IN MEMORY AND HONOR

of Those Lost, Those Found and Those Still Searching

A New York City fireman calls for 10 more rescue workers to make their way into the rubble of the World Trade Center on September 14, 2001 days after the September 11, 2001 terrorist attack. (U.S. Navy Photo by Jim Watson/Getty Images)

Family members of victims killed during the September 11 terrorist attack on the Pentagon created a makeshift memorial with photographs, cards, flags and flowers, dedicated to their lost loved ones outside the damaged building. (U.S. Army photo by 550 John Yalcen)

“"This country will define our times, not be defined by them.”

—President George W. Bush, September 20, 2001
The American Society for Public Administration wishes to express our heartfelt sympathy to the families and friends of the victims of the airplane hijackings and terrorist attacks in New York City and Washington, DC. We share the nation’s horror at these events.

We are proud of the many public servants and other individuals who have been working under dangerous conditions, tirelessly and heroically, to see us through this catastrophe.

We pray for the safety of our friends, members and public service colleagues employed at the World Trade Center and the Pentagon, for the victims of the attack, their families and friends.

We believe in this country and the strength and resilience of its people and are confident that together we will surmount this tragic situation and be stronger for it.

“Let the public service be a proud and lively career. And let every man and woman who works in any area of our national government, in any branch, at any level, be able to say with pride and with honor in future years: ‘I served the United States government in that hour of our nation’s need.’”

—PRESIDENT JOHN F. KENNEDY, 1963

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The Field

The Next Public Administration Revolution

Don Kettl

When terrorist planes slammed into the World Trade Center and the Pentagon, the first foot soldiers in the war against terrorism were front-line public administrators. Countless survivors told of firefighters racing up the stairs as workers evacuated running the other way. The firefighters thought only about doing their jobs—saving lives—and hundreds of them lost their lives in the effort.

In the smoldering aftermath, the sight of hundreds of rescuers picking carefully through the rubble reminded us that government isn’t only an institution. Government is people—police officers and first responders, air traffic controllers and defense workers—on whom Americans depend.

In a way unmatched in history, Americans had a chance to watch public administrators at work and, sometimes, under attack. They saw countless cases of unmatched bravery. Behind the scenes, state and local governments across the country mobilized to prepare for the possibility that the attacks might spread. The broadcast heroism, in fact, only hinted at the way that government workers rose to the challenges of their jobs.

Americans won’t soon forget these images. Those who do the public’s work won’t ever be able to go about their routines in quite the same way. How public administra-
tion—and public administrators—rose to the test case only enhance the field and those privileged to serve in it.

The real work—how to refashion the field to master the enormous new challenges facing it—begins now. Public administration will only become more important, but its job has been dramatically transformed. Consider some of the basic questions.

Coordination. In probing possible intelligence failures, analysts quickly focused on the old rivalries between the CIA and the FBI. They poked into the historic division of responsibility, between the FBI’s emphasis on domestic terrorists and the CIA’s focus on international problems. The proposals for a single national anti-terrorist agency recall the post-World War II plan—and the new challenges that spilled out of it—that combined the military services into a single Department of Defense.

During the attack and its aftermath, the coordination problem boiled over everywhere. Federal officials bluntly admitted that they had no procedure for notifying federal agencies in Washington about a possible attack. Washington Mayor Anthony A. Williams complained that federal officials failed to inform him quickly enough about critical decisions they were making, while District officials discovered they lacked a citywide antiter-
rorist plan. New York’s emergency management officials discovered that they had planned for every contingency but didn’t anticipate having their communica-
tions system virtually wiped out. Creative managers tried almost unimaginably inventive in putting the operation back on its feet. Around the country, local officials discovered that their emergency response plans, devised for hurricanes or floods, were inadequate to manage a terrorist attack.

Everyone agrees on the need for better coordination. Events that emerge outside routines always cause public agencies to scramble. As the federal government gears up its new Office of Homeland Security, it’s clear that public administration will become even more central in strengthening the coordination among public programs—and that public administration will need to learn to be even lighter on its feet to adapt to problems that fall outside the routine.

Privatization. The terrorists slipped through the security checkpoints at multiple different airports. While the airport security operations, managed by private contractors were porous, federal policy was inadequate as well. In fact, before September 11, flyers could board planes carrying knives with blades up to four inches long. The failure was not so much one of privatization as of effectively forging a public-private partnership—the right governmental policy matched by effective implementation through a contractor network— that was up to the job.

Since the disaster calls have arisen to governmentalize everything, from sky marshals to airport security. Whatever eventually emerges will surely create new public-private partnerships, among federal policy makers, local airport authorities and the airlines. It’s clear that public administra-
tion will be even more important in figuring out how to structure and manage this evolving partnership.

Strategic thinking. The attack revealed simmering problems in the nation’s approach to public administration. When confronted with a new problem, the instinct has long been to reorganize instead of asking how best to solve the problem. When facing a budget crunch, the instinct has been to downsize the number of public employees instead of asking what skills the government needed to get its jobs done. Comptroller General David M. Walker for years has been sounding the alarm about the government’s “human capital” problem. That phrase takes on new meaning when the FBI can’t find enough Arab-speaking agents to operate wiretaps and when officials across the government struggle to manage the critical public-
private partnerships on which security depends.

It’s clear that public administration will have to be even smarter in assessing what people are needed with what skills in what places. The research community will need to focus on a new breed of analytical problems. Teachers will need to train the workers the government most needs.

If the tasks are daunting, the steps that need to be taken were, in fact, already in motion before the attacks occurred. A quiet revolution in public administration was well underway, with some radical thoughts about improving the productivity and responsiveness of government services. The fruits of that work were evident for the world to see in the heroic action of emergency workers in New York and Washington.

The fundamental nut to crack now is this: We manage our organizations along functional lines—such as fire, police, intelligence and defense. However, the problems we need to solve increasingly are place-
based—whether emergency response to catastrophic fires at the World Trade Center or a coordinated campaign against terrorist cells around the country.

We shouldn’t move away from public adminis-
tration’s traditional foundation of function-
ally structured organizations. But we need to get much smarter, much faster in how to match functional organizations with place-
based problems.

Tom Brokaw’s The Greatest Generation celebrated the work of ordinary Americans—our fathers and mothers, grandchildren and grandmothers—who rose to the challenge of World War II. The often-unrecognized story is the critical role that public administration—and public administrators—played in winning the war. The field’s greatest thinkers converged on the problem and smart managers quickly devised new systems to shape the war effort. Their work established them among the great of “the greatest generation.”

The administrative problems we face are even more complex than those in World War II. The enemy hides in the shadows and the campaign demands unprecedented administrative coordination. The challenge for public administration today is to stand as tall as the generation of administrators who helped win World War II. The first step is for administrators and academics alike to insist in the public administration revolution and to crack its toughest theoretical and practical problems.

ASPA member Don Kettl is a professor at the L�afollette Institute of Public Affairs at the University of Wisconsin in Madison. E-mail: Kettl@lafollette.wisc.edu

The events of September 11, 2001, have shocked and saddened all of us. The International Personnel Management Association wishes to extend our condolences to the families and friends of the victims of the terrorist attacks on the World Trade Center and the Pentagon, and the plane crash in Pennsylvania.

IPMA lauds the heroic efforts of relief workers and others striving to ease the pain of those directly affected by this terrorist act. We live in a great nation and support those whose job it is to make certain that it continues to be such every day.

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Reaching Out...
Emergency Management

Where Do We Go From Here?

Frances Edwards-Winslow

The attack on our country has left all of us in a state of shock and amazement, and for many of us it is more intense. The loss of friends and colleagues, the loss of a special place with personal meaning, the loss of a sense of personal safety, all have to be mourned. We are experiencing Critical Incident Stress, a condition well known in the emergency response community, but seldom experienced on such a large scale.

First we have to grieve. As a nation we lost a treasure of public servants: active duty military personnel and their support staffs in the Pentagon, first responder rescuers from the Police and Fire communities at the World Trade Center; and also the senior staff of the Port Authority of New York and New Jersey, and the staffs of other public agencies housed in the famous towers. We have to grieve and find meaning in this senseless and devastating act.

Second, as a nation we have to re-learn the lessons of civil defense. When Jerry Bauer built the Emergency Operations Center (EOC) in Tower 7 he announced at a conference that it was the only biological war prepared EOC in the United States, with filtered air and bulletproof glass.

While the staff was working to relocate vital resources, the New York City EOC collapsed with Tower 7 at 5pm. Although none of the New York City Office of Emergency Management staff members were killed, some were injured and even hospitalized. The events of September 11 show that vulnerability cannot be achieved. Emergency Operations Centers need to be in low visibility locations with limited exposure to likely attack. In the old days of civil defense they built concrete bunkers. Today we have to be smart about the issues of security and proximity.

We also need to accept individual responsibility for the safety of our society, beginning with the security of our surroundings. Report out of place parcels and boxes to security personnel. Require badges of all personnel, escorts for all visitors, and report unaccompanied strangers to security. Lock all outside doors, with one central entrance point staffed by attentive security personnel who check for identification. Closely monitor food handling and HVAC areas. For those of us who directly serve the public, heightened surveillance is also important in libraries, community centers, permit centers and other places where our public customers come to do their business. Vigilance is our best weapon against a stealth attack, starting right where we work.

Third, we have to build for the new reality of war here, on American soil. Funds for weapons of mass destruction preparation have to be directed at the local level. It was New York City police, fire and EMS personnel who were on the scene to rescue victims. State and federal resources arrived much later. Funds for preparedness and response have to be adequate at the local level to support appropriate training and equipping of local personnel for those first crucial hours. Federal financial assistance is essential to maintain local capability over time. Mutual aid agreements among communities have to be strengthened, and reach across states, and across state borders. The Incident Command System has to be institutionalized throughout the first responder community-police and EMS as well as fire-so that mutual aid personnel can fit into existing command structures and make immediate and meaningful contributions at a disaster scene.

Community warning systems have to be reengineered or replaced. After the nuclear threat was perceived to have passed, many communities abandoned their civil defense sirens systems. Today many large cities in the United States have no community warning system. Telephone based community alert networks are impractical for large cities with an ever-changing population base that speaks dozens of languages. An audible alert system is needed in every American community, and it must be tested every week, and properly maintained.

Hundreds of people died in hijacked aircraft. Hundreds of first responders died trying to save others. Thousands of people fell victim to three terrorist explosions. Tens of thousands of family members are left with orphaned children to raise, left without a primary financial provider, left without a child to help them in their old age. What can we as a society do to work through our terrible sense of grief and loss, and find a meaningful memorial?

This is their memorial: that we have a new vision of public service as the place where we put our best effort, that we have a new understanding of our vulnerability and that we learn to truly cherish each other, because, as Fire Chief Ray Downey reminded us before his death, "sometimes goodbye really is goodbye."

ASPA member Frances Edwards-Winslow is chair of ASPA’s Section on Emergency and Crisis Management. E-mail: frances.winslow@csi.sj.ca.us

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In 1971, a group of visionary members of the National Capital Area Chapter of ASPA acted on their belief that practitioners in public administration deserved their own journal—of, by, and for practitioners. They published the first issue of The Bureaucrat (now The Public Manager) in Spring 1972.

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Air Transportation

Will New Policies Enhance or Devastate Air Travel?

Scott Turry

Over the last several years the aviation community has wondered and worried about the prospect of a transforming event in our nation's air transport system. Individuals from industry, government, and academia debated whether the system was heading towards a catastrophic event that would change the industry and its role in the nation's economy in ways that were beyond comprehension. Even in the face of evidence that such an event was increasingly likely as the system expanded and meaningful reforms were postponed or watered-down, industry representatives and policy makers seemed unable or unwilling to take the necessary steps to reduce its probability. To explain the inaction of government and the intransigence of industry, industry observers pointed to a history of addressing problems only after they reached the stage of crisis. Prior to the tragic events of September 11, one might have assumed that the concern of the aviation industry was focused on terrorism and its potential to wreak havoc on our nation's air transport system. That assumption would have been wrong. Terrorism and aviation security have been side issues in most high level discussions about America's air transport system.

Attention had been focused on the potential for gridlock at our nation's major airports, the enormous costs of flight delays, and the possibility that such congestion might lead to a catastrophic midair collision involving large commercial airliners. Frustrated by the relative lack of action on what they believed to be a crisis in the making, some observers argued that it might require a catastrophic event large enough to affect the broader economy, for policymakers and the public to take seriously the situation confronting our air transport system. Fortunately, no such incident had occurred, until September 11. Unfortunately, the system remains on its original track without the prospect of substantive change.

In the wake of the suicidal hijacking of four commercial airlines, few people are talking about the system's capacity deficiencies and their impact on the long-term health of our air transport industry and the broader economy. As one might expect, the agenda is now dominated by concerns for airport and airline security. The flurry of policy making in the last week has extended well beyond the immediate concerns about box-cutters, flight deck doors, and how pilots are trained to respond to hijackers. The FAA is promising face-reaching and broad ranging changes that seek to address deficiencies in security screening procedures, employee background checks, access to aircraft and operational areas, and the potential for air-bombings and other acts of violence.

This is perfectly understandable given the magnitude of last week's catastrophe, but policy makers and the public must not address the issues of terrorism and aviation security in a vacuum. New rules and regulations need to carefully balance our nation's security needs with the realities of the air transport system as a profit oriented industry and a critical component of our transportation infrastructure. Elected officials and pundits can be forgiven for saying in the wake of monumental disaster that security must be air transport's number one priority, but they must be reminded that a secure, but unprofitable and inefficient air transport system would epitomize the concept of a hollow victory.

