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PA TIMES

28 Years • 1977-2005

A Powerful Voice for Public Service . . .

A Wake Up Call for the Bad Guys

2005 Corruption Perceptions Index (CPI) Released

Berlin–"Corruption is a major cause of poverty as well as a barrier to overcoming it," said Transparency International Chairman Peter Eigen. "The two scourges feed off each other, locking their populations in a cycle of misery. Corruption must be vigorously addressed if aid is to make a real difference in freeing people from poverty."

Despite progress on many fronts, including the imminent entry into force of the United Nations Convention against Corruption, 70 countries–nearly half of those included in the Index–scored less than a three on the CPI, indicating a severe corruption problem. Among the countries included in the Index, corruption is perceived as most rampant in Chad, Bangladesh, Turkmenistan, Myanmar and Haiti–also among the poorest countries in the world.

The world has set its sights on halving extreme poverty by 2015. Corruption hampers achievement of the Millennium Development Goals by undermining the economic growth and sustainable development that would free millions from the poverty trap. Fighting corruption must be central to plans to increase resources to achieve the goals, whether via donor aid or incountry domestic action.

Moreover, extensive research shows that foreign investment is lower in countries perceived to be corrupt, which further thwarts their chance to prosper. When countries improve governance and reduce corruption, they reap a "development dividend" that, according to the World Bank Institute, can include improved child mortality rates, higher per capita income and greater literacy.

Nineteen of the world's poorest countries have been granted debt service relief under the Highly Indebted Poor Countries (HIPC) initiative, testifying to their economic reform achievements. Not one of these countries, however, scored above a four on the CPI, indicating serious to severe levels of corruption. These countries still face the grave risk that money freed from debt payments now entering national budgets will be forfeited to greed, waste or mismanagement. The commitment and resources devoted to qualifying for HIPC must also be applied to winning the fight against corruption.

Stamping out corruption and implementing recipient-led reforms are critical to making aid more effective, and to realizing the crucial human and economic development goals that have been set by the international community.

"Corruption isn't a natural disaster: it is the cold, calculated theft of opportunity from the men, women and children who are least able to protect themselves," said David Nussbaum, TI's Chief Executive. "Leaders must go beyond lip service and make good on their promises to provide the commitment and resources to improve governance, transparency and accountability."

Progress Has Been Made

An increase in perceived corruption from 2004 to 2005 can be measured in countries

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Civil Rights Icon Rosa Parks Dies

Public Domain Image

On December 1, 1955, seamstress Rosa Parks, pictured here at the end of the Montgomery bus boycott, changed America forever when she was arrested for refusing to yield her seat to a white patron on a Montgomery, AL, city bus. Parks was found guilty of disorderly conduct and that lead directly to the famous Montgomery Bus Boycott. In 1943 she became a member of the Montgomery chapter of the National Association for the Advancement of Colored People (NAACP), and served as its secretary until 1956. After the Bus Boycott, Parks lost her job and, with her husband and mother, relocated to Detroit in 1957. In 1965, she joined the staff of U.S. Representative John Conyers of Michigan and worked until her retirement in 1988. In 1999 she was awarded the Congressional Gold Medal of Honor, the highest honour a civilian can receive in the United States. Rosa Parks passed away Monday, October 24, 2005. She was 92. ***(Information Courtesy of the Rosa Parks Portal, http://www.e-portals.org/Parks/)***

Study Examines Best Practices to Attract Talent to Government

Sacramento, CA–Public-sector organizations need to ramp-up their efforts to prepare the next generation of leaders, concludes "Building the Leadership Pipeline in Local State and Federal Government"–the second in a series of research studies on leading issues in public-sector human resource management sponsored by CPS Human Resource Services and conducted by Mary B. Young, an independent researcher.

"Not only will the need for replacements grow as baby boomers, who now hold most management positions, retire. During this same period, the demand for government services will also intensify as the overall population ages," said Young, a nationally recognized researcher who studies workplace issues in both the public and private sector.

More than 35 jurisdictions were interviewed resulting in 15 in-depth case studies representing all levels of the public sector. The city of Anaheim, California; New York State Office of General Services; and United States Government Accountability office are three of the case studies that appear in the report.

"The Leadership Pipeline study is another in a series of research projects we are sponsoring to help the public sector meet their critical human resources challenges," said Jerry Greenwell, CEO for CPS Human Resource Services. "Providing this information will enable all levels of government to develop strategic plans to face the surge of baby boomers who will be retiring in the next 5 to 10 years."

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ASPA INSIDE:

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Index Shows Burden of Poverty and Corruption

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such as Costa Rica, Gabon, Nepal, Papua New Guinea, Russia, Seychelles, Sri Lanka, Suriname, Trinidad & Tobago and Uruguay. Conversely, a number of countries and territories show noteworthy improvements–a decline in perceptions of corruption–over the past year, including Estonia, France, Hong Kong, Japan, Jordan, Kazakhstan, Nigeria, Qatar, Taiwan and Turkey.

The recent ratification of the United Nations Convention against Corruption established a global legal framework for sustainable progress against corruption. The Convention, which will enter into force in December 2005, will accelerate the retrieval of stolen funds, push banking centres to take action against money laundering, allow nations to pursue foreign companies and individuals that have committed corrupt acts on their soil, and prohibit bribery of foreign public officials. Low-income countries that embrace and implement the Convention will have a head start in the race for foreign investment and economic growth.

Wealth Does Not Determine Progress
Wealth is not a prerequisite for successful control of corruption. New long-term analysis of the CPI carried out by Johann Graf Lambsdorff shows that the perception of corruption has decreased significantly in lower-income countries such as Estonia, Colombia and Bulgaria over the past decade.

In the case of higher-income countries such as Canada and Ireland, however, there has been a marked increase in the perception of corruption over the past ten years, showing that even wealthy, high-scoring countries must work to maintain a climate of integrity. Similarly, the responsibility in the fight against corruption does not fall solely on lower-income countries. Wealthier countries, apart from facing numerous corruption cases within their own borders, must share the burden by ensuring that their companies are not involved in corrupt practices abroad. Offenders must be prosecuted and debarred from public bidding. The opportunity for ensuring sustainable progress also lies in the hands of the World Trade Organization, which needs to actively promote transparency and anti-corruption in global trade. The lessons are clear: risk factors such as government secrecy, inappropriate influence of elite groups and distorted political finance apply to both wealthy and poorer countries, and no rich country is immune to the scourge of corruption.

Transparency International urges the following actions:

By lower-income countries

- Increase resources and political will for anti-corruption efforts.
- Enable greater public access to information about budgets, revenue and expenditure.

By higher-income countries

- Combine increased aid with support for recipient-led reforms.
- Reduce tied aid, which limits local opportunities and ownership of aid programmes.

By all countries

- Promote strong coordination among governments, the private sector and civil society to increase efficiency and sustainability in anti-corruption and good governance efforts.
- Ratify, implement and monitor existing anti-corruption conventions in all countries to establish international norms. These include, the UN Convention against Corruption, the OECD Anti-bribery Convention, and the regional conventions of the African Union and the Organization of American States.

The TI Corruption Perceptions Index is a composite survey, reflecting the perceptions of business people and country analysts, both resident and non-resident. It draws on 16 different polls from 10 independent institutions. For a country to be included, it must feature in at least three polls. As a result, a number of countries–including some which could be among the most corrupt–are missing because not enough survey data is available.

The Corruption Perceptions Index provides a snapshot, with less capacity to offer year-to-year trends. Nevertheless, time-series data for the CPI have been analysed for the first time this year by Johann Graf Lambsdorff at Passau University in Germany.

TI is advised in relation to the CPI by a group of international specialists. The statistical work on the index was coordinated by Professor Graf Lambsdorff.

For more information and a copy of the Index visit http://www.icgg.org/corruption.cpi_2005.html.

Organizations Sponsor Study on Government Talent Attraction Strategies

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The report's case studies–three from federal government, six from state and six from local government–describe innovative approaches to building the leadership pipeline; demonstrated impacts these programs are having; and the resources they require. The study identifies common patterns across all levels of government and practical implications for action. The information will help public agencies find proven and cost-effective strategies to ensure that the next generation of leaders is well prepared.

Across the 35 jurisdictions studied, the report found two approaches to building the leadership pipeline-the traditional Just-in-Time Approach and the Integrated Approach. These two approaches may be thought of as the opposite ends of a continuum, with most organizations' practices falling somewhere in between.

The Just-in-Time (JIT) approach focuses on a small segment of the workforce, an elite cadre of high-ranking managers and their potential successors. While the JIT approach to developing leaders may have been adequate in the past, it cannot supply the anticipated demand for experienced leaders in the future.

The Integrated Approach marries efforts to manage the supply, caliber and competencies of leaders with broader efforts to manage the organization's overall workforce. It encompasses employees at many levels of the organization.

In an effort to help public agencies address the wave of baby boomers retiring over the next 5 to 10 years, the research shows what some agencies are doing to address their future workforce. CPS Human Resource Services is making the study available to public and nonprofit agencies for free. To obtain a free copy of the study, visit www.cps.ca.gov and click on the leadership pipeline link.

The study is also sponsored by the International Public Management Association for Human Resources (IPMA-HR), in partnership with the International City/County Management Association (ICMA) and the National Association of State Personnel Executives (NASPE).

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Energy Policy: Consumer Demands and National Interests

SPECIAL SECTION

The Energy Policy Act: A Missed Opportunity

Edward L. Flippen, Farrah S. Graham

There is little doubt that energy production and consumption are at the top of the agenda for Congress and the public, particularly after hurricanes "Katrina" and "Rita." Ever increasing natural gas, oil and gasoline prices have prompted consumers to look to Congress to address the situation and work together to provide alternatives.

President Bush recognized this fact when he re-introduced his energy plan after it had been tabled during his first term. The legislation was amended and passed by both houses of Congress and signed into law on August 8, 2005, creating the Energy Policy Act of 2005 (the Act).

The Act is intended to be a comprehensive plan for addressing future energy needs. It addresses the issue of supply by providing incentives for additional infrastructure and capacity and also encouraging development and support of alternative and renewable forms of energy.

However, with respect to issues of demand, the policy primarily relies on energy efficiency as a means of control. Just examining the consumer-based efforts, the Act provides $250 million for consumer rebates for purchasing energy-efficient appliances, $874 million for purchasing alternative fuel or hybrid vehicles, and $1.23 billion in weatherization assistance. It also provides $450 million for an energy efficiency education initiative and appropriations as may be necessary for public energy education programs, not to mention the administrative costs associated with implementing these new programs.

Unfortunately, the Act misses the opportunity to address energy demand issues with less bureaucracy and less taxpayer cost, using time-sensitive pricing for electric utilities. This issue is addressed, but only by asking states to consider the use of "smart metering" or time-sensitive pricing, without making it a policy objective of the country.

Ahmad Faruqui and Stephen S. George explain time-sensitive pricing in their article, "The Value of Dynamic Pricing in Mass Markets" in *The Electricity Journal*. Time-sensitive pricing creates a system where consumers who choose to use electricity during peak daytime hours would pay a premium for power, while consumers who wait until off-peak times would pay lower rates.

The traditional time-sensitive pricing (called time-of-use or TOU rates) varies rates across time periods within a day and even seasonally. Typically, however, the prices are established in advance and do not reflect unexpected volatility. A dynamic form of time-sensitive pricing sets prices ahead of time that are charged only on critical peak days for up to 1 percent of the total hours in a year, but the customer does not learn about the price change until a day or so in advance.

Another form of such pricing is where both the price levels and time periods are unknown (but the customer usually knows the blocks of time within a day when prices could change). Finally, real-time pricing is dynamic time-sensitive pricing where price levels, time periods, and timing are all variable.

According to the *Report of the National Energy Policy Development Group* published in May 2001, the United States needs an additional 1,300 to 1,900 new power plants in the next 17 years to supply adequate electricity. Although people will debate the exact number, there is no question that the need exists.

According to the *Annual Energy Outlook 2003 With Projections to 2025* published by the Department of Energy, demand for electricity is expected to increase approximately 38 percent through 2020. There also is a significant need for added transmission lines to deliver this additional electricity. According to the National Electricity Reliability Council, the transmission system has grown less than one percent a year over the past 10 years, which is inadequate to handle the predicted 38 percent increase in demand.

But, the problem with simply building power plants and transmission lines (besides the "not in my backyard" syndrome) is that additional plants and lines, by themselves, are not a cost effective answer to electricity shortages. Whether in a state that continues with traditional rate regulation, or in a state such as California that has deregulated power plants, the consequence of adding power plants and transmission lines without addressing electricity pricing will be the same–inefficiencies.

The real cost of power changes continuously throughout the day. Yet, with only a few exceptions, customers see only a flat price on their bills. They, therefore, have no incentive to reduce their consumption at peak periods and increase consumption in off-peak.

Under this traditional pricing method, building additional power plants and transmission lines will not necessarily ensure the availability of adequate electric supplies. The added costs of those facilities will simply be rolled into the existing cost structures of power suppliers, and the costs will be passed on to consumers in their monthly bills. Consumers will continue to demand greater amounts of electricity at peak periods, and more plants and lines will be built to meet those demands instead of ensuring better utilization from existing plants and lines.

There is little doubt that the Bush Administration is right about the need for additional capacity, but equally without doubt is the need for time-sensitive rates. Absent a motive to adjust time of day use, electricity grids hit huge usage peaks in the late afternoon and early evening, with usage levels tapering off to a small fraction of peak usage levels in the late evening and early morning hours.

