also clog the national capital with centralizing perspectives on policy issues.

The second lesson in contemporary federalism is that in the nationalization of public policy the federal government has, following Posner, "sidestepped the creation of large new federal bureaucracies. Rather, for the most part, new national policies have used more indirect governance tools to achieve their goals, accompanied by reliance on an ever-widening range of third-parties, most notably state and local government. Simply put, the policy ambitions of federal leaders have far exceeded the federal government’s administrative, legal, fiscal and political capacity."

The third lesson of contemporary American federalism is the pervasion of the governance capacity of state and local governments. According to Posner, "a globalized, technological economy is working to gradually undermine the fiscal underpinnings of state and local finance. As Ray Schepach and Frank Shafrath demonstrate in chapter four of this volume, the mainstay of most states’ revenue systems—the sales tax—is threatened by the shift to a service-based economy and the rise of the Internet. What is more, the growing mobility of investment, employment and population constrains other revenue realms as well, with less marginal tax rates prompt a race, slide, or shuffle to the bottom."

The fourth lesson of contemporary American federalism is the new politics of coercive federalism. Coercive federalism includes unfunded mandates and the federal preemption of traditional state and local regulatory and policy making capacity. The authors conclude that the Unfunded Mandates Reform Act of 1995 has done little to slow or stop, let alone force behind mandates and preemption. Indeed, the George W. Bush administration, particularly after September 11, 2001, has pushed coercive federalism to new levels. The Real ID Act, for example, substituted federal rules and policy regarding drivers licenses, a state prerogative since the advent of the automobile. Posner refers to Frank Baumgartner and Bryan Jones’ description of the dynamics of "venue shopping," which, they argue, can promote greater policy activism at all levels as advocates and opponents opportunistically find that level of government most hospitable to their purposes. In the past 20 years the national government has proven to be the most hospitable to policy shops. The final lesson is the entropy of mandates and of federal top-down coercive policies. Posner points out that "the politics behind the initial adoption of mandates is centralizing, and the politics of implementation is decentralized...Under pressure to take bold action in response to public bandwagons, Congress adopts policy that is not firmly grounded in the capacity of its implementers. Such a policy produces a lurching attempt to square public ambition with administrative and fiscal realities, inviting public disillusionment with the policy and even with government itself once the mismatch between policy goals and implementation become apparent." In time, Posner estimates, the fashion of centralized national responses to local problems will pass. But, that fashion will not pass until state and local governments cohere around the politics of bottom-up local control.

Available this fall from the Brookings Institution Press, Intergovernmental Management for the Twenty-First Century is an exceptionally good book. It is always available on federalism, and a must read for those seriously interested in public administration.

ASPA member H. George Frederickson is Stony Professor of Public Administration at the University of Kansas and co-author of the book on “Public Administration Theory: Primer and The Adapted City.”

Institutional Dynamics and Structural Change. Email: gfred@ku.edu
Lying Doesn't Come Easy to Me...

These are the unforgettable words spoken by Marion L. Col. North when he testified before Congress regarding his role in the Iran-Contra scandal in the 1980s. Lt. Col. North was referring to his decision to lie about laundering millions of dollars from the sale of weapons to Iran to provide logistical support for Contra rebels and U.S. operatives fighting the Sandinista government in Nicaragua. Telling the truth, he believed, would place lives in danger.

Sometimes the line between lies and truth is not so bright or is mistakenly thought to be so bright. Consider resumes. Job seeking candidates often view a resume as a "best foot" forward document emphasizing one's personality, experience and educational achievements. Conventional wisdom has it that a resume can be "buffed." Right? Wrong?

DateLine: Eagle Pass, TX, population 22,413, border community located 131 miles West of San Antonio.

The interim city manager for six months very much wanted the permanent job. In an impromptu address to city council he extolled his accomplishments as interim city manager and dismissed critics who charged that he had lied repeatedly on his impressive resume. Council members praised his speech and set a special meeting when it would consider hiring him for the $85,000 a year job.

Ellen, he looked forward to the hiring decision. Allen, it was not to be. His claim that he had worked as an assistant city manager in a nearby community and as an aide to a former U.S. Congressman turned out to be false. Too did his claim that he had earned three degrees from a major state university. His "degrees" were from an online diploma mill that sells degrees based on "work/life experience."

Feds Say Telework Budgets Will Grow

From TELEWORK, pg. 1

The study points to a requirement for more linear investment alignment and performance transparency in the government telework and IT portfolio management.

Key study findings include:

- Telework Considerations Influence IT Purchasing: The majority of respondents report they consider telework requirements when they make IT infrastructure decisions. However, only few agencies—18 percent of survey respondents—Debt (DoD) respondents and 25 percent of Civilian-track telework technology Return on Investment (ROI).

- Spondee's Trajectory: Expected telework budgets to grow in the next two years. DoD and Civilian agencies noted spondee increases of 15 percent and 17 percent, respectively.

- Total Portfolio: Laptops are top technology buys for non-managers and smartphones/PDAs are top picks for managers. 72 percent respondents noted that smartphones are an important element of a complete IT solution.

- Behind the Numbers: Workforce issues and Continuity of Operations (COOP)

When the hiring decision moment arrived, the council ended its 45 minute closed door session by announcing to a standing room only crowd that they had voted unanimously to fire him. The worse was yet to come for the interim city manager. He was arrested by the county sheriff on charges of fraudulently seeking a government job. He was released on $5,000 bail and if convicted of a misdemeanor charge could get six months jail time and a $2,000 fine.

Lying doesn't come easily—or does it? Based on a real case.

Sources: www.mysanantonio.com
accessed 16 January 2008 &

ASPA member Donald C. Menzel is a former ASPA president and professor emeritus of Northern Illinois University. Email: donmenzel@tampabay.rr.com

Doing More with Less

Marc Holzer

Politicians at all levels of government have become enamored of the phrase "doing more with less" as a call for more efficient or productive public services. The phrase sounds good, communicating admirable intent. But to what extent is it realistic? In fact, although it may work as a political slogan, it is questionable as a performance improvement strategy.

The "doing more with less" assumption of extensive slack in government is simply wrong. All organizations—public, private and non-profit—can certainly find ways to improve from year to year. But the level of improvement across sectors is historically on the order of two to three percent, hardly the dramatic savings that politicians imply. We cannot continually cut resources and assume services are improving.

The performance improvement process typically follows several pathways, and "doing more with less" may be the least realistic of the lot. In a budget cutting environment, which is now all too common, the goal is to maintain services with fewer resources—to deliver the same services at a lower cost. This requires smarter management, and many of the cost-saving suggestions can come from the broader workforce if management is willing to ask employees, to tap into their expertise, to treat them as valuable problem solvers. Holding that line may be possible for a short period of time if the inflation-adjusted cut in resources is only a few percentage points, but is virtually impossible if more severe cuts are required.

Agencies are now often in the position of "doing somewhat less with much less." That is, they are forced to make hard decisions to drop programs, limit services or even part with clients. Other organizations must then pick up the slack, and all too often those are non-profits or charitable agencies who then appeal to the public for more donations. In one sense, this is simply shifting the burden from taxes to contributions.

Given our high expectations for government—for our schools, our criminal justice system, our hospitals, and the many other systems that are important to our quality of life—as a society we are ignoring the important option of "doing much more with somewhat more." Modest investments in public services are very likely to result in measurable improvements in educational preparation and job readiness, individual and public health, safety and security and many other aspects of our lives.

How can we make those compelling arguments? In an era in which politicians promise not only no new taxes, but compete to promise tax cuts, the public and non-profit sectors must counter with investment-based arguments.

Investing upon empirical research and hard cost benefit data, we need to present public programs as the public’s best investments. Best practice data might well argue that a ten or fifteen percent increase in school budgets could result in not only higher test scores, but much greater individual earning capacities and problem solving skills, building the foundation for national competitiveness. Investments in public health might pay off by markedly improving our capacities to work, study and lead productive lives with many fewer handicaps.

The prerequisite for those possibilities is data. We now collect much of the data necessary to make those arguments, but we have not established data banks that would facilitate access. We now talk about measurement, but we have done very little to carefully implement measurement systems that could graphically communicate areas of high performance as models to be imitated, and areas of low performance as opportunities for improvement. And we have done even less to require the transparent reporting of performance data to all stakeholders. Good data will drive a productive discourse. Political slogans will not.

ASPA member Marc Holzer is dean of the School of Public Affairs and Administration and Board of Governors Professor of Public Affairs and Administration at Rutgers University-Camden at Newark. Holzer is also a past president of ASPA. Email: mholzer@pipeline.com.

For information or items of interest related to CAP or performance management/measurement activities or if you have a related item for the CAP Corner, please contact Kai-Ling Yang, CAP Chair; kyang@jwu.edu; or be sure to check out the "CAP Corner" on ASPA’s web site: www.aspanet.org
U.S. Ranks Last Among Other Industrialized Nations on Preventable Deaths

101,000 Fewer Americans Would Die Annually if the U.S. Improved Its Preventable Death Rate to that of the Three Top Performing Nations

Bethesda, MD—The United States places last among 19 countries when it comes to deaths that could have been prevented by access to timely and effective health care, according to new research supported by The Commonwealth Fund and published in the January/February issue of Health Affairs. While other nations dramatically improved their rates between 1997-98 and 2002-03, the U.S. improved only slightly.