The industry has evolved in ways that make some of its core regulations and changes problematic. One must ask whether the benefit to security is worth the cost to the industry and the traveler. Take for example the rule that restricts areas beyond the security screening checkpoints to ticketed passengers only. Two decades ago this would have amounted to a simple inconvenience for passengers and the people that see them off or meet them at their destinations. Today it is a significant issue for airports that have redesigned their terminals to offer restaurants and retail stores close to boarding areas. Airports increasingly rely on income from these concessions beyond the security screening areas to cover their expenses and reduce the fees and changes paid by the carriers. Reductions in these revenue streams will eventually shift the financial burden back to the airlines, which necessarily pass along the burden to the traveler. Would better security screening alleviate the need to restrict access to these facilities? Parking has also become a significant revenue generator for the nation's airports. Restrictions on curbside parking not only create an inconvenience for travelers, but also limit the ability of airports to cover their expenses with parking revenues. Few airports have the luxury of surplus property where these lost parking spaces can be relocated. Once again, a reduction in non-aviation revenues will require an increase in aviation revenues at some point in the future. The combination of reduced income and increased inconvenience for travelers is a financial disaster in the making.

The airline industry has always moved in concert with the national economy. Economic slowdowns quickly translate into economic difficulties for most airlines as businesses forgo air travel and vacationers pare their budgets and stay closer to home. Our nation's economy has been slowing in recent months and airline balance sheets have been weakened. The unprecedented loss of life and destruction of aircraft and buildings last week has delivered a devastating blow to the nation's major airlines and one that may well prove fatal for some carriers. The airlines are grappling with the substantial costs of new security regulations. Do many Americans have decided to avoid airline travel. The combination might be enough to radically alter the landscape of the airline industry unless some form of intervention on the part of the federal government places the airlines on a firmer financial footing.

Unfortunately, the thought of subsidizing the nation's air carriers lacks popular appeal. The airlines have not endeared themselves in recent years to the traveling public. Delays, cancellations, and poor service have made airlines an easy mark for comedians and elected officials alike. The public will remember the almost mind-boggling pilots' salaries negotiated in recent major airline contracts. The public will also be reminded of the extravagant compensation plans for airline executives, especially those that are inexplicably receiving multi-million dollar payoffs for mismanaging their carriers to the brink of bankruptcy well before the current crisis. It is difficult to imagine that taxpayers will support a bailout or some other form of subsidy for the industry, but they probably should think of funding off further turmoil in the nation's economy.

The air transport industry is too critical to our society and economy to be uncessarily constrained by ill-considered policies that will do more to increase the industry's operating costs than they will to actually improve security. The industry is too important to be left to fend for itself in this current crisis. The government must react quickly and responsibly to place the industry on a firmer financial footing. To do otherwise invites the economic crisis that has hit the air transport sector to ripple through the broader economy. Prompt action to restore faith in the airlines is critical to the long-term health of our nation's transportation sector and overall economy.

It is important to remember that until the morning of September 11, the biggest problem confronting the air transport industry was how to expand airport capacity to meet the industry's needs in the next five to ten years. Given the length of time it takes to build new runways and expand airport facilities, it would be foolish to shift our attention exclusively to the issue of security and forget needed to plan responsibly for the future. There is little doubt that if policy makers make sound decisions, the airline industry will eventually rebound and that Americans will return to the skies. Our economy and society rely too heavily on air travel for us to allow last week's terrorist attacks to become a transforming event that inflicts significant and long-term damage on the air transport industry. A broad and balanced perspective on air transport will lead to policies that enhance security without unnecessarily crippling the airlines and prepare the industry to meet the nation's demands for air travel services well into the future.

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Passenger Profiling or Racial Profiling: Can We Tell the Difference When Threatened?

James D. Ward

Since the September 11, 2001 hijacking of four passenger jets by alleged Middle Eastern terrorists, reports of disparate treatment of Arabs and/or Muslims by airline security personnel, in efforts to apprehend any and all who may be partly responsible, have grabbed the front pages of our newspapers and headlined our television news reports.

One question we should ask ourselves is whether or not passenger profiling by ethnicity or religion is justified in light of the terror which has visited our nation. Second, is this practice, which has been dubbed passenger profiling by the airline industry, not unlike law enforcement racial profiling which most experts agree is illegal under current constitutional and statutory laws. Likewise, are those who draw parallels between passenger profiling and racial profiling mistaken?

Interestingly, studies show racial profiling is widespread under the guise of pretestual traffic stops. In 1996 the U.S. Supreme Court, in Whren v. United States, ruled that pretestual stops are not restricted by the Fourth Amendment’s prohibitions against unreasonable search and seizure. In other words, any traffic violation, regardless of how minor, may be used to stop and detain minority motorists even when race is the real motive for the stop. The 1986 Drug Enforcement Agency program Operation Pipeline, according to the American Civil Liberties Union, legitimized the notion that minorities are more likely to violate drug laws. The program aided in institutionalizing "racial profiling by training about 27,000 police officers across the nation to use pretestual stops as a means to thwart drug trafficking on the nation’s highways."

Thus, law enforcement racial profiling as it has come to be known, is illegal. However, the courts have ruled that law enforcement officers may tail motorists of targeted groups until the driver commits a minor traffic violation which becomes the justification for a stop. As that matter, the officer may fish for evidence of criminal activity.

According to the Arab American Institute (AAI) and the American-Arab Anti-Discrimination Committee (ADIC), similar patterns of behavior exist involving airline security personnel and people of Arab and/or Muslim ancestry. The ADIC’s documentation of incidents involving mistreatment at airports begins with the development of “passenger profiling systems” instituted by the major airlines. According to the ADIC, an automated system was developed and instituted in 1997 by Northwest Airlines at the request of the Federal Aviation Administration. The automated system, once adopted by all major airline carriers, uses a computer to select persons and/or luggage to be subjected to heightened security screening. For the twenty years prior to 1997, and the adoption of the automated system, a manual profiling system was used by the major airline carriers to accomplish the same objectives.

According to the ADC both systems result in a disproportionate share of “Arabs and Iranians,” who are legal U.S. immigrants, being singled out for heightened security measures, including intrusive questioning and tagging luggage differently than other passengers.

We would be remiss in failing to recognize the Histonism between some Arab passenger profiling and racial profiling as practiced by law enforcement officers through pretestual stops. With passenger profiling, computers have been used since 1997 to dictate which passengers or pieces of luggage should be subjected to higher levels of scrutiny. Determination is based upon information pertaining to flight history, among other things. Thus, one could argue that if persons of non-Arab and/or Muslim ancestry had similar flight histories the computer would be just as likely to tag them or their luggage as possible security risks.

In most instances, measures used by a majority of law enforcement officials to profile drug law violators are more similar to the manual systems used by airlines prior to 1997 to profile passengers. Just as with manual passenger profiling of Arabs and/or Muslims, law enforcement profiling has disproportionately targeted African American and Hispanic males. The reason, experts say, is that a sizeable percentage of street level drug trafficking is done by urban gang members who come from impoverished urban communities. Thus, a greater percentage of African- Americans and Hispanics inhabit our urban areas just as a greater percentage of Arabs and/or Muslims have flight patterns to and from countries dubbed “supporters of state-sponsored terrorism” by American intelligence agencies.

The events of September 11, 2001 have heightened the debate over “passenger profiling.” One point of view is that both passenger profiling and law enforcement racial profiling result in an adequate profile of the types of people most likely to be security risks or violate drug laws. Thus, one may argue: What if innocent members of such profiled groups are inconveniently subjected to harsh treatment? The end result is a safer society. To the contrary, the other point of view is that this is the best test of American democracy lies in how we treat the least popular among us.

There are cases in American political history where civil liberties, if not the civil rights, of entire classes of citizens have been suspended during times of war in order to achieve a greater societal goal. The incidents which led up to Korematsu v. United States in 1944 is an excellent example. After the attack on Pearl Harbor many Americans of non-Japanese ancestry feared an infiltration of Japanese nationals into Japanese American communities. Thus, the Congress and President Franklin Delano Roosevelt moved forward with the establishment of detention or concentration camps for people residing in the United States of Japanese ancestry. These camps were primarily in the western United States where the majority of Japanese Americans lived. Most of these loyal American citizens lost their homes, all sources of income and had their property confiscated and sold. Later, this action on the part of the our nation’s government was upheld by the federal courts on the grounds that because the nation was at war, its actions were justified under the “clear and present danger test.” This test, a result of a U.S. Supreme Court decision in 1919’s Schenk v. United States, suggested that rights to certain types of freedoms may be suspended if they present a clear and present danger to society or to the nation.

In 1988, President Ronald Reagan signed a law providing $20,000 in reparations to each of the approximately 60,000 survivors of the World War II detention camps. Thus in the end, the nation realized that its actions were not justified, even in times of war.

Several of our prominent national leaders, both in the aftermath of September’s terrorists attacks, publicly stated their opposition to airline airline security personnel using ethnicity and/or religion as the primary basis to profile passengers. The question is, can we ascertain distinctions when we are threatened?

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International Relations

International Relations in the Aftermath of Terror

Donald Klingner

On September 11, four hijacked passenger jets slammed into the World Trade Center in New York, the Pentagon and a Pennsylvania field. Both WTC towers collapsed from the heat of fires fed by aviation fuel. Over five thousand passengers, office workers and police and firefighters died.

We work through our shock, horror, grief and anger, trying to comprehend this tragedy and deal with its aftermath. Disaster and loss drive us closer to family, friends and coworkers, as we share our feelings and ideas. We have behaved differently of late, with greater courtesy and kindness. For the most part, we have avoided easy but inaccurate responses based on religious or ethnic profiling.

Before, we shrugged off international terrorism as something that happened to other people in other countries. We watched the evening news with interest and concern, but also with smug superiority. Now we are humbler and less complacent. We know that we are vulnerable to the destruction and death spawned by political and religious fanatics.

The global response to this tragedy has been a spontaneous and genuine outpouring of sympathy and concern that goes far beyond politics or posturing. People, organizations and governments are shocked, they are angry, and they wish us to understand that they are with us in our hour of need. Our September 14 noontime memorial ceremonies were joined worldwide. "Today we are all Americans," said Peter Struck, a Social Democrat parliamentary leader in Germany, speaking for many.

Some international outcomes are obvious. Airline security will become tighter, more intrusive and more time-consuming. Sporting and entertainment events will confront security issues. The era of cheap and easy air transportation that spurred the global economy is over. Airlines and travel-related rental car, hotel and restaurant businesses will suffer. These effects will spread through the economy.

But beyond these economic negatives, there are three potentially positive international implications: greater unity with Europe and Asia, greater cooperation against terrorism and greater concern for government capacity in developing countries.

Greater Unity with Europe and Asia

This terrorism may mark a new beginning for relations between the United States and Europe, which have been uneasy at times since President Bush took office. European leaders have been united in response to the attack. Said Germany's Prime Minister Gerhard Schroeder, "It's a declaration of war against the entire civilized world. Whoever helps these terrorists or protects them offends the common values that underpin the coexistence of peoples."

That does not mean our European and Asian allies will agree with us on everything. Differences will continue to exist over key issues like global warming and missile defense, for example. It does mean that these differences have been immediately and resoundingly put aside in the interests of a common threat. Their acute dismay over perceptions of an arrogant, high-handed U.S. administration going it alone in the world, out of a sense of entitlement and complacency, has lessened. America may want to go it alone in world affairs more often under the second Bush than it has in decades, but in times of real trouble, we are not alone. We have friends and allies.

Greater Cooperation against Terrorism

Potentially, this attack may mobilize and focus worldwide efforts against terrorism. UN Secretary General Kofi Annan told the UN Security Council, "all of us condemn it and those who planned it in the strongest possible terms; "[a] terrorist attack on one country is an attack on humanity as a whole." He called on all nations to work together to identify the perpetrators.

This does not mean that existing divisions between the United States and other countries (on such terrorism-related issues as arms control, racism, and third world indebtedness) will disappear. It does mean that terrorism will be a less definable policy response to perceived international injustices, at least before international political and economic organizations. Countries suspected of harboring terrorists will be under increasing pressure to disavow and expel them.

Our ability to broaden the worldwide coalition against terrorism will depend on our ability to convince our potential allies that we can make some important distinctions:

Separate our response to terrorists from our attitudes toward Arab countries and Islam. Arab states run the gamut from fundamentalist (Afghanistan) to cosmopolitan (Egypt). And Muslim fundamentalist terrorists no more represent
Three Possibilities for Fighting Terrorism Include Unity, Cooperation and Concern

Islam than the Irish Republican Army represents the Catholic Church.

Separate our response to terrorism from our policies toward Israel and the PLO. Moderate Arab countries (including Egypt) will join us against terrorism only to the extent that they see us as willing to continue working toward a fair and just peace in this region, including the creation of a Palestinian state.

A Great Concern for Building Government Capacity in Developing Countries

Bush's pointed threat to retaliate not just against terrorists but also against those who harbor them could lead to military action against Afghanistan and also against Pakistan, which has also lent support to Osama bin Laden and his followers. Pakistan and Afghanistan both denied responsibility for the attacks. Pakistan pledged its "full support" in the hunt for those responsible. While the extent to which those responses are based on fear rather than truthfulness may be debatable, it is clear that going to war against terrorists is different, and more difficult, than going to war against a country.

We in the United States assume that governments around the world are uniformly capable of ascertaining or controlling what goes on within their borders. A look at the ways developed countries differ from developing ones indicates that many governments (including those mentioned above) may not have the capacity to do this. Assuming that any country that denies "harboring" terrorists is telling the truth, then continued terrorist operations in that country must be attributed to inadequate government capacity in one of several areas: intelligence, law enforcement, criminal justice or some other area.

So developed countries interested in working together to combat terrorism must also be prepared to provide the resources (financial and technical) to increase the capacity of developing countries' governments to deal with terrorism within their own boundaries.

Of course this will not be easy. Developing nations are often deeply mired in political, social and economic issues that undermine government capacity. A thriving small arms trade in which the United States is the primary global participant sustains political unrest. And inevitably, anti-terrorism efforts will have a chilling effect on other more peaceful forms of resistance against "globalism" (or against the patterns of consumption and development that many consider a root cause of injustice and reactive violence); or even of citizen participation in more democratic and transparent governance.