The large, low cost generators that can most efficiently provide electricity cannot be used to satisfy this peaking cycle of demand, since they cannot practically be turned down or off in low use hours. Providing price incentives for consumers to run clothes-dryers and dishwashers at off-peak hours would allow the industry to get considerably more mileage out of existing plants, and would also allow for efficient expansion.

A 14 percent reduction in peak-period electricity consumption would eliminate the need for the construction of nearly 400 peaking plants, higher cost plants used to supplement capacity during peak periods, and save approximately 95 billion to 475 billion cubic feet of gas per year or 90,000 to 450,000 barrels of oil per year (depending on whether the peaking units are gas or oil).

Any savings–even such relatively small savings–are important. Total electricity demand is expected to grow by 1.9 percent per year or 37.7 percent through 2020 according to the Annual Energy Outlook 2003 With Projections to 2025 referenced previously. Also, by 2020, the U.S. will need 50 percent more natural gas and one-third more oil to meet demand according to the Report to the National Energy Policy Development Group.

Further, to the extent that customer responses reduce peak demand, the existing plant capacity that is made available to serve new customers is far cheaper than the cost of adding new plants. Flexibility in pricing is hampered, however, by the mechanical meters traditionally used by utilities to measure customer consumption. Such meters measure only customers' kilowatt-hour consumption for a monthly billing period, and do not record the time of day when they consume the power or its hourly cost.

By contrast, certain large industrial customers currently have more advanced meters that measure electricity on a 15-minute interval basis; i.e., time-sensitive meters. These customers are also charged based on their time of use. Such meters are not generally installed by electric utilities for residential or smaller commercial customers. (Moreover, even the large customers on time-sensitive meters often have the option under state-approved tariffs to return to fixed rates if time of day rates increase above fixed rates.)

If customers are charged the same rate at 5:00 p.m. as at 5:00 a.m., they are not going to be particularly concerned about when they operate their water heaters, washers, dryers, computers and television sets–much less their industries, stores or offices. If we continue to build power plants to meet peak periods, without replacing our metering system and without charging customers based on their time of use, we will not give customers the opportunity to respond to changes in the cost of electricity by shifting their consumption.

Unfortunately, the dollars involved in installing time-sensitive metering are significant. There are approximately 81 million residential customers of investor-owned utilities in the U.S. (100 million when you include small commercial customers and customers of electric cooperatives and municipal systems). The cost of the typical old-style residential meter ranges from $20 to $30, depending on the quantity purchased. The cost of the newer time-sensitive meter ranges from $150 to $190 plus the in-house cost of upgrading information systems.

While these costs are significant, the alternatives proposed in the Act for efficiency efforts and building new power plants and transmission lines, have an even higher monetary and environmental cost. Not to mention the additional administrative costs for implementing the programs.

Adopting time-sensitive pricing for all electric utility consumers, residential as well as commercial, would create a market environment that will produce efficiencies and control demand with less need for government intervention and support. Further studying the issue, which has been studied in virtually every state in some fashion over the last several decades, only ensures one thing–a missed opportunity.

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Energy Policy: Consumer Demands and National Interests

SPECIAL SECTION

Why States Must Develop Comprehensive Energy Policies

Mary M. Timney

The surge in oil prices this summer and the forecasts of 30 to 50 percent increases in heating costs for the winter create economic hardship for all Americans. These sharp increases are reminiscent of the price shocks of the 1970s. States first developed comprehensive energy policies in that decade to protect their citizens' individual interests and to provide incentives to buffer them against market swings. Such policies can be designed to promote energy efficiency and conservation, to encourage development and use of alternative energy sources, and to improve urban planning by de-emphasizing automobile use. States can also lead the way toward making America more environmentally sustainable.

The National Energy Policy Act, signed into law on August 5, 2005, is a political compromise that does little to redirect the nation away from increasing energy consumption and toward a more sustainable future. The policy is based on the administration's stated belief that American's energy demand should be met by all possible means. Indeed, any official coercion to reduce energy use would amount to losing part of the American dream. Thus, the energy bill provides more subsidies for energy development than for energy efficiency or conservation.

During the energy crises of the 1970s, presidents Nixon, Ford and Carter and the vast majority of congressmen and senators saw reducing demand through energy conservation and efficiency as the first and most important energy policy. It was generally recognized that it was cheaper to save a barrel of energy equivalent than to develop a new one and that significant amounts of energy were lost or wasted throughout the U.S. economy. This is still true today. Yet the lessons of the 1970s have not been learned by today's generation who prefer to drive gas-guzzling SUVs and live in McMansions that have in excess of 3000 square feet.

Policymakers at the national level, influenced by lobbyists from the energy industries, have not offered policies to reduce gasoline consumption by requiring higher Corporate Average Fuel Economy (CAFÉ) standards or programs to move the nation toward sustainable energy use without damaging the economy. George W. Bush has returned to the use of the market as the most important energy policy base as it was first espoused by Ronald Reagan in the early 1980s.

Reagan's energy policy dismantled many of the programs developed in Jimmy Carter's administration and promoted deregulation of oil and natural gas. Reagan believed that the magic of the free market would produce solutions to energy problems through the simple mechanism of supply and demand. As demand rose, prices would too, encouraging producers to increase the supply of more expensive energy sources. When fossil fuel energy sources became depleted, the market would respond by developing alternatives. There was no need for expensive government programs that would only get in the way and dampen the market's efficiency.

Reagan ignored the consensus on energy policy that had developed between the federal government and the states during the 1970s. States were required to develop their own energy policies for the first time and also established state energy offices that were funded with federal money. States had particular concerns for energy policy that affected their most vulnerable citizens and threatened their economic development prospects. During the 1970s the price of all energy doubled twice so that by the early 1980s the cost of home heating and air conditioning had risen by a factor of four in 10 years. States were sensitive to the needs of low-income and elderly citizens who could not afford to heat their homes in the winter or cool them in the summer.

States were also concerned with environmental quality. The 1970s was the decade of environmental protection when most of the major national laws were enacted. States were required to implement these laws and saw the relationship of energy waste and pollution. States were also concerned about having sufficient supplies of energy to meet the needs of all their current residents and businesses and to encourage new businesses to develop in their borders. The early 1980s saw a migration of manufacturing companies and jobs from the north–the so-called Rust Belt–to the south and southwest or Sun Belt. Northern states were desperate to attract new economic development and needed to have sufficient supplies of affordable energy to do so.

The state concerns did not evaporate when energy policy was refocused at the national level. I conducted a study in the early 1990s in which I examined energy policy development in 17 states that encompassed the Midwest from Ohio to Colorado and north to Canada. I found that many of these states had developed their own energy policies because of their fears of market failures to provide for the needs of their citizens. For example, using price as an incentive for conservation is effective for those who can afford to pay. As we are finding today, however, energy price spikes hit the poor and retirees on fixed incomes much harder and may force cruel choices between paying for heat or food. Middle income families are also squeezed by higher energy prices and may have to forgo activities that help to boost the economy.

Higher energy prices also affect state and local government budgets. As the cost of heating buildings and schools rises, other expenditures have to be reduced. Raising taxes to pay energy bills will probably be a non-starter in most places. At the same time, investing in energy saving measures, while promising budgetary savings, also requires an investment that would further divert spending from other functions.

Many states learned in the 1970s that the market alone could not meet the needs of their citizens and they developed their own energy policies to ease the impacts of market failures and to plan for more rational energy use. These plans had three main goals: adequate supplies of affordable energy produced in ways that do not damage the environment. By 1990, several states reported that they were becoming concerned about the impacts of global warming on their states and were investigating policies to mitigate its projected effects.

The 1990s became the decade of electricity deregulation and almost half of the states enacted policies to restructure their electricity industries. The worst-case scenario of market failure occurred in California when the price of electricity rose to as high as 33 cents per kilowatt-hour in the winter of 2001. While it was later proved that these prices were the result of market manipulation by energy companies, the states saw the negative side of turning over a necessary commodity to the fluctuations of the free market. California stepped in immediately to protect its complex of policy interests, resisting calls from Kenneth Lay and others for more deregulation. Several states put their deregulation plans on hold and no additional states have enacted restructuring legislation since then.

Today, states need to examine their energy policy interests in light of the realities that they must deal with. Much higher prices for motor fuels, heating oil and natural gas are having serious consequences for residents in most of the country. The increasing evidence of global warming calls for states to examine what needs to be done to mitigate its effects in their region. Hurricane Katrina provided a painful lesson on how important the natural environment can be in protecting areas from extraordinary meteorological events.

States need to look at energy policy in a comprehensive way. Energy is linked to the environment in many ways and both energy and the environment are linked to economic growth and development. States can implement policies that encourage citizens to reduce energy use. In 2001, residents of California reduced their energy use by 15 percent in six months generally by simple measures like turning off lights, computers, and remote controls and were rewarded with rebates on their summer electricity bills. This reduction in demand was one of the factors that helped the state overcome the crisis and avert blackouts in the summer of 2001.

States can also work to protect citizens from the whims of the market. The state

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Energy Policy: Commentary

SPECIAL SECTION

The Acid Rain Program

Michael Hamilton

When I bought my first ton of air pollution in the annual EPA Auction in 1995 I paid $80/ton. Prices in October 2005 for the first time went over $900/ton. It's getting more expensive to pollute.

Each year EPA auctions to the highest bidder about 250,000 emission allowances that enable dirty power plants to emit one ton of sulfur dioxide and keep running. The Acid Rain Retirement Fund (A.R.R.F.), based in Portland, ME, competes with electric utilities nationwide to purchase these allowances.

A nonprofit, all-volunteer community group, A.R.R.F. bids alongside polluters for as many allowances as it can afford. But instead of using them, A.R.R.F. retires them permanently, taking allowances off the market and keeping sulfur dioxide out of the air.

Sulfur dioxide and nitrogen oxides are the principal contributors to acid rain that falls in the Northeastern United States, aggravating respiratory disorders, impairing visibility, harming the health of our forests and lakes, fish and wildlife and people. Most SO2 emissions come from combustion of coal and oil or the smelting of nonferrous metals like copper and nickel.

Combustion of oil and coal concentrates a number of contaminants in acid rain, including oxides of nitrogen and sulfur, toxic heavy metals such as lead, cadmium and mercury, and several organic pollutants like alkanes and volatile organic compounds, some of which are known to cause cancer.

When acid rain falls on forest land, it leaches nutrients and reduces soil productivity. Phosphorous, potassium, magnesium and calcium needed for plant and tree growth are mobilized by increased acidity of soil moisture. As nutrients are leached away, the growth of some species slows, reducing agricultural production and growth rates of some trees.

Increased acidity of soil moisture also mobilizes some toxic metals normally occurring in most forest soils, including zinc, manganese and aluminum. Usually benign in trace amounts, elevated concentrations of these metals in acidic soils damage fine root hairs of some commercial tree species, retarding growth: More acid rain means less sustainable forestry.

Many lakes are affected by acid precipitation. Rain is considered abnormally acidic when it has a pH below 5.0, and lakes are considered acidified with a pH of less than 5.5. The pH of precipitation in Maine varies seasonally between 3.9 and 5.0 (normal pH of rainfall is about 5.5). The pH of precipitation recorded in December 2001 was 4.7 at Acadia National Park, 4.4 at Bridgeton, 4.6 at Caribou, and 4.8 at Greenville.

Although the EPA says sulfur dioxide emissions have been reduced by about 8 million tons from levels in 1980, these pH readings are only slightly improved over five years ago. For comparison, the pH of precipitation recorded in November 1995 was 3.99 at Acadia National Park, 3.92 at Bridgeton, both strongly acidified, and 4.25 at Greenville.

About 100 lakes in Maine have pH lower than 5.5. About half are naturally acidic; the other half due to human causes like acid rain, according to the Maine Department of Environmental Protection.

Elevated acidity makes lake water appear crystal clear because most algae and microorganisms die off. Aquatic communities of plants and animals change as sensitive species diminish for lack of food or inability to reproduce. The most popular fish species–trout, salmon and small-mouth bass–are often the first to go.

Consequently, A.R.R.F. members enjoy retiring emissions allowances. Every emissions allowance removed from circulation prevents that pollution being emitted into the atmosphere, every year. The longer an allowance remains unused, the more pollution has been kept out of our air. Because A.R.R.F. didn't emit any pollution during 1996-2005, "banking" its emissions allowances for the future, it now owns the legal right to emit a total of 558 tons of sulfur dioxide in 2005. That's 1,116,000 pounds! It may not sound like much, unless one considers that one ton of sulfur dioxide probably generates enough acid rain to kill any lake in Maine.

Examination of EPA Auction results 1993-2005 indicates over 80 groups or individuals have purchased 1,184 tons of sulfur dioxide emissions allowances for purposes other than polluting the air. That's considerably more than the 760 tons/year provided by law for the Miami Fort #5 generating unit in Ohio. Since many purchases were made in earlier years, and unused allowances have accumulated, these groups own the right to emit 10,251 tons of sulfur dioxide in 2005. This is more than the annual allocation of allowances for 78 of the 105 dirtiest generating units in the U.S.

Someday one of those plants is going to need allowances owned by a group like A.R.R.F. who won't sell them, and they'll have to clean up their act. Before then, emissions allowances will get more expensive as the supply diminishes.

For more information,
visit the A.R.R.F. website at
www.usm.maine.edu/~pos/arrf.htm.