If the U.S. had performed as well as the top three countries out of the 19 industrialized countries in the study there would have been 101,000 fewer deaths in the U.S. per year by the end of the study period. The top performers were France, Japan, and Austria.

In "Measuring the Health of Nations: Updating an Earlier Analysis," Ellen Nolte and Martin McKee, Lieu Chair of a School of Public Health and Clinical Medicnecompare trends in death rates that could have been prevented by access to timely and effective health care. Specifically, they looked at deaths "measurable to health care before age 75 between 1998 and 2002, Nolte and McKee found that while other countries made strides and saw these types of deaths decline by an average of 16 percent, the United States experienced only a 4 percent decline. It is "notable that all countries have improved substantially except the United States," said Nolte, lead author of the study. The authors also note that "it is difficult to disregard the observation that slow decline in U.S.-measurable mortality has coincided with an increase in the uninsured population, an issue that is now receiving more attention in several states and among presidential candidates from both parties."

"It is startling to see the United States falling far behind on the principal indicator of health system performance," said Commonwealth Fund Senior Vice President Cathy Schoen. "By focusing on deaths amenable to health care, Nolte and McKee strip out factors such as population and lifestyle differences that are often cited in response to international comparisons showing the U.S. lagging in health outcomes. The fact that other countries are reducing these preventable deaths more rapidly, yet spending far less, indicates that policy, goals, and efforts to improve health systems make a difference."

In 1997-98 the United States ranked 15th out of 19 countries on the "mortality amenable to health care" measure. However, by 2002-03 the United States fell to last place, with 109 deaths amenable to health care for every 100,000 people. In contrast, mortality rates per 100,000 people in the leading countries were 88 (France, 83, Japan), and 71 (Austria). The other countries included in the study were Austria, Canada, Denmark, Finland, Germany, Greece, Ireland, Italy, Netherlands, New Zealand, Norway, Portugal, Spain, Sweden, and the United Kingdom.

Study authors state that the measure of deaths amenable to health care is a valuable indicator of health system performance because it is sensitive to improved care, including public health initiatives. It considers a range of conditions from which it is reasonable to expect death to be averted even after the condition develops. This includes causes such as appendicitis and hypertension, where the medical nature of the intervention is apparent; it also includes illnesses that can be detected early with effective screenings such as cervical or colorectal cancer, and tuberculosis which, while acquisition is largely driven by socio-economic factors, is not fatal when treated in a timely manner.

"Cross-national studies conducted by The Commonwealth Fund indicate that our failure to cover all individuals in the country with financial barriers that are much more likely to prevent many U.S. adults from getting care that they need is growing," said Commonwealth Fund President Karen Davis. "While no one country provides a model of care, there are many lessons to be learned from the strategies at work abroad."

The article is available on the Health Affairs Web site through the Commonwealth Fund's "In the Literature" summary at www.commonwealthfund.org.

What Role Will Health Care Play as Election Unfolds?

With the presidential election coming up in November, an examination of recent public opinion data as well as historical trends can give some insight into the potential role health care might play as an election issue. When it comes to the relative importance of different issues in deciding their vote, health care was one of the top five issues chosen by voters in three out of four presidential elections since 1992, while its ranking varied in congressional elections from 1994 through 2004.

Although the 2008 presidential election is close to nine months away, polls conducted in February provide an early indication that health care may play a role in this election. To provide insight into that role, the Kaiser Family Foundation has issued a new resource analyzing current and historical polling data from Kaiser and from other public pollsters.

Among the findings from the "Kaiser Public Opinion Spotlight on Health Care and Elections" are:

- As an independent issue, health care ranked third among registered voters in a February poll in terms of the percent of people saying it will be the top issue in determining their vote for president in November (named by 21 percent), far behind the economy (43 percent), and somewhat behind Iraq (29 percent).
- While most polls track health care and the economy as separate issues, Kaiser tracking polls suggest that such discrete categories do not necessarily capture the full picture. For example, in February, similar shares of voters cited health care costs and a number of other specific worries as the most important economic concerns facing their families: high taxes (13 percent), the price of gasoline (12 percent), the cost of health care (10 percent) and problems with getting a good-paying job or a raise in pay (9 percent).

- Trends from publicly available polls show that the share of the public saying that the American health care system needs to be completely rebuilt reached 38 percent in July 2007, close to the measure's peak of 42 percent recorded in 1991 leading up to the 1992 presidential election. This does not necessarily mean the public is ready to support the steps necessary for a complete overhaul, but it is a barometer of growing interest and concern.

- In an interesting shift from the recent past, polling data from February 2008 suggest that younger voters (under age 40) are twice as likely as seniors to cite health care as a top issue in their choice for president this year (27 percent compared with 13 percent). In previous years, seniors were much more likely than younger voters to see health care as a top issue in their vote. This shift may be due, at least in part, to the higher percentage of younger voters who have had discussions and debate of health policy during previous elections.

- On the other hand, the Spotlight shows that health still has a way to go to reach the intensity of public interest generated during the 1992 Clinton health reform debate. In 1993, 55 percent picked health care as one of the top two issues for government to address compared with 22 percent in February 2008—a higher percentage than in recent years and similar to levels seen during the 1992 campaign, but still much lower than the numbers reached at the height of the last big national debate.

For more information visit www.kff.org.

States' Tax Revenues Weaken Again, While Costs for States and Localities Rise Sharply

Albany, NY—Tax revenues collected by states during the fourth quarter of 2007 grew only 2.3 percent compared to the same period in 2006, while costs for state and local governments continued a recent trend of sharp increases, according to the latest report on state finances issued by the Rockefeller Institute of Government. When the effects of inflation and enacted tax changes are factored in, state tax revenues decreased by 4.3 percent during the quarter. By both that measure and in nominal terms, state tax revenues were the weakest in almost five years.

Tax revenue growth, compared to the fourth quarter of 2007, was strongest in the Rocky Mountains region. Growth in the southeast states was the weakest. Among individual states, revenues dropped significantly in Oregon, Florida, West Virginia, Mississippi, Arizona and Nevada. Revenue growth was strongest in North Carolina, Colorado, North Dakota, South Dakota and Texas.

The full report is available at www.rockinst.org.

If you have a press release for "Where Things Stand" contact Christine McCrehin at cjewett@aspanet.org.
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Why The Public Manager/ASPA 2008 Practitioner Conference?

ASPA and The Public Manager Host Conference in Baltimore, July 28-29, 2008

Warren Master

When ASPA's National Capital Area Chapter (NCAC) established The Bureaucrat, Inc. (TBI) in 1972, the original articles of incorporation anticipated at least two major activities for the nonprofit. The first was publication of a journal—The Bureaucrat. The second included "...conduct of seminars and other public discussions, in Washington DC and elsewhere, of educational value to public administrators, government employees, and the general public."

Having successfully pursued the first activity for over 35 years—changing the name of the quarterly publication to The Public Manager, adding a first-rate website (www.thepublicmanager.org), and recently creating a whole new look and feel to the journal itself—it seemed propitious to take up the second part of our mission as well. Given the plethora of conferences, seminars, forums and other similar such gatherings in and around Washington, DC, and beyond the beltway, we looked for an unoccupied niche our enterprise could fill. What added value could we bring to the table? What would it look like when it's mature?

Public Discussion Program

We concluded that current offerings (including ASPA's annual conference, the Excellence in Government Conference, NAPA forums, etc.) do a good job fostering public sector discussion on high-level policy issues, offering a broad spectrum of agency experience on challenges and solutions, and promoting an informed view on a variety of emerging issues and trends. To augment and complement what's already out there, we could: target practitioners at varying levels of management—including young professionals and public administration students—from all levels of government, the public nonprofit sector and related international communities (e.g., emerging democracies, etc.); plan and orchestrate seminars, forums and an annual conference through a broad-based, collaborative process that assures more diverse, practice-driven content and sufficient time for both audience and "expert" give-and-take; emphasize tried and tested best practice techniques and case illustrations presented by a healthy mix of experienced agency practitioners, applied researchers, and public sector trainers and consultants; and arrange for publication, where appropriate, of hard-copy and/or electronic materials and proceedings.

For 2008, we've already begun plans for three types of events:

- Seminars to discuss tools and techniques of interest to practitioners—each focused on a specific issue, yet ranging across a wide array of public management topics. These events are being planned and orchestrated in collaboration with a broad spectrum of TPM partner organizations (including ASPA chapters and sections).
- Forums (open discussion and exchange of views on broadly defined topics) to explore emerging or continuing public management challenges of interest to practitioners—also co-sponsored by TPM partner organizations.
- An annual conference that affords an exchange of ideas and best practice insights on a broad set of inter-related public management concerns. The aim is to build each conference around a unique theme that resonates with our community of interest (e.g., cultural transformation of old-line bureaucracies, insularity of bureaucratic cultures, etc.).

Understanding Excellence in Public Service

Report of ASPA's Task Force on Educating for Excellence in the MPA Degree

This article is the first in a series of five, with the goal of publishing the task force report in its entirety. This report is not a policy position of ASPA, but a tool for generating reflection, discussion and analysis. Comments may be directed to patimes@aspanet.org or nic_henry@georgiasouthern.edu.