These three positive possibilities are not policies, much less a unified foreign policy. But if we work with vision and determination, they can become both. And we must be forever open to the possibility that good can and does arise from evil, in this terrible tragedy as in others throughout human history.

ASPA member Donald Klingner is chair of ASPA's Section on International and Comparative Administration (SICA). E-mail: DKLlingner@aol.com

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Is this ad too long? Would you like me to shorten it?
No act of terrorism, no matter how vile and violent it is, can negate the centuries old wisdom of the sacred traditions. Last month's PA TIMES contained my article about Global Virtue Ethics (GVE) which invites persons of all countries and all religions to work together on matters that are crucial for the survival of the earth. Titled, "A Morality of Sacred Traditions," the article appeared in many mail boxes on the very day the World Trade Center was bombed.

My call to rely on the shared spiritual values that are present in all the world's major religions, seemed naive, as escalating red flames and shattered steel became a nightmare of destruction. More than one person asked me if I wanted to reconsider the worth of spirituality in a violent world. Others suggested that the values in Global Virtue Ethics were useless in the face of terror. One friend asked me, "Do you think that God has lifted his hand of protection from the United States?"

Another said, "Now you know why I don't believe in God." One thing appears certain, the bombing and its aftermath have prompted Americans to re-assess their spiritual heritage and to search for meaning in a meaningless situation.

These are uncertain times for us as people and for us as a community of public administrators. We know that ASAP members work in New York City and in the Pentagon. We have lost friends and colleagues. In the midst of tragedy the idea of public service takes on new dimensions. We are called to express our religious and our ethical values. We draw closer together. We search for meaning and we search for answers.

Ethical Issues in Terrorism
Of course there is no ethical justification for terrorism. It violates all the human decency and reasoned action that can ever be. Global virtue ethicists call for administrators whose morality is developed from the shared teachings of the world's great religions. They desire justice, peace, human rights, and a recognition of the inter-connectedness of all. These are not the characteristics of terrorists. To think ethically about terrorism is to draw on the wisdom of centuries to offer arguments for why it should not exist.

In the fourth century, Christian theologians developed a "Just War" theory which was designed to eliminate the use of brute force in the resolution of political disagreements. Still in government, it offers a way to analyze the conditions surrounding disagreements and to determine if there is enough atrocity on the part of one side to justify a declaration of war by the other. It absolutely rules out individual acts of terrorism and focuses on the requirement that war can only be declared by a competent government official to whom a country assigns responsibility for a declaration of war.

A "Just War" is a war with limited purposes that opposes real and certain danger. It protects innocent life and reduces suffering. It's goal must be to establish just relations necessary for decent human existence and the damage to be inflicted must be proportionate to the good expected. Importantly, it must discriminate against combatants and non-combatants. This means that only military installations, not non-military engaged, a city nor an office building nor a residential area should be attacked because of the innocent men, women, and children located there.

Clearly none of these conditions were met in the bombing of the World Trade Center or the Pentagon. Rather, the act of bombing them contributes to this nation being able to meet the criteria for a just war, should war be determined necessary. Those who want to think further about just war are encouraged to read Just and Unjust Wars by Michael Walzer who contends that war is always judged twice: once by the reasons given for its war and again for the means adopted to fight the war.

Conclusion for a "Just War":
Just Cause: War is permissible only to confront a real and present danger, i.e. to protect human life, to preserve conditions necessary for decent human existence, and to secure basic human rights.
Competent Authority: War must be declared by those with responsibility for public order, not by private groups or individuals.
Right Intention: War can be legitimately intended only for a "just cause.
Last Resort: Before declaring war, all peaceful alternatives must have been tried.
Probability of Success: War is prohibited if it doesn't appear the war can be won.
Proportionally: The damage to be inflicted and the costs incurred must be proportionate to the good expected.

Most public administrators, however, are not positioned to analyze the recent terrorist events from a policy development or implementation basis. Rather, their ethics must be what John Rohr calls "second order" ethics. We give our loyalty and obedience to the regime that governs us and we renew our commitment to the Constitution. Our job, as we try to return our country to normalcy, is to continue in the bureaucratic routine of keeping the government running efficiently and effectively. As fiduciaries of the public trust, our challenge is to find new ways to operationalize our support for the Constitution and the American way of life.

We have seen greatness in the acts of public servants who rushed into the World Trade Center to rescue the living and recover the dead. We have seen bravery wounded, hopeful, and revered. We have heard stories about lives given to save lives. We have been honored that government is once again seen as a source of strength and aid, rather than an expensive albatross. In the aura of such greatness, however, most of us who work for government are called to just keep working. In the aftermath of terror, the most ethical act that a public servant can perform is to simply report for duty.

Today my tax refund check arrived. I haven't opened it. It's lying on my desk, a reminder that a group of public administrators simply continued to do their jobs and keep their promise to have that check in my hands by September 17. That is ethical behavior. It is both responsible and compassionate for the ethical public administrator's response to terrorism-keep government services intact and let your citizens know that your public service is greater good. In the midst of disruption and despair, remain a fiduciary of the public trust.

The spiritual approach to terrorism is different from the ethical approach. While ethics contains the principals that guide the profession, spirituality offers the moral strength to be ethical in the face of an event that threatens to bring out our worst. Spiritual issues in terrorism are discussed in the next section.

Spiritual Issues in Terrorism
To be spiritual means on earth is to know that evil exists and that good doesn't overcome it as rapidly as we would like. However, no religion or spiritual tradition in the world supports the kind of terrorist attack that the United States has just experienced. While sacred scriptures acknowledge the reality of war, they condemn attacks on innocent lives and forbid murder. Neither Mohamad, Jesus, or Christian tradition condone wanton destruction, yet all these traditions offer divine support to the wounded, the broken, and the troubled who accept their teachings.

The master mind behind the terrorist attack on the United States has been identified as Osama bin Laden, a Muslim. A number of people in the United States, who do not understand the Muslim religion, have used the religion for spawning violence and many Muslim communities are fearful that violence will be directed at them. Let us analyze the recent terrorist events from a policy development or implementation basis. Rather, their ethics must be what John Rohr calls "second order" ethics. We give our loyalty and obedience to the regime that governs us and we renew our commitment to the Constitution. Our job, as we try to return our country to normalcy, is to continue in the bureaucratic routine of keeping the government running efficiently and effectively. As fiduciaries of the public trust, our challenge is to find new ways to operationalize our support for the Constitution and the American way of life.

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Honor In The Public Life

On September 11, 2001, in a swift and horrible moment, much about contemporary public administration changed. Now, a few days removed from that dreadful day, on the horizon the contours of a changed public administration are coming into focus.

One of the most useful ways to describe perceptions of and attitudes toward both government and public administration in the 1980s and 1990s was the word disconnect. Citizens were disconnected and alienated from their public institutions and attitudes toward both elected officials and the public service were negative.

Although we proclaimed ourselves to be a democracy, we were not self-governed; governmental institutions were thought to be something separate--those people in Washington, or Sacramento, or city hall. In the abundance of a good economy and the security of our power, we were disconnected from each other and from our institutions.

There was little honor in the public life. Despite exhortations calling us to a greater concern for one another and for our institutions, it took the terrible events of September 11th to connect us together again.

Nameless and faceless public servants, once an easy target, now have names and faces: Brady Howell, age 26, a recent Maxwell MPA, serving a Presidential Management Internship in the Pentagon; George Howard, age 45, a New York Port Authority police officer; Daniel Bechtel, age 40, a captain in the New York City Fire Department; Edward Earhart, age 26, of Salt Lick, Kentucky, an agronomist's mate first class in the U.S. Navy, assigned to the Pentagon. The list goes on and on. All the public servants who died are heroes. And the New York City police, fire, and emergency services personnel and all of those from other departments working in the recovery are also our heroes. Their names and faces and their remarkable service clarify this point: the public service is no longer them, the public servants are us. Once again there is honor in the public life.

When things go wrong, badly wrong, we turn as if by instinct to our cities, our states and our nation. At noon on Friday, September 14th, huge crowds gathered on the grounds of almost all of the state capitols and at hundreds of city halls and other public places to reconnect; to sing and pray together; and to listen to mayors, governors, fire and police chiefs, and other public officials. The unique connection between the people and their governments that we call democratic self-government was on full display, not just with the federal government but with state and local governments as well. At these meetings and in many other places there is a return to civility and the high citizenship characterized by individual sacrifice and service to others. Together, both as citizens and as public administrators, we face the challenges of terrorism. Terrorism, unlike conventional enemies, is the work of the stateless--global networks able to all but disregard borders and state sovereignty. Terrorism, like environmental pollution, nuclear proliferation, and organized crime, has little respect for borders. Combating such enemies will require the United States to be both sovereign and carefully networked. We are in a state of high interdependence, and in such a state our networks are as important as our sovereignty. The diminishing capacity of borders to contain problems calls for highly developed forms of interjurisdictional cooperation and coordination.

While some of this cooperation and coordination is political, much of it is administrative. Combating global terrorism will only happen if like-minded and dedicated public service professionals work together in a state of high interdependence. The skills practice of multijurisdictional administrative coalitions building and maintenance is part of the job description of the 21st century public administrator. Combating global terrorism will require a fixed eye on the long-run, great administrative creativity, and sacrifice--all qualities of the best in public administration. Once the policies are established, combating terrorism will require the resources necessary to do the job and the leadership to let the public service do that job.

Eighteen months ago, as part of some reflections on the passing of the 20th century and the coming of the 21st century, I wrote in these pages that: "In the present and acid landscape of diminished institutions, management fails, policy gimmicks, and leadership rhetoric, we must return to our core values and practices. We must be as prepared as we are for so many more serious problems than the field has faced in the past 30 years, for such serious problems will surely come." Little did I imagine that these serious problems would come so quickly. But with those problems has come the reconnection between the people and their governmental institutions, a sharply increased respect for public servants and public service, and a renewed sense of collective determination and sacrifice. When faced with daunting questions and big challenges the American people have turned to their political institutions for answers and for effective responses to those challenges. After setting the course of action, our political leaders have in turn called on the American public service, at the level of government, to implement that course of action. As in the past, this call will be honored with determination, vigor, and patriotism. That is because there is, after all, honor in the public life.

ASPA member H. George Frederickson is the Stone Professor of Public Administration at the University of Kansas and the author of The Spirit of Public Administration (Jenney-Blast, 1997).
Good Versus Evil

We are told that evil is the antithesis of good. And so it was on September 11, 2001, in New York City and Washington, D.C. The evil visited upon our shores was met by the goodness of thousands of men and women who wore the white uniforms of aid and comfort and those in military attire who faced the inferno at the Pentagon.

Evil is not comprehensible but goodness is. We will never know why those who boarded four doomed domestic airlines envisioned a future of goodness through an act of evil—but they did! But we can comprehend why brave men and women mounted the stairwells of the World Trade Center to rescue the occupants and, in many instances, perished. And we can understand why police and fire fighters placed themselves in harm's way around the burning infernos as they came tumbling down.

These men and women of goodness, of whom made the supreme sacrifice, are the soul of public service in America. Their courage and bravery make us all proud to be Americans and give us a standard to live up to. Goodness and public service go hand-in-hand.

Don Menzel, Division of Public Administration, Northern Illinois U., DeKalb, IL 60115-2854, tel. 815-753-6140, FAX 815/7532339, E-mail: dmenzel@niu.edu, HomePage: http://www.niu.edu/~dpo4edm1/dkmhome.html

ETHICS SECTION BEST STUDENT PAPER AWARD NOMINATION

The Ethics Section of the American Society for Public Administration (ASPA) invites nominations for the Best Student Paper on public administration ethics from graduate and undergraduate students enrolled in an academic course of study in calendar year 2001. (Papers that students have coauthored with a faculty member are ineligible.)

The student whose paper is selected will receive:

• Framed certificate • Cash award of $150

• Publication of an executive summary in Ethics Today

• Full paper available through the Society.

The deadline for faculty to nominate student papers is January 4, 2002.

Papers should be no longer than 25 pages (doubled spaced, with 12-point type). Send four copies of the paper along with the faculty letter supporting the nomination to Dr. Vera Vogelvang-Coomea, Leadership Programs, Lurie College of Urban Affairs, Urban Affairs Building Room 244, Cleveland State University, Cleveland, Ohio 44115. The Ethics Section will present this award during the ASPA National Conference in Phoenix, Arizona, March 25-26, 2002. For additional information, please contact Dr. Vogelvang-Coomea at vera@ucmail.csubab.edu.

PAPER SUBMITTED TO: Ethical Dilemmas in Public Service: The Ethics of Innovation in American Government

Throughout the year, ASPA will be highlighting the ten winners of the 2000 Innovation in American Government Awards. Sponsored by the Ford Foundation, and administered by Harvard University's Kennedy School of Government and the Council for Excellence in Government, the program annually awards ten grants of $100,000 and 15 others of $20,000 to federal, state and local government programs that represent creative approaches to public sector problem solving. Information about the Innovation program, the winners, and the application process can be found at www.innovations.harvard.edu, or by calling 617-495-0557.

This is the final 2000 profile—Perritech, a student operated information technology company based at Perry High School in Perry, Ohio.

As a high school student, Chris Hanus says he "wasn't in the band, wasn't into sports" and didn't much get involved in other extra-curricular activities. But that was before his high school launched Perritech, a student-staffed information technology company originally set up three years ago to troubleshoot and service the school's newly installed computer system. The business quickly branched out into providing IT services to the local community. And Hanus, who says he's been a computer jockey since age eight, was quickly hooked.

The idea for Perritech arrived with a major upgrade to the school's computer systems. When school officials decided to turn the job over to a specialized workforce: its own students, reconfiguring class schedules and offering intensive training in network software and hardware maintenance so students could take over the job of keeping the school's computer system up and humming.