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Energy Policy: Consumer Demands and National Interests

SPECIAL SECTION

New York State's Unfulfilled Energy Policy, 1980-2005

Kevin M. Bronner

As we proceed through 2005 it is apparent that there are significant problems in the area of energy policy in the United States. The cost of oil, gasoline and home heating oil has increased dramatically. Natural gas prices are also at historic highs. We are still dependent on foreign oil supplies, and there is a problem with the concentration of too many energy supplies and refineries along the Gulf Coast. While there is some talk of conservation efforts and alternative fuels, it is questionable whether we have an energy policy in place to solve the problems.

During 1979 and 1980 I worked as an energy policy analyst for the New York State Energy Office. In March 1980, New York State published its first energy master plan. The plan was a comprehensive document that made an assessment of the complete energy picture facing New York State. We analyzed issues for conservation, renewable resources, natural gas, electricity, petroleum and coal. We examined numerous issues such as the problem of our dependence on foreign oil, the problems with developing nuclear power plants, state and national energy issues and problems with financing new energy supplies.

New York State developed a series of 10 broad energy policy goals in 1980. If we review those goals, we will find that many of the problems that we tried to solve 25 years ago are still with us today.

The first goal in the New York energy plan recognized that we must reduce the consumption of petroleum products since the source of supply is uncertain. In 2005, we can see that the use of petroleum products is still a major issue nationally. We are too dependent on international oil markets, and the refining capacity cannot keep up with demand. In essence, we have not solved this problem since it was recognized in 1980.

The second broad goal was that "conservation and renewable resources must make a greater contribution to energy supply and will require substantial additional government support to do so, at least in the near term." While there is some recognition that conservation and renewable resources are important, it is hard to see how the federal and state governments have made a substantial contribution to support these items.

While there is a new national energy bill in 2005 to give some support to these items, one must question what happened over the past 25 years to support the development of a large-scale program for energy conservation and renewables.

The third recommendation in the New York State energy master plan from 1980 was that the use of natural gas supplies should be increased to lessen the dependence on foreign oil. Since 1980, natural gas usage has been increased dramatically as a fuel for electric power plants and distribution systems for natural gas have been increased.

We are left today in a position where the price of natural gas is high and there are questions about the future supply levels. From an energy planning perspective, we are facing a problem with the supply of natural gas and that has to be solved so that shortages do not occur.

The next recommendation in the 1980 energy plan was to increase the use of coal. While there have been some improvements in the environmental equipment installed on some coal electric power plants, there are numerous issues in 2005 concerning pollution from coal facilities.

We can hardly say that looking back 25 years the problems with coal technology have been solved. New York's energy master plan included another recommendation calling for greater regional coordination by interconnecting electric grids. Some progress was made in this area particularly with the use of independent system operators. There is still a large issue to be solved here as evidenced by the 2003 blackout in the Northeast where there were serious issues about the coordination of the power grid.

The New York State energy plan included a recommendation that "new nuclear power plants should not be included in the State's electricity supply plan at this time." New York State completed one nuclear facility in the 1980s including the Nine Mile Point Unit 2 facility in upstate New York.

The Shoreham nuclear plant on Long Island was completed in the 1980s but never entered operation except for some low power testing. Due to issues with its evacuation plan, the plant was eventually dismantled. This recommendation should be reviewed across the nation at this time since there may be opportunities to construct new nuclear plants to help alleviate some of our energy problems.

One recommendation included in the 1980 New York State energy plan was the concept of providing choices for

See NEW YORK, pg. 10

Did you ever stop to vote… and forget to start again?

If you have been thinking that whether you vote or not doesn't make a difference…
that it doesn't really matter who becomes the future leader of ASPA…
well–
this time it does.
The question before us all right now is a simple one:

Are you happy with the way things are in ASPA?

I have asked a lot of ASPA members that I have met over the past few years, "Are you happy with the way things are in ASPA right now?" And the answer is a lot more people saying no than yes. So, I ask, "Then why don't more members vote in our elections?" I have heard a variety of answers…from 'I don't really know any of the candidates'…to 'It doesn't really matter who wins'…and lots of things in between. So, my challenge now, is to change the attitudes and beliefs of many of you reading this and hopefully then, the number of you who end up voting in this ASPA election.

If you have been attending many of the national or regional conferences, you may well have already met me, or at least heard of me. I first got involved with ASPA way way back when I was a college student and was working for the state of California. I later went on to work for other city and county governments, usually getting to know other ASPA members wherever I was.

After fifteen years or so, I decided to leave government service and become a public administration teacher. So, I packed up the family and moved to Seattle where I did my doctoral work at the University of Washington. In 1994, I came out to New Jersey and have been working and teaching here ever since at one of our top public teaching universities, Kean University. Over the last decade or so, I have been exceptionally active in ASPA from being on the Council of my local chapters and working on our state and regional conferences, to serving on a number of committees and positions at national, including serving on the National Council.

You may have read some of the pieces I wrote for the *PA TIMES*, like my occasional PracAdemics pieces or one of my applied research articles on how to take what we know and make government work just a little better. You may have even seen that scintillating book I co-wrote with Jim Garnett, *Internships for Dummies*, at your local bookstore. I could put out a list of all my practitioner and academic accomplishments, even my ASPA pedigree, but in the end, none of that matters a whole lot. All three of us who have been allowed to run by the Nomination Committee have lots of lines on our resumes.

If you have been hearing anything about what has been going on at ASPA in the last several years you probably heard about me. I became a Lifetime Member of ASPA years ago because I made up my mind that I was going to make a lifetime commitment to the organization. I'm one of those people who are not happy with the way things are. As our membership keeps dropping and our finances keep teetering, I just don't think doing things the good old way we have always done them is enough or even right.

When you put the last two ideas together, you get an idea of why I am running for Vice-President. The easiest thing to do would be to shrug a bit and walk away and concentrate myself on things other than the state of ASPA. But my third grade teacher gave me a better idea: "Good, better, best, never let it rest; Till your good is better, and your better is the best." While there are a lot of very good, caring, hardworking people in ASPA, both as members and as staff, I, Craig Donovan, believe that we are far from being our best and the only way to change that is to stop leaning on the way we have always done things and reshape ASPA for the new century. If you like the way things are right now in ASPA, from how we do our conferences, the value of the services and products you get from your membership, to the linkages between national and the chapters, you should probably vote for one of my competitors.

For example, if elected, I will not spend my term as ASPA President overseeing "my national conference." I believe our conferences should be standardized from year to year and managed by professionals who can help insure not only the year to year quality of our conference but its financial health and viability, and I am working on this even now as Co-Chair of the Pride Steering Group. Each year we keep trying to reinvent the wheel and too often end up overburdening a few hard working volunteers. ASPA's President should be looking out for ASPA as a whole, not fiddling with the annual conference. We keep ending up with conferences that are not able to draw even a quarter of our membership and that many people feel are not a great value for their time and money. That has got to change.

Right now, too many of our Chapters feel like they are out there floating and disconnected from the national organization. Chapter presidents, as the direct link to all of us as members, need to play a larger, louder, and more direct role in what is going on and keeping the communications flowing back and forth. We need to be more inclusive and less exclusive (in both senses of the word). The way things are now has got to change.

I am starting some of these changes here and now with this 'campaign.' I will not suddenly show up acting as your oldest and dearest friend and asking you to vote for me. This too has got to change. What I will do, what I am doing, is trying my best to let you get a chance to see the real me, the same me I have always been and always will be. I want you to vote for me because you believe in some of the same things I do about how ASPA should and can be, not because of what some others might think. If you want to vote for me, or recommend me to others, please do so, but do so because you also believe ASPA can and must be better and to do so–it must change!

Heck, anyone who is crazy enough and dedicated enough to run ought to be able to run for office if they want to, without having to be approved first by a select group. (Yep, that too needs to change.) Perhaps if we ran our elections in the spring, starting with our national conference, we could even have things arranged so that the thousand or so members who attend could meet and hear from each of us and thus help them and their friends back home get a real idea about who we candidates are. We could even hold a roundtable with the candidates and later put it up on our webpage so everyone could see and hear us. And, if we are on the web where you can see us, maybe we could make it easier for you to vote by giving you the option to vote on the web too.

So, fellow ASPA members, if by now I have not convinced you to send back those envelopes and vote for me (or against me) or to vote at all yet, I will try once more right here, next month. If you want to tell me what you think about ASPA or how we could make things better, or anything else for that matter, please start by writing me at cpdonova@kean.edu (yep there is no 'n' there at the end).

I will close with a "borrowed" quote from one my personal favorite Americans, Will Rogers: "If our leaders spent the same amount of time and money on improving their accomplishments as they do on advertising them then they wouldn't have to advertise them."

Craig Donovan for ASPA Vice President

INSIGHTS ON **STRATEGIC MANAGEMENT** *by CHRISTINE GIBBS SPRINGER*

Making Difficult Decisions Count

Faced with shrinking budgets, smaller staffs, shorter deadlines, more demanding "customers," continual crises as well as unrelenting calls for innovation and growth, public administrators today feel stressed.

Based on interviews with managers over the past three years across the country, I have discovered that while workloads have increased by 80 percent, compensation has only risen on average 10 percent. Effective public managers continue to meet the demand to do more, deliver more and innovate more by following seven rules:

- Focusing on actual results
- Forcing the hard decisions
- Forcing collaboration
- Communicating clearly
- Remaining flexible
- Proving their worth to their organizations
- Structuring in team time

Focusing on results means forcing direct reports to be accountable for the fundamental measurement that matters most to the department, the organization and the individual. Every action has consequences that produce results.

To focus an action on results, managers and employees ask: How does it affect our customers and the community? How does it affect our staff? Is it on strategy? Who else should know about the decision? How does it affect the numbers we are trying to achieve? Is there a better action that would produce better results?

Focusing on results also means working smarter not harder because there are no more hours to plug into the day. This can be done by managing expectations up and down the line of command, determining precisely what others expect, clearly articulating expectations as to results, asking for clear definitions by others, clearly and frequently communicating the status of work and putting a number on everything so progress can be measured.

Managers are also able to focus on results by limiting and timing their direct involvement , remembering the overall strategy rather than letting events distract them, and keeping others focused on the plan.

Forcing the difficult decisions means making tough calls early and encouraging others to do the same and then to move on rather than following the path of least resistance. This sometimes means simply acknowledging that an issue exists and needs to be addressed such as a poor performing shift of workers that need new leadership in a police department.

Three steps are included in difficult decisions: collecting information, making the decision and communicating it, then–moving on. The decisions that are most difficult are those that affect someone else's life such as the reassignment or demotion of a shift leader. Yet those decisions must be made and executed.

The key is to actually make that decision rather than procrastinating and letting the situation linger too long. Success also involves identifying the most important tough calls that need to be made and knowing when to make them. It helps to define decisions by time. As an example, one chief information officer says that he puts difficult decisions into four buckets: today, thirty days, a quarter and a year. It also helps to define the decision by level because while the decision maker gains ownership of the difficult decision, ramifications of that decision are rarely centralized and must be acceptable to and owned by all stakeholders.

Forcing collaboration requires teamwork and involves priority thinking, information sharing and willingness among direct reports and employees to learn. Forced collaboration affords individuals the ability to create work relationships and to better utilize those relationships as critical resources.

Organizations that encourage collaboration with highly interactive participation by all team members experience new energy and innovation as well as the freeing up of managers' time in resolving conflicts now managed between departments. Forced collaboration also helps link small successes to overall success as each department head becomes more aware of the impact of what they do on other departments.

Communicating clearly means obsessive attention to the effectiveness of all communication including the what, when, how and the why of what is being communicated. It also requires active listening as part of the overall communication process in order to determine what was heard compared to what was said.

As a matter of fact, many managers use the 50 percent rule– more than half of the communication from the manager should involve listening not talking. One director of a health care agency maintains: You can get more from people by pulling it from them than you can from pushing demands onto them. Most people derive happiness from a job well done. That can be a powerful driving force in their daily work lives.

Difficult decision making counts when there is easy access to management and almost an overabundance of truthful information and communication. A side benefit of a free flow of honest information is that people can make correct decisions relatively quickly and that stakeholders feel informed. The result of bad communication is a feeling of disconnection.

Remaining flexible means being organized enough to be able to change directions quickly to keep pace with changing needs within the organization and the community. It also means being able to stop spending time on certain tasks such as projects or meetings that waste time so as to function more as a virtual enterprise than a bureaucrat.

To remain flexible, managers try new approaches, learn from others and encourage others to be flexible as well. The top causes of work stress are deadlines and conflicting responsibilities. Many managers are working from deadline to deadline with no breathing room for assessment. One tool some managers use in order to complete their tasks is a list of six to ten items made daily or weekly. The list helps keep them on track by setting priorities. Effective managers see themselves as virtual enterprises by living the "what if" life at work as they constantly evaluate and re-evaluate work scenarios that affect them personally as well as those they work closely with and rely on.

Proving one's worth to the organization means aligning oneself with the mission and values of that entity. After all, the fundamental assumption that is made in focusing on results is that those people and departments that deliver results will meet and increase their budgets as well as receive growth opportunities.

Once bosses come to understand how the value managers provide is aligned with the value that the organization is structured to provide, those managers' worth to the organization rises. This takes time and sometimes involves volunteering to take on more challenges in areas that are most important to organizational success…but it does work.