Nicholas Henry, Charles T. Goodsell, Laurence E. Lynn, Jr., Camilla Silver, Gary L. Wamsley

In the October 2007 issue of TN TIMES, Harvey White, president of ASPA, pointed to "several disturbing developments...pushing public administration towards academic obfuscation" and "an increasing propensity to subvert MPA programs to prepare students for almost everything except careers in public administration. This trend suggests dreadful consequences for our profession." President White asked the Task Force to reflect on the issue of how ASPA can best support excellence in masters' programs in the profession of public administration. This charge, as the members of the Task Force understood it, requires us to consider sources of the problem identified by President White as they have developed over recent decades, to specify our view of the challenge to public administration education at this juncture, and offer our understanding of "excellence" as the catalyst for a broad conversation within the profession about the future of education for careers in public service.

Briefly summarized, we see the source of the problem as twofold. First, a proliferation of degree programs whose very richness and diversity of purpose and substance has tended to obscure the uniqueness of public administration as a career commitment and intellectual enterprise. The problem is that the development of a complex array of degrees and curricula (approximately 250 programs) has blurred the core mission of public administration, the MPA and the values that ground it.

Second, public administration faculties and the university administrators to whom they report, especially those educated in academic disciplines, too often fail to recognize that their mission is to provide professional education for public service, not to provide education and socialization in an academic discipline. Professional education is inherently multidisciplinary and involves both didactic and experien-
Moving ASPA Forward: Governance in the Midst of Diversity

Donald E. Klingner

When I joined ASPA in 1973, I never planned to be more than a member, much less to become its president. Yet here I stand. For the next year, you have entrusted me to be the elected steward of the premier professional association in our field.

This is what I bring to the table:

• I believe that public servants are crucial to the nurturing of democratic values like representation, productivity, social justice, individual rights and environmental sustainability. These values are constantly threatened yet always survive. This is the measure of their strength, not of their weakness. It is also a test of our commitment to them. The hottest fire forges the strongest steel.

• I believe that this Society and its members carry these values on our shoulders. As stewards, we honor those who have done so before us, and believe in those who will do so after us.

• I am proud to be the President of ASPA because it gives me the privilege of walking beside you, and working with you. As I promised you, I have spent the last two years listening to colleagues and friends and learning from them. This is what I have learned:

• ASPA’s effectiveness depends on the continuity of our volunteer leaders working together with our executive director and professional staff, within the guidelines of a member-driven strategic plan and annual performance measures.

• ASPA exists to serve you, its members, and to advance your interests. It also represents a larger constituency of potential members who believe, as we do, that a good society needs public service values and professional public administration.

• We cannot erase the cumulative, corrosive effects of the past 30 years in undermining public administration and public service values, nor diminish the competition from other professional associations for money and members. We can make the changes in vision, programs and governance needed to retain current members and attract new ones.

• To do so, we must hold fast to our vision and values, rely on our unique and valuable mix of practitioners and academics, make prudent planning and financial management decisions and change our organizational culture to encourage agile, data-driven and strategic management.

I believe that public servants are crucial to the nurturing of democratic values like representation, productivity, social justice, individual rights and environmental sustainability. This is how I have prepared:

• Developing a Vision. Two years ago, I began to draft a “Blueprint for Building ASPA,” putting together the ideas of current ASPA leaders and an informal group of advisors. This “blueprint” describes ASPA’s current situation, recommends some program initiatives, and suggests some governance reassignments that these initiatives may require.

• Proposing Policies and Programs. Throughout the past year, I shared this “blueprint” widely with my leadership team and with the strategic planning group. I revised it based on their suggestions. Its proposals are not new. ASPA’s current leaders are working toward most of them, and have already adopted others. Some are not yet feasible, because the resources and political will needed to achieve them have not yet reached the tipping point that will lead ASPA to decide and to act.

• Forming a Leadership Team. Eighteen months ago, I began forming the team that will advance ASPA’s new strategic plan by meeting our program objectives during the next year. Some of you are seasoned ASPA veterans. Others are just making the transition from ASPA member to volunteer leader. Each of you is a hard worker who has delivered in other ASPA assignments. Each of you has learned to work together in ways that affirm and build upon other’s capacities, so that the groups you join become more than the sum of their members’ individual contributions. Each of you can act under conditions of uncertainty and risk, under our new strategic imperatives.

This is how I will lead:

• From now until March 2009, serving ASPA will be my major professional objective. The only thing more important will be my responsibilities to my family.

• I will keep listening to you, working with you through virtual and face-to-face networks and relying heavily on the executive director and ASPA’s professional staff.

• ASPA leadership is not an exclusive club. Each of you is welcome to join. There are only a few requirements. Here they are. We share values, goals and friendships. We openly recognize that we are volunteers with other personal and professional commitments. We work for ASPA by following through on our commitments. We help others when they ask us. We need their help when we need it. We act with passion, professionalism and kindness. We have fun!

These are my goals:

• If we work well together, ASPA will be stronger and better next year for having achieved its annual performance objectives within our new strategic plan.

• If the relationships we build by achieving these objectives endure, then we will continue to meld ourselves into a team that will work together to advance the vision, programs and governance needed to strengthen public service and professional public administration long after this Presidency is history.

• If we continue to transform ASPA’s culture as a learning organization, it will become more relevant and more vital as we pass it along to the next generation.

• If you share this vision of building good governance in the midst of diversity, uncertainty and conflict, please join us. Together, we will move ASPA forward. Welcome aboard!

ASPA member Donald Klingner is 2008-2009 ASPA president and professor, School of Public Affairs, University of Colorado. Email: dklingner@asp Lanet.org

CALL FOR PAPERS

2009 Public Integrity Symposium

Ethics Education and Training

Ethics education and training are no longer curricula initiatives in higher education, business, government, or the world of NGOs. There is a rapidly growing consensus, as well as empirical evidence, that sound ethical practice and behavior go hand-in-hand with high performance, better products and services, and improved governance. These forward steps are truly exciting. Still, there is much to do and to learn.

This synopsis seeks to advance our knowledge of the successes and failures, tools and methods, costs and returns on investments in ethics education and training. Authors are invited to submit abstracts of papers to be considered for inclusion in the symposium. A multi-disciplinary approach is welcomed. Paper topics include but are not limited to:

• Current trends and practices in any discipline or within a field of practice
• Cross-disciplinary developments in business, public administration, social work, criminal justice, and other fields
• Normative ethics theory/practice
• Educational and training methods and approaches
• Costs involving success stories or failures
• Assessments of educational and training programs
• Inventory and assessment of ethics curricula and institutes
• Roles of professionals including educators such as the National Schools of Public Affairs & Administration
• International training and education including multi-national organizations such as the U.N. and the World Bank
• Professional associations
• Ethics management in organizations
• Leadership ethics
• Decision-making theories
• New Public Management ethics training

Given the limited space available for the symposium in Public Integrity, it is anticipated that a book length transcript will also be produced to include all submitted papers of high-quality papers.

Deadlines

June 1, 2008 Abstract
October 1, 2008 Manuscript draft (All papers will be subject to blind refereeing)
November 15, 2008 Revised manuscript submitted (All manuscripts must be submitted with APA style and formatting)
December 15, 2008 Manuscript acceptance notification

Send Abstract/Paper in Word 2003 to: Donald C. Monell, Ph.D. & Symposium Editor dmonell@unm.edu 3500 American Drive Tempe, AZ 85281 480-731-6332

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Individual Contributors
Founders' Fellow Finds Welcoming and Supportive Presence at ASPA National Conference

Shelley Cook

As a full-time MPA student at the University of Delaware, I am often looking for ways to further my academic and professional career while also adhering to a stipend-supported budget. My program nominated me as a Founders' Forum Fellow in the fall and in January, Lyric Jones wrote "Congratulations," in an acceptance email, that welcoming attitude would continue throughout the conference.

From the moment I set foot in the First Time Attendee Breakfast, I met practitioners who had implemented groundbreaking public administration practices, listened to the professor who wrote the MPA textbooks and befriended my peers to form connections that could span our careers. The ASPA staff must have known how much financial support a student would need to be able to attend the conference, and so with the Fellowship came a one-year membership to ASPA. Member Express e-mails started pouring in, along with schedules and details about our responsibilities as Fellows.

As a Fellow I attended the Student and New Professional Summit sessions that were planned with the interests and concerns of young professionals just entering the field in mind. I listened to panels and lectures, as well as asked questions of leading public administration practitioners and academics. I found two of the sessions particularly helpful in my career stage. The session by University of South Dakota's Michael Card regarding taking charge of new managerial assignments and Arizona State University's Joseph Caye's session about how to succeed in a doctoral program were presented with thoughtful insight to the student audience and provided encouragement that the field we have chosen will be supportive.

I found the overwhelming attendance at the Founder's Forum Fellow Reception to be one of the most generous activities provided in honor of the Fellows. I spent 15 minutes chatting with a professor that wrote some of the textbooks my MPA program uses, only to hear him, Robert Denhardt, give the Stone Lecture to the entire conference the next afternoon. What an incredible opportunity it was to network with authors, teachers and practitioners.

Between sessions, the Fellows and I explored the exhibit hall and found many pleasant surprises. I spoke to representatives from two doctoral programs and met with their professors who were also conveniently presenting at the conference.

