Public Administration in an Information Society: Opportunities, Threats, and Intriguing Possibilities

Trabant University Center
University of Delaware
17 West Main Street Newark, DE 19716
2013 NECoPA Committee

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November 1, 2013

Dear NECoPA Conference Attendees:

On behalf of the School of Public Policy and Administration (SPPA) at the University of Delaware, I would like to extend a very warm welcome to all of the conference participants. As Vice President of the American Society for Public Administration (ASPA), I also welcome you from our professional association.

We are honored to host this year’s conference, which will explore a variety of issues in the public and nonprofit sectors. The conference theme, “Public Administration in an Information Society: Opportunities, Threats, and Intriguing Possibilities,” recognizes the important role that information plays in our society – as well as the contemporary challenges and opportunities it presents.

I hope that you will find this conference rewarding and enlightening. In SPPA, we pride ourselves with integrating academic excellence with professional experience, and we have done our best to offer a program that balances the interest of academics, practitioners, and students.

While you are here, I hope that you will take some time to get to know the work of our affiliated research centers that, along with SPPA, will be hosting a reception in your honor on Friday evening. Many thanks to all of the conference supporters whom you will find listed in this program.

Welcome to UD, and enjoy the conference.

Warmly,

Maria P. Aristigueta
Director, School of Public Policy and Administration
Charles P. Messick Professor of Public Administration
Vice President, American Society for Public Administration
November 1, 2013

Dear Friends and Colleagues:

Welcome to the Fourth Annual Northeast Conference on Public Administration, hosted by the School of Public Policy and Administration at the University of Delaware. This conference is a beautiful painting composed of the brush strokes of many hands and dealing with the most significant issues facing our profession as we move into the future. I cannot begin to thank the many people who have made this conference possible.

Society is changing in many profound ways. Our economy has become a global information economy where knowledge is what is truly valuable. Technology has changed the way we make our livelihood and the way that we live our lives. Public Service is more important today than it ever was in the past. Sadly, those who are committed to public service face new challenges and an environment that is frequently unsupportive to their efforts. In the next two days, we will explore some of the ramifications of those changes.

This conference builds on the success of the previous three efforts and the work of Larry Miller, Jeannie Marie Col and Michael Ahn, along with their committees. It also builds on the strong leadership provided to NECoPA by William Ciaccio and Alex Henderson and the NECoPA Board. None of this would be possible without the vision and efforts of Dean Marc Holzer, who provided the spark that made NECoPA burn so brightly in the last three years.

The Conference would not be possible without the work of the committees and the support of the School of Public Policy and Administration at the University of Delaware. Thanks go especially to Director Maria Aristigueta, Jonathan Justice, Jerome Lewis, Diana Simmons and Lorelly Solano for their wonderful work to make everything come together.

Sincerely,

John G. McNutt, PhD
NECOPA 2013 Conference Chair
November 1, 2013

Dear NECoPA Colleagues,

On behalf of the Delaware Association for Public Administration, I would like to welcome you to Delaware for the 2013 NECoPA Conference hosted by the School of Public Policy and Administration (SPPA) at the University of Delaware. It is a privilege to host academics, practitioners and students dedicated to the advancement of public administration.

As we convene to share our stories, our hopes, and ideas let us not forget that we are called to this work as public servants. Working together we can rise above the challenges we face in our own workplaces to focus our energies on the challenges we see in our local communities and throughout our great nation. Let us view today’s problems as opportunities for positive growth and respond to this call to change with integrity, wisdom and humility.

Many thanks to Dr. Maria Aristigueta, Director of SPPA; Dr. John McNutt, SPPA faculty member and conference organizer; and the many staff members that made this event possible. And, thank you to our generous sponsors, our knowledgeable presenters, and our dedicated attendees for making this a successful conference.

Once again, welcome to the University of Delaware! Please take time to enjoy our beautiful campus located in the heart of Newark a nationally recognized Great American Main Street Award winner.

Yours truly,

Kathy Murphy
DAPA President

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**BE SURE TO JOIN US FOR THE WELCOME RECEPTION HOSTED BY OUR RESEARCH CENTERS!**

Deer Park Tavern  
Friday, November 1, 2013  
6:00pm—8:00pm  
108 West Main Street  
Newark, DE 19711

Many thanks to:  
The Institute for Public Administration  
The Center for Applied Demography and Survey Research  
The Center for Community Research and Service  
The Center for Historic Architecture and Design  
The Disaster Research Center
Point A indicates Conference Location.

Friday, November 1: Trabant University Center

9:00 am – 10:00 am: Registration

Trabant Lobby (Outside of Multipurpose Room)

10:00 am – 11:00 am: Welcome and Opening Plenary Session

Theater

11:10 am – 12:30 pm: Concurrent Session 1

Rooms 206, 209, 211, 219, Multipurpose Room A, and Theater

12:30 pm – 2:00 pm: General Plenary Session and Lunch

Multipurpose Rooms B and C

2:15 pm – 3:45 pm: Concurrent Session 2

Rooms 206, 209, 211, 219, Multipurpose Room A, and Theater
4:00 pm – 5:30 pm: Concurrent Session 3
Rooms 206, 209, 211, 219, Multipurpose Room A, and Theater

6:00 pm – 8:00 pm Reception at Deer Park Tavern (108 W Main Street)

Sponsored by the School of Public Policy and Administration, Institute for Public Administration, Center for Applied Demography and Survey Research, Center for Community Research and Service, Center for Historic Architecture and Design, and the Disaster Research Center.