Structuring in team time means improving qualitatively work life for the manager and the team of people working around the manager. This sometimes means changing the focus from the work's daily grind by taking a two-hour team lunch, going home early one day, having a team baseball game, thinking, exercising or reading. Taking breaks from work may not change the work or the workload, but it can improve the attitude of those charged with doing the work. It also means recognizing those who do a job well with a thank you, increased responsibility, a promotion, e-mail from a superior, recognition at an organizational event, time off, a phone call from a superior or even some kind of monetary compensation.

As an example, one director of a credit union in British Columbia invites 25 of his employees to lunch on him every other month. No managers attend and the employees are invited to ask any question they wish. This director uses the meeting to explain the why of how the credit union does things and to listen to what is happening in the organization. The employees have his telephone number and e-mail address and he encourages them to contact him in between meetings. The credit union is the leader in its market and has less than 10 percent annual employee turnover–one of the lowest turnover rates in the business.

While making difficult decisions is part of every public administrator's job–making those decisions count is challenging. Administrators do it daily.

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INSIGHTS ON **HUMAN RESOURCES** *by BOB LAVIGNA*

Successful Outsourcing–A Delicate Balance

Outsourcing continues to be a highly controversial subject. Despite all the furor, outsourcing is a fact of life as public and private organizations around the world outsource more and more functions. For example, in my business–human resources –one estimate is that global spending on HR outsourcing alone is expected to grow to $80 billion in the next five years. Private sector companies have been outsourcing for years. Large firms such as Motorola, Goodyear, General Motors, AT&T, IBM, and the Bank of America have outsourced functions such as information systems, security, accounting, payroll, custodial service, document management, call center service, travel and relocation, benefits administration, and employee assistance programs.

In the public sector, including in the federal government, outsourcing has been around for a long time. It's called contracting with the private sector. Federal agencies contract for many products, including weapons systems. Private firms design, build and produce the ships, aircraft, tanks, and other weapons and equipment that our military forces use.

Outsourcing is big business in state and local government too. One highly visible form of this outsourcing is building or repairing highways and roads. Where I live, Wisconsin, it's said that we have two seasons–winter and highway construction.

A recent development, particularly in government, is the growth in outsourcing of services (i.e., business process outsourcing). Large public organizations that have outsourced major business functions include federal agencies such as the Transportation Security Administration (TSA), the Department of Interior, and the Navy Reserve. State and local governments that have outsourced large-scale services include the county of San Diego, the state of Florida, and the Texas Health and Human Services Commission. Even government jurisdictions outside the United States, such as the city of Copenhagen, are outsourcing services.

If outsourcing is so widespread, why all the controversy now? I think this attention stems from several factors:

- The increasing use of outsourcing to deliver services;
- The resulting challenge for government–developing the competencies needed to manage these types of outsourcing contracts;
- The belief that outsourcing is a new phenomenon; and
- The perception that outsourcing and offshoring are one and the same.

And so goes the debate about whether to outsource services, and the jobs that deliver these services. On one side are those who believe that outsourcing is a more cost-effective way to do business. The opposing view is that outsourcing results in lower-quality services, and replaces higher-paying jobs (that have good benefits) with lower-paying jobs (that may have few or no benefits). This view also holds that outsourcing, by reducing government capacity, is irreversible. Once a government agency outsources and shrinks capacity, it can never go back to delivering that service directly.

Public sector HR is one area where business process outsourcing is growing. My organization, CPS Human Resource Services (CPS), is involved in outsourcing projects. These range from a very large project to recruit and assess TSA job applicants across the nation, to smaller projects where we write personnel manuals, conduct executive searches, deliver training, do workforce planning, perform business process and re-engineering reviews, conduct classification and compensation studies, and implement HR best practices. Although CPS is an outsourcing provider, we are actually a public agency. So, our clients are outsourcing not to the private sector, but to another public agency.

Based on our experiences with contracting and outsourcing, here is my take on some of the hot-button outsourcing issues.

Outsourcing is not necessarily offshoring. Outsourcing means using an outside organization to perform work. Usually, non-core business functions are outsourced–to save money, bring in expertise outside the organization's core competencies, improve service delivery, or enable the organization to focus on strategy (and not on transactions).

Often, when we read or hear about outsourcing, it is characterized as exporting U.S. jobs overseas. And this is happening. Estimates are that hundreds of thousands of U.S. jobs are moving offshore. However, this offshoring accounts for only a small percentage of all outsourcing.

For example, total revenue in the U.S. professional, scientific and technical services sector approaches $1 trillion (U.S. Census Bureau). This sector–businesses that provide professional, scientific and technical services for other organizations–includes outsourcing providers. So, this $1 trillion represents an enormous number of jobs that are outsourced, but not offshored. In fact, most activities that are outsourced are not offshored.

Most organizations (public and private, large and small) outsource. While the largest outsourcing projects attract the most attention, the reality is that outsourcing goes far beyond these marquee projects. In the public sector, whenever a jurisdiction or agency employs an outside person or organization to do work, that's outsourcing. Outsourced work can be designing and installing an information system, conducting a classification study, building a bridge, delivering training, posting a job vacancy on a commercial web site, providing advice on an important issue, or even facilitating a meeting. An organization that uses an outside counsel for legal support and advice is outsourcing that function.

No organization today, particularly in the public sector, has the resources to maintain the kind of talent and expertise it needs to do everything well. This means that outsourcing is certainly not unique to large organizations.

Organizations must resist the urge to outsource a process "as is." In some cases, an organization will rush to outsource a process as it currently exists, without any analysis to assess if that process can be improved. This "pave the cow path" tendency should be resisted. One key reason to outsource is to leverage outside expertise to make sure that the process to be outsourced operates effectively and efficiently. This process improvement should be a big part of the outsourcing solution.

Outsourcing shouldn't mean giving up control, but it is a delicate balance. In an effective outsourcing arrangement, the client must retain control and carefully manage the outsourcing provider. This is particularly true in government, where public organizations can outsource work, but can't outsource the responsibility or accountability for that work.

A key to managing outsourced activities is to agree on specific performance measures.

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States Need to Take Lead in Energy Policy

From STATES, pg. 4

can assist businesses and homeowners to install solar cells to self-generate electricity, especially in areas where there is a lot of sunshine.

States can promote wind energy and, in coastal areas, tidal energy. States can provide incentives for industries to reduce greenhouse gases and encourage local communities to design sustainable neighborhoods and transit villages where residents don't need to use cars every day. States can also require environmental education to be part of the curriculum of their schools so that young people learn early about the benefits of energy efficiency and sustainable development.

Finally, states need to work together to build a consensus on a national energy policy that enables the United States to maintain our high standard of living without sacrificing the environmental and atmospheric heritage of future generations.

A policy built on increasing demand, as current energy policy is, cannot be sustained over the long run. The surging growth in demand among the developing countries will inevitably push energy prices ever higher. States need to take the lead today to help citizens and businesses adopt energy efficiency as a lifestyle.

ASPA member Mary M. Timney is professor of public administration at Pace University. She is the author of Power for the People: Protecting States Energy Policy Interests in an Era of Deregulation *and is on the board of ASPA's Section on Environment and Natural Resources Administration (SENRA).*
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9 in 10 Americans Want Secured Borders

Poll Finds 89% of Americans Place Border Security and Stopping Illegal Immigration Center Stage

Maxwell, IA–Grassfire.org, an online conservative issues advocacy organization, today released the results of a national poll that reveals 89 percent of Americans support efforts to secure our borders and reduce illegal immigration.

"As our poll clearly shows, Americans want action–not tomorrow, not next year, or when Congress decides to make it an issue," says Steve Elliott, president of Grassfire.org, one of the nation's largest grassroots conservative organizations with 1 million active team members. "When the number of illegal aliens crossing our borders surpasses the number who are legally gaining entry each year, our immigration policy is a failure, and it is time to make significant changes."

The survey was conducted October 16-17 as part of the periodic national Grassfire Tracking Poll. The survey question stated, "Do you support efforts to secure our nation's borders and reduce illegal immigration?" Nearly 9 in 10 (88.8%) of those responding said they agreed with the statement.

The Grassfire Tracking Poll was conducted one day prior to Homeland Security Secretary Michael Chertoff issuing the strongest statements for border security to-date by a Bush Administration official. Says Elliott, "I'm encouraged that leaders in Washington, DC, are coming to realize what grassroots Americans have known and have been saying loudly for months: 'It's time to stop illegal immigration.'"

For more than three years, Grassfire.org has been at the forefront of the grassroots effort calling attention to the border insecurity issue, mobilizing more than 200,000 citizens nationwide who are demanding lawmakers get tough on illegal immigration. Grassfire has presented hundreds of thousands of petitions to legislators who are committed to reforming our immigration policies such as Sen. John Cornyn, and his Comprehensive Enforcement and Immigration Reform Act of 2005 (S. 1438) that would reform immigration and restore order to a broken system.

For complete results of the Grassfire Tracking Poll, or more information about Grassfire.org visit www.Grassfire.org.

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We are interested in short as well as long entries ranging from 10 to 40 pages, following the APA style. The handbook is comprehensive and covers all sub-fields of disaster planning, response, mitigation, and recovery including case studies worldwide.

Deadline for manuscript receipt: August 1, 2006, with editorial work to be completed by October.

Editor
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Many of Today's Energy Problems Have Existed for Decades

From NEW YORK, pg. 6

consumers among energy supplies, conservation and renewables.

New York State and many other states have developed competitive choices for consumers under the guidelines from the Energy Policy Act of 1992. Most states have not had a large percentage of consumers switch fuels and or companies, so much more work needs to be accomplished in this area.

New York's energy plan also offered the idea that programs must be implemented to reduce the amount of petroleum used in the transportation sector. Some progress was made in this area with increasing fuel standards. In 2005, however, there is still a massive use of petroleum in the transportation sector; this is one of the biggest energy problems facing us today.

The New York State energy plan included four other recommendations. These included a program remove existing legislative barriers inhibiting the development of energy resources including conservation, and to encourage utilities to promote energy conservation and renewable resources.

The plan also tried to ensure that all persons would have access to conservation devices even if they did not have the ability to pay for them and encouraged the use of expanded research and development programs. While some progress was made in these areas, the energy problems we are facing nationally today illustrate that more work needs to be done in these areas.

It is clear that in 2005 the United States is facing a vast array of energy problems. In the past there was some progress in implementing energy policy such as was done in the State of New York.

The bottom line of the development of energy policy during the past 25 years is that implementation of specific programs was not sufficient enough to solve the issues on a long term basis. Many of the problems facing us today were clearly identified 25 years ago.

As we move forward in 2005 to try to solve our energy problems, we should give careful consideration to the lack of progress that was made in the past. Future energy planning efforts must develop metrics to measure progress toward achieving the stated goals. Furthermore, if the desired progress is not achieved, the energy plan must be modified on a timely basis to ensure that real quantitative energy goals are met.

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FREDERICKSON
PERSPECTIVE

A Column by H. George Frederickson

Accountability: The Word That Ate Public Administration

If ever a word has eaten public administration, that word is accountability. So important is the word accountability that sentences and paragraphs lacking the word, when uttered in the public arena, seem weak and incomplete.

Melvin J. Dubnick, worries that accountability "is threatened by its popularity and undermined by those who use it most." Dubnick, the leading expert on the subject, makes "a plea for saving the concept of accountability from the abuses it suffers in the hands of friends and advocates…in a world filled with rhetoricians, reformers and functionalists–all well intentioned, but each contributing to accountability's fall from grace."

To this end Dubnick brought a small group of experts and specialists to Queens University in Belfast, Northern Ireland, for a working conference on "accountability in governance." To illustrate the iconic nature of accountability to the conferees, it was pointed out that between 50 to 70 bills with the word accountability in their title have been introduced in each of the past several Congressional terms. However, with just a few exceptions, the word accountability is rarely mentioned in the bodies of the proposed pieces of legislation.

It turns out that the word "accountability" has high synonymic qualities–the capacity to stand in for many other words and terms such as responsibility, answerability, fidelity, responsiveness, performance.

As Dubnick points out, the word "accountability holds the promise of bringing someone to justice, of generating desired performance through control and oversight, of promoting democracy through institutional forms, and of facilitating ethical behavior." Indeed, as if to shout out the power of the word, the venerable General Accounting Office changed its name to the Government Accountability Office.

What shall we make of all this?

First, accountability is one of the power words in modern political rhetoric. Political leaders call for schools and teachers, corporate executives, accounting firms, and so forth, to be accountable. Angry and frustrated citizens seek to hold political institutions and their leaders to account.

The purpose of accountability rhetoric is persuasion–"speech acts" that influence those who listen–designed, as Aristotle teaches us, to trigger emotional responses. As Dubnick puts it, "In the age of scientism, the status and credibility of rhetoric has suffered considerably, and its practitioners are often perceived as 'manipulators' and 'hucksters.'…That said, we should not prejudge any use of accountability. Its use is clearly justified in many circumstances…(Still) relying too much and too often on any word reduces its long term value and credibility."

Second, accountability is a primary concept in public sector performance measurement and performance management reforms. The Government Performance and Results Act (GPRA), and the more recent Program Assessment Rating Tool (PART) are federal level performance measurement and management protocols designed to improve agency and program performance measurement for the purposes of improving accountability. Indeed, the PART includes a comprehensive measure of agency performance labeled "results/accountability."

For example, for 2004 the Administration on Aging of the Department of Health and Human Services is described as being "sixty-seven percent accountable" through the application of the PART by the Office of Management and Budget (OMB). Paul L. Posner of the Government Accountability Office says that PART's use by the current administration to assess programs throughout the agencies has inspired some agencies to improve their performance information to be able to compete with OMB in budget debates in Congress and the public." He further indicates that as an accountability professional, he has "a lover's quarrel with the movement as it centers around models of accountability for performance.