Call for Papers

2008 International Conference on Public Administration, 4th Annual ICPR
September 24-26, 2008 • University of Minnesota, USA
"Building Bridges to the Future: Leadership and Collaboration in Public Administration"

Conference Co-Sponsors: The School of Public Administration of Moscow State University and the Chinese Public Administration Journal
Conference Host: University of Minnesota Humphrey Institute of Public Affairs, Minneapolis, MN

Paper Abstract Submission Deadline: May 1, 2008
Full Paper Submission Deadline: July 15, 2008
Paper Acceptance Notification: July 31, 2008

Paper Abstracts within China (in Chinese Word) are to be e-mailed to: donmenzel@uamapbay.rr.com
At the attention of: Donald C. Menzel, Ph.D., Past-President: American Society for Public Administration 2005-06, 3930 Americana Drive, Tampa, Florida 33634, USA, Tel: 001-813-886-6332, Cell: 001-813-951-6079

HANGZHOU FORUM CALL FOR ABSTRACTS

The College of Public Administration and the Centre for European Studies of Zhejiang University, the Research Centre for International Relations of Beijing University and American Society for Public Administration (ASPA) are hosting the First Hangzhou Forum. The forum will be held from October 31-November 2, 2008 in Hangzhou, Zhejiang Province, P.R. of China. The theme of the forum is "Governance and Social Responsibility: Making Differences, Seeking Innovations, and Providing Contributions." It is aimed at linking public, academic, and non-governmental sectors together in the pursuit of academic research and policy-making. The forum also intends to establish a series of dialogues to address contemporary problems and issues in the field of public affairs in China, as well as in the world.

The Hangzhou Forum invites abstract submissions from both academics and practitioners. Paper proposals from outside China and Europe are to be submitted to Antoinette Sanef at sanef@zju.edu.cn. For papers to be presented at the Conference: Prof. Jianbin Li at jzgss@zju.edu.cn.

Abstracts must be submitted by June 15, 2008. See ASPA Website for more information, www.aspanet.org
## New ASPA Members

ASPA welcomes the following new members from the month of March 2008.

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

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Aspa/Pm Practitioner Conference, July 28-29, 2008

From CONFERENCE, pg. 15

Partnership with Aspa

Given the journal’s genesis and the fact that I and many TPM colleagues and readers have been long-time Aspa members, we began exploring a potential partnership with Toni Samuel and her team in August 2007. Within a very short time, we concluded that co-sponsoring an annual practitioner conference would make good strategic sense in the world for both nonprofits.

First, it would re-unite two organizations with highly complimentary missions and audiences. Secondly, it would give Aspa a significant leg up on two strategic priorities: reaching out to the practitioner community (both current and prospective members) and offering more in the way of professional development opportunities for its members.

And from TPM’s perspective, it would allow us to tap into a brand and 10,000-member strong national network and infrastructure that has few peers.

In the future, we plan to rotate the event annually between the Wash. DC area and other strategically situated locations around the country—perhaps gathering in the nation’s capital in presidential election years, convening elsewhere during the intervening period. Also, we see forward, we envision strengthening our partnership with Aspa’s sections and local chapters as well.

Benefits for Aspa Members

Our jointly-sponsored inaugural event, planned for Baltimore MD, July 28-29, 2008, is built around a theme not unfamiliar to this year’s Aspa conference-goers—transforming Bureaucratic Cultures: Challenges and Solutions for Public Management Practitioners. Attending the summer practitioner conference will allow participants to:

• Hear from, and interact with, a wide array of experienced practitioners from all levels of government, young professionals and public administration students, applied academicians and researchers, public management consultants and trainers, public nonprofit and international non-governmen tal organizations.

• Gain exposure to best practice techniques and case illustrations presented by those most familiar with the planning and implementation of these innovations—from across the country and abroad.

• Meet and network with fellow practitioners, researchers, consultants and trainers with whom you can continue a professional dialogue through highly interactive panels, plenary sessions and transformation workshops.

• Learn about transformational solutions to such challenges as: how to get the budget and other resource decisions to agency performance; performance-based acquisition; benchmarking; and fostering an organization-wide performance culture.

• Learn about transformational solutions to such challenges as managing internal and external risk; outcome-oriented cost management; cost sharing and performance budgeting; and strategic sourcing.

• Learn about transformational solutions to such challenges as leading and managing change in a multi-sector environment; recruiting and retaining young professional; and measuring and compensating performance; and strategic human capital planning.

• Learn about transformational solutions to such challenges as: making transparency an organization-wide value; engaging citizens and stakeholders; and communicating across networks, not within silos.

• Learn about transformational solutions to such challenges as: building trust in public-private collaboration; finding common purpose in international collaborations; and communicating across networks, not within silos.

• Learn about transformational solutions to such challenges as: building trust in public-private collaboration; finding common purpose in international collaborations; and communicating across networks, not within silos.

Act quickly. Aspa members get a special discounted rate—so don’t delay. If you register by June 15, 2008, you’ll save $50 off the in-person conference fee. Check us out on the Web: www.thepublicmanager.org/2008conference

Warren Master is the editor-in-chief and chairman, board of directors, The Public Manager. He can be reached at: www.thepublicmanager.org.
ASPA in Brief

ASPA Takes Part in U.S. Public Service Academy National Summit

ASPA senior director Matt Rankin and National Council representative Marcy Crowley recently helped strategize about how to advance the Academy initiative in 2008. Sessions included discussions on the challenges and opportunities facing the Academy and developing the second draft of the blueprint. For more information about this important initiative, please visit www.uspublicserviceacademy.org.

New ASPA Section on Democracy and Social Justice

A new ASPA section has been created and we want to invite you to join us. The section is called Democracy and Social Justice (DSJ), reflecting issues that have been important in public administration since its inception. These issues are of interest to many ASPA members, particularly in a time when political and economic conditions challenge us to rethink our commitment to public service.

Though the professional public service implements policies adopted by elected leaders, it also plays a significant role in public understanding of societal conditions and in shaping policy formulation and implementation. Members of the new section will explore administrative and political alternatives at all levels of government and promote constructive social change through teaching, research, practice, conference participation, and publications.

If you would like to join DSJ, please write Rebecca G. R. Taylor, University of Nebraska at Omaha, rctaylor@cox.net. We will put you on our membership list and you can check the section box for DSJ when you renew your ASPA membership.

News About PAR Online

Electronic access is available for all members! As we all continue to make the transition into the 21st century, electronic access is critical to our daily lives. PAR Online is here to help, with every article from Public Administration Review available for download. Step 1: Join ASPA; Step 2: Create an online account; Step 3: Get any PAR article you need at PAR Online at aspanet.org.

The Foundations of Public Administration Series is Growing! If you haven't been looking at the FPA series being developed by PAR, it's time to start. The first contribution, on Human Resource Management, is currently available, and more will be appearing throughout 2008. Short summary articles in the foundational topics of public administration, along with references and model syllabi, will allow you to enhance course design, complement publication research, and provide an entry point for those looking at a topic for the first time.

We've been talking to you! PAR has been conducting informal interviews with authors to learn more about the thoughts and feelings behind the publications. Despite the fear that we would all become distant from one another in this electronic age, PAR online is bringing us closer together. In the most recent interview, Irene Rubin talks about her Academic Positioner Exchange, "The Great Unveiling: Federal Budgeting, 1998-2006," which appeared in the July/August 2007 issue of PAR.

Send comments and questions about PAR Online to James Heinzelbecker, web content coordinator, jheinzel- becker@midaspring.com

ASPA Chapter and Section Website Template Available

ASPA has a "user friendly" website template designed for your use. The template allows for tailoring the pages of your site with pictures and content that reflects the uniqueness of your chapter or section. It is very easy to maintain and update without expensive tools or extensive knowledge of HTML.

Since then some of the chapters and sections have used the template to either launch a new site or to redesign their current site. Check out some of the chapter and section sites at www.aspanet.org/ script/content/sectionswebsites.cfm and see how they are using their websites to promote activities including conferences. Should you have any questions about using the template contact Matt Rankin, mrankin@aspanet.org. To view the other online marketing tools available for promoting your chapter's or section's activities visit www.aspanet.org/script- content/index_committees-main.cfm. See www.aspanet.org/ScriptContent/

word/modefi.doc for the complete RFP and guidelines.

New Benefit for ASPA Members Now Available!

ASPA recently announced that members would receive complimentary one-year electronic subscriptions to The Public Manager. Your free spring issue of The Public Manager is now available! Simply login to the ASPA website [www.aspanet.org] and you will see a link for the free issue on the front page.

The spring issue discusses how government needs to communicate with--not broadcast to--the people and includes a discussion of the next President's Management Agenda and the shape of human resources, technology, and twenty-first-century government to come.

Another Member Benefit--Access to Cutting-Edge Research

ASPA members can now access dozens of papers presented at the 2008 Annual Conference in Dallas. To access our current archive of more than 150 papers visit the "Communities" section of ASPA's website, www.aspanet.org.

If you have an announcement for ASPA in Brief, contact Christine McCracken at cemctt@aspanet.org.

Save this date: September 24-27, 2008

In Orlando, Florida!