Saturday, November 2: Trabant University Center

8:00 am – 9:00 am: Registration
Trabant Lobby (Outside of Multipurpose Room)

8:00 am – 9:00 am: Morning Opener and Breakfast
Multipurpose Rooms B and C

9:00 am – 10:30 am: Concurrent Session 4
Rooms 206, 209, 211, 219, Multipurpose Room A, and Theater

10:45 am – 12:15 pm: Concurrent Session 5
Rooms 206, 209, 211, 219, Multipurpose Room A, and Theater

12:30 pm – 2:00 pm: General Plenary Session and Lunch
Multipurpose Rooms B and C

2:00 pm – 3:00 pm: NECoPA General Meeting
Multipurpose Rooms B and C

3:15 pm – 4:45 pm: Concurrent Session 6
Rooms 206, 209, 211, 219, Multipurpose Room A, and Theater

5:00 pm: Conference End
Thanks for joining us! See you next year in New Hampshire!

Note: Posters will be in exhibition in Multipurpose Rooms B and C.
Friday, November 1, 2013

10:00 am – 11:00 am: Welcome and Opening Plenary Session

Location: Theater

Welcome to NECOPA and the University of Delaware

- John McNutt, Conference Chair.
- Maria Aristigueta, Director, School of Public Policy and Administration, University of Delaware.
- Dr. Ann Ardis, Deputy Dean, College of Arts and Sciences.
- Kathleen Murphy, President, DAPA
- William Ciaccio, Chair, NECOPA.

11:10 am – 12:30 pm: Concurrent Session 1

Panel 1: International comparative administration: prospects for future research

Location: Theater

Moderator: Gedeon M. Mudacumura, PhD, Associate Professor of Public Administration, Department of Social & Behavioral Sciences, Cheyney University of Pennsylvania.

Panel Members:

- Jeanne Marie Col, PhD, Associate Professor of Public Administration, John Jay College of Criminal Justice, City University of New York.
- Chaya Jain, PhD, Associate Professor of Political Science, Public Administration and Economics, College of Humanities, Virginia State University.
- Roseanne Mirabella, PhD, Chair of Department of Political Science and Public Affairs, Seton Hall University.
- Darlene Pierre-Louis, PhD, Principal and Founder at Consultants 4 Charities, Inc.; Associate Professor of Public Administration, Ashford University.
Panel 2: Developing the economy during an era of fiscal hardship

Location: Room 209

Moderator: Jerome Lewis, PhD, Associate Professor, School of Public Policy & Administration; Director, Institute for Public Administration, University of Delaware.

- The economic and culture role of international sister city relationships between the United States and South Korea.
  Seunghea Jo, Doctoral Student, Virginia Polytechnic Institute and State University.

- New automobile dealer-protection legislation at the state level: policy actors in action.
  Luisa Diaz-Cope, PhD Student; John R. Lombard, Associate Professor and Chair; and Katrina Miller-Stevens, Assistant Professor, Old Dominion University.

- State and local fiscal management in an era of economic retrenchment and the fiscal cliff.
  David B. Juppe, DPA Senior Operating Budget Manager Maryland General Assembly Department of Legislative Services.

Panel 3: Accountability at the edge of social and computer science

Location: Room 209

Moderator: Jonathan B. Justice, PhD, Associate Professor of Public Administration, University of Delaware.

- Accountability as a computer problem: lessons from the world of programmers.
  Melvin J. Dubnick, PhD, Professor of Political Science, University of New Hampshire.

- The public computer system and accountability.
  Thomas M. Powers, PhD, Associate Professor of Philosophy, Public Policy and Administration, University of Delaware.

- The structuration of accountability.
  Lucia Velotti, PhD, Graduate Research Assistant, Disaster Research Center, University of Delaware.
• **What kind of animal is accountability?**
  Jonathan B. Justice, PhD, Associate Professor of Public Administration, University of Delaware.

**Panel 4: Examining the interface between ethics, law and public management practice**

Location: Room 211

Moderator: Alexander Henderson, PhD, Assistant Professor of Health Care and Public Administration, Long Island University.

• **Stolen valor: supporting and defending another’s right to lie.**
  Neysa M. Slater-Chandler, J.D., PhD Student, Virginia Polytechnic Institute and State University; Attorney.

• **Let’s Agree to Disagree: An Assessment of Consensus-Based Approaches to Off-Road Vehicle Management Planning in America’s National Seashores.**
  Stephen Kleinschmit, PhD, Assistant Professor, Department of Public Policy, Indiana University-Purdue University Fort Wayne

• **Seizing the opportunity to preserve the integrity.**
  Minette Corretta Wilson, MPA Student, Shippensburg University; and Amanda M. Olejarski, Central PA ASPA Chapter Board Member, Assistant Professor of Public Administration, Shippensburg University.

**Panel 5: Changing government in an information age**

Location: Room 219

Moderator: William Ciaccio, Senior Director, MTA New York City Transit Authority.

• **Police patrols, fire alarms, or none of the above: the role of oversight in outsourcing public goods and services.**
  Janice Fine, School of Management and Labor Relations, Rutgers University, New Brunswick; Patrice Mareschal, Rutgers University, Camden; David Hersh, Bloustein School of Public Policy, Rutgers University, New Brunswick; Kirk Leach, Rutgers University, Camden.

• **Themes of reform: state government reengineering efforts through fiscal crisis and agenda setting – 2007 to 2012.**
  Adam Lipton, PhD, Pennsylvania State University.
• Human service contracting 3.0: an exploration of the newest forms of collaboration between nonprofits and the government.
Lauren Mitenberger, PhD, Assistant Professor, Villanova University; Allison Bittner, Master of Public Administration Student, Villanova University; John Casey, PhD, Associate Professor, School of Public Affairs, Baruch College, The City University of New York.

Panel 6: Civil society and nonprofit organizations in a global information society
Location: Multipurpose Room A
Moderator: Jonathan Kirsh, Government Relations Director, American Heart Association and American Stroke Association.

