September 25, 2013

Greetings!

On behalf of the citizens of Charlotte, I would like to welcome the attendees of the Southeastern Conference on Public Administration (SECOPA) to Charlotte on September 25 – 28, 2013. We are happy that you have chosen Charlotte for this event and we trust that you will feel comfortable and at home in the Queen City.

It gives me great pleasure to share our fast-growing, dynamic, and innovative city with such a diverse and impressive group. Charlotte continues to be recognized and selected as a meeting destination by an increasing number of organizations. It is a community of pleasant tree-lined neighborhoods, parks and museums, restaurants, and sports facilities. We are especially proud to be the home of the NASCAR Hall of Fame, the Levine Center for the Arts which includes The Bechtler Museum of Modern Art, and the Harvey B. Gantt Center for African-American Arts +Culture. In addition, the activities available in our vibrant Center City mixes dining, entertainment, and cultural amenities that are distinctly Charlotte.

Again, we are pleased to have you join us in Charlotte and we welcome the opportunity to share our southern hospitality with you.

Sincerely,

[Signature]

Patsy B. Kinsey
Mayor
Greetings!

On behalf of the citizens of Charlotte, I would like to welcome the attendees of the Southeastern Conference on Public Administration (SECPA) to Charlotte on September 25 – 28, 2013. We are happy that you have chosen Charlotte for this event and we trust that you will feel comfortable and at home in the Queen City.

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Again, we are pleased to have you join us in Charlotte and we welcome the opportunity to share our southern hospitality with you.

Sincerely,

Patsy B. Kinsey
Mayor
September 25, 2013

Dear SECoPA Conference Attendees,

Welcome to the Queen City and the 2013 SECoPA Conference. This conference represents the culmination of the work of dozens of people and a cast in the hundreds.

On behalf of the SECoPA Board I would like to thank you for attending and participating. The conference theme of “Fueled by the Past, Racing towards a Brighter Future in Public Service” recognizes the importance of past practices and experiences as well as new ideas and innovations in addressing the current challenges of public service delivery. This theme is also meant to reflect the importance of the relationship between academics and practitioners, an important distinguishing feature found at SECoPA.

I encourage you to take advantage of the many professional development and academic sessions offered. There are also a number of social and networking opportunities events planned that you should make sure to attend.

Serving as SECoPA President has truly been a highlight of my ASPA career, and as I finish my term I would like to take this opportunity to say how much I have enjoyed the opportunity to serve as President and spearhead the drive to make this conference the quality conference that you have grown to expect from SECoPA. Finally, a great big tip of the hat has to go to the conference planning committee for the time, energy and commitment they put in to bring this all together. I hope you have a great conference.

Sincerely,

Steven Bobes

Steven Bobes
2012-2013 SECoPA President
American Society for Public Administration
Central Piedmont Chapter

August 23, 2013

Dear ASPA Colleagues

On behalf of the Central Piedmont Chapter and our Planning Committee, I would like to welcome you to our great city for the 2013 SECoPA Conference. We are honored to host you in Charlotte.

The theme for this year’s conference is “Fueled by the Past, Racing towards a Brighter Future in Public Service”. As our theme describes, the conference hopes to promote the exchange ideas based on the lessons learned from the past as we look forward to a brighter future.

If you have the opportunity, we hope you will take time to enjoy the Charlotte metropolitan area and all that it has to offer.

I would like to thank our sponsors and speakers for their generous support. Our special thanks also go out to our conference committee chairpersons and the volunteers whose tireless efforts have made this conference a success.

Once again, welcome to Charlotte and enjoy the conference.

Warmest regards,

Rick A. Parker
Central Piedmont ASPA Chapter President

2012 – 2013 SECoPA BOARD AND COMMITTEES

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SECoPA Conference Committee
Conference Co-Chairs:
Phin Xaypangna (Mecklenburg County)
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ASPA President – Stephen E. Condrey
ASPA President Elect – Allan Rosenbaum
ASPA Past President – Kuotsai Tom Liou
### Conference Schedule

#### Wednesday
- **Registration**: 12:00 - 5:00
- **SECoPA Board Meeting**: 2:00 - 4:00
- **Pre-Conference Workshop**: 1:30 - 4:30
- **UNC Charlotte Public Policy Ph.D. Program Reception**: 5:30 - 7:30
  - Pre-Function Area
  - Board Room
  - Myers Park/Dilworth
  - Champions Restaurant (100 W. Trade St.)

#### Thursday
- **Registration**: 8:00 - 5:00
- **Breakout Session 1**: 8:15 - 9:45
- **Breakout Session 2**: 10:00 - 11:30
- **Lunch**: 11:45 - 1:15
- **Breakout Session 3**: 1:30 - 3:00
- **Breakout Session 4**: 3:15 - 4:45
- **Plenary Session**: 5:00 - 6:15
- **Host Chapter Reception**: 6:30 - 10:00
  - Pre-Function Area
  - Various
  - Various
  - Various
  - Various
  - Various
  - Various
  - RiRa (208 N. Tryon St.)

#### Friday
- **Registration**: 8:00 - 5:00
- **Breakout Session 1**: 8:30 - 10:00
- **Breakout Session 2**: 10:15 - 11:45
- **Lunch**: 12:00 - 1:15
- **Breakout Session 3**: 1:30 - 3:30
- **MPA Poster Session**: 3:30 - 4:15
- **Pre-Function Area**: 5:00 - 6:00
- **SECoPA Annual Business Meeting**: 6:30 - 8:30
  - Pre-Function Area
  - Various
  - Pre-Function Area
  - Various
  - Various
  - Various
  - Various
  - Various
  - Board Room

#### Saturday
- **Registration**: 8:00 - 9:00
- **Breakout Session 1**: 8:30 - 10:00
- **Breakout Session 2**: 10:15 - 11:45
- **SECoPA Board Meeting**: 12:00 - 2:00
  - Pre-Function Area
  - Various
  - Various
  - Board Room
Special Panels and Sessions

Wednesday, September 25
Pre-Conference Workshop: Managing Change and Transition  
1:30 – 4:30  
Myers Park/Dilworth
This pre-conference workshop provided by Phin Xayraphana from Mecklenburg County, North Carolina’s Organizational Improvement Department will focus on increasing public administrators’ abilities to manage the human side of change with less disruption to and distress in life and work. Participants will gain tools to cope effectively with change.