Through Perritech, and in cooperation with New Horizons, a Cleveland-based technology training company, students can as early as 9th grade go for a variety of high-level training in Web page design and software and hardware troubleshooting, winning specific certifications in Microsoft Office and systems engineering, hardware assembly and repair, and Cisco systems networking. Weekly, school officials had to convince skeptical students that the company could handle an expedited program, learning in six weeks what adults often spend two years studying: it only took one class of kids to convince them that six weeks was plenty of time.

The students then turn their attention to either working on the Perr High School computer system—including offering teachers technical assistance and advice—or working out in local businesses to do computer setup, maintenance, troubleshooting and repair.

"Oh, there's definitely skepticism," says Hanus, who serves as businessperson first sees a high school kid walk through the door.

"People are always amused, and then they always want us back."

One vote of confidence on that score comes from, of all places, the local nuclear power plant, which used Perry High students to help them set up and configure nearly 500 desktop and laptop computers. They have this image of typical fly-by-night teenagers who can't even make change without using a calculator," says Bob Kundrat, supervisor of client services for the plant. "These kids were really professional. They knew they were there to do a job and they did it well." The assignment lasted about a month, says Kundrat, and he wouldn't hesitate to have Perritech employees come back to do other work.

School officials estimate that student services paid back the school three-fold for the $100,000 startup cost of the program in the 1996-1997 school year alone. And since its inception more than 400 students have received upper-level IT training and advanced certification in a host of computer software and networking systems.

Meanwhile, other schools are showing a keen interest in the Perry Program. Besides hosting regular visits from other school districts, Perry High is currently working on developing partnerships with several other schools interested in starting similar programs, including an alternative school in Georgia for young offenders.

As for one recent high school graduate who didn't have much interest in extra-curricular activities, Perritech certainly seems to have paid off. Upon graduating from high school, Chris Hanus became network analyst for one of Ohio's largest law firms. At the tender age of 19 he now owns his own house in East Lake, just outside of Cleveland.

For more information: Timothy B. Berkley, associate superintendent, 4325 Manchestere Ave., Perry, Ohio 44081; phone: 440-259-3881; E-mail: berkley@perry-lake.k12.oh.us

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Tim Clark’s Vision for ASPA

ASPA remains an important meeting place for theorists and practitioners of government, and the principal forum for publication of scholarship on public administration. Our association has lost members during the past decade, but I believe we should seek, and can achieve, a decisive reversal of the trend. I see a real opportunity to help ASPA grow again, in size and influence. We can find ways to excite young students and professionals about ASPA’s role in revitalizing the public sector—and we can reach out to groups whose interest in government make them natural new constituencies for ASPA. This is a challenge I would be privileged to undertake.

Rebalancing the Public Sector

One means to the end of a healthier and larger ASPA is to take a broader view of public administration and the public sector. Research on the federal government’s role in our society shows that full-time employees of the government are outnumbered 3:1 by contractors, grantees and others who also owe their jobs to federal spending and regulatory programs. One in eight jobs in the American economy is attributable to federal government activity. Adding state and local government direct and indirect employment more than doubles the total.

The people who do the work of the public sector in for-profit and non-profit organizations should be interested in the theory and practice of government, and in befriending the constituencies ASPA now represents. They represent a great opportunity to expand ASPA, in the process serving the public interest by communicating public sector values to a new category of membership. I have studied and written for many years about inter-sectoral partnerships, have a broad network of contacts in all of these sectors, and so am well prepared to undertake this assignment.

Performance

As ASPA’s leadership has recognized, our association is well positioned to help government at all levels improve its effectiveness—a key prerequisite to rebuilding Americans’ support for their public sector. Through our publications and other activities we must remain among leaders in advancing the theory and practice of high-performance government. We have done well in seeking partnerships to this end, and should continue to work cooperatively with organizations ranging from the National Academy of Public Administration (and its Performance Consortium) to organizations in the media, such as Government Executive and Governing (which conduct the Government Performance Project).

‘You know what’s good for the public’

While ASPA’s publications and meetings tend to focus on process, what excites people about government—our common enterprise as a people—is its role in improving the quality of life for all our citizens. Missions of government, ranging from educating the young, to helping the poor, to providing high-quality transportation systems and effective national security, are what attract enterprising people to work in the public sector. ASPA needs leaders who can speak about the unmet needs of our society, and government’s worthy role in addressing them, thus helping in the difficult task of re-igniting a passion among the young for public sector values and public sector work. As an experienced public speaker, I believe I can deliver that message with great effect.

Get behind Tim Clark’s candidacy to revitalize ASPA! For more information, including a list of supporters, or to download a copy of this manifesto for distribution to colleagues, please visit:

www.govexec.com/aspag
The following are new ASPA members, or have rejoined ASPA in the month of August 2001.

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<th>Name</th>
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ASPA Acknowledges

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WANT TO HELP?

American Red Cross
www.redcross.org

September 11th Fund
http://september11fund.org/ep/äge/sept11.cfm

New York State World Trade Center Relief Fund
http://www.helping.org/wtc/ny/nystate.htm

Twin Towers Fund
General Post Office
PO Box 26999
New York, NY 10087-6999

New York Fire Fighters 9-11 Disaster Relief Fund
http://daily.naff.org/fund.htm

WTC Police Disaster Relief Fund
http://www.nysfop.org/WTCdis/aster/Fund.html

Survivors' Fund of the National Capital Region
http://www.cfnr.org/

Catholic Charities USA
http://www.catholiccharitiesusa.org/

AmeriCares
http://www.americares.org

America's Second Harvest
http://www.secondharvest.org/a/boutasaki/disaster.html

United Jewish Communities
http://www.jewishcommunities.org/

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AP MEETINGS
Advancing excellence in public service...

Members React to Terrorist Attacks

For the innocents who died completely unaware, for the children who died, murdered without a care, for the hearts that died as their loved ones are gone, for the children who'll never know their own dads or moms, for the heroes who died saving the others, for those that lost friends, sisters, and brothers, for the people whose minds will not endure, for the people whose hate caused this to occur, for the people who will die in the avenging of this, for those that don't understand that such violence is unspeakable, for the suicide pilots misguided and used taught only to hate unaware they were tools for the people who don't understand what this means, celebrating, what they're taught as innocent as we for those same misguided people whom we're left with of revenge we'll be stronger than they knowing better than to use violence to revenge for those who think, if avenged this 'll fade in some years for those, and so many others, I shed tears.

...Isabelle Chwat Jargowsky (age 12)

Many emotions and questions challenge us as public servants, citizens of this nation, and mourners of this tragedy:

How do we pay tribute and aid with the aftermath?

What do we do to prevent such terrorism and destruction in the future?

How do we help our children, other loved ones and communities deal with the events and the uncertainties of their manifestations?

How do we support our leaders in responding to the attack on our country?

We appreciate the words of Bob and Janet Denhardt, Harlan Cleveland and so many others providing inspiration and answers to our questions. We are thankful for e-mails that inform us that colleagues are safe from harm, while we feel a deep sense of loss and compassion for the family and friends of victims. We do not fully fathom how this tragedy could happen, nor what may happen next. Nevertheless, we find strength and hope in words and actions that reflect the resiliency of the country: how the rescue effort has involved all levels of government irrespective of political divisions; that Americans want to use their creative strength to take reasoned next steps; the outpouring of national pride in our country and support for the courageous public servants responding and preparing to respond; how the will and spirit of humanity is evidenced in the myriad of responses; and much more.

As we personally deal with the events as well as fulfill our professional responsibilities, the unique role of ASPA in moving forward is compelling. The preamble to ASPA's strategic plan states that "ASPA was established 59 (now 61) years ago to professionalize the public service, to keep members on the cutting edge of good government, and to help answer the enduring question of how to make government work better." Our Society advocates for the public service and our goals relate to furthering performance and pride in the public service. I am grateful for and proud of the dedication of all public servants as reflected in the reaction to this horrific event. Together, we will persevere in the challenging days ahead, and ASPA will be there.

-Cheryle A. Broom

I traveled to Ground Zero from Boston last week on Thursday and can say that the destruction and devastation is infinitely more than all of us could imagine. Are the rescuers doing good? making progress? yes, slowly. Be patient. With every step the identification is being made or may never be made... but it is being done with tenderness and hope. I went because I have clients, colleagues and grads in the World Trade Center, Port Authority of New York and New Jersey as well as throughout Wall Street. Some signs of brilliant hope: The Woolworth Building often called one of the most glorious buildings in New York... still stands structurally sound. ... The New York Stock Exchange stands proudly behind a bright red, white and blue flag on the front ... There is a real story behind how the NYSE was able to open on Monday after the destruction. And the People of New York and the sixty plus other countries who also suffered losses of personnel, they are solid and wonderfully responsive... even to a Red Sox fan. I went because Rudy the Mayor asked us to spend money in NYC. I went to hug graduates who suffered in '91 and again this year the terror of ASPA is pompole. They are resolute in the strivings for Justice.

-Frances Burke

The picture, on the cover of the New York Post and then of Newsweek, of three New York firemen raising the nation's flag amid the rubble of the collapsed World Trade Center was one powerful image emerging from the disaster. There's no photograph of another scene that echoes itself in memory, but it is no less poignant: some 200 small flags painted on paper by schoolchildren, glued to sticks and stuck in the ground around the parking lot at Bethesda Elementary School.

For more than 200 years, in times of crisis, Americans have rallied around the flag, making extraordinary sacrifices to safeguard the democratic institutions it symbolizes. In the wake of the terrorist attacks on the capitals of government and commerce in this country, the spirit of freedom shines no less brightly from sea to shining sea, and Americans remain true to the ideals of an open, tolerant, diverse and democratic society that have been our most important strength as a nation. Indeed, the huge increase in sales of Old Glory in the country's largest retailer the day after the attacks was a powerful sign of the patriotism that is needed to fight the routines of everyday life.

Perhaps, for a time, we may lose some of the freedoms of easy air travel, and some confidence in our safety within our own borders. But there can be little doubt that New York Mayor Rudy Giuliani was correct when he said on September 12 that our people will set an example of strength in adversity and will emerge from the crisis stronger than before.

As we come to the defense of our freedom, we turn to government for the hard work of rescue and relief, and pursuit, retribution and justice. Within a day of the tragedy, 7,000 FBI personnel were on the case, and tens of thousands more public servants were engaged in other kinds of rescue work, demands demanded. The firefighters of New York were the most immediate heroes in the aftermath of the attacks, but there were many others. And it seemed apparent that many more heroes would be needed as our government leaders weighed responses including a long and costly military campaign against terrorists and the nations that gives them sanctuary. Encouragingly, government recruiters saw a quick surge of interest, in the days after the attacks, in joining the military, the Coast Guard and the CIA, among other agencies. The surge included some women volunteering to return to help their agencies in the crisis.

Only crisis, it seems, unites Americans in support of their government, and that is too bad. Government, after all, is our common enterprise, and our means of finding solutions to the problems of our society. It is worth noting that government

See REPORTS, pg. 16
sets and enforces policies and rules that make American capitalism so successful, a function that is often overlooked by those who benefit most from the riches our capitalist institutions generate.

Constant criticism of government, especially by the political activists who lead it, has weakened our public institutions, as we report in Government Executive from month to month. Frankly, as far as we examine it is truly healthy. Most struggle against shortages of resources needed to do the job.

Given the great, unmet needs our society still confronts, a renewed commitment to our public sector is overdue. Perhaps that will begin as Americans get behind their government’s response to the outrageous terrorist attacks. If it does, it will be another powerful signal of America’s enduring strength.

—Tim Clark

My heart and soul ache for the loss suffered by so many in the terrible and senseless tragedy we witnessed in New York City, Washington, D.C. and Pennsylvania this September 11, 2001. These innocent people were traveling on business, going to visit loved ones or on long awaited vacations, not traveling to war. Yet the senseless slaughter was brought to them by an act of violence from those that do not want to understand America. Many of the politicians who realize that many may never find their loved ones. I pray for their comfort.

Out of this terrible tragedy arises the greatness of America—the optimism, resilience, love, courage and spirit of patriotism of the American people. Millions of Americans, from all walks of life and religions, are volunteering time, giving blood, donating money and continuing to search for ways of helping others. I listened to a young man, a volunteer rescue worker, digging through the rubble of the once-majestic World Trade Towers, answer why he volunteered. “We are all brothers and they need us,” he replied. “The country needs us.” What a great lesson for us as public servants and educators to learn and communicate through our words and actions.

People have talked about the tragic events of Tuesday night—concerns and feelings. From sadness to grief, to joy, and tears to smiles, the American people speak a language of love that attacked our very way of life and killed thousands of people. We must be reminded—in our actions, in our policies, in our words that the values of our great country and resist the urge to abandon them in search of revenge. Our purpose as public servants and educators is to serve the people—our brothers and sisters—guided by a set of ethical and moral values, and to raise these values to their highest level in service to our communities and country. This rethinking of our country’s founding ethical and moral values can help bring cleanness to our purpose as public servants and educators, and resist the urge to act otherwise.

The American people are angry and want justice. Those that committed these murderous acts must be brought to justice in the manner of how this democracy takes actions. A founding moral value that guides the actions of this democracy is justice. To do otherwise and discard our

New York, NY, September 25, 2001—A New York City firefighter views the clean up effort underway at the World Trade Center. (Photo by Michael Bieger / FEMA News Photo)

being attacked in an act of war is shocking, but I could not help notice the presence of the public sector in this landmark event in American history. What were the targets? The World Trade Center and the Pentagon, which are in one case was a public building(s). Who were the heroes in this time of need? The local firemen and women, the police, and the EMS public servants, who placed their lives on the line and many of whom paid the ultimate price for their service to us. As a person who believes that a quality public service is critical to a civilization, I am proud. All the world saw the true measure of their character and their significance in this time of crisis. Such times bring out the worst and best in us. Clearly, the engineers and operatives of this tragic act demonstrated the worst of human kind. Clearly, the public servants demonstrated the best of human kind. Let us be thankful and have pride for being able to say that the best is our associates.