• Civic hacking: a motivation framework.
  Tanya Stepasiuk, PhD Candidate, University of Massachusetts, Boston.

• Odd couple: making sense of the curious concept of social entrepreneurship.
  Bing Ran, PhD, Associate Professor of Public Administration and Public Affairs, Pennsylvania State Harrisburg.

• The research on the participation of NPO in the supply of social welfare in China.
  Xiaohui Bian, Renmin University of China.

12:30 pm – 2:00 pm: General Plenary Session and Lunch
Location: Multipurpose Rooms B and C
Lunch Sponsored by The Rutgers University-Newark, School of Public Affairs and Administration.

Invited Plenary Speaker: The Honorable John Carney, Member of the U.S. House of Representatives from the State of Delaware

• Introduction by Edward J. Freel, Instructor, School of Public Policy and Administration; Policy Scientist (Manager, The Democracy Project), IPA, Former Secretary of State, State of Delaware.

Congressman John Carney is the state of Delaware’s lone representative in the United States House of Representatives. He was sworn in on January 3, 2013 for his second two-year term. John is a member of the Financial Services
Committee, the Subcommittee on Capital Markets and Government Sponsored Enterprises, and the Subcommittee on Monetary Policy and Trade.

In April 2012, President Obama signed the Jumpstart our Business Start-Ups Act (JOBS Act) into law. The centerpiece of the JOBS Act is legislation introduced by Rep. Carney to make it easier for small- and medium-sized companies to undertake an initial public offering to grow and create jobs. Representative Carney was the only freshman House Democrat to pass a major piece of legislation in the 112th Congress.

His public service career in Delaware has spanned more than 20 years, including serving as Secretary of Finance and Deputy Chief of Staff under then-Governor Tom Carper. In these positions, he played a key role in the sale of the Port of Wilmington to the state, worked to cut taxes nine times, and helped the state earn its first AAA bond rating -- which it still holds today.

John was twice elected Lieutenant Governor of Delaware. As Lt. Governor, he implemented the Models of Excellence in Education program, which enabled successful schools to effectively share best practices with other schools around the state, raising test scores and producing better students. John was also a strong supporter of the Delaware smoking ban -- and he led the fight for a Cancer Right to Know Law, ultimately passed in 2008. He was chairman of the Delaware Health Care Commission, the Interagency Council on Adult Literacy, the Criminal Justice Council, the Center for Education Technology, and the Livable Delaware Advisory Council.

The second of nine children, John was born in Wilmington and raised in Claymont by his parents Jack and Ann, who were both educators. After college at Dartmouth, John chose a career of serving his community. He returned home to get his Master of Public Administration at the University of Delaware.

2:15 pm – 3:45 pm: Concurrent Session 2

Panel 7: Shared services at the municipal, state and federal level

Location: Theater

Moderator: David Bird, JD, MBA Clerk, US Bankruptcy Court for the District of Delaware.
Panel Members:

- David Bird, Clerk, US Bankruptcy Court for the District of Delaware.
- Linda Murphy, President of the New Jersey Shared Services Association and author of "A Shared Services Perspective: From Morris County Shared Services".
- Lori A. Murphy, Assistant Division Director, Cross-Court Leadership and Learning Programs, Education Division, Federal Judicial Center.
- John C. Fry, Program Director, Government Solutions, Revelstone LLC.
- Marc Holzer, PhD, Dean, School of Public Affairs and Administration, Rutgers University, Newark.

Panel 8: Open government and transparency

Location: Room 206

Moderator: Craig Hall, MPA, Deputy Director, Massachusetts Developmental Disabilities Council, Director of Accountability, Association of Government Accountants-Boston Chapter, Associate Faculty University of Phoenix.

- **Open government and transparency.**
  Craig C. Hall, MPA, Deputy Director, Massachusetts Developmental Disabilities Council, Director of Accountability, Association of Government Accountants-Boston Chapter, Associate Faculty University of Phoenix; Relmond Van Daniker, DBA, CPA, Executive Director, Association of Government Accountants.

- **Understanding local government environmental information disclosure practices in New Jersey and the Netherlands.**
  Stephan Grimmelikhuijsen, Postdoctoral Fellow, Utrecht School of Governance, Utrecht University, the Netherlands; Jyldyz Kasymova, PhD, Assistant Professor, Division of Public Administration, Buffalo State (SUNY); and Suzanne J. Piotrowski, PhD, Associate Professor, School of Public Affairs and Administration, Rutgers University-Newark.

- **Politics, economics, and cross-continental fiscal transparency: what about it?**
  Theodore Arapis, PhD, Assistant Professor of Public Administration, Villanova University; Vincent Reitano, Villanova University.
Panel 9: Pennsylvania public administration in an information society

Location: Room 209

Moderator: Dr. Amanda M. Olejarski, PhD, Assistant Professor of Public Administration, Shippensburg University, Central PA ASPA Chapter Board Member.

- **Early warning system: a statistical analysis system designed to detect fiscal challenges.**
  Marita J. Kelley, Past President, Central PA ASPA Chapter Board Member, Local Government Policy Manager, Pennsylvania Department of Community and Economic Development.

- **Innovation adoption and deployment: a call to build public trust embraces open government and transparency.**
  Nolan R. Ritchie, MPA, President-Elect, Central PA ASPA Chapter, Innovations Officer, Pennsylvania Department of Transportation.

- **From risk to revolution: applying organizational learning to regionalized information-sharing.**
  Amanda M. Olejarski, PhD, Assistant Professor of Public Administration, Shippensburg University, Central PA ASPA Chapter Board Member, and Robert L. Morrison, Central PA ASPA Chapter Board Member, Principal Creative Technology and Management Services, LLC.