The checkered history of performance management at the federal level has left its devotees with the following lessons–the failure of PPBS, ZBB, MBO and other such initiatives to become institutionalized can be attributed to the inability of those processes to integrate themselves into the decision making processes that really matter…There is convincing evidence that GPRA has largely escaped the fate of its predecessors. It has been sustained for ten years through two different administrations whose budget officers have placed performance management and evaluation information at the center of their management oversight of agencies."

In talking with contemporary federal managers one is struck by how their language has changed from management to performance, metrics, and accountability.

Third, both Dubnick and Posner point out that accountability in its various public sector applications is a contemporary version of the old policy-administration dichotomy, the principal-agent notion, or the agential concept. Posner writes that "accountability is defined as holding agents to account for meeting standards and expectations of various principals–including executives, legislatures, various publics–for the use of financial resources, compliance in meeting legal obligations, efficiency of operations, and effectiveness in achieving results and goals."

Dubnick describes several forms of accountability–all in more-or-less dichotomous terms: "rules and roles through which authority is 'controlled' in order to render it 'appropriately' exercised;" "a way for individuals to relate to one another–an ongoing process of account-giving and account-taking that is fundamental to trust;" "the formation of informal and formal mechanisms for dealing with expectations and uncertainty;" and, dealing with "multiple, diverse and conflicting expectations, (accountability) is a means for managing an otherwise chaotic situation."

Fourth, to its advocates, accountability promotes democratic transparency, participation, and answerability. But, following Dubnick, "accountability related reforms have created several major dilemmas for democratic governance. Enhancing accountability through electoral reforms such as term limits, or initiative and referenda poses significant challenges to the quality and capacity of public policy makers, and the movement toward greater transparency and oversight often conflicts with efforts to meet the demands for improved performance."

Fifth, can accountability be made be a substitute for resources, for competence, for coherent direction? The answer is no. For example, we too often see in the application of accountability to public schools and schooling the substitution of accountability protocols such as testing, for what many schools need–more and better teachers.

Sixth, applications of accountability are sometimes little more than sophisticated forms of bureaucrat bashing.

Finally, Dubnick rightly points out that accountability and its meanings and attendant concepts are "associated with governance activities–that is with the efforts to establish and maintain some form of governing order…What is distinctive about the accountability genre among other forms of governance solutions it its reliance on the existence of a 'moral community' that shapes (and is shaped by) the expectations, rules, norms and values of social relationships… Accountability, in other words, emerges as a primary characteristic of governance in contexts where there is a sense of agreement about the legitimacy of expectations among community members. Conceptually, accountability can thus be regarded as a form of governance that depends on the dynamic of social interactions and mechanisms within such a moral community."

He has it right. It is no wonder that accountability is the word now most often used in government as we attempt to sort out issue of right and wrong, good and bad, fair and unfair, honest and dishonest. Accountability, thus understood, is an essential feature of public administration. We end, then, asking of accountability the age-old questions. Accountability to whom? Accountability for what? Why?

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Ethics Under-Pressure Training!

Have you ever been a member of an organization that had such an ethical meltdown that the top management declared a "values stand-down" day? No?

Then you must not be a member of the U.S. Army recruiting corps. Values stand-down day is Army lingo for correcting a growing number of abuses by Army recruiters who have resorted to unethical practices to meet enlistment quotas amid an increasingly reluctant population of young men and women.

Stories of Army recruiters roaming the malls and streets of America in search of enlistments are true and are not necessarily unethical but…can be. A *New York Times* story (May 12, 2005) reports that Army statistics show that substantiated cases of improprieties have increased from 199 in 1999 to 320 in 2004.

So how do you stop an ethics meltdown on a dime? Require everyone in the organization to get an ethics inoculation by attending ethics training for a day. The U.S. Army is not the only organization to believe in this foolishness.

In a previous life I had, as a member of a large public university, I was required (along with every member of my department) to attend a two hour training session on sexual harassment…why? Because one faculty member was alleged to have taken advantage of his position to develop relationships with female students in his classes. As it turns out, this fellow was finally given a "don't ask, don't tell" good bye from the university.

The university administration closed the door and covered its you know what by mandating ethics under-pressure training for all members of the department!

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Outsourcing Can Be Beneficial

From OUTSOURCING, pg. 9

Then, the agency can manage against (and pay for) measurable results. Otherwise, outsourcing can lead to abrogation, waste and abuse; and can even cripple an organization. According to one expert, in a poorly-designed and -managed outsourcing arrangement, the client has a gun to its head with the vendor holding the trigger. If it's not possible to develop performance measures for a function, maybe that activity shouldn't be outsourced.

On the other hand, in a well-designed outsourcing relationship, the agency doesn't micromanage the outsourced process. Attention is on results, not day-to-day processes. That's the best way to leverage what the agency is buying–the outsourcing provider's expertise and experience.

In the best case, outsourcing is a cooperative effort between the agency and the outsourcing provider. In our work with TSA, an outside observer once remarked that he couldn't tell during a meeting who the vendor was and who the client was. That's one way to describe the kind of partnering that is critical for outsourcing success.

While this balance is especially important in large outsourced projects, it's also important in smaller and more discrete activities. Each project is different, and the relationships and approaches must be tailored to the organization's needs, culture, structure, political environment, labor relations, and resources. Even in projects that use standard methodologies (e.g., classification studies, process re-engineering reviews), an effective outsourcing provider tailors its approach to the specific needs of the client.

Large, ongoing projects require a more dynamic and evolving relationship. In the CPS outsourcing work with TSA we learn something new almost every day and we are constantly adjusting to the needs of TSA and the traveling public.

Outsourcing doesn't have to be expensive, and should be cost-efficient. The largest and most expensive outsourcing projects get the most attention. However, much of the outsourced work in government, and government HR, is done quietly, cost-efficiently, and affordably. In fact, many projects, including small ones, are outsourced specifically because it's more cost-effective to bring in outside resources to do a specific, time-limited project than hire that talent to do the work in-house.

So what are the take-aways?

- Most outsourcing is not offshoring
- Most organizations already outsource work
- Outsourcing shouldn't mean giving up control
- Not every activity can, or should, be outsourced
- Outsourcing shouldn't be "paving the cow path"
- The relationship with the outsourcing provider is a delicate balance
- Outsourcing done right is cost-effective

As with most things worth doing well, there is no one-size-fits-all approach that works in every outsourcing situation. Each project, large or small, must be carefully designed, implemented, evaluated, measured, and monitored. Outsourcing will probably continue to be controversial, but it's been around a long time. The challenge is to do it right and do it well.

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Center for Accountability and Performance

CAP Corner

Efforts to Advance the Development and Use of Indicator Systems

Allen Lomax

Several significant and broad efforts are ongoing in the United States to advance the development and use of indicator systems. One such effort is an initiative, known as the Key National Indicators Initiative (KNII), to develop and ensure the sustainability of a comprehensive key national indicator system. The KNII involves a group of over 200 leaders from government, business, research, and the non-profit sectors and the National Academies currently houses a secretariat to incubate this initiative

According to KNII plans, when fully developed, this comprehensive key national indicator system is expected to provide quantitative measures that describe the state of the nation's progress regarding a variety of economic, environmental, and social conditions over time such as production and productivity, water conditions, and health as well as crosscutting issues such as poverty and mobility. Currently, KNII is nearing the end of the first year of a two-year the developmental phase. By December 2005, KNII intends to develop a draft set of indicators for extensive testing with and feedback from a variety of audiences and a demonstration web portal that illustrates how a key national indicator system could be used. Throughout 2006, KNII plans to revise and improve the indicators based on the feedback from a variety of audiences and develop a fully functional prototype of the web portal that would display the key national indicators and their related data.

Another effort is the National Infrastructure for Community Statistics (NICS) Community of Practice which is being facilitated by the Brookings Institution's Urban Markets Initiative. The NICS Community of Practice is comprised of over 150 individuals from government, nonprofit, and industry sectors with an interest in working collaboratively on designing, developing, and operating a nationwide web-based utility that facilitates access by public and private decision-makers to detailed, current community-level statistics from thousands of local, state, federal, and commercial data sources; facilitating a nationwide network of NICS participants; and increasing the capacities of organizations to participate in NICS as data providers, intermediaries, and users.

In February 2005, the NICS Community of Practice completed a series of four learning workshops, each focusing on one category of potential NICS participant organizations (community-level, state, federal and nonprofit/commercial) to help assess the desirability and feasibility of NICS. It also held a research symposium, in June 2005, focusing on information technology and data sharing research that could be applicable in the future to NICS' national data infrastructure. The NICS Community of Practice is currently in the process of selecting some "use cases" that can be helpful in identifying and addressing design and implementation issues related to the national data infrastructure. When fully developed, NICS offers the potential of providing the data infrastructure for the comprehensive key national indicator system being developed by KNII. More information about the NICS Community of Practice can be found on its web site at http://colab.cim3.net/cgi-bin/wiki.pl?NationalInfrastructureforCommunityStatistics.

A third effort is the Community Indicators Consortium (CIC) which has been in the forefront working to increase the knowledge based around the current practice of community indicators. In March 2004, CIC convened more than 400 individuals working on community indicator systems at a conference to allow participants from all over the world to share the results of their work. A summary highlighting the March 2004 conference discussions can be found at www.communityhlth.org/communityhlth/resources/indicators_data.html.

After operating as an informal organization for the last several years, the CIC was formally established recently as a nonprofit and its mission is to:

- Advance the art and science of community indicators and the exchange of knowledge through an active learning network and community of practice among persons interested or engaged in the field of community indicators development and application.
- Encourage the development and facilitate the effective use of community indicators across the globe.

ASPA's Center for Accountability and Performance is an active participant in this consortium.

CIC's primary efforts to meet its mission in 2005 involve the sharing of information and building the community of practice through conferences. In May 2005, CIC partnered with the National Association of Planning Councils (NAPC) to host a conference entitled, "Improving Our Communities: Indicators and Community Practice Working Together". This conference highlighted NAPC's work on social indicators, efforts by various communities to develop and use indicator systems, and issues that need to be address to further advance the development and use of indicator systems.

CIC is now planning to host an international indicators conference with the theme of "Marking the Evolution of the Movement". This conference will include presentations and discussion on a number of issues including the Key National Indicator Initiative, sustainability and quality of life indicators, engaging citizens and other stakeholders, and integrating community indicators with local government performance. The conference will be held between December 1 and 3, 2005, in Burlington Vermont.

Like the NICS Community of Practice, CIC also has the potential for helping to advance the development of a comprehensive key national indicator system. The learning network and community of practice it's creating can help KNII explore how a national system can be of value at the regional, state and local levels as well as how such a national system might relate to the hundreds of existing community indicator systems. More information about the conference and CIC can be found on the CIC web site located at www.communityindicators.net.

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For information or items of interest related to CAP or performance management/measurement activities or if you have a related item for the CAP Corner, please contact ASPA, 1301 Pennsylvania Avenue, Suite 840, Washington, DC 20004; or be sure to check out the "CAP Corner" on ASPA's web site: www.aspanet.org.

Reports on the Web

Featured Report:

A new report, The Transformation of the Government Accountability Office: Using Human Capital to Drive Change," released by the IBM Center for the Business of Government, provides a description of the transformation of the Government Accountability Office (formerly known as the General Accounting Office). The report presents the challenges that GAO faced, the successes achieved to date, and the lessons learned during the ongoing transformation.

http://www.businessofgovernment.org

GAO Reports

• "Community Policing Grants: COPS Grants Were a Modest Contributor to Declines in Crime in the 1990s"

• "Contract Management: Further Action Needed to Improve Veterans Affairs Acquisition Function"

• "Elections: Federal Efforts to Improve Security and Reliability of Electronic Voting Systems Are Underway, but Key Activities Need to Be Completed"

• "Environmental Cleanup: Transfer of Contaminated Federal Property and Recovery of Cleanup Costs"

• "Federal Emergency Management Agency: Improvements Needed to Enhance Oversight and Management of the National Flood Insurance Program"

• "Foreign Affairs: Agencies Have Improved the Intercountry Adoption Process, but Further Enhancements Are Needed"

• "Military Personnel: Federal Management of Servicemember Employment Rights Can Be Further Improved"

• "Official U.S. Representation at Government-Sponsored Public Policy Forums"

• "Reserve Forces: Plans Needed to Improve Army National Guard Equipment Readiness and Better Integrate Guard into Army Force Transformation Initiatives"

• "Results-Oriented Government: Practices That Can Help Enhance and Sustain Collaboration Among Federal Agencies"

• "Social Security Reform: Other Countries' Experiences Provide Lessons for the U.S."

• "State Department: Stronger Action Needed to Improve Oversight and Assess Risks of the Summer Work Travel and Trainee Categories of the Exchange Visitor Program"

• "Understanding the Primary Components of the Annual Financial Report of the United States Government"

• "U.S. Insular Areas: Multiple Factors Affect Federal Health Care Funding"

• "Veterans' Disability Benefits: VA Could Enhance Its Progress in Complying with Court Decision on Disability Criteria"

www.gao.gov

Other Reports

• Higher Education Mobile Learning Handbook (Center for Digital Education) *www.centerdigitaled.com*

• U.S. Trade for the Gulf Region (U.S. Census Bureau) *www.census.gov*

Reports above courtesy of "ASPAnet This Week" e-newsletter. To subscribe to the e-newsletter, please contact Erik Bergrud at erik.bergrud@park.edu.