Thursday Breakout Session 2:
A New Case for Bureaucracy?

10:00 – 11:30  
Myers-Park/Dilworth
Presenter: Charles T. Goodsell, Virginia Tech
Discussants:  
Brian J. Cook, Virginia Tech
William Haraway, University of West Florida
Maja Holmes, West Virginia University
Claire Mostel, Barry University
Paul Posner, George Mason University

Thursday Breakout Session 4:
What Every Public Administrator Should Know about Planning a Mega-Event:
Lessons from the 2012 Democratic National Convention

3:15 – 4:45  
Myers-Park/Dilworth
Moderator: Eric Heberlig, University of North Carolina at Charlotte
Panelists:
Bob Hagemann, City of Charlotte
Jon Hannan, Charlotte Fire Department
Kevin Monroe, Intergovernmental Affairs & Outreach for the Democratic National Coordinating Committee
Carol Jennings, Special Assistant to the Charlotte City Manager
Karen Whitchard, Mecklenburg Utility Department

Thursday, September 26
Special Plenary Session: Sports in the New South  
5:00 – 6:15  
Salon D
Panel participants will make short presentations about their views on sports financing and the importance of sports in the South. The remainder of the time will be a colloquy in which attendees are invited to join in the conversation with the panel.

Friday Breakout Session 2:
Green Horizons: Choosing an Effective Future for Environmental Policy

10:15 – 11:45  
Salon A
Moderator: John C. Morris, Old Dominion University
Panelists:
Gerald Andrews Emison, Mississippi State University
Victor J. Kimm, U.S. Environmental Protection Agency (retired)
Stanley Melburg, U.S. Environmental Protection Agency

Friday Breakout Session 3:
Boston Marathon Bombings: Public Safety Crisis Preparedness, Crowdsourced Intelligence Gathering, Social Media & Public Service Collaboration

1:30 – 3:00  
Myers-Park/Dilworth
Panelists:
John J. Kiefer, University of New Orleans
Ann Hess Braga, City of Boston
Stacey Mann, Jacksonville State University
Sabrina K. Freeman, University of New Orleans
SPORTS IN THE NEW SOUTH: CULTURE, COLOR AND CASH

Full Contact Economic Development: Sports Teams as City Partners
9.26.2013 15:00-6:15 pm
Charlotte Marriott City Center, Salon D
FULL CONFERENCE PANELS AND SESSIONS

WEDNESDAY, SEPTEMBER 25

Pre-Conference Workshop: Managing Change and Transition
1:30 – 4:30
Myers Park/Dilworth

This pre-conference workshop provided by Phin Xaypangna from Mecklenburg County, North Carolina’s Organizational Improvement Department will focus on increasing public administrators’ abilities to manage the human side of change with less disruption to and distress in life and work. Participants will gain tools to cope effectively with change.

THURSDAY, SEPTEMBER 26

Thursday Breakout Session 1: 8:15 – 9:45

Environmental Policy Process
Panel Chair: Mark T. Imperial, University of North Carolina at Wilmington

- Coproduction as a Service Delivery Mechanism: The Role of Information and the Individual in the Delivery of Environmental Public Goods
  Cali Curley, Florida State University
- State and Local Relations: How Issue Framing Has Impacted Responses to Hydraulic Fracturing and Regulations in Colorado
  Cassandra Koerner, Colorado State University
- Information Technology: Placing Global Biological Resources Protection Initiatives in the Local Settings
  George Atsia, Florida International University
- Managing The Environment: A Tale of Two Failures and to What Extent Collaborative Governance Can Be the Solution
  Manjoy Bhan, American University
- Effects of Participation Time and Early Entry in Voluntary Environmental Programs: Assessing Performance Outcomes in Florida’s Green Lodging Program
  William L. Swann, Florida State University

How Philanthropy Builds and Rebuilds Communities
Panel Chair: Dorothy Norris-Tirrell, University of Central Florida

- Earthquake Dollars and Sense: Accountability in Charitable Giving and Expenditures in Haiti
  Amber Myers-Ferguson, University of Central Florida
- Strengthening Memphis Communities Through a Grantmaking Partnership
  Dorothy Norris-Tirrell, University of Central Florida
- Leigh Nanney Hersey, University of Memphis

The Public Education Foundation: A Tool for Financial Autonomy?
Krista Steenbergen, Western Kentucky University

Variations in the Growth of Community Foundations in the States
Shannon K. Vaughan, Western Kentucky University

Entrepreneurial Enough? A Moderating Effect of Entrepreneurial Orientation on Government Regulative Forces
Tamaki Onishi, University of North Carolina at Greensboro

Exploring Public Education: Policy and Finance
Panel Chair: Kim Hoffman, University of Central Arkansas

- School Bond Referenda: What Really Determines the Vote?
  Mark Partin, University of South Carolina
- The Role of Local Political Institutions and Competition Among School Districts in Inequity and Efficiency in Public Education Finance
  Nandan Kumar Jha, University of North Carolina at Charlotte
- The Quandary of Implementation: Race to the Top for three States
  Wilbur Rich, Wellesley College

- Education, Public Welfare Expenditures, and Demographic Change: Has the Growth of Social Welfare Spending Crowded Out State Educational Spending?
  Yimbin Chang, University of Kentucky

Health Policy & the Coming ACA
Panel Chair: William P. Brandon, University of North Carolina at Charlotte

- The Implementation of the Affordable Care Act: The Importance of Physician Alignment
  Bethany G. Lanese, Southwest General Health Center
- Asoke Dey, University of Akron
- The Evolution of Public Health Policy in Brazil
  Daniel Baracskay, Valdosta State University
- The Citizen Side of Implementation: The Role of Information in Fostering Medicaid Enrollment and Subsidy Seeking under the Affordable Care Act
  Jacqueline Chattopadhyay, University of North Carolina at Charlotte

The Equity and Access to Health Care: Case Study of the African American Community in Tallahassee-Leon County in northwest Florida
Victor Eno, Florida A&M University