- **Reforming IT contracting in state government.**
  Anne Skorija, CPA, MPA, Central PA ASPA Chapter Board Member, Information Technology Audit Specialist, and Deborah A. Reihart, MPA, PMP Central PA ASPA Chapter Board Member, Chief of Systems Management, Pennsylvania Department of Transportation.

Panel 10: Learning from our mistakes, capitalizing on our opportunities: leveraging information to affect real change in a tumultuous world

Location: Room 211

Moderator: Dr. Hillary J. Knepper, MPA, PhD, Assistant Professor, Department of Public Administration, Dyson College, Pace University.

- **Social media: what do we need, what are we getting, and why are we doing this?**
  Hillary J. Knepper, MPA, PhD, Assistant Professor, Department of Public Administration, Dyson College, Pace University.
• Human capital investment during times of fiscal austerity: examining volunteer management effectiveness.
  Hillary J. Knepper, MPA, PhD, Pace University, Assistant Professor, Department of Public Administration; Helisse Levine, PhD, Associate Professor, Public Administration, Long Island University; and Maria D’Agostino, PhD, Associate Professor, Public Management, John Jay College of Criminal Justice.

• Stolen valor: hidden costs of false claims of veteran status.
  Shelly Peffer, JD, PhD., Assistant Professor, School of Business, Public Administration and Information Sciences, Long Island University; Helisse Levine, PhD., Associate Professor, School of Business, Public Administration and Information Sciences, Long Island University; and Amy Alago, MPA Student, School of Business, Public Administration and Information Sciences, Long Island University.

• The road from empowerment to involvement: the difference that women make.
  Maria D’Agostino, PhD, Associate Professor, Public Management, John Jay College of Criminal Justice.

Panel 11: Public administration in a global information society

Location: Room 219

Moderator: Lauren Miltenberger, PhD, Assistant Professor, Villanova University.

• Cross-cultural partnerships and comparative analyses of public administration in the United States and Romania: a case study of an innovative study abroad research project.
  Caitlin Del Collo and David Karas, Master of Urban Affairs and Public Policy Students, University of Delaware.

• The influence of personal values on career choice amongst public administration students of Nigeria universities.
  Lucky Benson, PhD, Department of Public Administration, Adamawa State University, Mubi.

• Public trust in parliament, national and local governments in Latvia.
  Lilita Seimuskane, Department of Public Administration Faculty of Economics and Management, University of Latvia; and Maija Vorslava, MPA, University of Latvia.
Panel 12: Engaging the public
Location: Multipurpose Room A
Moderator: Nina David, PhD, Assistant Professor, School of Public Policy and Administration, University of Delaware.

- **Community response to the closure of U.S. petroleum refineries.**
  David Carter, Delaware Audubon Society, and Doctoral Student, Urban Affairs and Public Policy, School of Public Policy and Administration, University of Delaware.

- **Public transit and the public: examining citizen perceptions.**
  Kaitrin Mahar, Doctoral Student, Public Administration/Urban Policy, Old Dominion University; and Wie Yusuf, PhD, Assistant Professor of Urban Studies and Public Administration, Old Dominion University.

- **Sustainable Main Streets.**
  Lorelly Solano, Doctoral Candidate, Urban Affairs and Public Policy, School of Public Policy and Administration, University of Delaware.

4:00 pm – 5:30 pm: Concurrent Session 3

Panel 13: Multifaceted approach to building sustainable communities in North Philadelphia
Location: Theater
Moderator: Gedeon M. Mudacumura, PhD, Associate Professor of Public Administration, Department of Social & Behavioral Sciences, Cheyney University of Pennsylvania.

Panel Members:

- Ashley McBride, MPA Student, Cheyney University.
- Saquatia Knight, MPA Student, Cheyney University.
- Judith Fisher, MPA Student, Cheyney University.
- Michael Hinson, Doctoral Student, Cheyney University.
Panel 14: Technology and the Future of Government in an Information Society

Location: Room 206

Moderator: Susan Gooden, PhD, Professor of Public policy and Administration and Executive Director of the Grace E. Harris Leadership Institute, School of Government and Public Affair, Virginia Commonwealth University.

Discussant: Ying Ying Zeng, Doctoral Candidate, Urban Affairs and Public Policy Program, School of Public Policy and Administration, University of Delaware.

- **ICT capability and challenges in the delivery of e-government services in a developing country: a case study of Nigeria.**
  Kemi Ogunsola, University of Ibadan.

- **How channel choice and service failure influence customer satisfaction: the case of public services.**
  Min-Seok Pang, PhD, Assistant Professor, School of Management, George Mason University; Sunil Mithas, PhD, Associate Professor, Robert H. Smith School of Business, University of Maryland; and Henry C. Lucas, Jr., PhD, Professor, Robert H. Smith School of Business, University of Maryland.

- **Government use of social media: lessons from the commercial sector.**
  Lionel Mew, PhD, Assistant Professor, University of Richmond.

- **The development of government-funded open source software decision support tools and databases.**
  David Solan, Director, Energy Policy Institute, Associate Director, Center for Advanced Energy Studies, Assistant Professor, Department of Public Policy & Administration, Boise State University.
Panel 15: Working with people in the new government organization

Location: Room 209

Moderator: James Flynn, EdD, Assistant Professor and Director, Masters of Public Administration Program, School of Public Policy and Administration, University of Delaware.

- Get me to the other side—identifying what organizations must do to make the transition to the new age in public administration.
  Diane Oyler, PhD, Coordinator of Neighborhood Services, Erie County Department of Senior Services; and Elizabeth (Liz) Smith, MPA, Worker Center Project Organizer, Western New York Council on Occupational Safety and Health.