The 2008 Southeastern Conference for Public Administration "Surviving Change, Fostering Excellence, and Enhancing Innovation in Public Administration"

Hosted by the Central Florida Chapter of the American Society for Public Administration (ASPA) & Department of Public Administration at University of Central Florida

Come and spend some time with your colleagues, brush up on the latest in cutting-edge research, and share your success stories with others in the field. After hours, Orlando has so much to offer beyond our great weather. The conference is just a short drive to various Walt Disney World Parks, Universal Studios, Sea World and Discovery Cove, Kennedy Space Center and some of the most pristine beaches on the east coast.

For General Conference Information, Contact the Conference Chair, Dr. Ronnie Kewneeke (kukonnor@ufl.edu)

A block of hotel rooms has been reserved at $125/night. These may be reserved by logging onto www.internationalconferences.asp.org. You MUST use code "PromoGroup Code 5C008" to receive this.

See you in Orlando in 2008!
Confusion Abounds as to Differences Between MPA and Related Degrees

From TASK FORCE, pg. 15

ing graduates to practice their profession. The field of public administration is thus more akin to the nature of law, business, medicine, urban planning, social work, or public health than a traditional academic discipline. For pre- and mid-career students who already have academic and professional degrees, the MPA becomes a supplementary or supervening degree. Thus for pre-career or mid-career students the MPA and its values of public service, provide a professional and intellectual center of gravity for the practice of public administration that we believe must be focused on and the demands in appointing excellence in both the education and practice of public administration.

The Issues

In the nearly a century since professional training in public administration began, several degree programs have sprung up in addition to the original master's degree in public administration. These include the master of public policy (MPP), master of management, and master of public affairs (MPA). The reasons for this profusion are intellectual, institutional, and driven in part by universities and political stakeholders in the market for change. Taken as a whole, these overlapping, related, but different, degrees are an amalgamation of different popularisms, biases, foci, perspectives and favored theories and methodologies.

Another possible factor contributing to the blurring of the distinctiveness of public administration and the MPA degree may also be the significant change in the breadth and nature of public administration. Forty years ago, governance was largely what government officials did to carry forward the nation's goals and the career government officials were, for the most part, the persons directly involved in governance. This is still the case, but today there is wide agreement that they are not the only ones involved in the governance process. Enormous growth in volunteering and the growth out of programs and functions that were once governmental to nonprofit organizations and private corporations has raised awareness that governance in many instances has become a delegated, shared, collaborative enterprise that often crosses come or all sectors. This is so much the case that texts and journal articles sometimes equate governance with contracting out and network collaboration, and the core values of governing such as representativeness, responsiveness and responsibility are marginalized in favor of significant local and national decision-making, the concern of these two degrees, less important managerial concerns like producing deliverables on time and under budget.

This tendency to coalesce the public administration and public policy degrees only reflects the general confusion that has come to surround the MPA and related degrees.

The proliferation of sites and contexts of governance has not eliminated the differences between government, nonprofits and private contractors. Rather, it has made governing much more complex and raised a host of issues at the interface between the three sectors. Most important for purposes of this report is the fact that the changes have worked to diminish both the understanding and appreciation of the unique importance of career public administration as a grounding for public service, no matter in what sector that service is performed.

The resulting diversity can be construed positively. It can be argued that it enriches academic discourse and attracts good scholars. It offers students choices, provides faculty opportunities to pursue particular intellectual paths, and gives institutions distinctive ways to attract and retain graduate students. Employers, particularly those in metropolitan areas where there is a variety of needs, may benefit because they can more readily find persons with the particular or specialized skills or knowledge they want.

Despite these plausible advantages, however, the proliferation of both action-setting and degree programs has produced confusion about the differences among them and obscured what we believe to be the core mission and values of academic public administration and the specific focus of the MPA as a professional degree. To understand the depth of confusion about the MPA and “MPA-related degrees,” one need only examine Wikipedia’s articles concerning degrees in public administration, public policy, and public affairs, to which the National Association of Public Administration and Affairs (NASPAA) features links to these articles on its home page. These descriptions acknowledge some differences between the MPA, which tilts toward “operationalization” and “implementation,” and the MPP and the “similar” Master of Public Affairs, which lean toward “policy analysis” and “design.” But the description goes on to emphasize how these degrees have “blended and converged.” According to the Wikipedia articles, “the typical core curricula” for both the MPA and the MPP begin with courses in microeconomics, public finance, research methods, and statistics; these four courses are listed in precisely the same order in the separate articles about each degree. Core courses for both degrees also include policy analysis, ethics, public management, geographic information systems, and program evaluation. This tendency to coalesce the public administration and public policy degrees and the lack of clear differentiation about what has come to surround the MPA and related degrees. The facts are that not only are the MPA and “MPA-related degrees” quite different, but that the richness of “MPA-related degrees” is not directly translatable, nor simply a matter of insertion, into a professional public administration curriculum, at least not without thoughtful planning.

MPA programs are meant to be, and should be, unique. They must consciously and deliberately prepare students for highly challenging careers in the administration of government agencies, and in nonprofit or philanthropic entities serving the public good or interest. This does not mean that someone with an MPP or MPA cannot be a competent public administrator or that someone with an MPA cannot be a competent policy analyst or knowledgeable concerning international affairs or administration. It does mean, however, that the curricula for the degrees should be different or distinct enough to maximize the job effectiveness of the degree recipient’s chosen career path. The wide variation that exists among the different degree programs can serve this purpose rationally and beneficially only if the distinctiveness of the MPA, and indeed that of each of the related degrees, is made clear.

Unfortunately, this is not presently the case. NASPAA’s accreditation process and the U.S. News & World Report’s rating systems (the problems of which would entail a lengthy analysis) tend to cluster and synthesize assessments of sometimes profoundly different programs, making it more difficult for any one degree type to maintain a distinctive profile. Perhaps the most significant source of incoherence and overlap derives from the efforts of institutions to recruit and retain students. In doing so, institutions have understandably sought to enhance programs in the most encompassing terms possible rather than specifying what they can best equip students to do. For example, one institution informs prospective students that they "will be prepared to work in positions of influence at the interface of business, government, and nonprofit organizations." This may indeed be the case depending on the structure and length of the degree program, the quality of the faculty, and the status of the university, but it is a claim that should not be made lightly.

A lesser but contributing source of incoherence and overlap may lie in the quite natural tendency of program faculty to mold their courses to their research interests. This is not necessarily detrimental and, indeed, is beneficial, if it does not displace important elements of a professional curriculum. But faculty are often as unclear about the differences in the MPA-related degrees as ever were the students, and an overemphasis on their own interests in such circumstances can contribute to incoherence and result in students not receiving knowledge that will be important to their chosen career path.

In light of these concerns and trends, the Task Force believes that the first step in enhancing excellence in public administration education and the distinctiveness of the MPA degree is to reassert and re-categorize its mission and values. Although the three degrees we are considering have some shared attributes, we believe the MPA is, and ought to be, distinctly different from those in the realm of policy, management, and public affairs. To make such analysis we turn here to what we believe should be the core of public administration.

Watch for part two “The Core of Public Administration” of this series in the June issue of PA TIMES.

Task Force Chair Nicholas Henry may be reached for comment at nich_henry@georgiasouthern.edu

Call for Papers and Panel Proposals

2008 Southeastern Conference for Public Administration (SECoPA) Conference

"Surviving Change, Fostering Excellence, and Enhancing Innovation in Public Administration"

The conference will be held September 24-27, 2008 in Orlando, Florida, and hosted by the Central Florida ASPA Chapter and the Department of Public Administration of the University of Central Florida. We encourage proposals that emphasize innovative approaches to nonprofit management.

To submit a manuscript or panel proposal, please visit: www.ce.ucf.edu/secopa2008. To formulate the proposal form and provide a 500 word abstract of your paper. Proposal should be submitted electronically by June 6, 2008.

Looking for a public service job?

www.OurPublicService.org
The focus of the conference is on exploring and developing innovative practices for public administration to address the growing diversity of communities around the country and the world. It emphasizes the importance of context and culture on the sustainability of innovations, and ASPA's role in supporting public administration globally from a U.S. perspective.

The practice and theory of public administration is at a crossroads. Communities are becoming increasingly diverse due to globalization, market competition, and in some cases open borders. Together these phenomena have created new opportunities and challenges that traditional public administration structures and practices are not designed to address. This conference seeks to provide a platform on which to build a new knowledge base that can help inform public administration practice and theory in the midst of diversity.

Soon you will be able to submit your proposals. Proposals will be accepted for traditional panels and paper presentations, and for practitioner-focused Discussion Circles: Ask an Expert sessions. The “Discussion Circles: Ask an Expert” sessions are a new presentation format that promotes dialogue and valuable information exchange among practitioners and scholars in an effort to support public administration practice and theory.

**Review of Internationally Submitted Spanish Language Proposals**

In keeping with the conference theme, we will solicit and accept Spanish-language panel and paper proposals submitted by scholars and practitioners from outside the U.S., especially Latin America. We will review these based on the same criteria and process as English-language proposals. The Program Committee is not anticipating any problems for referencing the proposals written in Spanish since the two co-Chairs are both fluent Spanish speakers and there exist a large number of U.S. academics and practitioners who are also fluent in Spanish and will be willing to review these proposals. The Host Committee is exploring potential funding sources to cover the cost of bilingual English-Spanish translation in one room in one day of the conference. If this is not financially feasible, accepted Spanish-language papers could be presented in Spanish. Their authors will make available one-page English abstract during the sessions, under procedures developed by the Conference Management Committee.