Designing Organizations to Better Represent Community Values and Interests
Panel Chair: David Swindell, Arizona State University

  Thomas J. Barth, University of North Carolina at Wilmington
- Value Added: Applying Public Value Failure Theory to Public Administration and Management
  Heather Rimes, University of Georgia

Organizational Capacity of Neighborhood and Homeowner Associations
David Swindell, Arizona State University
Thursday Breakout Session 2:

A New Case for Bureaucracy?
Presenter: Charles T. Goodsell, Virginia Tech
Discussants:
Brian J. Cook, Virginia Tech
William Haraway, University of West Florida
Maja Holmes, West Virginia University
Claire Mostel, Barry University
Paul Potter, George Mason University
Myers-Park/Dilworth

The Relationship between Government Structure and Performance
Panel Chair: Suzanne M. Leland, University of North Carolina at Charlotte
Are Governance Structure and Organizational Performance Linked? Evidence from the Study of Hospital Organizations in New York City
Chul-Young Roh, Lehman College/CUNY
M. Jae Moon, Yonsei University
Kwangho Jung, Seoul National University
Salon H

Does Form of Government Affect City Financial Condition?
Kimberly Nelson, The University of North Carolina at Chapel Hill
Craig Maher, Northern Illinois University
Assessing Senior Performance Councils' Structures, Processes, and Best Practices for Implementing the GPRA Modernization Act of 2010
Rebecca S. Ayers, U.S. Office of Personnel Management
Salon A

Does the CAO's Role Perception Align More with those of Mayors or City Managers: An Analysis Using The Dichotomy/Duality Model?
Robert Eskridge, Appalachian State University
P. Edward French, Mississippi State University
Perceptions and Impact of the Memphis City/ Shelby County School District Merger
Sharon L. Wrobel, University of Memphis
Charles Santo, University of Memphis
Michael Howell-Moronoy, University of Memphis
Salon B

Are We Better When We Work Together? Examining Collaboration, Partnerships and Contracting
Panel Chair: Ruth DeHoog, University of North Carolina at Greensboro
Finding the Right Match: Retaining Partners in an Strategic Alliance to Combat Agroterrorism
Jessica Minnis-McClain, Virginia Tech
BioDistrict New Orleans: Merging Public-Private Partnerships, Higher Education and Bioscience for Economic Development
Kim Davis,
Group Processes and Sustainable Collaboration Initiatives in the Public Sector
Maja Husar Holmes, West Virginia University
Do the Existing Models of Collaboration Accurately Link Theory to Praxis?
Robert Kenter, Old Dominion University
Madeleine McNamara, University of New Orleans
Salon C

Environmental Planning
Panel Chair: Mark T. Imperial, University of North Carolina at Wilmington
Role of Historical Archived Documents and Objects in Environmental Protection Planning at Everglades National Park
George Atisa, Florida International University
A Question of Influence in An Environmental - Migration/Immigration Relationship
Jeanie Ruggerio, Middle Georgia State College
From Start to Finish: Tracking the Institutionalization of Stakeholder Involvement at the EPA
Jeff Cook, Colorado State University
Federal Policy Protecting Indoor Bodies of Water: A Punctuation In Time?
Katrina Miller-Stevens, Old Dominion University
Martin Mayer, Old Dominion University
Ensuring Compliance with Interstate Water Compacts at the State and Local Level: A Case Study of the Arkansas River Compact
Megan DeMasters, Colorado State University
Salon C

Understanding Employees’ Emotional Connections to the Workplace
Panel Chair: Jaclyn Schede Piatak, University of North Carolina at Charlotte
Change Happens: Academic Mergers, Organizational Culture, and Faculty Turnover
Saundra J. Reinke, Georgia Regents University
Lorraine Evans, Georgia Regents University
Mediation in the Department of Corrections: A Look at Organizational Justice in North Carolina State Government
Dennis M. Daley, North Carolina State University
Jerrell D. Coggburn, North Carolina State University
Rajade Berry-James, North Carolina State University
Jessica Jameson, North Carolina State University
How Emotional Intelligence Affects the Performance of Emotional Labor
Mary E. Guy, University of Colorado Denver
Hyun Jung Lee, University of Colorado Denver
Thursday, September 26th
OPENING LUNCHEON
SECoPA Boorsma, Kline and Collins Awards Ceremony
11:45 - 1:15 - Salon D & E

AGENDA

I. Welcome Remarks — Phin Xayapangna, Co-Chair and Steven Bobes, SECoPA President
   Recognition of Sponsors
   Recognition of Special Guests

II. Award Ceremony and Presentation - Steven Bobes, SECoPA President and Award Committee Chairs

III. Keynote Speaker

IV. Announcements

Senator Peter B. Boorsma Past Award Winners:
This award is to honor the practitioner or academician for facilitating over a period of many years the international exchange of knowledge and administrative practices that foster better performance in the public sector.

2001 - Yunwon (Larry) Hwang
2002 - Marc Holzer
2003 - Panagiotis Karkatsoulis
2004 - Arie Halachmi
2005 - Pan Suk Kim
2006 - Ian MacDonald
2007 - Thomas Lynch
2008 - Tom Loui
2009 - Jae Moon
2010 - Allan Rosenbaum
2011 - Ludmila Gajdosova
2012 - Howard Balanoff

2013 SOUTHEASTERN CONFERENCE FOR PUBLIC ADMINISTRATION CHARLOTTE, NC

Morris W.H. Collins Award (Student Paper – Doctoral)
Purpose: To encourage students to present papers by recognizing with an award the most outstanding paper written by doctoral candidates in the SECoPA region.
Past Winners:

- 2004 - Zhirong Zhao, University of Georgia, "Motivations, Obstacles and Resources: The Adoption of the General Purpose Local Option Sales Tax (LOST) in Georgia Counties."
- 2005 - Gregory K. Flagens, University of South Carolina "Social Capital in North Carolina: An Examination of School Performance at the Local Level."
- 2007 - Jung Kim, "Mediating the Effects of Mentoring on the Relationship between Job Motivation and Job Satisfaction."
- 2008 - Claire Connolly Knox, "Passing the Northern Everglades Bill: A Case Study Applying Theories of Policy Change."
- 2010 - Gina Scuilenic, "Towards a Viable Institutional Choice for Infrastructure Provision: The Case of Community Development Districts in Florida."
- 2011 - Stacey Mann (Mississippi State), "Human Resources and Emergency Planning: Preparing Local Governments for Times of Crisis."
- 2012 - Zhewei Zhang and Longin Chin (Kentucky), "Determinants of Privatization in the U.S. Municipalities — New Evidence from a Spatial Study."