- Job satisfaction comparison between public and private organizations -- Korean case.
  Dae Hyun Kim, Rutgers University-Newark, NJ.

- Cognitive styles of MPA/MPP students: opportunities, threats, and intriguing possibilities for the use of technology both in the classroom and in the career.
  Blue Wooldridge, PhD, Professor, L. Douglas Wilder School of Government and Public Affairs, Virginia Commonwealth University; Lorenda Naylor, PhD, Associate Professor, School of Public and International Affairs, University of Baltimore; and Alan Lyles, Professor, M.P.H., Sc.D., School of Public and International Affairs University of Baltimore.

Panel 16: Health care performance: improving care amid innovation, turmoil & fiscal austerity

Location: Room 211

Moderator: Dr. Hillary Knepper, Assistant Professor, Department of Public Administration, Dyson College, Pace University.

- The use of social media to improve adolescent health awareness in Westchester county.
  Peter Fasano, MPA, Implementation Specialist, AmkaiSolutions.
Reducing emergency department utilization by unstably housed persons: the effectiveness of medical respite programs.
David P. Miller, M.P.A, Project Associate Montefiore Medical Center.

Patient centered medical home.
Meghan Myers, MS, MPA, CCA Penn Medicine. University of Pennsylvania.

Panel 17: Social policy and information society
Location: Room 219

Moderator: Daniel Rich, PhD, University Professor of Public Policy and Director of The Urban Affairs and Public Policy Doctoral Program, School of Public Policy and Administration, University of Delaware.

Discussant: Ambassador Yacoob Abba Omar Director Operations at Mapungubwe Institute For Strategic Reflection (MISTRA), South Africa.

Effecting community change: a political economy of the transition movement.
Phil Barnes, Doctoral Candidate, School of Public Policy and Administration, University of Delaware.

Theodore Arapis, PhD, Assistant Professor of Public Administration, Villanova University; Amanda M. Dachille, Villanova University.

The challenges and opportunities of rapid re-housing for rural homelessness.
Margaret F. Sloan, PhD, Assistant Professor of Strategic Leadership Studies, James Madison University; Karen A. Ford, PhD, Interim Director, Professor of Strategic Leadership Studies, James Madison University; Daisha Merritt, Doctoral Student and Adjunct Instructor/ Adviser, James Madison University; and Michael Thelk, Doctoral Student, Strategic Leadership Studies, James Madison University.
Panel 18: Update on performance management

Location: Multipurpose Room A

Moderator: Yoonho Kim, PhD, Associate Professor, Department of Public Administration, University of Seoul.

Discussant: Todd O’Boyle, PhD, Program Director, Media and Democracy, Common Cause.

- **Outcome-based government: a South African perspective on managing performance at a macro level.**
  Professor D. M. Mello, PhD, North West University, South Africa.

- **Message design: a new strategy for government performance reporting.**
  Felix Deat, PhD Student, Rutgers University-Newark; Stephan Grimmelikhuijsen, Postdoctoral Fellow, Utrecht School of Governance, Utrecht University, the Netherlands; and Suzanne J. Piotrowski, PhD, Associate Professor, School of Public Affairs and Administration, Rutgers University-Newark.

- **Becoming a performance management organization.**
  Kimberly Butterworth, Senior Management Consultant, TrueNorth™

- **Integrating strategy and operations through performance measurement.**
  Aroon Manoharan, PhD, Department of Political Science, Kent State University; and Jim Melitski, PhD, Marist College, New York.

6:00 pm – 8:00 pm Reception at Deer Park Tavern (108 W Main Street)

Sponsored by the School of Public Policy and Administration, Institute for Public Administration, Center for Applied Demography and Survey Research, Center for Community Research and Service, Center for Historic Architecture and Design, and the Disaster Research Center.
8:00 am – 9:00 am: Morning Opener and Breakfast

Multipurpose Rooms B and C

- The University of Delaware Institute for Public Administration Legislative Fellows Program

Moderator: Jerome Lewis, Associate Professor, School of Public Policy & Administration; Director, Institute for Public Administration, University of Delaware.

Panel Members:

- David Bentz, MPA, Legislative Aide, Delaware House of Representatives
- Jenna Bucsak, MPA Student
- Cimone Philpotts, MPA, Legislative Aide, Delaware General Assembly
- Nathan Roby, MPA, Budget Analyst II, City of Wilmington
- Saran Singh, MPA Student

Description: This innovative program provides professional research and program support by students for the Delaware General Assembly. Begun as a partnership between the University of Delaware and the Delaware General Assembly in 1982, the Legislative Fellows Program is now sponsored in cooperation with Delaware State University and Wesley College. For the students, who are selected through a University-wide competition, the experience offers a valuable opportunity to observe and contribute to the political decision-making process. For the General Assembly, the program provides the research skills of the Fellows as well as a link to University.

9:00 am – 10:30 am: Concurrent Session 4

Panel 19: White collar crime, Ponzi schemes, lessons learned and performance

Location: Theater

Moderator: Patrick O'Hara, PhD, John Jay College of Criminal Justice.

Discussant: Hollis Kegg, Doctoral Student, City University of New York Graduate Center, John Jay College.
• **White collar crime: Enron revisited - lessons learned and not learned.**
  Kenneth J. Grossberger, Doctoral Student, City University of New York Graduate Center/ John Jay College.

• **Types of Ponzi schemes.**
  Marie Springer, Doctoral Student, City University of New York Graduate Center/ John Jay College.

• **Hotlines: fraud detection, prevention, and organizational performance.**
  Chelsea Binns, Doctoral Candidate, City University of New York Graduate Center/ John Jay College.

**Panel 20: The cutting edge of knowledge and education in public administration**

Location: Room 206

Moderator: John McNutt, PhD, Professor of Public Policy and Administration, School of Public Policy and Administration, University of Delaware.