—Thomas Lynch

Our house in Liverpool was bombed. The village we were evacuated to, Ludlow, was remembered. Reflect, learn, and celebrate the good things that come from the horror—light a candle and carry the light of hope, go to friends, family, co-workers, and all you encounter. Let that serve as the legacy of September 11.

—Ann M. Hess

Even as we try to come to terms with the magnitude and peculiar sources of the evil that we now confront, we have been given a terrific opportunity to recover a sense of what matters most to us, of what kinds of action and ways of life we wish to celebrate in common. Because of television, we have not only a heart-wrenching appreciation of the personal loss and misery, but also a perspective on the reality of heroism, of courage and nobility in the face of terrifying death. That is testimony to how evil sometimes undermines itself by generating astonishing acts of virtue.

—Thomas S. Hibs

Being attacked in an act of war is shocking, but I could not help notice the presence of the public sector in this landmark event in American history. What were the targets? The World Trade Center and the Pentagon, which are in one case was a public building(s). Who were the heroes in this time of need? The local firemen and women, the police, and the EMS public servants, who placed their lives on the line and many of whom paid the ultimate price for their service to us. As a person who believes that a quality public service is critical to a civilization, I am proud. All the world saw the true measure of their character and their significance in this time of crisis. Such times bring out the worst and best in us. Clearly, the engineers and operatives of this tragic act demonstrated the worst of human kind. Clearly, the public servants demonstrated the best of human kind. Let us be thankful and have pride for being able to say that the best is our associates.

—Thomas Lynch

Our house in Liverpool was bombed. The village we were evacuated to, Ludlow, was
on the border of England and Wales and the blight did not reach it. One bomb fell—and that in the vicar’s garden. You had to pay threepence to see the crater and two and six for a piece of the shrapnel. My father returned from His Majesty’s Royal Navy with shrapnel in his forehead... that scar etched deeply in my mind. We could not have withstood Hitler without GI Joe. At this time of hideous atrocity against this my beloved adopted country, I can only know that good will prevail. God Bless America. I would like to relay words from our ally, Great Britain.

"It’s critical we show the rest of the world that we won’t be parted from them (U.S.), we won’t allow a glimmer of daylight between Iain Duncan Smith, Tony Leader. And these apt words echoing to us through the ages from The Statesman of my time and place, Winston Churchill, The British Bulldog. You ask what is our policy? Victory at all costs, victory in spite of all terror, victory, however long and hard the road may be, for without victory there is no survival. In war, the latest refinements of science are linked with the cruelties of the Stone Age. Death and sorrow will be the companions of our present struggle, our constant shield. We must be united, we must be undaunted, we must be inflexible. We will have no trace or parley with you, or the gristy gang who do your wicked will. You do your worst—and we will do our best. Do not let us speak of darker days; let us speak rather of nearer days... we must thank God that we have been allowed, each of us according to our stations, to play a part in making these days memorable in the history of our race. "Not in vain" may be the pride of those who survived and the epitaph of those who fell.

Democracy is the worst system devised by the man of nature, except for all the others. Dictators ride to and fro on tigers they dare not look at and the tigers are getting hungry.

A fanatic is one who can’t change his mind and won’t change the subject. An appeaser is one who feeds a crocodile—hoping it will eat him last. Don’t argue about the difficulties. The disillusionment will argue for them.

The price of greatness is responsibility. Courage is rightly esteemed the first of human qualities... because it is the quality that guarantees all others. We shall not fail or fall. We shall go to the end, we shall grow with confidence and growing strength... we shall defend our island whatever the cost, we shall fight on the landing grounds, we shall fight in the fields, and in the streets, we shall never surrender.

- Jocelyn Martell

As I sat in horror on Tuesday morning not cut short many lives. These stories were my first conscious reflections were about all of us. I wondered if I was looking at now, what I heard over the radio on Pearl Harbor was bombed? Would I see waves of airplanes bombing New York and Washington, DC? This is a most horrific event and right now I am an angry hurt American, but I am extremely grateful that all of us and my thoughts are with you. Times like this drive home the point and make us realize that friends and colleagues are really extended family. Ms. G. and I send our prayers to all of our extended family members for your continued health, wealth and safety.

-Sandra Mathews

I am’sad—I am mad. The innocent men, women, and children who were the victims of these evil, abhorrent acts cannot and must not be forgotten. We must comfort their family and friends and find those who perpetrated these unspeakable acts and bring them to justice. Nothing more, nothing less will suffice. The attacks on the World Trade Center and the Pentagon brought down buildings and people, but the attacks were fundamentally an attack on our way of life and the freedom and liberty we enjoy in America. We cannot and must not let any way to the terrorist’s bomb or evil doings. I challenge all members of ASFA to demonstrate through their daily work the pride and courage necessary to sustain a free and democratic society. Such pride and courage were surely demonstrated by the firefighters racing up the stairwells of the World Trade Center to certain death, the police and EMS workers on the street below, and the men and women toiling in the wreckage of the Pentagon for the injured. These men and women give us the soul of public service in America.

God bless them and our men and women in uniform as we and they confront terrorism in every corner of the globe.

-Don Menzel

When this first happened I really couldn’t believe what I saw. It was too much like a movie. By the time I got to work, the news that the Air Force was down was too much to comprehend. How could this happen in my country? Where did we go wrong? Why would anyone do such a thing?

What is most reprehensible is the fact that so-called religious people were behind it. Anyone who believes in god wouldn’t do such a thing. They have to have a warped sense of god’s teachings. Whatever your religion or belief, we cannot keep doing harm to one another. It has to stop now. We can only pray that America will stand strong and true to its values.

Times like this drive home the point and make us realize that friends and colleagues are really extended family. Ms. G. and I send our prayers to all of our extended family members for your continued health, wealth and safety.

-Android Mathews

Two and one half years ago, I retired from the Air Force after twenty years of service. Tuesday, all I could think of was, "I want my uniform back." All week I was torn in half between my new life in academia, and my deep, abiding sense that right now, I belong elsewhere. This pain became particularly acute Saturday, when I heard the report of the disaster at Dover Air Force Base had been activated. One of the things I was trained to do was the gruesome, painful, and necessary task of "bagging and tagging" human remains. All through the weekend, I was haunted by the thought that I belonged at Dover, helping to deal with the carnage from the attack on the Pentagon, instead of here in a college classroom.

Like many Americans, I turned to religion for solace and was once again forced to face my human failings. For despite Christ’s command to love and pray for our enemies, I couldn’t do it. At least not yet. So, I prayed for the victims, the survivors, the rescue workers, and for all of us—that somehow God might give us the grace to forgive those who have so savagely attacked our homeland.

-Sandra J. Reineke

Lt Col, USAF (retired)

I believe that a loving, caring God gives innocent victims special considerations and dispositions, we can take comfort in believing that they are all in heaven.

Further, if we resort to assassinations, and massive indiscriminate attacks, we are admittedly speaking their language, and they will get the message. But, we will also be descending BELOW their level, acting strictly out of revenge. We will all be answering to the one Judge one day.

-Sonny Riddle

To the brave public servants of New York City, Washington, D.C., Pennsylvania, and throughout the nation, we send you our love and prayers from a state that knows the horrors of terror all too well. You were there for us in the aftermath of our own disasters. You gave of yourselves in countless ways. Many selflessly traveled halfway across a continent to provide relief and support for our own heroes in their efforts toward rescue and recovery. You became heroes yourselves. We are shocked to discover that some of the very same public servants as shared with us, such as fire fighter Ray Downey of the New York City, gave the ultimate sacrifice in attempting once again to save lives. We loved you. You were generous with your time and resources. We will never forget. In the years ahead, Oklahoma citizens are now returning in kind the gifts so generously sent to us in our time of need. Gifts of blood, food, time, supplies, money, and even toys for the children are offered in hopes of making a difference in the wake of this terrible tragedy. Remember that you are not alone.

In the aftermath of the Oklahoma City bombing, the Murrah building became a symbol. Well before the most recent attacks, the World Trade Center and the Pentagon were already symbols of great significance. But more important than structures of steel and concrete are the symbols of the values that public servants who do not hesitate to come to the aid of their fellow citizens.

These terrorists communicated their message by turning the tools of a free society into weapons of mass destruction. All across our nation, public servants are now sending a message with even greater strength and clarity. They send a message of hope and optimism in the face of an unshakeable evil. By their example, they lead the way. These public servants are the professionals of democracy. They know what to do in a crisis. All of them will serve in ways that do not compromise the principles of a free society. They will quietly perform their jobs in unglorified fashion. Thanks will not be expected. They will continue to serve the public in myriad ways that never receive the full recognition deserved. To those dedicated public servants, we now add a new verse to the unrecorded song of humble heroes. In the days and weeks to come, you will learn something about yourselves—something that you will find within yourselves a spirit of resolve, community, and strength. It is the American spirit. It is the human spirit at its best.

-Bret S. Sharp

The number of rational people that are contemplating, even recommending, killing people on a massive scale concerns me. There are two ways of stopping suicidal terrorists. One of them is death, but for every one you kill you likely create another. As we have been clearly shown this week...no one is isolated. The other way to stop suicidal terrorists is give them a reason to live. How can we eliminate the refugee camps and other impoverished conditions that give rise to the question that belief mass murder is in the interest of any cause?

-Alan Smith

I am very saddened by the events of this past week. I am also disappointed in the fact that we have turned innocent
A CNN on-line poll last week presented its readers with the bizarre task of choosing one of the following to indicate their response to the attacks on America: shock, sorrow, or anger. If you felt all three, you were out of luck. If you also felt pride at the sight of hundreds of heroes risking their lives in the wreckage, or at the presence of a Muslim cleric at a remembrance service for the missing, you likewise fell outside the frame of reference for that poll.

Pride, sorrow, and shock present no dangers, and will not betray us if we feel and act on them. These emotions prompt us to reach out and help others, and put in motion cycles of action and response that we will have no cause later to regret. Another matter, since it prompts us to reach out and smash others, leading to consequences that we may later bemoan. This most treacherous of emotions should be regarded with constant mistrust and suspicion, as if we were continually saying to it: "You are probably out to deceive us. Prove to us that you are leading us in the right direction." There should be a presumption of guilt that anger is going to betray us until proven otherwise.

When I cast suspicions on my anger, I discover that I also harbor suspicions of the friends who directed these attacks: I suspect them of having laid a trap for us, hoping and assuming that they will lure us into it. They want us to attack the Islamic world, to send troops to Afghanistan, to act as recruiting agents for hordes of future martyrs like the ones who just struck us. This is not idle speculation, nor is it a state secret: they openly boast of this on American TV. It is part of their overall strategy. We must not abet their strategic planning.

Sitting in their lairs, they glow at the sight of our fear and cackle at the sight of our anger, they counted on provoking these emotions when they made their plans. Nothing confounds them when they see them on their television screens. When they see outpourings of compassion and courage, though, they may begin to wonder what they are looking at. And when they see us boisterous and unruly, full of energy and beginning to rebuild what they destroyed, they may get a sinking feeling that perhaps they did not take an accurate measure of those whom they attacked after all. And when they see our commitment to protecting the innocent Muslim fathers who live among us, they may even become frustrated as we undermine their recruiting efforts. Their reaction will be dismay, but ours will be pride over what they could not destroy.

-Caryn Stark

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More Ways to Help

• Become a tissue donor. Hundreds of burn victims from New York and Washington highlight how important it is for every American to fill out a tissue or organ donor card.
• Sign up to donate blood.
• Take a First Aid or CPR course to prepare yourself to respond in an emergency.
• Volunteer at a local food bank or food prep organization to help prepare meals for those who may have been affected.
• Teach literacy to adults or children who need help learning to read.
• Review other volunteer opportunities with organizations like the American Red Cross, the Points of Light Foundation, the Corporation for National Service, America's Promise or your local United Way...
• Visit a nursing home or homeless elder to comfort and converse with seniors.
• Offer volunteer support to local fire, police and health departments.
• Help in the fight against homelessness. Work with a local soup kitchen or help Habitat for Humanity build homes for those in need.
• Deliver meals to homebound seniors or individuals with disabilities.
• Start a clothing drive at work or among friends to provide warm coats and other essentials for the upcoming winter.
• Display a Liberty Unites banner on your Web site to show your support for all those affected by the terrorist acts of September 11.

Journal of Global Awareness

Call for Manuscript Submissions

The Journal, a publication of the Global Awareness Society International, sponsored by the College of Business and Public Administration of Old Dominion University, is calling for manuscripts for its Spring 2002 volume. The issue will be dedicated to the memory of Dr. Wolfgang Fiedler – scholar, educator and co-editor of the Journal, who passed away suddenly in Summer 2001. To honor him this issue will focus on program evaluation.

We are specifically looking for articles on:
1. The history of program evaluation
2. Cutting edge ideas in, and the status of, program evaluation
3. Politics of program evaluation
4. Program evaluation and performance measurement
5. Demming’s contributions to program quality and performance
6. Essays on the works of Campbell and Stanley

The deadline for manuscript submission is February 15, 2002. Papers should be no longer than 25 pages, submitted in both hardcopy and disk, and should be formatted in Microsoft Word or WordPerfect. Manuscript submissions should be made to:
Berhans Mengis, Editor
Journal of Global Awareness
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President and Executive Director Seek Members’ Ideas on How ASPA Can Respond to National Tragedy

Our nation did not succumb to despair. Instead, we demonstrated unity and firm resolve. In the ensuing days and weeks, we have seen many public servants continue to work tirelessly under dangerous conditions—such as rubble and debris, heat and acrid smoke—to rescue or recover victims. Federal, state and local officials, and the countless volunteers who worked around the clock to bolster our safety and security. Non-profit organizations have raised and provided essential services and resources to assist victims and support rescue and recovery efforts. Businesses have worked to resume operations. Many individuals have volunteered their help, and many, many more have contributed blood, money and supplies.