**Program Chairs**

Jean-Claude Garcia-Zamor, Florida International University

Patricia de Lancer Jahn, Utah State University

**Deadline: July 18, 2008**

**PROGRAM TRACKS**

1. **Nonprofit Sector**
   - Exploration of the increasing relationship between the nonprofit and public sectors
   - Societal implications of the growing reliance by nonprofit organizations upon public funding
   - Strategic planning and marketing in the nonprofit sector
   - Financial management of nonprofit organizations
   - Internationalization of the nonprofit sector

2. **Local Government Finance**
   - E-commerce
   - Outsourcing
   - Unfunded mandates: Responding to federal demands with decreasing financial support
   - Economic development in global communities

3. **Performance Management**
   - Measuring outcomes in the midst of diversity
   - Evidence-based management
   - Performance management and accountability
   - Developing effective performance measurement systems

4. **The Public Administration of Immigration**
   - How important is diversity to immigration policy and practice?
   - How do street-level bureaucrats interpret the law?
   - What is the relationship between immigration, border security and homeland security?

5. **Governance and Emerging Technologies**
   - E-governance in the age of diversity
   - Effective use of technology in public administration
   - The future of E-governance

6. **Environmental Issues**
   - The politics of environmental issues
   - The challenges of global warming
   - The economic consequences of alternative fuels
   - Social Equity and environmental justice

7. **Emergency Management**
   - Natural disasters: mitigation, preparation, response and recovery
   - Emergency management and Homeland Security
   - Bio-terrorism

8. **Professionalism and Ethics**
   - Increasing professionalism in the management of nonprofit organizations and other government contractors
   - Democracy and Social Justice
   - Ethics, corruption and leadership in a global context
   - Accountability and transparency in the public sector

9. **Housing Policies and Community Development**
   - Affordable housing for all: Are we there yet?
   - Regulating the mortgage industry
   - Addressing the needs of diverse communities

10. **Citizen Engagement**
    - Citizens, customers, or residents: whom should we serve?
    - Should legal status make a difference?
    - The meaning of civic engagement for contractors and NGOs

11. **Personnel Administration**
    - New approaches in the recruiting, hiring, and retention of diverse workforce
    - Women in the workplace: has the glass ceiling been shattered?
    - Cultural competency, diversity, and the changing face of public administration

12. **Transportation and Communications Infrastructure**
    - Accessibility versus protection: The dilemma of homeland security
    - The aging of infrastructure in the US
    - Regional infrastructure and development

13. **Reciprocal Learning Across Borders**
    - "Smart practice" innovations from other countries
    - Diffusion and adoption of governance innovations across borders
    - Public administration and development in the global village

14. **Founders' Forum**
    - Research that is academically oriented
    - Research that is methodically robust
    - Research that is historically grounded

Proposals now being accepted on ASPA's website

www.aspanet.org
**Nebraska Chapter Organizes Proclamation Ceremony for PSRW**

The Nebraska Chapter of ASPA organized a Governor’s Proclamation ceremony with Nebraska Governor Dave Heineman. The ceremony was held at the State Capitol on April 11th. Governor Heineman proclaimed May 5-11, 2008 as Public Service Recognition Week (PSRW) in Nebraska. The School of Public Administration at the University of Nebraska-Omaha co-sponsored the event. Pictured above are Scott Bosich, Nebraska Chapter President, Patricia Langer, board member, Governor Dave Heineman, Perry Pitsch, board member and Mike Stelkovich, board member.

**South FL Chapter and Miami-Dade Parks Deliver Easter Baskets**

Bill Solomon

For many years, the South Florida Chapter of ASPA has joined with employees from Miami-Dade Park and Recreation to prepare Easter baskets for needy families with children. Easter Baskets are a labor of love from the Miami-Dade Park and Recreation Department employees. There are contributors and also Easter Bunnies that help put the baskets together.

This year there were 62 baskets filled with toys, coloring books & crayons, jelly beans and chocolate bunnies, all put into colorful straw baskets and wrapped in cellophone.

Although this is done in one day, it is really a year-long endeavor to collect baskets and the other gifts that are given. The group starts the day after Easter of a given year to try and get as many buggins as possible, only the candy and chocolate are left to buy just before next Easter so that all is fresh. This year the baskets were delivered to the Children’s Home Society and the Miami Rescue Mission Women & Children’s Shelter. We know that the children that get these baskets will have their day brightened.

ASPA member Bill Solomon is chief of procurement and warehouse management division at Miami-Dade Park and Recreation. Email: PBS@miamidade.gov

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Your Source for Professional Jobs in the New Public Sector

Of course we have jobs, but we are much more than a job board! PublicServiceCareers.org has the tools and resources for you to take your professional public service career to the next level.

- EMPLOYERS: We have access to thousands of professionals. Post your position and search our resumes with filters that fit your needs.

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**American Society for Public Administration**

**PA TIMES • MAY 2008**

**Page 23**
Young Leaders Concerned With Pay, Work-Life Balance

Report Says Most in Nonprofits View Career as Personally Meaningful and Satisfying

Washington, DC - A skilled, committed, and diverse pool of next generation leaders would like to be nonprofit executive directors in the future, according to a new national survey of nearly 6,000 next generation leaders. However, the survey also finds that there are significant barriers: work-life balance, insufficient life-long earning potential, lack of mentorship and overwhelming fundraising responsibilities which may prevent many younger nonprofit staff from becoming executives.

The survey, "Ready to Lead? Next Generation Leaders Speak Out," is the largest national survey to date of emerging nonprofit leaders and was produced by The Meyer Foundation in conjunction with CompassPoint Nonprofit Services, The Annie E. Casey Foundation, and Idealist.org. According to the Urban Institute, there are currently more than 850,000 registered public charities in the United States.

Key Findings

- Only one-third of those surveyed have aspirations of becoming executive directors
- Lack of mentorship and support from current executive directors in helping to pave a career path is a source of frustration

Of those who aspire to become executive directors, 40 percent reported that they are ready either now or within five years.

Leadership Laboratory for Top Federal Managers Taps Public and Private Sectors to Address Urgent National Problems

Food Safety and Veterans' Health Care Are First on New Institute's Agenda

Washington, DC - The Partnership for Public Service today announced the start up of an innovative leadership training laboratory to help the federal government tackle the nation’s most pressing issues - before they become public crises.

Through unique public-private partnerships the Annenberg Leadership Institute will tap the management expertise of the public sector, academics and federal agencies - to provide a select group of promising mid-level federal servants with cutting-edge leadership skills to address issues ranging from food safety to veterans health care.

"Inadequate leadership and weak management skills are two of the greatest impediments to effective government," said Max Stier, president of the Partnership for Public Service. "The goal of the Annenberg Leadership Institute is to build the management skills of federal managers, and improve federal agencies' performance - so ultimately they can better serve the American people."

The Partnership created the Institute because research - including the Partnership's Best Places to Work in the Federal Government rankings - consistently shows that the federal government lags the private sector in leadership and management skills. Federal workers are twice as likely as those in the private sector to report that their supervisors do not have the leadership and management skills to do their jobs effectively.

The Annenberg Leadership Institute will enlist pro-bono management training experts from corporate leaders including Accenture, Leidos, Deloitte, IDEO, and Accenture. They will serve as faculty for the Institute's seven-month program and as private training coaches for the Annenberg Fellows. The Defense Logistics Agency and Georgetown University will also lead leadership expertise to the Institute.

The Institute's inaugural class of 12 Annenberg Fellows were hand-picked by their agencies and the Annenberg Leadership Institute. They come from the Food and Drug Administration, the Department of Agriculture's Food Safety and Inspection Service, the Veterans Health Administration, the Department of Energy, the Office of Management and Budget, and the Small Business Administration.

Teams of fellows will work on projects identified as critical by their agencies and include:

- Improving agency coordination and public communication surrounding our nation's food supply. Each year, nearly 76 million people contract a food-borne illness in the United States about 325,000 require hospitalizations and about 5,000 die. In response to the recent series of food recalls, Annenberg Fellows at the Food and Drug Administration and Department of Agriculture's Food Safety and Inspection Service will work on a project to strengthen agency coordination and public communications during food recalls.

- Recruiting nearly 30,000 doctors, nurses and other health professionals to care for wounded veterans. Annenberg Fellow teams from the Veterans Health Administration will develop innovative recruiting strategies to attract the nearly 30,000 doctors, nurses, and other medical professionals VHA needs to hire to care for our wounded veterans.

- Improving employee morale at the Small Business Administration to enhance their ability to provide vital services to small businesses. Ranked low among small federal agencies in the Partnership's Best Places to Work rankings, the SBA Annenberg Fellow team will develop strategies to better engage and retain its workers.

- Recruiting more than 1,000 engineers and other employees to ensure sufficient, clean energy for the country. An Annenberg Fellows team will develop new recruiting tactics for the Department of Energy in order to attract more than 1,000 of the best and brightest engineers and other employees needed to secure sufficient, clean energy for the country.