• **Public service unions: a textbook case?**
  James S. Bowman, PhD, Professor of Public Administration, Askew School of Public Administration and Policy, Florida State University; and Jonathan West, PhD, Professor of Public Administration and Public Policy, Department of Political Science, University of Miami.

• **Toward enlightenment: how performance information influences peer-reviewed research?**
  Steven Putansu, PhD, Senior Design Methodologist at U.S. Government Accountability Office.

• **The missing piece in public administration scholarship: large forces and the evolution of governmental capabilities.**
  Alasdair S. Roberts, PhD, Jerome L. Rappaport Professor of Law and Public Policy, Suffolk University Law School, Boston.

• **The crisis in public administration textbooks.**
  John Rouse, PhD, Professor, Department of Political Science, Ball State University.
Panel 21: ASPA Commission on Ethics

Location: Room 209

Chair: James Svara, PhD, Chairperson, Committee to Implement the ASPA Code of Ethics; Professor, School of Public Affairs, Arizona State University, Visiting Professor, School of Government, University of North Carolina-Chapel Hill.

- “Work Session on Creating an Ethics Review Process for ASPA”

Description: The ASPA National Council approved a new Code of Ethics in March that builds on earlier codes approved in 1984 and revised in 1994. With each version, the question has been asked—how do we implement and enforce it? The forum will review the code and collect ideas about the establishing an enforcement process. Sample complaints will be presented, and participants will be asked to determine how each should be handled by ASPA. The discussion will help shape the recommendations of the Implementation Committee to the National Council.

Panel 22: Bridging the digital divide and promoting digital inclusion: an update on public access venues and projects

Location: Room 211

Moderator and panelist: Peter Miller, PhD, Founding Network Director, Community Technology Centers Network.

Panel Members:

- Stuart Freiman, Program Director, Broadband Rhode Island.
- David Nemer, PhD Candidate, School of Informatics and Computing, Indiana University.
- Angela Siefer, Program Manager, Digital Inclusion, the Online Computer Library Center.

Panel 23: Building the future workplace in public management

Location: Room 219

Moderator: Nicole M. Rishel Elias, PhD, Assistant Professor, Public Administration, Department of Public Management, John Jay College of Criminal Justice, City University of New York.
• Does satisfaction with family-work initiatives affect perceptions of career advancement?
Lauren Bock Mullin, PhD, Assistant Professor at Long Island University; and Taehee Kim, PhD candidate & Managing Director, National Center for Public Performance (NCPP).

• Gender diversity and organizational performance in South Korea public workplace.
Dongyoen Kang and Jungah Claire Yun, Doctoral Students, School of Public Affairs and Administration, Rutgers University-Newark.

• The inside-outside leader in public organization.
Theresa Kohler, Virginia Polytechnic Institute and State University.

Panel 24: Technology and the Future of Public Administration
Location: Multipurpose Room A

Moderator: Michael J. Ahn, PhD, Assistant Professor, Department of Public Policy and Public Affairs, John W. McCormack Graduate School of Policy and Global Studies, University of Massachusetts Boston.

• Local data is a commons: toward interoperability and openness in human service information-and-referral systems.
Greg Bloom, Provisions Library Research Fellow and founding member of Code for D.C.

• Preparing students to meet the demands of the 21st century workforce: the incorporation of information technology in the MPA curriculum.
Marcus D. Mauldin, PhD, Assistant Professor of Political Science, Public Administration and Nonprofit Management, University of Tennessee, Chattanooga.

• Social media policy in large American cities: does having an official policy make a difference?
Lamar Bennett, PhD, Assistant Professor of Public Administration, School of Business, Public Administration and Information Sciences, Long Island University; and Aroon Manoharan, PhD, Department of Political Science, Kent State University.
Panel 25: Changes in the public service workforce and implications for public administration education

Location: Theater

Moderator: Dr. Maria P. Aristigueta, DPA, Messick Professor of Public Administration, University of Delaware.

Discussant: Lauren Miltenberger, PhD, Assistant Professor, Villanova University.

- **What is the current status of the civil service? What has led to this increase in government contracting?**
  Maria P. Aristigueta, DPA, Messick Professor of Public Administration, University of Delaware.

- **What is government contracting? What educational programs are available to prepare public administrators for government contracting?**
  Nicole M. Quinn, Sr. Business Administrator, School of Public Policy and Administration, University of Delaware.

- **What are the skills necessary for public administrators to be successful in government contracting? Are Public Administration programs the place to teach these skills?**

Panel 26: Impact of disasters

Location: Room 206

Moderator: Amy Crabill, Deputy Director, Cecil County, MD Department of Emergency Services.

Discussant: James Kendra, PhD, Disaster Research Center, Director, University of Delaware.

- **Controlling disasters: local emergency management perceptions about Federal Emergency Management and Homeland Security Actions since September 11, 2001.**
Sean Hildebrand, PhD, Public Administration Department, Kean University.

- **Tsunamis, flu, terrorism and climate change: globalization and emergency management.**
  Jeanne Marie Col, PhD, Associate Professor of Public Administration, John Jay College of Criminal Justice, City University of New York.

- **How has value and action of youth for contribution to social change shifted after the disaster experience?**
  Yuko Nishide, Tohoku University, PhD, Associate Professor, Graduate School of Economics and Management, Tohoku University; and Junro Nishide, PhD, Associate Professor, Iwate Prefectural University.

- **Finding the right match: retaining partners in an strategic alliance to combat agroterrorism.**
  Jessica Minnis-Mcclain, PhD, Department of Political Science, James Madison University.