Where Things Stand

GASB Issues Exposure Draft Intended to Clarify Guidance on Accounting for Sales and Pledges of Receivables and Future Revenues

Proposed Statement Would Improve Governmental Financial Reporting

In response to increased constituent interest, the Governmental Accounting Standards Board (GASB) today issued an exposure draft designed to clarify existing guidance on accounting for sales and pledges of receivables and future revenues.

Specifically, the proposal will address whether certain transactions should be regarded as a sale or a collateralized borrowing. Such transactions are likely to comprise the sale of delinquent taxes, certain mortgages, student loans, or future revenues such as those arising from tobacco settlement agreements.

Historically, guidance for reporting the effects of such transactions in governmental financial statements have been provided in several standards or in certain cases, have not been authoritatively addressed. This has resulted in considerable diversity in practice in the manner that such transactions have been reported.

In addition to clarifying guidance on accounting for sales and pledges of receivables and future revenues, the proposal will:

- Require enhanced disclosures pertaining to future revenues that have been pledged or sold
- Provide guidance on sales of receivables and future revenues within the same financial reporting entity
- Provide guidance on recognizing other assets and liabilities arising from the sale of specific receivables or future revenues.

"Today's proposed standard is intended to clarify accounting by establishing clear criteria for determining whether proceeds received from a given transaction should be reported as revenue or a liability," said Robert H. Attmore, Chairman of the Governmental Accounting

Standards Board. "Moreover, the standard's enhanced disclosure requirements will improve the usefulness of financial reporting by enabling the public to become better informed about the status of future revenues that may have been pledged or sold."

The requirements of this proposed Statement would be effective for financial statements for periods beginning after December 16, 2005.

The GASB encourages interested individuals and organizations to comment on its proposals through written response. The deadline for submitting comments is December 30, 2005. Additional information about submitting a response is included in the Exposure Draft, which is available free of charge on the GASB's website at www.gasb.org.

Senate Boosts Amtrak Funding Despite Veto Threat

Senate votes to increase funding to $1.45 billion, plans system reforms

Washington, DC–The U.S. Senate defied a Bush administration veto threat last night and voted to give Amtrak a $1.45 billion appropriation for 2006. In a further show of support for Amtrak, the Senate voted to strip language from the bill that would have placed significant limitations on Amtrak's hospitality services.

"This is yet another in a long string of victories for Amtrak this year," said Colin Peppard, Transportation Policy Coordinator. "Some of the fiercest and most determined attacks Amtrak has ever seen have come from the Bush administration this year, but it remains clear that Congress supports rail travel in the US."

The White House explained its opposition to the Senate funding bill (H.R. 3058) in a Statement of Administration Policy. "In the absence of reforms, this level of taxpayer funding for a private corporation would be unacceptable to the Administration, and the president's senior advisers would recommend that he veto the bill," the statement said.

However, the Senate may consider just such a reform package as early as next week. The Passenger Rail Investment and Improvement Act (S. 1516), drafted by Trent Lott (R-MS) and Frank Lautenberg (D-NJ), was passed favorably out of the Senate Commerce Committee by a 17-4 margin and now must be considered by the full Senate.

"This bill contains some very interesting ideas, and would be a step in the right direction for Amtrak. It deserves the full support of the Senate," said Peppard. "Such a bill would address calls for reform from the White House and other Amtrak critics while putting Amtrak on a path to long-term stability."

Specific provisions in the bill would:

- reduce Amtrak's operating subsidy
- give states the opportunity to receive federal matching funds for rail investments and capital projects
- improve Amtrak's accounting system and require Amtrak to annually submit a 5-year financial plan
- establish a pilot program to allow bids for competition from other private railroad operators

Perhaps most significantly, the bill would establish a process to resolve conflicts with freight railroads resulting in poor performance and service quality. Freight railroads currently own a majority of the track Amtrak uses, and freight service frequently delays Amtrak trains significantly or limits where and when they can operate.

Giving Circles Attract Donors With Hands-On Philanthropy

Instead of writing checks to individual charities, more donors are joining "giving circles," through which they pool their money and jointly decide where to invest their charitable dollars, the *New York Times* reports.

Pioneered in the late 1990s by a handful of high-tech entrepreneurs, the groups have mushroomed over the past five years, according to Washington, DC-based New Ventures in Philanthropy (http://givingforum.org/about/ventures.html). Last February, New Ventures reported that at least 220 circles had been formed in forty states, with members donating as little as a dollar per day and up to $20,000 annually. Several big circles have given hundreds of thousands of dollars in a single year, and since 2000 the groups as a whole have donated more than $44 million.

Paul Brainerd, who started Social Venture Partners in 1997 with several former Microsoft employees, took his group beyond investing in nonprofits by assigning members to streamline recipients' accounting, marketing, management, and technology systems. Each SVP member donates $5,500 a year for two years and usually gets involved in other ways. "We're a giving circle on steroids," said Paul Shoemaker, executive director of SVP's 270-member Seattle branch, which has donated $7 million to environmental, educational, and children's charities and has also started Social Venture Kids to introduce children to philanthropy.

Other giving circles prefer to remain small. In 2003, Michael Steinberg and three other hedge fund managers started Natan to fund initiatives that support Jewish identity and promote economic development in Israel. They also wanted to create "a breeding ground for philanthropists." With only about 50 members, all under age 40, Natan expects to give away as much as $700,000 this year. "Doing philanthropy among peers makes it more fun and interesting," said Steinberg. "It gives us the confidence to take risks."

Information courtesy of Philanthorpy Digest.

If you have a press release for"Where Things Stand," contact Christine McCrehin at cjewett@aspanet.org.

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INSIDE:

ASPA TIMES

Advancing excellence in public service. . .

District IV, Texas ASPA and Texas CPM Conference Held in Austin, TX

Chancellor Charles Matthews Delivers William P. Hobby Distinguished Lecture

Texas State University System Chancellor Charles Matthews (2nd from left) is shown with Texas State University President Denise Trauth (2nd from right). Also shown is former U.S. Senator and Ambassador Robert Krueger (who delivered the 2003 William P. Hobby Distinguished Lecture) and Texas CPM Director Howard Balanoff (far left).

Howard R. Balanoff

On Friday September 30, the District IV Conference of ASPA and the Texas Certified Public Manager (CPM) Conference were held at the LBJ School of Public Affairs on the campus of the University of Texas at Austin. The Conference was sponsored by the Centex Chapter of ASPA, Texas State University's William P. Hobby Center for Public Service and UT's LBJ School of Public Affairs.

The Texas Conference featured 10 breakout sessions and three plenary speakers. Delivering the William P. Hobby Distinguished Lecture was the Honorable Charles Matthews, chancellor of the Texas State University System and former commissioner of the Texas Railroad Commission. Chancellor Matthews is a member of ASPA and a graduate of Texas State University's CPM and MPA Programs. His speech, "Border to Border and Beyond" touched on both relations with Mexico and the impact of hurricanes Katrina and Rita on the local, national and international economy.

Michael Yoder, U.S. Consul for Nuevo Laredo conducted the afternoon plenary session. Yoder discussed United States/Mexico relations in general and specifically referred to the recent violence in Nuevo Laredo and its impact on both the border area and the United States.

Another plenary session was given at lunch by LBJ School Interim Dean Bobby Inman. Dean Inman is the former deputy director of the U.S. Central Intelligence Agency (CIA). During his session entitled, "Crisis Management and Planning" Dean Inman reflected on the recent responses to hurricanes Katrina and Rita and what the government can do to provide improved response in the event of natural disasters and/or terrorist attacks.

The Texas ASPA and CPM Conference also featured a series of breakout panels which focused on a variety of topics revolving around the conference themes of:

- Cross Border & Security Issues
- Performance Accountability & Ethics
- Professional & Career Development

Additional sessions were sponsored by

See DISTRICT IV CONFERENCE, pg. 20

SPLA Announces Conference Scholarship

Section on Public Law and Administration Creates Scholarship for Students

The Section of Public Law and Administration wants to encourage more students to be aware of the importance of law and courts in governance.

We believe that it is important to encourage active scholarship and discussion in these areas. To further this goal, SPLA will be sponsoring a scholarship for a student for the express purpose of attending the ASPA conference in Denver, CO.

The Section on Public Law and Administration will provide a scholarship to defray travel costs for one student attending the Denver Conference. The Student Public Administration and Law Scholarship will include the section paying for the student conference registration fees, electronic membership in ASPA for one year, a one year membership in this section and $800 grant. The total value of this scholarship is $1000. Whether the applicant is on the program or presenting a paper is not required for eligibility for this scholarship. The student must attend the meeting where the scholarship will be awarded.

Application: The applicant must be a current student in a graduate program in public administration. The candidate should submit a letter of application and one letter of reference. The candidate's letter of application must

- describe the candidate's research interests or practice experiences in the areas of public administration, law and the courts, and
- describe how attending this conference would aid the personal and professional goals of the candidate.
- Include contact information (address, phone and e-mail).

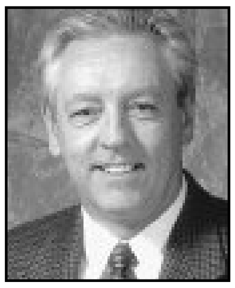
The reference letter from the faculty member needs to confirm that the applicant is a current graduate student in their public administration program and address how attending this conference would benefit this student.

The application deadline is January 15, 2006. No e-mail or fax applications will be accepted. Two copies of all materials must be mailed to:

Dr. Suzanne J. Piotrowski,
Assistant Professor
Graduate Department of Public Administration
Rutgers University-Newark
718 Hill Hall
360 Martin Luther King Blvd.
Newark, NJ 07102-1895

The section's subcommittee for scholarship, composed of executive committee members, will make the final determination by February 28, 2006.

Donald C. Menzel
PRESIDENT'S COLUMN



Public-Private Managerialism: What's to be Done?

Once upon a time, not so long ago, a giant chorus sang with gusto–hosannas to efficiency, effectiveness and economy. Government should be run like a business, so another refrain went. Today the singing continues but new refrains have been added–hurrah to entrepreneurialism, get me results, just do it, pay me for performance, contract out, competition needed, satisfy our customers, outsource the work and more. This is the language and siren music of managerialism. Hard to resist? You betcha.

But has managerialism as we know it run amok? A few Florida examples suggest that we may be experiencing too much of a good thing, managerialism. Consider the case of the Correctional Privatization Commission (CPC).

The Commission was established in 1993 to oversee Florida's contracts with two corporations to manage five private prisons at a cost of $106.4 million a year. Growing dissatisfaction with the lack of management oversight by the Commission prompted the Florida legislature to pass legislation in 2004 that terminated the CPC and transferred all of its powers and duties to the Department of Management Services (DMS) on June 30, 2005.

A subsequent review by the DMS of the financial transactions of the CPC found that the two for-profit prison companies over-billed the state by $12.7 million. The Commission paid the two firms–Corrections Corporations of America and the GEO Group–for guards that did not exist at the prisons.

The over billed funds were then remitted back to the CPC's Grants and Donations Trust Fund to enable the CMC to pay the ten member staff's salaries. It turns out that the legislature eliminated the Commission's budget in 2001 but not the Commission, and the Commission found a creative, entrepreneurial way to stay in business. Is it any wonder that the CPC failed at overseeing the contractors?

A second Florida story is bubbling that involves the privatization of home building plan reviews and inspections to ensure that building codes are met. Many communities in Florida are experiencing a significant building boom. Consequently, the building departments of many local governments have not been able to process permits and conduct inspections in a manner deemed timely by the building industry.

Some building departments take up to six weeks or more to turn around a building permit. Thus the Florida legislature once more came to the rescue. In 2002, the legislature enacted the "Private Provider Law" (FS 553.791) which enables a building owner to use a private provider to satisfy building code compliance plans and/or carry out inspections for the structural, mechanical, electrical and plumbing components of a building.

The law requires the builder to notify the local government at the time the permit application is filed of the owner's intent to use a private provider. Once the plan reviews are completed, the local building official must issue the requested permit or provide written notice to the permit applicant identifying the specific plan features that do not comply with the Code. If the local building official does not provide a written notice of the plans deficiencies within a 30 day period, the permit application is deemed a matter of law and the permit issued by the local building official on the next business day.

The Private Provider Law has started a new industry with engineering firms hiring plan reviewers and inspectors who, by law, must be certified and licensed. The president of Capri Engineering, whose firm is a private provider via its ten offices located in Florida, asserts that "the private provider law came along at the right time. It's a wonderful opportunity for the public and private sectors to work for the benefit of the community."

Others are not so sure, describing the situation as the classic "fox-in-the-hen-house." One county building official put it this way, "they are a for-profit business. Our duty is to serve the public–they're not doing this as a public service. We are here to protect the public in that sense." The verdict is still out regarding how successful the cooperation will be between the corps of private providers and local government building departments. Time will tell.

Privatization as a form of public-private managerialism has become even more pernicious in the ongoing effort nationwide to deconstruct, some would say destroy, the non-partisan civil service system that has served the nation well for more than a hundred years. Civil service systems characterized by non-partisanship, merit advancement, impartiality, life-time security are steadily being replaced by "employment at will" arrangements.

The irony, of course, is that civil service as we knew it came about as a result of at-will employment, i.e., patronage government. In the U.S. government, the Transportation Security Agency uses at-will employment and the Departments of Homeland Security and Defense are moving headlong in this direction.