Robert L. Kline Award (Student Paper – Masters)
Purpose: To encourage students to present papers by recognizing with an award the most outstanding paper written by master's students in the SECoPA region.
Past Winners:

- 2004 - Thiane D. Carter, "Tax Credits Dilute the Empowerment Zone's Power," University of North Carolina, Charlotte
- 2006 - Lydia Marsh, "Ratio Comparison and Exploratory Spatial Analysis of Property Tax Assessment in Mecklenburg County."
- 2007 - Not Awarded
- 2008 - Billie Hardin, "KCTCS Student Success: An Outcome of KCTCS First-Time Freshman Entering Fall 2001."
- 2009 - Jennifer White, "Medication Therapy Management: Is It Worth Medicare’s Time?"
- 2012 - Ju-Ying Yang, "Performance Management: The Feasibility Study of Performance Management in Municipal Governments in the U.S.A.

To see a complete list of past award winners, go to http://www.asponline.org/secopa/wordpress/?page_id=9.
Thursday Breakout Session 3: 1:30 – 3:00

Strategic Serendipity: The Experience of the Town of Chapel Hill
Panelists:
Rick Morse-Park/Dilworth
Mary Jane Nirdlinger, Town of Chapel Hill
Lynden Altman, University of North Carolina

Public Employee Motivation & Leadership
Panel Chair: Bradley E. Wright, Georgia State University
A Comparison of the Impact of Transformational and Transactional Leadership on Organizational Performance and Employee Satisfaction
Ki Woong Cho, Florida State University
Keon-Hyung Lee, Florida State University
Public Service Motivation Scholarship: Adding Value or Reinventing the Wheel? How Differentiating PSM from Prosocial Motivation and Altruism is Necessary for the Advancement of Research.
Liz Sessler, The University of Georgia
Determinants of Workforce Engagement in a Public Authority
Meg Stem, Tennessee State University
Walt Matwijec, Metropolitan Nashville Airport Authority
Lisa Lankford, Metropolitan Nashville Airport Authority
Why Public Sector Employees Choose to Work at the Local Level: The Link between Motivation and Reward Preferences
Melissa C. Emerson, Mississippi State University
P. Edward French, Mississippi State University
Effects of Safety-Specific Transformational Leadership and Passive Leadership on Firefighter Safety Outcomes
Todd D. Smith, Embry-Riddle Aeronautical University

Improving Financial Management: Pensions, Participation, Techniques
Panel Chair: Zachery Mohr, University of North Carolina at Charlotte
A "Dirty" Approach to Efficient Budget Forecasting
Bruce D. McDonald, Ill, Indiana University – South Bend
Politics and Pension Provisions: An Examination of Strategic Decisions in Funding State Employee Retirement Systems
Jim Clinger, Murray State University
David Matkin, SUNY-Albany

Public Management Skills Needed in Contract Development
Kirsten Loutzenhiser, Troy University
Maria A. Kronenbush, Troy University
David R. Shetterly, Troy University
C.J. Duan, Troy University
Anand Krishnamoorthy, Troy University
The Efficacy of Government Participation in Budgeting: An Exploratory Survey of Officials in the Government Financial Officers Association’s Award Winning Cities
William Hatcher, Eastern Kentucky University
Michael Ward, Eastern Kentucky University

Doing Economic & Community Development
Panel Chair: Deborah A. Carroll, University of Georgia
Assessing Property Owners Satisfaction with Community Life in a Coastal Destination
Hui Li Hao, East Carolina University
Patrick Long, East Carolina University
Site Selection Considerations for Urban Research Parks: the Case of the Little Rock Technology Park Authority
Hunter Bacot, University of Arkansas at Little Rock
Christopher Diaz, University of Arkansas at Little Rock
The Diffusion of Governance In State Economic Development
Kenyatta Lovett, Tennessee State University

Environmental Policy
Panel Chair: John Morris, Old Dominion University
Individual Affluence and Environmental Concern in China
Huaili Yang, University of North Carolina at Charlotte
Determining the Efficiency of State-Level RPS Policies in the US: Examining the Impact of Federalized Energy and Environmental Policy on Economic and Social Efficiency
Joseph Cochran, University of North Carolina at Charlotte
County Government and Direct Democracy: Land Preservation Environmental Policy
Susan P. Beaghen, Florida International University
Enacted Environments and Eminent Domain: Inherently Governmental or Open For Business?
Amanda M. Olejarski, Shippensburg University
Denny Fisher, Shippensburg University
Thursday Breakout Session 4: 3:15 – 4:45

What Every Public Administrator Should Know about Planning a Mega-Event: Lessons from the 2012 Democratic National Convention

Moderator: Eric Heberlig, University of North Carolina at Charlotte
Panelists:
Bob Hagemann, City of Charlotte
Jon Hannan, Charlotte Fire Department
Kevin Monroe, Intergovernmental Affairs & Outreach for the Democratic National Coordinating Committee
Carol Jennings, Special Assistant to the Charlotte City Manager
Karen Whitchard, Mecklenburg Utility Department

Improving Communities and Schools: Opportunities for Public Policies and Partnerships

Salon B
Panel Chair: Tyler Reinagel, Western Carolina University
The Impact of Research on Public Policy: The Case of Individual Development Accounts
Gina Scutelnicu, Jackson State University
Milous Young, Jackson State University
Old Programs, New Markets: Enhancing the Local Food Economy Through Federal Nutrition Programs
Joseph "Jody" Holland, University of Mississippi
Local Partnerships...Positioning Education Foundations within the Community
Kandyce M. Fernandez, Arizona State University
Bringing the Farm to a School: Collaborating to Solve Community Problems
Kendra B. Stewart, The College of Charleston
Olivia M. Thompson, The College of Charleston
Communities in Schools: A Nonprofit Organization Dedicated to Addressing the School Dropout Epidemic
Tamika Russell, Communities in Schools