**Panel 27: Intersection of hierarchy and network**

Location: Room 209

Moderator: Kitty Wooley, Founder, Senior Fellows and Friends, recently retired from U.S. Department of Education.

Panel Members:

- Dave Uejio, Lead for Talent Acquisition at U.S. Consumer Finance Protection Bureau and past President, Young Government Leaders.
- Kitty Wooley, Founder, Senior Fellows and Friends, recently retired from U.S. Department of Education.

**Panel 28: Frontiers of e-democracy in local governments**

Location: Room 211

Moderator: Quintus Jett, PhD, Assistant Professor, School of Public Affairs and Administration, Rutgers University-Newark.
• An analysis of e-government implementation in Bergen County, New Jersey: are municipal governments meeting modern day standards?
  Rachel Stewart, MPA, Rutgers University.

• Redirecting public school board meetings: improving citizen and social engagement in the 21st century.
  Lisa Sciancalepore, MPA, Rutgers University.

• From e-government to open government: distinctions and frontiers.
  Sarah Schacht, Founder and Executive Director of Knowledge As Power.

Panel 29: Civil society in an information age
Location: Room 219
Moderator: Katherine Mary Boland, EdD, Data Analyst, Rowan University.

• State-level initiatives to strengthen government-nonprofit relations in the U.S.
  John Casey, PhD, Associate Professor, School of Public Affairs, Baruch College, The City University of New York.

• Unpacking the labels: support for better terminology to represent the modern nonprofit sector in the United States.
  Daisha Merritt, Adjunct Instructor/ Adviser, James Madison University, and Theresa L. Koepfler Reimbold, Doctoral Student, James Madison University.

• Understanding the role of nonprofit arts organizations as an essential part of civil society.
  Mirae Kim, Doctoral Student, School of Public Affairs and Administration, Rutgers University-Newark.

Panel 30: Evaluating performance: Building Evidence Based Government in an Information Society
Location: Multipurpose Room A
Moderator: Danilo Yanich, PhD, Associate Professor and Director, Masters of Urban Affairs and Public Policy Graduate Program, School of Public Policy and Administration, University of Delaware.
• Massachusetts municipal performance management program. Michael Ward, Director of Municipal Services, Edward J. Collins, Jr. Center for Public Management, John W. McCormack Graduate School of Policy and Global Studies, University of Massachusetts Boston.

• Why delegating accountability is essential to performance management. John Zook, Performance Management Architect, BTRG.

• Pay for performance: what is the buzz about? Meghan E. Wander, Master of Public Administration Student, Troy University.

• Program evaluation: lessons from Mid-Atlantic agrability. Katie Gifford, MS, Research Associate, University of Delaware.

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12:30 pm – 2:00 pm: General Plenary Session and Lunch

Multipurpose Rooms B and C

- **Long Range Fiscal Challenges Facing State Governments**
  Richard Keevey, Woodrow Wilson School of Public and International Affairs, Princeton University.

- Introduced by Edward Ratledge, Director, Center for Applied Demography and Survey Research and Associate Professor, School of Public Policy and Administration, University of Delaware

Richard Keevey has held senior positions in the federal & state government; in the private sector; for a congressionally non-profit organization and in academia. He has been the OMB Director for the State of NJ, the CFO for the Department of Housing and Urban Development and the Deputy Under Secretary for Finance for the Defense Department. Presently, he is a Visiting Professor at the Woodrow Wilson School, Princeton University and has taught graduate & undergraduate courses in budgeting and organizational management at American University, University of Maryland, Rutgers University, Seton Hall University, Rider University and George Mason University. He is the author of 19 published articles on finance and management issues; has made presentations or chaired over 70 policy-oriented conferences and is the author of 28 published opinion pieces. He is a Fellow of the National Academy of Public Administration. He received his undergraduate degree from La Salle College and his graduate degree from the Wharton School at the University of Pennsylvania.

2:00 pm – 3:00 pm: NECoPA General Meeting

Multipurpose Rooms B and C

- William Ciaccio, Chair, NECoPA.
- Alexander Henderson, Secretary/Treasurer, NECoPA.
- Dan Bromberg, Chair of NECoPA 2014.
3:15 pm – 4:45 pm: Concurrent Session 6

Rooms 206, 209, 211, 219, Multipurpose Room A, and Theater

Panel 31: Health care administration and delivery in safety net organizations

Location: Theater

Moderator: Linda L. Vila, J.D, Assistant Professor of Health Care and Public Administration, Chair, Department of Health Care and Public Administration, Long Island University.

- **Best practices for addressing risk exposure, mitigation, and prevention in a safety net health care organization.**
  Peggy Anne Cooke, Esq., Director of Risk Management, Brookdale Hospital Medical Center, Brooklyn, New York.

- **Strategies for managing, settling and disposing of medical malpractice claims during an impending reorganization of a safety net organization.**
  Kenneth Larywon, Esq., Senior Partner, Martin, Clearwater & Bell, LLP, New York, New York.

- **Case study: Rethinking the efficiency and effectiveness of Emergency Department care in order to ensure sustainable cost-effective, quality care for those using the safety net organization.**
  Lewis Marshall, M.D., J.D., Chairman and President of Medical Staff, Emergency Department, Brookdale Hospital Medical Center, Brooklyn, New York.

- **Insights into the transformative role of Nursing in safety net organizations.**
  Brenda Marshall, EdD, MSN, Associate Professor & Director of Doctor of Nursing Program, William Patterson University.

- **The Administrator on Duty: a model for increasing sustainability of the safety net organization.**
  Linda L. Vila, J.D., Assistant Professor, Long Island University.