Yet the terrorist attacks have profoundly affected our nation, our economy and public service. It is already clear that our methods of providing security for the citizens of our nation will change significantly. There will be renewed debates on a host of related issues such as the extent and nature of government’s role; the relative responsibilities of the federal, state and local governments; the costs and benefits of public versus private provision of services; and the means of financing domestic security and military readiness and action in a weakened economy.

As always, ASPA will continue to promote and celebrate effective public service. We have a long way to go, and we will continue to work for the change in our nation’s policy and programs. The ASPA family will continue to be a part of this change, and we will continue to work for the change in our nation’s policy and programs.

From the Executive Director

September 11, 2001, the day America lost its innocence. The day we became like the rest of the world—vulnerable. Dan Kligerl says it well in his article, “What Now?” International Relations in the Aftermath of Terror.” Before, we shrugged off international terrorism as something that happened to other people in other countries. We watched the evening news with interest and concern, but also with smug superiority. Now we are hambled and less complacent.

Part of losing our innocence was also facing how much we are hated and trying to understand why. In a New York Times article on September 21, James Altman of the US Institute of Peace quoted as saying “They hate us because we seem so indifferent to their problems and their suffering.” We are also learning that the fairly perpetrator of this horror want nothing less than to overthrow our whole system of government and society. Colin Talbot, in his online column of September 21, does a superb job of distinguishing between terrorists with specific grievances with whom we can negotiate and compromise, and terrorists who are waging an ideological war. For us there is no possibility of compromise with these ideologically based forces.

September 11 was also the day we discovered how vital and central government and public servants are to our lives. Story after story of the heroism of previously taken-for-granted (or even resented) public servants led to an overwhelming outpouring of admiration and gratitude from their fellow citizens. And it led those of us associated with public service to weep with pride and awe at the unbelievable commitment of public servants and to reeducate ourselves as to what we have known all along is a noble cause.

In their online column two days after the attacks, “The Power of Public Service”, Bob and Janet Denhardt say “In a peculiar way, this ghastly act of terrorism reminds us of why we are in the public service. We care about our country, our community and our neighbors…Service to the public…literally going where others would not go to do our job and our calling.”

Interesting evidence of the commitment of public servants, read Susan Reinkel’s remarks in the ASPA Times portion of this issue. She’s retired Air Force Colonel. Her reaction to the tragedy was “I want my uniform back.”

I don’t think we have begun to see how significant the change in perspective in public about government is. On September 10 the conventional wisdom was the least government the better, markets are never wrong, the best place to do the business of government is the private sector, etc. Since September 11 government has become central. Conservativereevebargue people are arguing that “federalizing” airport security is a must to improve the quality of the security. The airline executives have made their case for a financial bailout from the federal government. A new cabinet level federal office is being created to address the threats we know we continue to face in our nation. George Fredericksen captures this changed perspective on government: “When things go wrong, badly wrong, we turn as if by instinct to our cities, our states and our nation…Once again there is honor in the public life.” Don Kettl in his article “The Next Public Administration Revolution” describes the challenges we face in public administration face as our job “has been dramatically transformed and redefined, and concludes with “The challenges for public administration today is to stand as tall as the generation of administrators who helped win World War II.”

September 11 was the day we lost our innocence and the day we rediscovered our fundamental need for each other. ASPA’s purpose is to support individual public servants and public administration scholars and students in pursuit of the best government we can imagine. We will continue to do that. Please do your part by sharing your ideas about how we can provide more and better support and by volunteering your time and energy to make our ideas a reality. I would appreciate hearing from you at mhamilton@aspanet.org or (202) 385-4307.

Check out the Online Columnists

www.aspanet.org

The Site to See
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OCTOBER 2001

President’s Column

Dan Ahern

Every one of us was deeply affected by the terrorist attacks of September 11, 2001. We were riveted to our television screens as the attacks on the World Trade Center were repeated over and over again. We reeled at the sight of the Pentagon in flames and the crater left by the plane crash in Pennsylvania. We watched the World Trade Center burn and collapse into a horrific pile of rubble and death. We listened intently to victims and rescuers recounting horror and heroism. We cursed, we prayed, we wept.

My own feelings of shock, disbelief, anger and grief recalled my reaction to the 1995 bombing of the Alfred P. Murrah Building in Oklahoma City, another indescribable act of violence against innocent victims. In that case, a small number of domestic terrorists attacked our government by destroying a federal office building, killing public employees and many others, including children. Now, six years later, a network of international terrorists has attacked our nation. The thousands of victims, as yet uncounted, were ordinary people conducting everyday business.

In this time of peril, we turned to our government for leadership and assistance, and our government responded. A grateful nation has embraced the heroic public servants and volunteers who responded to this tragedy. We witnessed selfless acts of service in the immediate aftermath of the attacks. Public servants—fire and police, emergency medical staff and military personnel—truly performed above and beyond the call of duty, taking great personal risks in an effort to save the lives of others. So, too, did many others who found themselves in the middle of the calamity and, placing their own lives at risk, stepped forward to help coworkers, acquaintances and strangers. Sadly, many of these heroes lost their lives in service to others.
ASPA National Council Candidates Submit Statements

Vice-Presidential Candidates

Cheryl Broom
I seek the vice presidency to further advance ASPA's mission and achievements as the premier public administration society.

Timothy Clark
I'm running because I see an opportunity to help ASPA grow and become a more influential voice on behalf of the public sector.

Donald C. Menzel
Integrity, pride, and exemplary performance in public service! These are the qualities that define my candidacy for the vice presidency. I will energize and challenge ASPA members to reach out, embrace, and exemplify those professional public service values needed to carry out the important work of our nation.

My vision for our Society is an energetic, robust professional association that attracts and retains members who want to grow professionally and who place the invaluable contribution that public administrators make to our democracy. ASPA is the premier organization for experienced and aspiring public administrators, and a key resource for public administrators who work in partnership with citizens and peer associations such as ICMA, NASPAA, and NAPA to enhance democratic governance.

There will be no easy triumphs or simple solutions. The work is hard and sometimes dangerous. We will need to be bold and creative, but also humble and grounded.

ASPA Membership is the key to creating a vibrant and effective public administration community. Together we can make a difference in the civic life of our country.

My public service career spans six proud years in the U.S. armed forces and more than 25 years as an administrator and educator. Public service is an ennobling and proud calling, as was courageously demonstrated by the police and firefighters who put themselves in harm's way to rescue the victims of the tragedy in New York and Washington. I want to serve you as ASPA's next VP. Please visit my website at www.nnu.edu/~fpdcm1/1/saspares/merzel.htm

Craig Donovan-District 1
I first became involved with ASPA as a student in the mid-70's. Since then I have seen the organization undergo many changes—some good, some bad. We have come close to dissolving and have struggles to reinvent ourselves for the new century.

There is no doubt that ASPA is in better shape today than we were say, ten years ago. Still, we are now at a crossroads where we will either continue making hard choices and moving the organization forward, or having gained a breather again, return to the bad days of self-serving complacency.

While on the National Council I fought hard to make the Council and ASPA itself a more democratic organization such as in the changes to make the nominations process open and inclusive instead of rather than an autocratic and exclusive one. I worked hard to expand our services and support for our student members such as specific tracks and events at our national conferences, but most importantly I try to make sure that "What about the student and new professional members?" are a part of every discussion over the web page to the printed page through ASPA services overall.

District Candidates
District Candidates

Stan Carress-District 3
As a member of the national council I will attempt to achieve certain goals. I will advocate work, to achieve contact and cooperation between the chapters in each region. This past year I served as the president of ASPA's Georgia Chapter, which enabled me to feel that I can be expanded to the entire region and serve as a representative for other chapters as well. The Georgia chapter recently established a very powerful conference that agrees graduate students and present their research before an audience of practitioners and academicians. This conference serves multiple purposes. Besides being an excellent learning experience for the graduate students, it also allows practitioners to become better informed about new trends in public management and technology. This conference could be expanded and would include participants from several chapters and sections.

I will also promote an expansion of the use of new technologies. In the years ahead the profession of public administration will face new challenges that will also bring new opportunities. There will be even greater demands for more efficiency in the delivery of high quality public schools. ASPA is in a position to help public administrators throughout the nation meet this new demand. The ASPA National Council is a cooperative strategy for helping civil servants increase their expertise in new technologies. While these new opportunities are taken, they should be continued and expanded. With the use of new technologies, the potential for increased cooperation and coordination between chapters is greater than ever before. As a member of the national council, therefore, I will attempt to facilitate inter-chapter cooperation and promote the ability of ASPA to meet new challenges.

Clute Mustel-District 3
As a member of ASPA for eleven years, I have the importance of local chapters in regard to ASPA's National Council. My goal as a member of National Council is to enhance the role and input of the chapters regarding membership growth, programs, and the overall mission of ASPA. I have served as president, and am currently the co-president, of the South Florida Chapter. I am a consultant for the Gold Coast Coalition, and co-chair of Public Relations for the SECopa's 9th Conference Committee. I had the honor to be selected as the South Florida Chapter Member of the Year in 1993-94. I sit on the Coral Senior High School Academy of Legal and Public Affairs Advisor. On the national level, I have served on the Chapter Development Committee, Program Committees for ASCPA Conferences 2000 and 2002, and Action Teams for Indicators of Chapter Section Health and Alternative Membership Benefits. As Outreach Supervisor and Citizens Academy Coordinator for a large, diverse, metropolitan area of two million people, I serve as a bridge between residents and local government. I provide educational opportunities, resources, and consensus building efforts on a daily basis. I believe that I can use the skills and resources accumulated through my career and my ASPA experiences to improve the communication between National Council members and the local chapters; increase the responsibility of National Council to the local chapters; ensure that ASPA's National council meets the needs of the chapters; and strive to enhance the perception of public service. I am aware of the commitment necessary to ensure continued professional success and dedicated to meeting that objective. I would work tirelessly to continue my service to ASPA by representing District three as a National Council Member.

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Anthony Szmerov-District 4
I have appreciated serving our national ASPA Council and am looking forward to serving our regional and chapter relationships. I have engaged in efforts and made contributions throughout my professional career, relating to the development of a representative public sector voice in government. I currently serve as PA department chair and MPA director engaged in promoting professional and academic standards and have extensive shared governance experience (senate vice- chairman). I am pleased to have volunteered for promotion and tenure review and EEO committees. Service to the Society has included service as the Central Illinois Chapter president and ROPPA editorial board reviewer. As a participant in the nonprofit sector, I have provided effective leadership and policy advocacy for the development of a representative, representa- tive and diverse public workforce equipped to deliver quality services. As both an educator and public affairs advocate with practitioner experience. I am aware of the importance of public servants to meet challenges and maintain the quality and integrity of government. I believe that I can use the skills and resources accumulated through my career and my ASPA experiences to improve the communication between National Council members and the local chapters; increase the responsibility of National Council to the local chapters; ensure that ASPA's National council meets the needs of the chapters; and strive to enhance the perception of public service. I am aware of the commitment necessary to ensure continued professional success and dedicated to meeting that objective. I would work tirelessly to continue my service to ASPA by representing District three as a National Council Member.

Mike Davis-District 5
Our goal in public administration today must be to provide results in our work which makes the constituent, scholar, and practitioner feel proud. I call it the "good job" test. It also means our clients can have a top quality service and results whenever possible. To this end, the field of public administration is � I mean, it has been. Public administrators make a direct difference in the lives of others. Our recent National Crisis, which ended in the loss of lives as a result of airline terrorist attacks on New York City Twin Towers, ended in the loss of hundreds of jobs for the janitors who cleaned the buildings at night, as well as the caterers who provided food throughout the day. Airports will also furlough because of decreased business and the investment industry is needed. Inevitably, there are new issues now: a national security crisis in terms of law enforcement, but also in terms of social services and economic development. It is through public administrators who play in improving the quality of life in the people we serve is significant. Our values which emphasize ethics and our objectives which emphasize results each create a need for personal growth and development and pride in our profession. How, then, can our National Council move Public Administration in America? I believe we can through a series of relevant and dynamic programs which reflect diversity and challenges the world we live in today. Programs should strengthen student-chapter relationships in local and personal growth and development, and provide leadership opportunities. I agree those who serve as public administrators must through their experiences and personal growth and development in achieving the mission of the organization for which they work.
UNIVERSITY POSITIONS

The University of Wisconsin-Oshkosh
Criminal Justice

Criminal Justice Research Methods
The Criminal Justice program at the University of Wisconsin Oshkosh is seeking applications for a full time tenure track Assistant Professor. Successful candidates will be requested to teach research methods and courses in a substantive area of criminal justice/criminology, as well as the introductory criminal justice course, to develop courses in area of specialization; to conduct research; and to engage in community and university service. MD in Criminal Justice, Criminology, or closely related field required by Fall 2002, teaching and agency work experience highly desirable. Salary competitive. Application deadline is November 15, 2001. Send letter of intent, vita, three letters of recommendation, evidence of scholarly potential, and official transcripts, to: Chair, Criminal Justice Recruitment Committee, Department of Public Affairs, University of Wisconsin Oshkosh, Oshkosh, WI 54901. UW Oshkosh values diversity. A/E/EE

Law Enforcement Policy and Administration
The Criminal Justice program at the University of Wisconsin Oshkosh is accepting applications for a full time position (rank open). Successful candidates will be expected to teach courses in law enforcement (e.g., Police Administration, Criminal Investigation, police behavior), Introduction to Criminal Justice, and criminal justice policy; to develop courses in area of specialization; to conduct research; and to engage in community and university service. Ph.D. in Criminal Justice, Public Administration, or closely related field required by fall 2002 for Assistant Professor position; appropriate levels of academic experience and scholarly production required for Associate Professor appointment. Teaching and field experience highly desirable. Salary is competitive. Application deadline is November 1, 2001. Send letter of interest, vita, three letters of recommendation, evidence of scholarly productivity/research, and official transcripts to David Jones, Department of Public Affairs, University of Wisconsin Oshkosh, Oshkosh, WI 54901. UW Oshkosh values diversity. A/E/EE

University of Missouri-Columbia
Harry S. Truman School of Public Affairs

Position One: Director of Public Policy Programs. Applicants should have extensive experience in an academic, government, and/or other policy-related environment. The director will join the senior leadership team in the Truman School and provide leadership for the Institute of Public Policy. The Institute is a newly established policy research, education, and public service organization that works closely with the policy community. Knowledge of public policy issues and stakeholders in Missouri is desirable, but not required. Experience in working with policy makers, managing policy research, and securing external funding as well as in an advanced degree in a policy-related discipline are required. Salary and benefits are nationally competitive. Faculty appointment and teaching opportunities in the Truman School of Public Affairs are available to appropriately qualified candidates. Primary responsibilities of position one include: (1) providing direction to the Institute of Public Policy and supervising its professional staff; (2) developing research, training, and technical assistance programs to serve diverse policy communities; (3) generating external grant and contract support; and (4) developing collaborative relationships with policy scholars and practitioners to provide wide-ranging policy analysis and decision support to policy makers.