At the state level, Texas employees have been hired at-will since 1985. Further efforts to privatize health and human services work in Texas has led some to claim that Texas is "shaping up as a privatizer's dream come true." Georgia embraced at-will employment in 1996, and Florida eliminated job tenure for most middle managers in 2001.

Other states–South Carolina and Arkansas–have abolished their merit systems and yet others have reclassified their career service positions to unclassified ones, says Jim Bowman and Jon West in their paper "Removing Employee Protections: A See No Evil Approach to Civil Service Reform." The result of these reform measures, Bowman and West assert, is that "…merit today is increasingly associated with commercial values and corporate-style performance pay plans (in lieu of public interest values and civil service responsibilities), which together make it easier to reward, discipline and terminate people."

Do these developments bode ill for governance? Will we see a return to old style patronage? Cronyism? Partisanship? It might be tempting to believe that these evils will indeed raise their heads once more but maybe not. If not, then what might we expect?

David H. Rosenbloom puts it this way: "Patronage is highly unlikely to occur in that fashion, in part because it would be unconstitutional under the latest precedent, *Rutan v. Republican Party of Illinois,* 497 U.S. 62 (1990). Advocates of abolishing civil service protections tout the absence of such patronage in Georgia as 'proof' that their approach works. However, this is a false measure which is used as bait in a trap to silence critics. Political favoritism and coercion will take other forms and will be very difficult to track systematically."

I believe we have a very serious problem on our hands–the continuing evisceration of the civil service in the United States–that bodes ill for the nation. Governance will be infected by political favoritism and the likelihood of ethical lapses or worse (corruption) are inevitable.

Bowman and West remind us that non-partisan public service is a priceless asset in a democracy and it is becoming needlessly endangered.

But what is to be done? What can we, as public service professionals who care deeply about merit driven, non-partisan, ethical governance, do to reverse the tide of managerialism sweeping across our county?

First, we must be vigilant in observing those who govern and we should demand accountability. Second, we must advance the cause and passion of public service as a noble enterprise, one that celebrates public interest over private self-serving interest. Third, ASPA should exercise a proud and strong voice for professionalism in government. Perhaps a task force should be created on "At-risk Government Employment" to explore all of the ramifications along the path we are traveling at near warp speed.

I would challenge ASPA members to share your views about the risks of public-private managerialism and the wisdom of ASPA taking the leadership in bringing attention to these very serious concerns. What say ye?

ASPA member Donald C. Menzel is ASPA's president and professor emeritus of Northern Illinois University.
E-mail: dmenzel1@tampabay.rr.com

ASPA National Council Candidates Submit Statements

ASPA ELECTION CALENDAR

2005

May 1
Recommendation period opens

July 15
Deadline for receipt of recommendations

August 15
Nominating Committee selects slate

September 1
Nominees announced in PA Times

October 15
Petition period for nominees closes

November 14
Ballots mailed

2006

January 14
Deadline for receipt of ballots

January 20
Ballots counted

February 1
Results announced in PA TIMES

February 10
Appeals period for elections ends

April
Election results announced at ASPA National Conference

Vice Presidential Candidates

Craig Donovan

Kean University

Craig Donovan, PracAdemic and Associate Professor at Kean State University

If you are looking for another typical yada yada yada candidate statement, you are in the wrong place. This is not that kind of statement and I am not that kind of a candidate.

Who am I? I am a Lifetime member who started in ASPA as a student way back when. A hard working drop out who went to college to finish his high school education and never knew when to stop, I worked for government and business for two decades before switching to become a full-time teacher in the early '90's--I am a full-fledged, dyed in the wool PracAdemic. Like many of you, I have been an active member of my local chapters, sections, my state and regional associations, and worked wherever I could to support ASPA at the national level, including serving on Council.

I put a full page into PA Times to try and explain just what I think is good about ASPA today and more important, what I think can and must be better for ASPA to survive in the future. In short, if you like the way ASPA is now; if you are satisfied with things as they are; you should vote for one of the other candidates. If, on the other hand, you think we can and should be doing a lot more to listen to and work with our chapters and sections..that our publications and products can and should be of more value and more use to all our members..if you think our national conference must be better, then I might just be what you have been waiting for.

If you agree with what I am trying to do, please begin the change process by taking the time to send in your vote. I can't win without your vote, and I can't help change ASPA without your support.

You can talk to me at cpdonova@earthlink.net or 732-407-1200.

Ballots Mailed November 14

Patria de Lancer Julnes

Utah State University

Leadership for the Future: Building Bridges, Promoting Participation

Events in recent decades have created great challenges for public servants, sometimes fragmenting our professional community. These challenges, which obstruct collective action and leave too many voices unheard, are also opportunities for ASPA. No other organization can claim to have the collective wisdom on better government and to represent the interests of all in public administration. Working together through ASPA, we, practitioners and academics, can tackle these challenges and take advantage of the opportunities. To do this, we must continue to build bridges and promote participation from a far broader community.

I am asking for your vote for ASPA Vice-President so that we can strengthen our society on three levels:

National: Collaborate with other organizations to increase ASPA's visibility and stature so that it becomes the organization of choice for public servants across America.

Local: Provide additional opportunities for chapters to collaborate with other chapters and participate in activities of our sections and committees.

International: Partner with public administration organizations abroad to promote ASPA's values and learn from their successes.

I've worked as an ASPA council representative and appointed leader in these areas. As Co-Chair of ASPA's Center for Accountability and Performance, I developed a partnership with the IBM Center for the Business of Government to offer a practice-based symposium on performance management. As Chair of the Performance Steering Group, I promoted partnerships between U.S. and foreign universities and local governments. Finally, these initiatives have strengthened my work with government institutions and my scholarship in support of the practice of good public administration. I ask for your support and vote so that together we can meet the challenges and pursue the opportunities facing ASPA in the changing world around us.

Donald Klingner

University of Colorado

Now more than ever, ASPA needs a leader with:

- Vision to see public administration from global, national and local perspectives
- Commitment to support public administrators and public service values
- Ability to transform vision and commitment into action through effective policies and programs

Donald Klingner's accomplishments show his vision, commitment, leadership ability and strong work ethic. A life member since 1973, he has proven that he understands ASPA, values the contributions of its diverse membership, and builds effective working teams of ASPA members and staff. His credentials include:

- Program Committee Co-Chair, 2006 National Conference (Denver)
- National Council Representative (District IV), 2004-2007
- ASPA International Coordinator (2004-present)
- Chair, Section on International and Comparative Administration (SICA), 2001-2003
- Chair, Section on Personnel Administration and Labor Relations (SPALR), 1983-1984

Donald Klingner is a professor in the Graduate School of Public Affairs at the University of Colorado. He co-authors *Public Personnel Management* (5th edition 2003), also published in Spanish and Chinese. He has been a consultant to the United Nations, World Bank and Interamerican Development Bank on building government capacity, visiting professor at the National Autonomous University of Mexico (1999-2003), Fulbright Senior Scholar in Central America (1994) and member of the National Academy of Public Administration's task forces on federal classification and judicial salary reform (1990-1992). He co-edits *Comparative Technology Transfer and Society*, published by The Johns Hopkins University Press through the University of Colorado's Center for Innovation and Technology Transfer Implementation. Prior to joining GSPA, he was a faculty member at Florida International University (1980-2001) and Indiana University–Indianapolis (1974-1980). Before earning a PhD in public administration from the University of Southern California (1974), he worked for the U.S. Civil Service Commission, now the U.S. Office of Personnel Management (1968-1973).

Questions? Contact him: (303) 596-2405, or DEKlingner@aol.com

ASPA National Council Candidates Submit Statements

District I Candidate

Byron Price

Rutgers University, MNewark

Colleagues,

Thank you for considering my candidacy as the District I representative for the ASPA 2005 election. Just this past year, Marc Holzer appointed me to serve as the diversity fund chair at Rutgers University, Newark. In this capacity I'm tasked with recruitment, retention, fund raising and "advancing excellence in public service." This opportunity also accords me an occasion to foster and promote diversity in four areas: faculty recruitment, student recruitment and retention, and scholarship. All four areas are critical in advancing public administrations goal of increasing representative bureaucracy.

For 15 years, I worked as a practitioner in higher education, defense, city and county government while pursuing my MPA, MBA, and Ph.D.

In 1997, I resigned a managerial position to enroll at Mississippi State University (MSU) to pursue a doctorate in public policy and administration because I felt that I needed to be better prepared to answer the public service call.

Here I gained an appreciation for public administration that I never had as an artillery officer in the United States Army. As a result of my time at MSU, I have yearned to make a difference in our country and the opportunity to serve ASPA and its members is a responsibility I look forward to undertaking.

The response of the local, state and federal government to the Katrina disaster coupled with ASPA's mission has also energized me to seek the current responsibility because we need competent, compassionate public administrationists who can deliver efficient and responsive government.

I welcome the opportunity to work closely with ASPA and its members to further our service in the areas of equality, excellence and efficiency. Please consider casting your vote for my candidacy as the District I representative. (Please feel free to email me at byprice@andromeda.rutgers.edu or visit our website http://pubadmin.newark.rutgers.edu/home/faculty.htm.

Regards, Byron

District II Candidate

Jerri Killian

Wright State University

I welcome the opportunity to represent District II on the National Council. ASPA has a significant role to fulfill as it continues to advocate for and improve public service. To accomplish these complex objectives, ASPA must provide policies, programs and services that are valued by its members. I will do all I can to help the national organization and its local chapters meet these goals.

An ASPA member since 1995, I currently serve on the Executive Board of the Section for Women in Public Administration (SWPA), as a manuscript reviewer for several highly respected journals and publishers in the field and as a frequent presenter at ASPA and other professional conferences. My professional experience as an associate professor and director of the MPA program at Wright State University, and my professional service as chair of the Board of Directors for a local nonprofit organization and consultant to various governmental and nonprofit organizations combine to afford me with the opportunity to understand complex public problems from the perspective of the academic as well as that of the practitioner.

It is my intent to apply both perspectives to aid the Society and its local chapters in developing and implementing policies, programs and services that enhance members' professional networks, opportunities and growth; enhance our ability to attract the best and brightest to the public service professions; and enhance public service performance through dissemination of innovative ideas and practices. Thank you for considering my candidacy. I would be privileged to serve as the District II representative on ASPA's National Council.

District III Candidate

Steve Bobes

Miami-Dade County, FL

I became a member of ASPA as a working MPA student in the late 1980's. I was told by my instructors that as a young administrator, ASPA was the professional organization for public administrators, and being an active member of the local chapter would provide me with networking and professional development opportunities that would help me advance. Over the years I have served the South Florida Chapter as a board member, board president and currently serve as board treasurer. I have participated in many local events that have defined the South Florida Chapter as being one of the more active chapters in the country.

My involvement in the South Florida Chapter exposed me to national and regional activities. Since joining ASPA, I have attended almost every conference. As a practitioner, attendance at these conferences provided me with current research and information on important issues relevant to practitioners. This was important information that I could bring back and share with my organization. I am a charter member of the ASPA Section on Ethics and since 2003 have served as the section treasurer. In 1996, I chaired the local arrangements committee for SECoPA 96 in Miami, FL, and served on the SECoPA Board in 2002-2004.

It was at the national conferences that I discovered that there is a second side to ASPA, the governance side. I have served on the conference program committees in 2001, 2002 and 2003, and was a member of the Capacity Steering Group and Chapter Rebate Appeals action team in 2004. The ASPA officers direct the organization through their vision and the work of the National Council is where the vision becomes reality. It is for that reason that I seek election to the National Council for District III.

I believe that in order for ASPA to keep its status as the professional organization for public administrators it needs to; strengthen local chapters and support their program efforts; support public service as a noble profession; and encourage student and new professional participation in ASPA. If elected, I will work hard to enhance the status of ASPA in District III, and will be your voice to the ASPA leadership. I will present your issues and concerns as well as communicate information back to the chapter leaders within the district.

I understand the duties and, if elected, accept the responsibilities of a National Council representative.

District IV Candidate

John Bartle

University of Nebraska, Omaha

I am running for this position in order to contribute, as best I can, to improving ASPA. As co-chair of the Finance Committee, I understand some of the serious challenges the organization faces. I believe in ASPA's potential. That potential needs to be realized through strengthening the sections and chapters, and further developing international initiatives. We need to make ASPA more appealing to young people and welcome their ideas about the public service of the future. This may mean creating new sections and making the fee structure more flexible to allow members to select which services they want. We need to work harder to recruit and retain members. And we also need to learn how to say "no" and live within our budget.

I have lived in this region most of my life and can represent its views and interests. I was born in Illinois, got my MPA at the University of Texas at Austin, worked in state government in Minnesota, married a Kansas girl, and have been a professor in the School of Public Administration at the University of Nebraska, Omaha since 1994. I have been active in the Region IV ASPA conference. I am also an officer in two ASPA sections –chair-elect of the Association for Budgeting and Financial Management (ABFM), and treasurer of the Section on Transportation Policy and Administration (STPA), so I have a broad view of ASPA. If selected, I will be proactive in reaching out to chapters for their views and ideas.