Panel 32: Developing the workforce of the future: a key to sustainability in public administration in the health environment

Location: Room 206

Chair: Gwendolin Angalet, PhD, Senior Advisor for Academic Affairs, Nemours Health and Prevention Services.
Description: In order to have a workforce that is skilled in public administration and capable of addressing the complex problems of sustaining healthy people in healthy communities, it is essential to give college students real world experiences in health promotion and health policy. We must help students understand and engage in programs that that them learn about how to promote health. We must immerse them in policy development that gives them the opportunities to learn how to craft and advocate for policies to help communities create healthy environments. This panel will discuss the potential for public affairs programs to bring this type of innovative education to students using the experience of Nemours Health Systems as a backdrop and resource.

Panel 33: Creating an inclusive information society: ideas from social policy

Location: Room 209

Moderator: Todd O’Boyle, PhD, Program Director, Media and Democracy, Common Cause.

- **Absorptive capacity: Canada’s approach to managing immigration levels.** Jared Cummer, Doctoral Student, School of Public Policy and Administration, University of Delaware.

- **Recidivism prevention through progressive post-incarceration education and life skills training—a longitudinal study.** Beth Duncan, MD, Delaware Otolaryngology Consultants.

- **State-Level Determinants of EB-5 Investment.** Ed Smith, Doctoral Candidate, School of Public Policy and Administration, University of Delaware.

- **Improving Accountability through Fiscal Decentralization: Empirical Evidence from US State Corruptions.** Jongmin Shon, PhD, Assistant Professor, School of Public Affairs and Administration, Rutgers University-Newark; and Yoon Kyoung Cho, Doctoral Student, University of Georgia.

Panel 34: Pushing the limits of global public administration: recent scholarship and provocative ideas

Location: Room 219

Moderator: Sibusiso Vil-Nkomo, PhD, Chairperson, Mapungubwe Institute for Strategic Reflection (MISTRA), South Africa.
• Comparative public administration and borderlands studies.
Christine Thurlow Brenner, Chair and Associate Professor, Department of Public Policy and Public Affairs, McCormack Graduate School, University of Massachusetts, Boston.

Lucky Benson, PhD, Department of Public Administration, Adamawa State University, Mubi.

• Making participation real in participatory integrated development planning in South Africa.
Costa Hofisi, PhD, Department of Public Administration, North West University.

5:00 pm: Conference End

Thanks for joining us! See you next year in New Hampshire!

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New Visions for Public Affairs (NVPA)

NVPA, the student-led public policy journal of the School of Public Policy and Administration (SPPA) at the University of Delaware invites students submitting papers to the 2013 NECoPA Conference to be considered for a special NECoPA section of the 6th issue of NVPA. The editorial board of NVPA will accept and publish student papers using their standard editorial practice. If you would like your paper to be considered for NVPA, please submit to nvpajournal@gmail.com

For more information about NVPA and submission standards please visit their website at:

http://www.sppa.udel.edu/nvpa/home
List of Posters: Multipurpose Room B & C

- Local government services to citizens; a comparison of needs vs. wants. Dina M. Krois, PhD, Kaplan University.

- “Disaster recovery funds and faith based initiatives: a multiple streams case study of the Federal Funding Accountability and Transparency Act”. Natalie K. Fussell, PhD, Adjunct Instructor, Department of Emergency Management, Jacksonville State University.

- The casino and "eastie pride". Kathleen McCauley, University of Massachusetts, Boston.

- Assessing the predictive capability of educational indicators on national growth. Vincent Reitano, Villanova University.

- "NECoPA's "Cleanest" STATES, "Dirtiest" CITIES." Steve Spacek, MPA, Texas State University; Assoc. of Governmental Accountants.

- Debts of local governments under fiscal constraints: Colorado case. Jung-Joo Lee and YongJin Sa, Seoul Women’s University.

- Big Data, Information Governance, and Succession. Dr. Raymond Marbury, DBA, MPA, Walden University.

- Public performance analysis of economic recovery plans. Dae Hyun Kim, Rutgers University-Newark, NJ.

- How to implement asset management in analytics tool as a way for modern municipal financial management in Czech Republic. Filip Hrůza, PhD Candidate, Public Finance and Economics Professor, Masaryk University.

- Think A-Head. Sherry Nguyen, MA, Master of Public Administration Student, Clark University; Heidi Voedisch, BS, Master of Public Administration Student Clark University; and Karrie Bennett, BS, Master of Public Administration Student Clark University, Clark University.

- The relationship between early motor skills and childhood obesity: National data and local strategies. Katie Gifford, MS, Research Associate, University of Delaware.
• Patient-centered accountable care saves money without withdrawal of care. 
  Beth Duncan, Delaware Otolaryngology Consultants.

• The factors that are affecting teenage pregnancy. 
  Seunghea Jo, Doctoral Student, Virginia Polytechnic Institute and State University.

• Community: the solution, the problem, or just another factor in public administration? 
  Anthony Campbell, Doctoral Student, School of Public Administration, University of Nebraska-Omaha.

• Leadership and the organizational impacts of information technology system integrations. 
  Kyle McDaniel PhD. Candidate, Graduate Research Assistant, Virginia Polytechnic Institute and State University.

• How public service advertisements have changed through the years: a longitudinal content analysis of South Korean PSAs. 
  Seunghea Jo, Doctoral Student, Virginia Polytechnic Institute and State University.

• Obstacles of e-government application and implementation results in a strict bureaucratic organization. A case of Emirate of Northern Borders Province. 
  Bandar Alrabdi, Shippensburg University.

• The influence social media on public policy decision making by local governments in Virginia. 
  Celeste Murphy Greene, PhD, Adjunct Professor, University of Virginia.

• Creating an Agile Policy Function in Government. 
  William A. Brantley, PhD, PMP, Adjunct Instructor, Department of Environmental and Civil Engineering, University of Maryland (College Park).
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