Position Two: Assistant/Associate Professor beginning August, 2002. Tenure-track appointment in the Harry S. Truman School of Public Affairs. Area of research specialization desired is public policy analysis (subfields of public policy are open, with performance for health policy or biotechnology/science policy). Primary responsibilities of position two include: (1) teaching graduate courses in the 4 degree program, both on campus and in Jefferson City, the state capital; (2) engaging in quality research and publication; and (3) participating in public service activities and internal service responsibilities. Applicants at the assistant professor level are expected to demonstrate a significant record of scholarly publication and teaching excellence; applicants at the associate professor level must demonstrate high potential for significant research and quality teaching. As earned, doctorate, from any of a number of relevant disciplines, is required at the time of appointment.

The University of Missouri-Columbia is one of only thirty-one public universities that carries both membership in the Association of American Universities and the Carnegie Foundation's Doctoral/Research Extensive designation. The Harry S. Truman School of Public Affairs is the beneficiary of a significant infusion of mission enhancement funding from the university and the state of Missouri. The MPA program is NASPA accredited, and has been recognized as one of the best programs nationally. The Truman School has a strong research culture and offers nationally competitive salaries.

The University of Missouri is an equal opportunity/affirmative action institution.

Western Michigan University
Assistant Professor-Organization Theory and Foundations of Public Administration
Assistant Professor-Public Administration
The School of Public Affairs and Administration, Western Michigan University invites applications and nominations for two tenure-track assistant professor positions to begin in August 2002, pending budgetary approval. One candidate is expected to teach in the Department of Administration, the other in the Department of Public Administration. The second candidate is expected to teach courses in two of the following areas: research methods, health care administration, nonprofit administration, and political economy. Other responsibilities for both positions include supervising student master's project and doctoral dissertations, and developing a research agenda. Ph.D. or evidence of imminent award with a demonstrated potential for teaching, research, and publication is required.

Western Michigan University, a student-centered research university, encourages applications from underrepresented groups. Send letter of application, vita, statement of research and teaching philosophy, graduate transcripts, and three letters of reference to Robert Peters, Director, School of Public Affairs and Administration, Western Michigan University, 1903 West Michigan Avenue, Kalamazoo, MI 49080-5440 (email: robert.peters@wmich.edu). Review of applications will begin November 12, 2001 and continue until the position is filled. For information about the School of Public Affairs and Administration's programs, the university and the Kalamazoo region, consult our web page at <http://www.wmich.edu/spa>.

Florida Atlantic University
John M. DeGrove Eminent Scholar Chair
Growth Management and Development
Florida Atlantic University (FAU) invites applications and nominations for the John M. DeGrove Eminent Scholar Chair in Growth Management and Development in the College of Architecture, Urban and Public Affairs at FAU's Pt. Largo/Tequesta campus. We seek an exceptionally dedicated individual for this tenured position, who can work with us to build upon our growing national and international reputation.

FAU is a rapidly growing state university with seven urban campuses, enrolling more than 22,000 students. It has seven colleges: including the College of Architecture, Urban and Public Affairs which houses the schools and departments: Architecture, Criminology and Criminal Justice, Public Administration, Social Work, and Urban and Regional Planning. For more detailed information about the College, see our Web site at <http://www.fau.edu/depts/cappac>.

The John M. DeGrove Eminent Scholar Chair has an endowment of two million dollars. We seek a highly energetic individual with a proven record of outstanding scholarship, with national recognition in urban planning/growth management/development, and a demonstrated ability to attract substantial external funding. The successful candidate will have earned an doctorate; an exemplary record of funded scholarship, cross-disciplinary research and creative activity; and the ability to work collaboratively and effectively with a diverse constituency. The Eminent Scholar will continue to develop and enhance relationships with internal and external partners.

Applications must be postmarked by Oct. 15, 2001 and will be subject to the Florida Public Records Law. The starting date, in 2002, is negotiable. Salary and benefits are competitive. Letters of application or nomination should be directed to the position criteria and be accompanied by a current curriculum vitae and the names, addresses, phone numbers and e-mail addresses of five references. Materials should be sent to: The University Provost's Office, Attention: Debra Kim, Florida Atlantic University, 777 Glades Road, Boca Raton, Florida 33431-6069

For additional information contact search committee chair, Dr. Rosalin Carter, at 954-762-5440. FLORIDA ATLANTIC UNIVERSITY IS AN EQUAL OPPORTUNITY/ACCESS/AFFIRMATIVE ACTION INSTITUTION

New Mexico State University
Public Administration Faculty Position
The Department of Government at New Mexico State University invites applications for a tenure-track position at the Assistant Professor level effective August 2002. The Department seeks candidates who have training in public administration and political science. New Mexico State University offers the only NASPAA-accredited MPA program in the state. In addition to the MPA degree, the Department offers a Master of Arts in Government, and undergraduate degrees in Government and Law & Society (see <http://www.nmsu.edu/gpol>). The teaching load is a 3-5 and involves a combination of graduate public administration and undergraduate political science courses. Areas in public administration are open, although the Department particularly seeks applicants from individuals with public management rather than policy studies emphasis. Ph.D. in political science or public administration or D.P.A. preferred at time of application. Applicants from other disciplines will be considered. Must possess strong teaching and research skills, ability to work effectively with students, faculty and community leaders, and a demonstrated commitment to public service. Spanish language competency desirable. Salary competitive. Submit letter of application, vita, graduate transcripts, brief writing sample, evidence of teaching ability (if available), and three letters of reference by October 15, 2001, to: Dr. Nadia Rabito-Barrett, MPA, Director, Public Administration Search Committee Chair, Department of Government, New Mexico State University, Box 30001, MSC 3-35N, Las Cruces, NM 88001. Applications may be submitted after that date, but a full and complete review cannot be guaranteed. Please note that an offer of employment is contingent upon verification of the individual's eligibility for employment in the United States. NMSU is an EO/AAP employer, members of minority groups and women are particularly encouraged to apply. For more information or to request an accommodation in the application process, call 505-646-3559.
Georgia State University
The Andrew Young School of Policy Studies

The Andrew Young School of Policy Studies of Georgia State University seeks to fill three key positions: The Dan Swart Chair in Education Policy, Director of the Georgia Health Policy Center, and assistant or associate professor in the area of non-governmental organizations and policy.

Dan Swart Chair in Education Policy—The faculties of the College of Education and the Andrew Young School of Policy Studies at Georgia State University seek nominations and applications for the recently endowed Dan Swart Chair in Education Policy. The Dan Swart Chair holder will be a scholar with a record of significant contributions to research and education policy, and an engaged participant in the policy dialogues concerning education reform. The Chair commemorates the life and work of Dan Swart, whose tireless involvement with civic issues made a significant contribution to the Atlanta metropolitan region.

The recipient of the Dan Swart Chair will be jointly appointed in the Department of Educational Policy Studies within the College of Education and in either the Department of Economics or the Department of Public Administration and Urban Policy Studies in the Andrew Young School of Policy Studies. The specialty area within education policy is open, but the recipient will have a history of collaborative, multi-disciplinary analysis of current policy issues and a record of influencing the education policy debates at the state or national level. While the rank for the appointment is open, the faculties expect to recruit a senior scholar who is eligible for a tenured appointment at the rank of Professor in one of the two colleges. In addition to the salary and benefits, the endowed will provide an additional stipend to support research or outreach activities.

The chair holder will join a faculty already engaged in extensive research, writing, and outreach in education policy currently. Faculty positions in both schools are conducting collaborative projects that involve researchers from a variety of disciplinary backgrounds. Georgia State University faculty members are active participants in education policy studies, including the Governor’s Education Reform Commission and policy initiatives at the state and local level. Review of the applications will begin immediately and the application process will close when a candidate has accepted an offer but no earlier than February 15, 2023.

Interviews for the position are anticipated to begin by mid-November and will involve a seminar to which the education policy community in the Atlanta metropolitan region as well as faculty, staff, and students at the university will be invited. Applications and nominations should be sent to Dan Swart Chair Search Committee, c/o David L. Squires, Department of Economics, Andrew Young School of Policy Studies, Georgia State University, University Plaza, Atlanta, GA 30303.

Applications should include a letter of interest including a statement of the nature of activities that would be undertaken by the applicant, a current CV, and the names and contact information of three references. Further information on the Dan Swart Chair and the two colleges is available at www.acg.edu/employment/SwartChair.

Director, Health Policy Center—The successful candidate may be an academic with a distinguished record of teaching, scholarship and research administration, or, the successful candidate may be someone with a distinguished background in health care administration or research. The position may carry academic rank in a tenure track position in either the Departments of Economics or Public Administration, or may be a non-tenure track but hard-funded Center Director in the College.

The Director of the Health Policy Center will be charged with leading the policy, research and technical assistance program of the center, and sustaining its funding base. The goal is to support the health policy work in the State of Georgia, to grow the center to one of regional and national prominence, and to integrate its activities with the teaching and research programs of the Andrew Young School. At present, the program activities are concentrated on rural health care systems, long-term care, children’s policy, and access to health insurance. The successful candidate will be a dynamic, imaginative leader with a strong background in health policy and an interest in children’s issues.

Review of the applications will begin immediately and the applications process will close when an applicant has accepted an offer, but no earlier than November 1, 2023.

Public and Non-Profit Management Policy—The Department of Public Administration and Urban Studies seeks applicants for a tenure track position in public and nonprofit management policy at the Assistant or Associate rank. A joint appointment with the Department of Economics may be possible. Salary is competitive. The successful candidate will be expected to teach and conduct research on the nonprofit sector. Our preference is for candidates having a policy analysis focus.

The Department offers the Masters of Public Administration, a Bachelor and Master of Science in Urban Policy Studies, and a Master of Science in Human Resources Development and jointly offers a Ph.D. in public policy with Georgia Tech. Nonprofit management is offered as a concentration in both the MPA and M.S. programs.

Applicants should have earned a Ph.D. or its equivalent in an appropriate field or discipline. More advanced applicants should have a record of scholarly research and publication, evidence of teaching excellence, and a familiarity with institutional, governance, strategic, and service delivery issues in the nonprofit sector. Review of applications will begin October 15, 2023, and will continue until the position is filled. Complete applications should include a cover letter outlining teaching and research interests and a curriculum vitae, along with names and contact information of three references to: Professor Lloyd G. Niles, Chair, Public and Nonprofit Management Search Committee, Department of Public Administration and Urban Studies, Andrew Young School of Policy Studies, Georgia State University, Atlanta, GA 30303-3083.

Georgia State University—Georgia State University, located in downtown Atlanta, has approximately 25,000 students. The Andrew Young School of Policy Studies, one of the six colleges that make up the University, houses the departments of Economics, the Department of Public Administration and Urban Studies, and five research centers—Health Policy, Fiscal Policy, International Studies, Environmental Policy, and Applied Research Administration. The Andrew Young School offers Bachelor’s, Masters, and Ph.D. degrees in the university system, public administration, and policy studies. Within the Andrew Young School there are approximately 55 faculty and 25 senior research associates. For much more information, visit our website at www.gsu.edu/cpsp.

Georgia State University, a unit of the University System of Georgia, is an Equal Opportunity/Institutional Equity and an Equal Opportunity/Affirmative Action Employer.

University of Michigan, Ann Arbor
Gerald R. Ford School of Public Policy

Public Management Position

We seek to hire a scholar with a strong academic background who has research interests in the structure and management of public and nonprofit organizations (including their interaction with for-profit organizations). This job offers an opportunity to conduct research among an interdisciplinary group of policy-oriented social science scholars, with a particularly strong organizational studies group throughout the university. This person will be part of a team that is developing a public management curriculum that includes courses of governance, institutions, processes and practices. Teaching responsibilities include a core public management course as well as electives.

The appointment may be at the untenured or tenured level, and may involve a joint appointment with an appropriate unit, depending on the interests and quality of candidates. Additional information is available on the job posting at www.brown.edu/OA/Academic/JobPosting.html. Applicants are strongly encouraged to apply. Application materials should be sent by December 7, 2023, but will continue to be considered until the position is filled.

The University of Michigan

Faculty Research Positions

Carl Vinson Institute of Government

The Carl Vinson Institute of Government at the University of Georgia invites applications and nominations for three faculty positions with the Applied Research Division. These positions will be available July 1, 2023, and will not be filled until and/or unless a qualified person is found. Salary is competitive. Year-round contract.

Applied Economics/Economic Development Ph.D. in Economics required; knowledge and experience in applied economics and economic development related to state and local government policy/administration; experience using REMI and other economic and policy modeling techniques.