According to Tom Fox, director of the Annenberg Leadership Institute, the Institute distinguishes itself from existing government leadership programs in two ways:

- Critical issues of national consequence will be addressed at the source - within federal agencies. The projects will address and find fixes for real needs or problems through hands-on action learning projects;

- A unique cross-section of partners will share their leadership and management expertise with the Annenberg Fellows in classroom activities, during hands-on learning projects and through one-on-one training.

The Annenberg Leadership Institute is made possible by a grant from The Annenberg Foundation. The Partnership for Public Service seeks to revitalize the federal government by inspiring a new generation to serve and by transforming the way government works. Visit www.ourpublicservice.org for more information.

The Federal Service Student Ambassadors

Great news! There is an exciting new opportunity for students interested in federal service.

The program: The Federal Service Student Ambassadors program is designed to increase interest in federal service on campuses via a corps of passionate student advocates who will actively promote public service following their completion of a federal internship. The student will be trained to do campus outreach promoting federal service.

The student will be expected to work with their Career Services office or other similar office to help with events, build federal agency relationships and generally coordinate efforts.

Who is eligible? Any student enrolling with a federal agency in Washington, DC this summer (2008) who will be returning to their campus for the 2008-2009 school year is eligible to apply.

For bonus: For students: This is a paid, year-long position, with a stipend of $2,200 and an added $300 stipend for expenses and materials.

Students can download applications at www.joiningthefediverse.org/index.shtml
Pay It Forward...

Career Advice from an ASPA Member

Steven Bobes

Webster defines career as "the general progression of one’s life, especially in one’s profession." I like to think that a career is the end result of a process of "connecting the dots." That is, moving from one position to another and ideally, each move a upward with greater responsibility.

Many of the professional administrators that I have encountered over the years, if you look at their resumes, you will find that they move from position to position, from department to department, and from agency to agency. While loyalty to one’s agency is an admirable trait, there is the possibility that after a while you become stuck in a position, with little possibility of mobility. In order to start this "game of dots," you have to get that "first job." Be sure to do your homework. Preparation and interview skills are a must. As Warren Barclay noted in his "Pay it Forward" article in July 2005, once you get an interview, take the time to study the organization and the agency, become aware of the duties and responsibilities of the position you are interviewing for, and make sure you are able to connect your experiences and abilities to those duties and responsibilities.

As you prepare for the interview, keep in mind the old adage "if you want to be treated as a professional you have to act like a professional." As preached in just about every self-help job interview book, and succinctly stated by Claire Molest in her PA TIMES "Pay it Forward" article of September 2006:

- Dress appropriately
- Keep the jewelry simple
- Don’t chew gum
- Make eye contact with all of the interviewers
- Answer questions completely, and if asked for examples make sure you provide them.

In addition, take the time to prepare pertinent questions of your own to ask at the conclusion of the interview. This is important in that it shows the interview that your interest is genuine.

Once you have gotten the job, it is time to start laying the groundwork for your move to the next dot. It is important to have a good work ethic, be ethical, and make a name for yourself. Developing good work habits early in your career will benefit you as you progress in your career. Some of the work habits that have served me over the years are:

- Always be there. Just because you accumulate a few hours of leave time is not a reason to take a day off. Reliability is an important characteristic if you are looking to make a name for yourself.
- This is a habit I picked up from my mother. She worked in county government for over 30 years. She took care of the house, the family, and rarely missed a day of work.
- Invest in your self in terms of professional development. Computer classes, business writing, even interviewing techniques. Take advantage of every opportunity to increase your knowledge and hone your skills.
- Always be willing to accept an assignment. Take advantage of every opportunity to demonstrate those skills, knowledge and abilities that you are developing.
- Volunteer inside the organization as well as outside the organization (community involvement). Volunteering inside your organization shows that you are a team player; volunteering in the community allows you to meet and interact with community leaders outside your organization. Over the years, I have led my department’s United Way campaign as well as participated on numerous internal social event committees. Outside the organization I have served on the Board of non-profit organizations, and volunteered for community events such as Summit of the Americas, Orange Bowl and Super Bowl Host Committees. These experiences have been personally rewarding and have given me an opportunity to interact with community leaders.
- Join and participate in your professional organization. Attending local ASPA meetings and participating in ASPA events will give you the opportunity to meet and talk with department heads, city and county managers. The more often you speak with them, the more likely they are to recognize your name and resume in the stack of 100 applicants seeking a position within their agency.

Finally, as you move from "dot to dot," don’t forget to always leave something behind. Be inclusive and share information, mentor subordinates in your work group, and encourage others to be the best that they can be.

ASPA member Steven Bobes has been employed by Miami-Dade County for 30 years and by the Miami-Dade County Consumer Services Department for the past 14 years. He has been an active member of ASPA for 17 years at the local, regional and national levels. He is currently the treasurer of the South Florida Chapter and National Council Representative for District III. He has served as chapter president, on the SECSPA Board and as chair of ASPA National Finance Committee. E-mail: bmv@miamidade.gov.

THE UN-COMFORT ZONE, an occasional column by Robert Wilson

Keeping The Ball Rolling

Robert Wilson

I know an advertising agency owner who never fully took a vacation. He takes his family to fairly exotic locations, but never so far that they are out of the reach of modern communication. In other words, he is never further than a cell phone call or email away. He checks in with the office several times a day—much to the chagrin of his family who want him to be fully engaged in the holiday at hand. So, he ends up snacking off under the guise of visiting the restroom, or going to the bar for a cocktail, in order to connect with his staff; a client or a prospect. His wife and kids aren’t fooled; they just sigh and accept the inevitable. I used to think he was a control freak—someone who couldn’t let go and let someone else take over—until I came to understand the concept of Momentum.

In science, Momentum is equal to Mass times Velocity. Or just think of Indiana Jones in Raiders of the Lost Ark running as fast as he can out of the tunnel while that huge stone boll rolls faster and faster after him. In business, Momentum is the point at which success begins to come easily. Business leaders jokingly refer to it as having, "paid my dues." In short, Momentum is an accumulation of acquired knowledge, skill, experience and connections. And, those who understand it... also know it can be fragile and easily lost. Sales professionals who have achieved Momentum will tell you that you must pursue a number of activities to generate sales leads: phone calls, emails, sales letters, networking events, etc. You keep it up building dozens, then hundreds of leads at a time. Then to convert those leads to sales you keep following up on each of them in a timely fashion. Meanwhile, you are still maintaining all the activities that continue to generate leads. So between generating leads, following up on leads, then turning leads into sales, you begin to feel like the guy in the circus who spins plates on top of poles—nashing from one plate to the next to keep them spinning.

No wonder these folks hate to take vacations—it breaks the Momentum they’ve spent months or years creating and they know it takes time to get it going again. Years ago when I first started giving speeches, a seasoned professional speaker advised me, "It took me ten years to quit sweating cash flow, but even so, it is still all about non-stop marketing." In other words: maintaining Momentum.

For a growing company, Momentum is the point where you have done enough advertising, marketing, public relations, networking, and so forth that business begins to flow. It is the point where you are generating the precious and often elusive word-of-mouth referrals. Momentum is about building a reputation. Acquiring it, however, doesn’t mean you can taper off on your efforts... but it does mean that your efforts will become easier.

The best thing about Momentum is that once you get it, it becomes self-perpetuating. Momentum is energizing. It keeps you on your toes. And, the rewards come quickly and regularly.

I have found this to be true in all pursuits. Even when I am writing fiction there is always a certain point in a novel that it takes on a life of its own and demands my daily attention, energy and focus until it is complete. Unfortunately, nothing quite puts the brakes on Momentum like finishing a book, or completing any other major task. The trick to avoid losing that Momentum is to begin another book or another task before you complete the first one. Then you just shift your energy over to the next project that is already under way.

Robert Wilson is a popular motivational speaker. For more information see www.jumptoyourmeeting.com. Email: robert@jumptoyourmeeting.com.
2009 Election Nomination Period Opens May 5

ASPA's 2009 National Council Recommendation Form

Vice President ___________________ Electoral District (one) 1 2 3 4 5

General Information

Name: ____________________________

Gender: Male _______ Female _______

Date of Birth: ___________ Ethnicity: ________________

Title: ____________________________

Place of Employment: ____________________________

Address: ____________________________

City, State, Zip: ____________________________

Telephone: ____________________________ fax: ____________________________ e-mail: ____________________________

Educational/ASPA Information

Number of years as ASPA member: ____________________________

Current chapter membership(s): ____________________________

Current section membership(s): ____________________________

Has the individual served on National Council ______

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

Highest educational level achieved: ____________________________

If nominated, is individual willing to serve? ______

Other Information

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

• Contributions to ASPA such as offices held in chapters and sections, service on national committees, regional and annual conference participation and publications.

• Contributions to the field of public administration.