Contemporary Human Resource Challenges

Salon C
Panel Chair: Charles Smyre, City of Charlotte (retired)
Mentoring in the Public Sector: Can Formal Mentoring Programs Improve Career Outcomes and Performance of Female Public Managers?
Candice Pippin Bodkin, North Carolina State University
Susan Camilleri, North Carolina State University
Municipality Human Resource Managers Utilization of Web 2.0 Background Searches
Joe Denton, Mississippi State University
"As Long As I Get My Work Done, Where I Work Shouldn’t Matter.” Telewark, Caregivers, and the Public Sector
Sarah E. Towne, American University
The Role of Communication in Improving Success of HR Professional Certification Program
Sitthichai Tanthasith, North Carolina State University
Public School Teachers: A Case Study of FMLA and Maternity Leave
Victoria Gordon, Western Kentucky University
Michele Tolbert, Warren County Board of Education

New Perspectives for Governing, Leading and Volunteering

Salon H
Panel Chair: Robert K. Christensen, University of Georgia
The Myopic Discourse in Nonprofit Governance
Jennifer A. Taylor, James Madison University
Alex Templeton, James Madison University
Motivation to Serve: Exploring the Impact of Public Service Motivation and Geographic Mobility on Nonprofit Board Service
Richard M. Clerkin, North Carolina State University
Michael Walton, North Carolina State University
Robert K. Christensen, University of Georgia

SPECIAL PLENARY SESSION: SPORTS IN THE NEW SOUTH 5:00 – 6:15 Salon D
Panel participants will make short presentations about their views on sports financing and the importance of sports in the South. The remainder of the time will be a colloquy in which attendees are invited to join in the conversation with the panel.
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Call for Papers

37th Annual Teaching Public Administration Conference in collaboration with the Annual PAC (UK) Conference

"Public Leadership in an Age of Austerity: Contestability and Conflict?"

We welcome papers that address the following themes:

- Teaching and Learning in an Age of Austerity
- Accountability and Innovation in Public Services: The Role of Elected Officials
- Emergency Services: Innovation and Change
- Public Administration in an Age of Austerity: Lessons from Nation States
- City Governance and Urban Renewal: Theorising the Practice of Localism
- Early Career Research: Mentoring and Supervision

For information on submitting proposals, papers, schedules and accommodations go to:

www.teachingppa.org

Foresight Centre
University of Liverpool

June 9-11, 2014
Liverpool, UK

Hosted by:

- TPAC
- Joint University Council
- Public Administration Committee (UK)
- University of Liverpool
Friday Breakout Session 1: 8:30 – 10:00

The Rising Epidemic of Homelessness: Risk Factors and Barriers to Shelter for Displaced Families in North Carolina
Panelists:
- RaJade M. Berry-James, North Carolina State University
- Susan Mwarabu, North Carolina State University
- Emily Nwakuda, University of North Carolina at Chapel Hill
- Michelle Mozingo, Wake County Public School System

Inside the Administration of Justice
Panel Chair: Sheila Toppin, Clark Atlanta University
- Gendered Agencies and the Use of Care in the Provision of Domestic Violence Programs
  Beth M. Rauhous, University of North Georgia
- Diversity and Deliberation: An Administrative Focus on the Disposition of Justice
  John Szmer, University of North Carolina at Charlotte
- Erin B. Kaheny, University of Wisconsin
- Robert K. Christensen, University of Georgia
- Grappling with the Manifestation of Organizational Burnout, Suicide Ideation, and Administrative Evil in Local and Federal Law Enforcement Agencies
  Tracey L. Bearden, Capella University
- Dictators, Administrators, Chiefs: The Role of Southern Chief Justices as Public Administrators
  William E. Raftery, Virginia Commonwealth University
- Is Extra Stress Real for Female Workers in Nontraditional Jobs? The Case of Law Enforcement Agencies
  Yongbeom Hur, Appalachian State University

Exploring the Complexities of Mission, Management and Measurement in the Nonprofit Sector
Panel Chair: Richard M. Clerk, North Carolina State University
- Factors That Influence the Use of Outcome Measures in Nonprofit Organizations
  Chongmyoung Lee, North Carolina State University
- If You Only Knew: The Problems of Nonprofit Technology Implementation
  Jason M. Sonnenfelt, University of Memphis
- The Influence of Religious Affiliation on Nonprofit Health Care: An Examination of Florida Nursing Homes
  John David Gerlach, Western Carolina University
- Sung-Wook Kwon, Texas Tech University
- Katy Elders, Western Carolina University
- The Role of Client Based Pedagogy in Public Sector-Nonprofit Partnerships
  Rhonda Franklin, Clark Atlanta University
- In Search of a Multi-Sector Theoretical Explanation of Nonprofit Management: What Forces Shape Child Welfare Managerial Priorities to Service Clients, Achieve Mission, and Make Financially Sound Decisions?
  Robbie Waters Robichau, Georgia Southern University

Working Together to Manage Disaster
Panel Chair: Thomas J. Barth, University of North Carolina Wilmington
- Recognition, Interpretation, and Communication of Risk: Using Twitter to Manage Resilience during Extreme Events
  Clayton Wukich, Sam Houston State University
- Alan Steinberg, Sam Houston State University
- Building Collaborative Emergency Management: The Role of a Strong Commitment
  Munsun Song, Florida State University
- KyuJin Jung, University of North Texas
- Richard C. Felock, Florida State University
  Romeo B. Lavarias, City of Miramar
- Local Government Managers’ Perception of Collaboration in Handling Disasters
  Sooho Lee, University of West Georgia