Search Committee Chair: Thomas J. Peltak, Director, Applied Research Division

Environmental Policy Ph.D. in Environmental Science or related field (formal training in both environmental science and public policy desired); knowledge and experience in environmental policy at the state/local government level preferred. Cooperative efforts with the newly created River Basin Science and Policy Center and the Institute of Ecology. Search Committee Chair: Dr. Jim Kendall, Director, Environmental Policy Program.

Local Government/Financial Management Ph.D. or equivalent in public administration, public policy, economics or related field. Knowledge and experience in budgeting/finance at the state/local level is preferred. Search Committee Chair: Mr. Barry Hayes.

Nominations and applications, including a curriculum vitae and a statement of teaching and research interests, should be sent by November 1, 2023, to David Einspahr, Administrative Assistant, Carl Vinson Institute of Government, University of Georgia, 201 North Milleridge Avenue, Athens, Georgia 30602-5842.

The University of Georgia is an Equal Opportunity/Affirmative Action Institution.
Texas A&M University
The George Bush School of Government & Public Service
Assistant Professor

The Bush School at Texas A&M is hiring several tenure-track assistant professors to teach in its Masters of Public Service and Administration program. We invite applicants from all areas of public management and public policy, and are especially interested in the following fields: organizational theory and behavior, leadership, budgeting, personnel administration, biotechnology, health policy, policy implementation, public sector negotiation and mediation, program evaluation and policy impact analysis, and science and technology policy. The teaching load is two courses per semester. Salaries will be competitive and there will be substantial opportunities for research. Application deadline is November 15, 2001. Please send three references and three letters of recommendation to: MPSSA Search Committee Chair, The George Bush School of Government and Public Service, Texas A&M University, College Station, TX 77843-4220.

Bridgewater State College
Department of Political Science

Assistant Professor, Public Administration. The Political Science Department invites applications for a tenure track position in Public Administration beginning fall semester 2002. Candidates will be expected to teach graduate courses in the core curriculum of the department's growing MPA program. The areas of specialization within public administration are open, but research and teaching interests in public management, information and technology policy, leadership and organizational development and non-profit organizations are desirable. While the position's primary responsibility will be to teach and work closely with graduate students, some undergraduate teaching in related areas is required. Requires earned Ph.D., a commitment to teaching excellence, and evidence of scholarly activity. Candidates with some practitioner experience and strong methodological skills preferred. Review of complete applications will begin immediately and continue until the position is filled. To apply, submit letter of interest, resume and three professional references to: Office of Human Resources, Bridgewater State College, Bridgewater, MA 02325. Bridgewater State College is an affirmative action/equal opportunity employer with a longstanding commitment to increasing the diversity of its workforce.

Iowa State University
Public Administration/MPA Director

The Department of Political Science invites applications for a tenured position in public administration beginning August 2002. The rank is open. The successful applicant will serve as Director of the MPA program and will be in charge of the public administration program. The Department offers the MPA degree program on campus and off-campus in Des Moines. As Director, the successful applicant will have a reduced teaching load with additional compensation for summer duties. Salary is competitive, commensurate with experience and qualifications. Individuals from all fields within public administration and public management are encouraged to apply. Applicants will be expected to have a record of significant scholarly publications, evidence of successful teaching, and demonstrated administrative experience. A Ph.D. or its equivalent is required.

Iowa State University enrolls 26,000 students with more than 120 majors and numerous pre-professional programs. The Department of Political Science offers the MA and MPA degrees, as well as a joint MA/ID program. Normal teaching load for regular faculty is two courses per semester. Applications from women, minorities, and Vietnam-era veterans are encouraged. Candidates should forward a written statement that includes their skills and interests, curriculum vitae, writing samples, and three letters of recommendation to: Public Administration Search Committee, Department of Political Science, 310 Ross Hall, Iowa State University, Ames, Iowa, 50011. Application review will begin December 1, 2001, and continue until the position is filled. ISU is an EEO/AA employer.

State University of West Georgia
MPA Program Director

The Department of Political Science/Planning at the State University of West Georgia invites applications for the position of Director of the Master of Public Administration program. The appointment will be tenure track at the Full Professor level starting Fall Semester 2002. Qualifications include earned Ph.D. or its equivalent in political science, public administration, or a related field, a record of scholarly publication, evidence of teaching excellence, and a strong commitment to public service. Also, the ability to direct community outreach projects and obtain external funding is desirable. Duties include administration and promotion of the MA program, teaching graduate courses in public administration, and teaching an introductory American Government course. Applicant's teaching and research interests in the field of public administration are open. Special consideration will be given to those with an interest in one or more of the following: research methods, program evaluation, nonprofit management, planning, budgeting, finance, economic development health policy, technology policy or theory.

Review of applications will begin December 1, 2001, and continue until the position is filled. Candidates should send a letter of application, curriculum vitae, and names and contact information for three references to: Chair, MPA Search Committee, Department of Political/Planning, State University of West Georgia, Carrollton, GA 30118-2100.

State University of West Georgia
Public Administration Professor

The Political Science/Planning Department invites applications for a tenure-track position at the assistant professor level. Qualification include a Ph.D. in political science or public administration; potential for scholarly research and publication; evidence of teaching excellence; and commitment to public service. Duties include teaching courses in public administration and American Government. Review of applications will begin December 1, 2001. Candidates should send a letter of application, vita, and names and contact information for three references to: Chair, Search Committee, Department of Political Science/Planning, State University of West Georgia Carrollton, GA 30118-2100.

Kansas State University
Department of Political Science

The Department of Political Science at Kansas State University seeks outstanding applicants for the position of tenure-track position to begin on July 1, 2002. The successful candidate is expected to hold a Ph.D. degree in Political Science, demonstrated abilities and interest in research and teaching, and a national/international reputation for scholarship and leadership in any of the substantive sub-fields in political science. The preferred candidate is expected to provide strong leadership in the formulation and implementation of a strategy that will position the department at the forefront of challenging opportunities in political science instruction, research, and service; to promote an environment of collegiality, innovation, and academic excellence; to demonstrate a commitment to excellence in teaching, research, and professional activities; to encourage collaborative efforts; and to generate external financial support. Qualifications also include excellent interpersonal skills and the ability to sustain the growth of the department. The successful candidate should have credentials for appointment at the full professor rank. Salary and benefits are competitive.

Kansas State University is a land-grant institution and the department of Political Science is a part of the College of Arts and Sciences. The department has 13 full-time faculty who teach undergraduate majors and Master's programs in both Political Science and Public Administration. The Master's program in Political Science includes a certificate option in International Issues, in addition to majors in Public Administration. The department has an active Political Science/Affirmative Action Unit and caters to students with disabilities. Applicants must comply with the Immigration Reform and Control Act. Please send a letter of application, CV, and three letters of recommendation to Professor Steven J. Eber, Department of Political Science, Kansas State University, Manhattan, KS 66506-3000. In addition, the candidate should request that three letters of reference be sent directly to the address listed above. Review will begin fall semester and continue until the position is filled. Kansas State University is an equal opportunity/affirmative action employer.

East Carolina University
Assistant Professor

Public Administration/Public Quantitative Methods

The Department of Political Science at East Carolina University (ECU) invites applications for a tenure-track Assistant Professor position to begin August 19, 2002. We are seeking candidates for a nucleus position in our NASPA accredited Master of Public Administration program. Preference will be given to applicants with significant experience in public administration, administrative theory, public policy, and management problems, and practical experience. The individual chosen for this position must be able to teach graduate (MPA) and undergraduate courses in quantitative methods and computer applications, as well as additional courses in public administration such as economic development, or non-profit management at both the graduate and undergraduate levels. Preference will be given to applicants who have completed the Ph.D. or doctorate in Public Administration. We favor candidates who can demonstrate potential for securing research productivity, teaching excellence, and appropriate professional service. Review of applications will begin October 31, 2001, and will continue until the position is filled. Salary is competitive, with the possibility of summer teaching. The MPA program is accredited by NASPA, enrolls approximately 80 students, and is growing. More information about the MPA program can be found at http://www.ecu.edu/polisci. ECU is in Greenville, North Carolina, a city of some 80,000 located 100 miles east of Raleigh. ECU is the third largest of the 16 universities in the state university system and offers a wide range of undergraduate and graduate programs. The graduate program can be found at its home page: http://www.ecu.edu/polisci. ECU is located in Greenville, North Carolina, a city of some 80,000 located 100 miles east of Raleigh. ECU is the third largest of the 16 State Universities in the state university system and offers a wide range of undergraduate and graduate programs.

College/University of Charleston, South Carolina
Director, Master of Public Administration

The Department of Political Science at the College/University of Charleston, South Carolina, invites applications for the position of MPA Director, beginning in the fall 2002, pending final budgetary approval. The position will be at the senior assistant or assistant professor level in Political Science or Public Administration and management and is dependent upon budget approval. The successful candidate must have teaching and research experience in general public administration and management. The Director is responsible for overall program management and administration in accordance with expectations for teaching undergraduate courses in the political science department. Successful candidates must have teaching and research experience in general public administration and management. The Director can offer courses in applied research methods, non-profit administration, intergovernmental relations and/or local government administration are particularly attractive. The position includes administrative duties for which the Director receives a stipend, the successful candidate will teach four classes per year. The MPA program is NASPA accredited Joint Program with the University of South Carolina in Columbia, SC. The program is closely affiliated with the Joseph P. Riley, Jr. Institute for Urban Affairs and Policy Studies, the primary research and service vehicle for the University. Additional information about the program and application process can be found at http://www.cofc.edu/polisci. The University of Charleston comprises the graduate and research activities of the College of Charleston, a public liberal arts institution located in a coastal metropolitan area of 600,000. The College has a total enrollment of approximately 11,000, approximately 2,100 of whom are enrolled in one of thirteen graduate programs. The Department of Political Science has a 14-person faculty that supports a Master's of Environmental Studies and the Master of Public Administration program. Applicants should submit a letter of application, statement of teaching and administrative philosophy, a curriculum vita, evidence of teaching effectiveness (including course syllabi and teaching evaluations), evidence of active scholarship, and three letters of recommendation to: MPA Director Search Committee, Department of Political Science, University of Charleston, 66 George Street, Charleston, SC 29403. To receive full consideration complete application packets should be received by November 1, 2001. The College/University is an A/AO employer and women and minorities are encouraged to apply.
ASPA Membership Is Growing!

Pass this application on to a friend or colleague or renew your membership (don't forget you can do all of this and more online at www.aspanet.org)

Benefits of being an ASPA member
- The Society's national conference—ASPA's 62nd national conference is in Newark, NJ, March 15-17, 2001. Offers three days of information, resources and contact gathering while interacting with top scholars, administrators and public managers on a wide variety of session topics.
- Public Administration Review (PAR)—The top journal in public administration and crucial to staying current on important topics.
- PA Times—a monthly newsletter focusing on the concerns of public administrators and highlighting best practices in the field. The Recruiter, a special employment section in the PA Times and on our Web site.
- ASPA’s Web site—contains just about everything you ever wanted to know about ASPA, or points you in the direction to find out what you want to know.
- Local Chapter Membership—local chapters provide the opportunity to attend lectures, conferences and seminars, as well as participate in networking luncheons and award banquets. Chapters also keep members up-to-date on the happenings in their local PA community.
- The Center for Accountability and Performance (CAP)—A special resource for members interested in performance measurement and managing for results. CAP offers case studies, workshops, webinars, symposia and other educational opportunities.
- Volunteer Opportunities—ASPA offers countless volunteer opportunities in both the organization and the field of public administration in general. Volunteering with ASPA offers experience and exposure in the field.
- Extensive Networking Opportunities—Participation in ASPA through its chapters and sections, national and regional conferences exposes one to a vast network of public administration professionals and resources and information.

### Membership Application

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### Fees

| If you earn less than $25,000, the base fee is | $25.00 |
| If you earn $25,000 to $49,999, the base fee is | $50.00 |
| If you earn $50,000 or more, the base fee is | $95.00 |
| If you are a student, the base fee is | $25.00 |
| Check box if you prefer to be an at-large member |

### Payment Information

- Payment methods: MasterCard, Visa, American Express
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Visit ASPA’s web site for the most current ASPA information www.aspanet.org
University of North Texas
Two Faculty Positions

The Department of Public Administration invites applications for two tenure-track positions at the assistant professor level beginning Fall 2002. Primary teaching responsibilities for both positions are in the department's NASPA Accredited Master of Public Administration program, with occasional teaching of undergraduate courses in public administration or in the baccalaureate program in emergency administration and planning. One position requires teaching courses in human resource management and at least one of the following areas: government management, strategic planning and management, non-profit management, and/or undergraduate courses in emergency management. The other position requires teaching courses in diversity issues, public emergency administration and at least one of the previously listed areas. Candidates must be able to combine excellent teaching with a productive agenda of research and community service.

The University of North Texas, the largest and most comprehensive university in the Dallas-Fort Worth area, has more than 25,000 students, one-fourth of whom are graduate students. In addition to the MPA degree, the department offers a B.S. in Emergency Administration and Planning and sponsors the Center for Public Management which provides continuing education opportunities to public managers.

Candidates should hold an earned doctorate in public administration, emergency management, or related field at the time the appointment begins. Review of complete files begins December 1, but applications will be accepted until the positions are filled. Candidates should submit a letter of interest, current vita, teaching interests, writing sample, and three letters of reference to: Faculty Search Committee, Department of Public Administration, PO Box 310617, Denton, TX 76203-0617.

E-mail inquiries may be sent to rrips@unt.edu. UNT is an affirmative action and equal opportunity employer; applications from women and ethnic minorities are especially encouraged.

The deadline for ad placement in The Recruiter is the 10th of each month for the following month’s issue. Fax your ad to Courtney Klein at (202) 585-4314 or e-mail it to: cklein@aspanet.org

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