Recommended by: ____________________________

Daytime Phone: ____________________________ fax: ____________________________

Representing: _______ Chapter _______ Section _______ Self

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

I hereby certify that the information is accurate:

Name: ____________________________ Signature: ____________________________

Return Recommendation Form by August 4, 2008 to:

ASPA Nominating Committee, 1301 Pennsylvania Ave., NW, Ste. 840, Washington, DC 20004 or Fax to (202) 638-4952

ASPA ELECTION CALENDAR

2008

May 5
Recommendation period opens

August 4
Deadline for receipt of recommendations

August 18
Nominating Committee selects slate

September 1
Nominees announced in PA TIMES and on ASPA website

October 10
Petition period for nominees closes

October 24
Ballots mailed

December 26
Deadline for receipt of ballots

2009

January 5
Ballots counted

February 1
Results announced in PA TIMES and on ASPA website

February 13
Appeals period for elections ends

March 23
Election results announced at ASPA Annual Conference
UNIVERSITY POSITIONS

Co-Directors, Center for Ethics in Public Life
The University of Missouri-St. Louis

The University of Missouri-St. Louis invites applications and nominations for two Co-Directors for the newly established Center for Ethics in Public Life. The Center, created with funding from the Missouri State Legislature, was established in 2007 to provide ethics education and resources to those engaged in public service as well as to conduct research on issues of ethics in public policy and administrative settings, especially at the state and local government levels. The directorship will be shared jointly by Academic and Practice Co-Directors who will work together to manage the Center administratively and offer educational and outreach programming to the public and public officials, and to engage in research.

Co-Director Academic

The ideal candidate for Academic Co-Director will be a scholar with a demonstrated capacity to integrate research on ethics in public life, disseminate research findings, and provide service to the community. He or she will have demonstrated both expertise with and, personal commitment to, the highest standards of effective leadership in public service and values-based professional ethics. The successful candidate must have an earned doctorate in an appropriate discipline and be eligible for tenure at the level of associate professor or professor in Public Policy Administration, Political Science or other relevant discipline. The position will be structured as a half-time administrative and half-time academic appointment with a teaching load of two courses per academic year in the appropriate discipline.

Co-Director Practice

The ideal candidate for Practice Co-Director will have an academic degree and 10 or more years of professional experience in an appropriate field, preferably in elected, appointed, or career public service or an appropriate combination of education and experience. As the Center for Ethics in Public Life will actively engage academic units on campus in carrying out its mission, knowledge of and skills in working in an academic environment are highly desirable. This is a full-time administrative position, although a part-time or courtesy academic appointment in an appropriate department may be possible depending on qualifications and interest.

Assistant or Associate Professor
The Department of Political Science and Public Administration
Ankara University

The Department of Political Science and Public Administration at Ankara University is seeking applicants for a tenure track position at the Assistant or Associate Professor level with a starting date of August 2008 or January 2009. Qualified applicants must have completed a Ph.D. in public administration, public policy or a closely related field. Additionally, applicants must provide evidence of scholarly research and either experience or demonstrated potential for graduate level teaching.

Review of Public Personnel Administration Symposium Call for Papers

HRM in Public Service: The State of the Field

In celebration of its 30-year anniversary, the Review of Public Personnel Administration revises its call to submit articles on human resources and government employment practices. The symposium seeks to commission approximately five articles (invited and/or commentary) from various theoretical and methodological perspectives, but will accept a maximum of four HRM articles in public service. A set of case studies, legal analysis, empirical research, and normative essays is sought.

Topics of particular interest include:
1. Current state of the field
2. Changing labor-management relations
3. HRM strategy and performance
4. HRM changes, technology and new technologies
5. Contemporary issues in core functions of HRM
6. Theoretical approaches to HRM research
7. The labor market and HRM

Proposals to write articles should be approximately 500 words and submitted by June 30, 2008. Proposals should include title, description of approach, and linkage to symposium theme. Articles should be approximately 25 double-spaced, typewritten pages plus notes, references and exhibits. The proposals will be selected by the Editorial Board, completed papers will be due by December 2008, and authors' suggested revisions and final manuscripts will be due by April 2009.

Decisions on submission will be made by the Guest Editor, Jonathan P. West (University of Miami), in consultation with the Associate Editor for Special Features and International Outreach. The Editor of ROPPA will make final judgments regarding acceptability for publication in the journal. Articles will be refereed by anonymous reviewers, and they will be expected to meet standards of scholarly excellence. A style guide for the journal is available on the ROPPA website: http://roppa.uncw.edu.

Proposals should be sent to a personal email address to the Guest Editor at jpw46@umiami.edu. Please also direct any questions to Jonathan West.

ROPPA is published by ASPA's Section on Personnel Administration and Labor Relations (SPALR). Complete position descriptions may be viewed at www.umsl.edu/services/ethics

The University of Missouri-St. Louis, established in 1963 as part of the University of Missouri system, is the largest public university in the St. Louis region. In its role as a metropolitan research university, UM-St. Louis provides quality undergraduate, graduate, and professional instruction to St. Louis' diverse population, while it contributes to economic development. The University of Missouri-St. Louis is an affirmative action/equal opportunity employer committed to excellence through diversity.

The positions will begin on or after May 1, 2008. Review of applications will begin April 1 and continue until the positions are filled. Please apply electronically by sending a letter of interest, curriculum vitae, and letter and contact information for at least five academic/professional references to Nancy Kinney, Ph.D., search committee co-chair, at centerforethics@umsld.edu or mail documents to University of Missouri - St. Louis, Center for Ethics in Public Life, One University Boulevard, 362 SSB, St. Louis, MO 63121 or fax to 314-516-3596. Requests for information may be made to the same email address or by phone at 314-516-5273.

Assistant or Associate Professor
The Department of Political Science and Public Administration
Ankara University

The Department of Political Science and Public Administration at Ankara University is seeking applicants for a tenure track position at the Assistant or Associate Professor level with a starting date of August 2008 or January 2009. Qualified applicants must have completed a Ph.D. in public administration, public policy or a closely related field. Additionally, applicants must provide evidence of scholarly research and either experience or demonstrated potential for graduate level teaching.

A successful applicant should be able to demonstrate a thorough grasp of the history and theory of the fields of public administration and public policy as well as have a strong teaching and research background in one or more of these areas: public budgeting and finance; organizational theory and behavior; public administration ethics; research design and methods; program evaluation; information technology policy; non-profit management; and decision analysis. The ability to teach online or web-enhanced courses and familiarity with GIS analysis would be bonuses.

The department is seeking candidates who can demonstrate the capacity to participate in program development and who have an active interest in working with graduate students, including serving on dissertation committees and promoting student research.

Ankara University, the urban campus of Ankara University, hosts a NASPA-accredited MPA program as well as a Masters in International Relations that is taught on Maxwell Air Force Base, a Masters in Political Science, and a Bachelor's program in Political Science. Ankara University Montgometry also offers a joint Ph.D. program in Public Administration and Political Policy with the graduate faculty at the Ankara campus of Ankara University.

Applications should include a letter of interest, curriculum vitae, a statement of teaching philosophy, a description of the candidate’s current research program and copies of published work, samples of teaching evaluations, and syllabi for pertinent courses.

Review of applications will begin on May 10, 2008 and continue until the position is filled. Ankara University Montgomery is an affirmative action/equal opportunity employer and encourages applications from women and minorities. You can visit the departrnent website at www.aau.edu/pssa.

Send applications to: Dr. Bradley Moody, Chair, Political Science/Public Administration Search Committee, Department of Political Science & Public Administration, Ankara University Montgomery, P.O. Box 244023

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

Contact: cjewett@aspanet.org

View and Post Job Ads Online

www.PublicServiceCareers.org
May 2008

5-11  Public Service Recognition Week
More Info: www.excelgov.org

29-30  Public Administration Theory Network (PAT-Net) Annual Conference
Public Administration At The Margin
Location: Richmond, VA
More Info: www.hos.vcu.edu/gov/patc

May 31-June 1  Teaching Public Administration Conference (TPAC)
Reproducing the Field of Public Administration
Location: Richmond, VA
More Info: www.hos.vcu.edu/gov/patc

June 2008

7-8  4th Sino-U.S. International Conference on Public Administration
Improving Government Performance
Location: The State University of New Jersey (Rutgers)-Campus at Newark, NJ

12-14  The Fourth Transatlantic Dialogue
Location: Bocconi University, Milan, Italy
Theme: "The status of inter-governmental relations and multi-level governance in Europe and the US"
More Info: www.FAD.org

July 2008

27-30  AGA's 57th Annual Professional Development Conference & Exposition
Building on the Dream: Shaping a Culture of Accountability
Location: Atlanta Marriott Marquis,
Contact: Ada Phillips
ophillips@agacgfm.org
More Info: www.agacgfm.org/pdc

28-29  Transforming Bureaucratic Cultures: Challenges and Solutions for Public Management Practitioners
Hosted by: ASPA and The Public Manager
Location: Renaissance Baltimore Harborplace Hotel

September 2008

21-24  ICMA's 94th Annual Conference
Location: Richmond, VA
More Info: www.icma.org

24-26  2008 International Conference on Public Administration, 4th Annual ICMA
Location: University of Minnesota
More Info: donmenzel@tampabay.rr.com

October 2008

22-25  2008 Southeastern Conference for Public Administration (SECAPA): Surviving Change, Fostering Excellence, and Enhancing Innovation in Public Administration
Hosted by: Central Florida ASPA Chapter & Department of Public Administration at University of Central Florida
Location: International Plaza Resort and Spa, Orlando, FL
More Info: SECAPA@mail.ucf.edu and www.ca.ucf.edu/secopa2008

*Items listed in blue are conducted in affiliation with ASPA.