Providing Quality Services: Measurement and Performance
Panel Chair: James Douglas, University of North Carolina at Charlotte
- Determinants of Agricultural Service Performance in Municipalities of Bohol, Philippines
  Aileen V. Lapitan, University of North Carolina at Charlotte
- The Current State of Canadian Municipal Infrastructure Plans
  Zena Seldon, Thompson Rivers University
- Hafiz Rahman, Thompson Rivers University
- Shekar Bose, Sultan Qaboos University
- 2012 Charlotte-Mecklenburg Quality of Life Study
  Owen Furuseth, University of North Carolina at Charlotte
- John Howard, City of Charlotte
- Leslie Johnson, Mecklenburg County
- Bill McCoy, University of North Carolina at Charlotte
- Laura Simmons, University of North Carolina at Charlotte
- Timmthy Tibbs, Mecklenburg County
- Tom Warshauer, City of Charlotte
Friday Breakout Session 2: 10:15 – 11:45

Green Horizons: Choosing an Effective Future for Environmental Policy
Moderator: John C. Morris, Old Dominion University
Panelists:
Gerald Andrews Emison, Mississippi State University
Victor J. Kimm, U.S. Environmental Protection Agency (retired)
Stanley Melburg, U.S. Environmental Protection Agency

Public Employee Turnover
Panel Chair: Leisha DeHart-Davis, University of North Carolina Chapel Hill
A Dynamic Impact of Diversities (Gender, Race, Age) on Job Satisfaction or Turnover Intention in the Recent Recession period: A 3 Level HLM & HLM Approach
Hyesong Ha, Indiana University at Bloomington
Decoupling Turnover Intent and Actual Quit Behavior
J. Edward Kellough, University of Georgia
Mark D. Bradbury, Appalachian State University
Jessica E. Sowa, University of Colorado Denver
Collective Turnover, Organizational Environment and Management In Public Organizations
Justin Stritch, University of Georgia
Turnover Intentions and Work Motivations of Millennials in Federal Service
Nevbahar Ertas, University of Alabama at Birmingham
Emotional Labor and Turnover Intention: A Moderating Effect of Gender
Seung-Bum Yang, Konkuk University

Ethics in the Public Sector
Panel Chair: Mike Potter, Appalachian State University
The Ethical Climate Index: A Study of Federal Employee Perception of Ethics
Terina Brooms, Old Dominion University
Amy McDowell, Old Dominion University
Ethical Organizational Culture and Corruption: Evidence from Alabama Local Governments
Hugo D. Asencio, California State University, Dominguez Hills
Of Course We are Ethical – Nudge Nudge, Wink Wink: Is the Existence of Monitoring More Important Than the Effectiveness of Monitoring?
Jonathan Rauh, University of South Carolina
Advancing Social Equity: The New Proceduralism
Philip H. Jos, College of Charleston
The Ethics of Civic Engagement: Implications for Governance
Robert W. Smith, Savannah State University

E-Government, Social Media and Democracy
Panel Chair: M. Maureen Brown, University of North Carolina at Charlotte
Institutional Factors Influencing Individual Participation in Political Twitter Networks
Allyson Adolphson, Florida State University
From Social Media in Government to Citizen Trust in Government: Is it a Viable Path?
Changsoo Song, University of Nebraska at Omaha
Jooho Lee, University of Nebraska at Omaha
Enhancing Trust in Local Government through E-Government
Joseph "Dallas" Breen, Mississippi State University
Citizen-Generated E-Governance: A Case Study of Open-Source Data and Geo-Location Technology
Kimberly Wiley, Florida State University

Local Government Performance Management: Past, Present and Future
Panel Chair: James Douglas, University of North Carolina at Charlotte
Mecklenburg County's Performance Management Approach: Past, Present, and Future
Holly Whisman, Mecklenburg County Government
Monica Allen, Mecklenburg County Government
Patterns of Municipal Performance in the Tennessee Benchmarking Project
Nurgul A. Aktalieva, University of Tennessee, Knoxville
David H. Folt, University of Tennessee
Local Government Performance Management: The Quality Management Case Study for the City of Columbia
Tony Dukes, University of South Carolina
Missy Caughman, City of Columbia, SC
Missy Gentry, University of South Carolina
Charlotte's Balanced ScoreCard: History, Experience, Success and Next Steps
Phyllis Heath, City of Charlotte, NC
Friday, September 27th
SECOND LUNCHEON
SECoPA's Donato J. Pugliese Awards Ceremony
12:00 – 1:15 - Salon D & E Room

AGENDA

I. Welcome Remarks – Sarah Poulton, Conference Co-Chair and Steven Bobes, SECoPA President
Recognition of Sponsors
Recognition of Special Guests
II. Award Ceremony and Presentation – Steven Bobes, SECoPA President & Award Committee Chairs
III. Announcements
IV. Adjournment

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<th>Donato J. Pugliese Award</th>
<th>Distinguished Public Service Practitioner Award</th>
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<td>This award is given to honor a senior SECoPA member who has made contributions to the organization and to the profession of public service.</td>
<td>This award recognizes sustained, outstanding achievement in, and contributions to, public administration and public service through applied practice in the field.</td>
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**Past Winners:**
- 1985 – Walter Lambert (TN)
- 1986 – Jeff Duffey (FL)
- 1987 – Fred Carter (SC)
- 1988 – Tom Vocino (AL)
- 1989 – Don Whitman
- 1990 – Wynn Teasley (FL)
- 1991 – Gus Tunnell (FL)
- 1992 – Bill Collins (MS)
- 1993 – Anne Kilpatrick (SC)
- 1994 – Bob Whelan (LA)
- 1995 – Bart Hildreth (GA)
- 1996 – Earle Kay (FL)
- 1997 – Janet Patton (KY)
- 1998 – Tom Lauth (GA)
- 1999 – Bob Cunningham (TN) & Bill Solomon (FL)

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<td>2000 – Arnie Halachni (TN)</td>
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<td>2004 – Glenn Rainey (KY)</td>
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<td>2006 – Howard Frank (FL)</td>
<td>2007 – George M. Burgess</td>
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<td>2008 – No Award Presented</td>
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<td>2010 – William E. Solomon, JD</td>
<td>2011 – Frank Fusco</td>
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<td>2012 – D. Michele Tolbert</td>
<td>2013 – No Award Presented</td>
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Friday Breakout Session 3: 1:30 – 3:00

Boston Marathon Bombings: Public Safety Crisis Preparedness, Crowdsourced Intelligence Gathering, and Social Media & Public Service Collaboration
Myers-Park/Dilworth
Panelists:
John J. Kiefer, University of New Orleans
Ann Hess Braga, City of Boston
Stacey Mann, Jacksonville State University
Sabrina K. Freeman, University of New Orleans

Health Policy
Salon A
Panel Chair: Jacqueline Chattopadhyay, University of North Carolina at Charlotte

- Through a Glass Darkly: Policy Process and Borderline Personality Disorder
  Aaron Wachhaus, Penn State Harrisburg
- Mirror, Mirror on the Wall: An Investigation into the Identity Crises that Public Administration and Public Health Share
  Blair Thomas, Florida State University
- State Characteristics and the Autism and Developmental Disabilities Monitoring (ADDM) Network
  Kywall Lawrence-Jackson, Metropolitan State University
- Yolanda Cook, Mississippi State University
- Obesity Prevention Policy Quandary: What to do with a Fat Baby?
  Lisaann S. Gittner, Texas Tech University
- Susan Luddington-Hoe, Case Western Reserve University
- The Chained CPI as a Coping Strategy for the (Incomplete) U.S. Welfare State: Or ‘How the AARP Issue Brief Caused me to Fall in Love with the Chained CPI’
  William P. Brandon, University of North Carolina at Charlotte

Human Resource Management Sector Differences
Salon B
Panel Chair: Leisha DeHart-Davis, University of North Carolina Chapel Hill

- Employed to Now What? Job Loss, Tenure, and Mobility during the Recent Recession
  Jaclyn Schade Piatka, University of North Carolina at Charlotte
- Exploring the Relationship between Public Employees’ Private Sector Experiences and their Perception of Competing Public Management Tools: Empirical Evidence from the City of Seoul
  Jooho Lee, University of Nebraska at Omaha
- Michael Pippin, University of Nebraska at Omaha
- Does Public Service Motivation Differ Between Public and Nonprofit Service Provider Employees? A Cross-National and Cross-Sectorial Study
  Palina Prysmakova, Florida International University
- Unique or Generic CEO? An Examination of the Transferability of Managerial Skills, Styles, and Behaviors across Public and Private-Sector Organizations
  Patricia M. Wigfall, North Carolina Central University
- Leslie J. Hurt, North Carolina Central University

Responsibility for the Past, Leadership for the Future
Salon C
Panel Chair: Patricia M. Patterson, Florida Atlantic University

- ASPA Has New Code of Ethics—How Do We Implement It?
  James Svara, Arizona State University
- Through the Ethical Kaleidoscope: An Evaluation of the Penn State/Sandusky Scandal
  Michelle Evans, Florida Atlantic University
- For the Record: Ambiguity and Accountability in Executive Apology
  Patricia M. Patterson, Florida Atlantic University
  Robin Larson, Florida Atlantic University

Building Citizen Trust & Participation
Salon H
Panel Chair: Jason T. Edwards, UNC-Charlotte

- Direct Democracy, Authority and Access: The Institutional Grammar of Citizen Participation in Strong and Weak Mayor Cities
  Aaron Deslatte, Florida State University
- Carl Curley, Florida State University
- Public Perception of Scientific Research
  Ada Uche, University of North Carolina at Charlotte
- How Do New Public Management and Citizen Participation Affect Collaboration Structure? A Network Analysis of Interagency Collaboration in the City of Seoul
  Jooho Lee, University of Nebraska at Omaha
- Evaluating External Communication and Stakeholder Involvement: Building a New Research-Based Communications Strategy and Organizational Brand
  Karen Whichard, City of Charlotte, Charlotte-Mecklenburg Utility Department
- Public Trust in Public Administration in North America and Europe
  Nurgul R. Altaylava, University of Tennessee, Knoxville
The Andrew Young School of Policy Studies congratulates Bradley E. Wright for his selection as editor of the Journal of Public Administration Research and Theory.

"Wright was publishing in highly respected journals long before he completed his degree and won a dissertation award for his research ... The selection committee was impressed not just with Professor Wright's record of scholarship, but also with the significant contributions he has made as coeditor at JPART in a relatively short time.

"From my time as editor of JPART, he was one of the fairest and most thorough reviewers that I could call upon, and I am very happy that we are placing one of our association's greatest assets into his hands."

Carolyn J. Heinrich, APMA President

Brad joins other journal editors in Public Management and Policy:
- John Clayton Thomas, American Review of Public Administration
- W. Bartley Hildreth, Municipal Finance Journal
- Dennis Young, Nonprofit Policy Forum
Friday Breakout Session 4: 3:30 – 5:00

Practical Health Research
Angela Y. Douglas, University of North Carolina Wilmington
Institutional and Individual Factors Associated with Malnutrition in Nursing Homes in the United States
Augustine Hammond, Georgia Regents University
Ambulance Transport as a Patient-Selected Signaling Mechanism of Medical Acuity Level
Jackson Deziel, University of North Carolina at Charlotte
Exploring Congressional Health Policy Champions
Lisaann S. Gittner, Texas Tech University
Linking Institutional Drivers, Do Not Resuscitate Orders, and Hospital Medicare Discharge Costs
Petra G Porter, University of North Carolina at Charlotte

Eliminating Discrimination & Affirming Diversity and Equal Rights
Salon B
Panel Chair: Claire Mostel, Barry University
Discrimination Against LGBTs in the Federal Service?
Gregory B. Lewis, Georgia State University
David W. Pitts, American University
Diversifying the U.S. Marine Officer Corps
Henry Brooks IV, University of Arkansas
A Purple Primaries Protocol for Progressive Policy Victories in 'Deep-Red' American States
Lester Leavitt, Florida Atlantic University
Gender Equality and Marriage Equality – Are They A Perfect Match?
Meika Garner, University of North Carolina at Charlotte
Eliminating Discrimination & Affirming Diversity and Equal Rights The End of DOMA?
Roger E. Hartley, Western Carolina University

Transparency in Government: Contracting, Values and Performance
Salon C
Panel Chair: Sarah J. Poult, City of Charlotte
What Determines Transparency in Government Performance in Municipalities?
Changsong Song, University of Nebraska at Omaha
Ji-Hyung Park, University of Nebraska at Omaha
Jooho Lee, University of Nebraska at Omaha
Enhancing Public Sector Transparency Through Blogs and Interactive Websites
Joe Jarret, University of Tennessee
Barriers to Transparency in State and Local Government Contracting
Melissa Duscha, University of North Carolina at Charlotte
Does Public Contracting Produce Intended Outcomes? Untangling Complex Associations between Contracting
and Local Government Performance in Terms of Competing Values
Youngmin Oh, Florida State University
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Saturday Breakout Session 1: 8:30 – 10:00

**The Importance of Access in Health Care**

**Panel Chair:** Galen Smith

*Access as a Determinant of Health Disparities: When Health isn’t Just About Health Care*

Cecily Hampton, University of North Carolina at Charlotte

William P. Brandon, University of North Carolina at Charlotte

Galen Smith, University of North Carolina at Charlotte

Keith Carnes, University of North Carolina at Charlotte

*Bringing Medicare/Medicaid Dual Eligibles Into Managed Health Care: How Well is the Process Working*

Cecily Hampton, University of North Carolina at Charlotte

William P. Brandon, University of North Carolina at Charlotte

Galen Smith, University of North Carolina at Charlotte

*Implementing Health Insurance Exchanges: Key to Success or Failure of the Affordable Care Act*

William P. Brandon, University of North Carolina at Charlotte

Keith Carnes, University of North Carolina at Charlotte

**Using Theory to Understand and Predict Policy Outcomes**

**Panel Chair:** Neena Banerjee, University of North Carolina at Charlotte

*Immigration Policy Narrative Analysis and the Case of Legal Immigrants in America*

Mariana O’Brien, Florida Atlantic University

*Coup d’état and Democracy: Implications for Development Aid*

Theresa Simic, University of Kentucky

*Bureaucratic Change and Economic Reform: Administrative Decentralization in Two Cuban Provinces*

Sharon L. Wrobel, University of Memphis

Rodrigo H. González, International Outreach Educational Center, Inc.

**Identifying, Obtaining, and Sharing Resources**

**Panel Chair:** Gary Russel, University of North Carolina at Charlotte

*Are They Practicing What We Preach: A Look at How Local Governments Manage the Contracting Process*

Fred Mayhew, James Madison University

*Public Administration and Pragmatism: The Influence of Richard Childs and Charles Merriam on City Management*

John Brennan, University of North Carolina at Wilmington

Larry Keller, Cleveland State University

*Network Evolution: A Longitudinal Study of Resource Dependence*

M. Maureen Brown, University of North Carolina at Charlotte

Robert S. Kravchuk, Indiana University

*George Washington and the Underpinnings of Public Procurement in America: Overcoming Supply Chain Collapse, Building Successful Public-Private Partnerships, and Seeking Value for Fellow Citizens*

William Earle Klay, The Florida State University

Lieutenant Colonel Scott A. Cook, Air Command and Staff College
Saturday Breakout Session 2:  
10:15 – 11:45
Current Issues in Criminal Justice Policy  
Salon A
Managing the Co-Production of Local Public Safety: Historical Challenges, Contemporary Dilemmas, and Future Opportunities  
Brian N. Williams, University of Georgia  
Joseph H. Lumpkin, Sr., Athens-Clarke County (GA) Police Department  
Megan Miller, University of Georgia  
Japara Johnson, University of Georgia
The Impact of Federal Financial Incentives under Immigration Federalism: Focused on the State Criminal Alien Assistance Program (SCAAP) on U.S. Immigration Enforcement Policy  
Dongjoo Jung, Arizona State University
Does Medical Marijuana Law Matter? Impact of Medical Marijuana Law on Users of Illicit Drugs  
Gook Jin Kim, Florida State University
Educational Policy in the Juvenile Criminal Justice System – The Case of California  
Krystal Fox, University of North Carolina at Charlotte
More Education, Less Violence: What other Factors Reduce Violence?  
Ulf Zimmermann, Kennesaw State University
Transportation Issues  
Salon B
Analysis of Consumer Behavioral Adjustment under Gas Prices Increases: Implication for Transportation Policies  
Eunice V. Akoto, Henderson State University/EDVACO Consulting LLC
Assessing the Impact of SAFETEA-LU on Non-Urbanized Transit Performance Using Non-traditional Performance Measurement Indicators  
Eunice V. Akoto, Henderson State University/EDVACO Consulting LLC
Estimating the Relationship between Traffic Crashes and Highway Safety Programs in The Carolinas  
Hazel Marie Sarmiento, University of North Carolina at Charlotte  
David Martin, University of North Carolina at Charlotte  
Edd Hauser, University of North Carolina at Charlotte  
Sherry Elmes, University of North Carolina at Charlotte
Path Dependency or Slow Innovation? Diffusion of Institutional Arrangements: The Transit Industry  
Olga Smirnova, East Carolina University
Responses to Fiscal Issues Following the 2007-2009 Recession and Beyond  
Salon C
Creative Financing for US Cities in the Age of Reduced Funding: What Works and What Doesn’t  
Chris Kimaru, North Carolina Central University
The Relationship between Fiscal Stress, Managerial, Socioeconomic and Political Factors and State Budgeting Strategies Used in Cutback Management during the Great Recession  
Kenneth A. Klase, University of North Carolina at Greensboro
Examing Local Fiscal Reserve Behavior Under the New Normal: What do North Carolina, Georgia, and Florida Municipalities Tell Us?  
Theodore Arapis, Villanova University
The Great Recession and Changes in Social Welfare Programs in the American States  
Edward T. Jennings, University of Kentucky  
Jo Ann G. Ewalt, College of Charleston
Economic Development Policy  
Salon H
Workforce Development and Urban Public Administration: Examining the Performance and Sustainability of Cross-Sector Intermediaries  
Allison Bramwell, University of North Carolina at Greensboro
How Redevelopment Rights can Influence a Community  
Michael Cataldo, Planning Professional, Charlotte NC
Current Challenges in R&D Policy – Policy, Planning, and Program Management in Global Frontier R&D Program (Korean Perspective)  
Simon Byung Jin Lee, National Research Foundation of Korea
From Diplomas to Dollars: Testing the Impact of College Degree Production on State Economic Development  
Jisun Youm, Florida State University  
James C. Clinger, Murray State University
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