I would appreciate your support and welcome your thoughts. Please feel free to contact me at: jbartle@mail.unomaha.edu

District V Candidate

David C. Broom

Seattle, WA

I am pleased to accept the nomination to represent District V on the ASPA National Council. For nearly 20 years, my involvement in ASPA has been primarily at the chapter level. As a member of the Evergreen Chapter (www.aspaevergreen.org), I have served as an officer on the board of directors in a variety roles including two terms as chapter president. As a board member, I have worked to support the goals of ASPA and provided our chapter members with opportunities for professional development, networking and recognition. I support the ASPA Code of Ethics and have contributed to the Ethics Section newsletter "Ethics Today."

I have been active in helping the chapter promote the development of new professionals in public administration by fostering institutional partnerships with MPA programs at Seattle University, the University of Washington and The Evergreen State College. In addition, I participate in activities to help sustain the John Stanford Public Service Academy at Franklin High School in Seattle. The academy provides a service learning educational environment to nourish student interest in public service careers helping create the next generation of public administrators.

On the ASPA international scene, I worked to develop the first chapter-level Memorandum of Understanding (MOU) with the Hyogo Administrative Policies Association (HAPSA) in the Hyogo Prefecture of Japan. This MOU grew out of a 40-year-old sister state relationship between Hyogo and Washington State and provides opportunities for international collaboration and knowledge sharing between HAPSA and ASPA members.

I look forward to the opportunity to serve on the ASPA National Council and would appreciate your support.

Quintillian's Corner

ASPA Conference Highlights

Heidi Salati

As most of you are aware ASPA has changed the structure of its conference. By incorporating Professional Development opportunities and partnering with other organizations ASPA hopes to provide all our members with the best educational opportunities and inspiring conference experience we can offer.

One of our new additions is the Super Session. Used in many conferences, Super Sessions are content specific, dialogue driven, results oriented sessions that identify "hot button" issues. We have a few Super Sessions in Denver that promise to leave you with plenty of food for thought.

Our first featured Super Session will be sponsored by Park University (yes, that's right–we could not let Erik Bergrud go without a promise to contribute to the conference). The focus of the session will be, "Civic Engagement in the Aftermath of Hurricane Katrina."

"Hurricane Katrina and its ensuing flooding devastated areas along the United States Gulf Coast and exposed to our nation's collective consciousness longstanding societal deficiencies. Did the failed reaction to Katrina tell us something about ourselves as Americans? Are the predicaments and challenges faced by New Orleans' urban poor in the aftermath of Hurricane Katrina atypical or do they mirror what is occurring in communities across the country? How can we openly and fairly engage in civic discourse as we attempt to build bridges between Americans of all races, ethnicities and socioeconomic backgrounds? Join us for a stimulating and thought-provoking discussion. Chris Gates, president of the National Civic League, will serve as the featured speaker and will be joined by two respondents. During a lengthy question and answer period, we will ask the audience to consider possible implications for the field of public administration and the future work of public administrators."

The super session is co-sponsored by Park University's International Center for Civic Engagement and the National Civic League. We hope everyone will join us for this very important session on Monday, April 3, 2006, at 10:00am.

Management Concepts will sponsor our second Super Session on Ethics featuring Charles Garofalo–a member of ASPA and leading expert on and author in the field of both national and international Ethics and Corruption. The final Super Session will be on the ever-controversial TABOR (Tax Payers Bill of Rights). More on these sessions in the December issue of *PA TIMES*.

I look forward every month to giving everyone a little glimpse into the new conference highlights.

If you are interested in sponsorship or exhibit opportunities, please send me an email at hsalati@aspanet.org.

Heidi Salati is ASPA's senior director of professional development.
E-mail: hsalati@aspanet.org

District IV, Texas ASPA and Texas CPM Joint Conference a Success

Lunch table at the ASPA & CPM Conference includes (left to right) Heidi Salati, ASPA's senior director of professional development; Don Klinger, ASPA's District IV representative; Larry Dovalina, city manger of Laredo Texas; Michael Yoder, U.S. counsel for Nuevo Laredo Mexico; John Powell, former director of Texas State University's continuing education department; and Pat Cassidy, associate vice president for academic affairs at Texas State University.

From DISTRICT IV CONFERENCE, pg. 15

Texas State University's MPA Program; UT's LBJ School of Public Affairs and the Political Science Department of Stephen F. Austin State University. Also participating on panels were faculty and students from Texas Tech University, Texas A&M University & the University of Houston.

In addition to the panels, Texas ASPA and CPM leaders and MPA directors held their business meeting at this conference. The Directors Meeting featured a dialogue between university faculty and city managers from around the state of Texas. The goal of the meeting was to work toward improved communication between Texas universities and the city managers who make up the Texas City Managers Association.

As a companion to the conference a golf tournament was held in conjunction with the conference. The tournament was conducted on Thursday, September 29th at the Quail Creek Country Club located in San Marcos, TX.

The first place finishers at the pre-conference golf tournament were Pat Cassidy, associate vice president for Academic Affairs; Bill Riggs, chair, public administration department of Texas A&M University International of Laredo; and John Powell, former director of Texas State University's Office of Continuing Education.

The Annual Texas ASPA and CPM Conference is a result of close collaboration between the Texas CPM Program and the various ASPA Chapters throughout the State of Texas. It is also a result of the close coordination between the William P. Hobby Center for Public Service at Texas State University, the LBJ School of Public Affairs at UT Austin and many of the graduate programs in public administration located throughout the State of Texas.

The conference coordinators were Ken Matwiczak, of the LBJ School of Public Affairs at the University of Texas at Austin and Howard Balanoff, professor and director of Texas State University's William P. Hobby Center for Public Service.

For additional information about the Centex ASPA Chapter contact Centex ASPA President Paul Sanchez at paul.sanchez@ci.austin.tx.us The Centex ASPA Web page is http://www.main.org/aspa/.

For additional information about the Texas CPM Program, please go to www.swt.edu/cpm and/or contact Howard Balanoff, professor and director of Texas State University's William P. Hobby Center for Public Service at 512-245-3453 or hb02@txstate.edu.

Howard Balanoff is the William P. Hobby Professor for Public Service at Southwest Texas State University. He is also the director of the University's William P. Hobby Center for Public Service and director of the Texas Certified Public Manager (CPM) Program.
E-mail: hb02@txstate.edu

New ASPA Members

ASPA welcomes the following new members in the month of September 2005.
Please note: members rejoining ASPA are not included on this list.

Anne Blair	Arizona
Mary Brandenberger	Arizona
Sanzanna C. Lolis	Arizona
Paula Moloff	Arizona
Diana A. Abrahamson	Arkansas
Jessica Cranford	Arkansas
Cindy L. Grisham	Arkansas
Mischa Martin	Arkansas
Melissa H. Simpson	Arkansas
William Bryant	At Large Member
Meghna Sabharwal	At Large Member
Pamela Sharp	At Large Member
Christopher E. Weaver	At Large Member
Ronald Winter	At Large Member
Thomas Shaw	Auburn Alabama
Melinda Mulawka	Buffalo Niagara
Kelly Patterson	Buffalo Niagara
Kate E. Choban	Centex
Jennifer L. Deegan	Centex
Kara Fields	Centex
John Hutto	Centex
Roy Lee, IV	Centex
Mary J. Mcfarlane	Centex
Jen L. Moore	Centex
Janice Renfroe-Roberts	Centex
Tyler Revel	Centex
David Salazar	Centex
Rosemarie Alfaro	Central Florida
Courtney A. Boyce	Central Florida
Carmen Stokes	Central Florida
Mel B. Fooks	Central Missouri
Noe Alexander Aguado	Central Piedmont
Joanne Carman	Central Piedmont
Malaya Sap	Central Piedmont
Athena Christus	Chicago Illinois
Jessica French	Chicago Illinois
Steven T. Zenaty	Chicago Illinois
Lori Kester	Colorado
Denise R. Landry	Colorado
Barbara Paradiso	Colorado
Tom Rockman, Jr.	Colorado
Issac J. Smith	Colorado
Candace Fitzpatrick	Connecticut
Tina Hatch	Detroit Metro Area
Courtney L. Nicholls	Detroit Metro Area
Laura Thomas	Detroit Metro Area
Timica Brady	Eastern N. Carolina
Shinika Mckiever	Eastern N. Carolina
Diana Varner	Eastern N. Carolina
Edward Warner, III	Eastern N. Carolina
Ronald W. Coan	Empire State Cap. Area
Laura Mills	Empire State Cap. Area
Christina Pagano	Empire State Cap. Area
Kara Pangburn	Empire State Cap. Area
Keita Shibuki	Empire State Cap. Area
John Thomas Elder	Evergreen
Nicholas Peyton	Evergreen
Megan L. Crimmins	Georgia
Kelly M. Daniel	Georgia
Brian Johnson	Georgia
Bernette Sherman	Georgia
Abigail Shull	Georgia
Sara E. Turley	Georgia
Jennifer A. Alessi	Gold Coast
Shelly M. Atkinson	Gold Coast
Vilaire K. Brunot	Gold Coast
Juan De Los Rios	Gold Coast
Natalie Hines	Gold Coast
Michael Steven Maier	Gold Coast
Helen S. Morgan	Gold Coast
David A. Smith	Gold Coast
Stephen Sussman	Gold Coast
Ursula Wong	Gold Coast
Robert Birch, Jr.	Greater Birmingham
Latangela Foster	Greater Birmingham
Kenneth Glanton	Greater Birmingham
William Lester	Greater Birmingham
Jon Brax	Greater Kansas City
Lynda J. Graham	Greater Kansas City
Jacy Jensen	Greater Kansas City
Jose A. Portuguez	Greater Kansas City
Marilyn S. Reiley	Greater Kansas City
Mark Stallings	Greater Kansas City
Christopher Vukas	Greater Kansas City
Robert Fultz	Hampton Roads
Pamela Graham	Hampton Roads
Robert Sharp	Hampton Roads
Lisa Davey	Hawaii
Joy Purdy	Hawaii
Donzhella L. Alford	Heart of Illinois
Eddie L Carson, Jr.	Houston Area
Belinda C. Vanglahn	Houston Area
Christine McGinley	Indiana
William Morgan	Indiana
Roger Williams	Intl. Electronic
John Haldeman	Iowa Capital
Derek White	Iowa Capital
Allen Zagoren	Iowa Capital
Justin Stowe	Kansas
Shealtiel A. McIntosh	Kentucky
Abeer A. Al-Mohsen	LA Metro Area
Julayne Austin	LA Metro Area
Marisela Cervantes	LA Metro Area
Freddy J. Garay	LA Metro Area
Carol Jacobson	LA Metro Area
Holly Lawson-Brown	LA Metro Area
Conception Coni Lugo	LA Metro Area
Sheila McCray	LA Metro Area
Starr T. Oyerinde	LA Metro Area
Rosa E. Perez	LA Metro Area
Edgar Salgado	LA Metro Area
Sonia Solin	LA Metro Area
Anne Turner	LA Metro Area
Janna Woods	LA Metro Area
Geralyn E. Baker	Louisiana
Kelly M. Daniel	Lowcountry
Michael L. Alexander	Maryland
Curtis McMurrin, Jr.	Maryland
Steven Nettleton	Maryland
Gayle M. Olano Hurt	Maryland
Ashley L. Reed	Maryland
Wendy Chetcuti	Miami Valley
Jill Brandana	Michigan Capital
Roselyn M. Zator	Michigan Capital
Scott Granberg-Rademacker	Minnesota
Alisha Larson	Minnesota
Hugh Woodford	Minnesota
Marguerite Crowden	National Cap. Area
Jeffrey Fiore	National Cap. Area
Federico Garcia	National Cap. Area
Veda M. Hunter	National Cap. Area
Marshall Jill	National Cap. Area
Kelly Waldron	National Cap. Area
Linda Zarow	National Cap. Area
Molly Malone	Nebraska
Michael Gewirtz	New Jersey
Sunjoo Kwak	New Jersey
James Reed	New Mexico
Rebecca Carr	New York Metro
Patricia Fernandez	New York Metro
Erez Lenchner	New York Metro
Alyson Zikmund	New York Metro
Elaine Figueroa Geissinger	North Florida
Patrice E. McClammy	North Florida
Lisa Burton-Cole	North Texas
Sundra Davis	North Texas
Julie Evans	North Texas
Gail V. Scott	North Texas
Amy L. Ward-Maier	North Texas
Laura M. Armstrong	NE Ohio Regional
Meagan L. Todaro	NE Ohio Regional
Kyle Farmbry	Northern New Jersey
Kia Inman	Northern New Jersey
Melissa Latronica	Northern New Jersey
Alicia Schatteman	Northern New Jersey
Mary Beth Vergara	Northern New Jersey
Barbara Kres Beach	Northern Virginia
Tim Edwards	Northern Virginia
Cindy L. Mester	Northern Virginia
Timothy D. Coleman	Northwest Ohio
Brooke Couch	NYU - Wagner Chapter
Elizabeth Levi	NYU - Wagner Chapter
Jamie Sears	NYU - Wagner Chapter
Janae Beebe	Oklahoma
Jennifer J. Butler	Oklahoma
Melanie Kay Johnston	Oklahoma
Carolyn Lee Pickthorn	Oklahoma
Robert Dobbins	Orange County
Susan Thompson	Oregon/SW Washington
Terri Washburn	Oregon/SW Washington
Marissa Golden	Philadelphia Area
Shawna V. Barrett	Piedmont Triad
Sonye N. Randolph	Piedmont Triad
Andrew French	Pittsburgh Area
John J. Allore	Research Triangle
Kiesha D. Crawford	Research Triangle
Carol Cutler-White	Research Triangle
Bryon Ruben	Research Triangle
Mark Iorfida	Rhode Island
Peter McMichael	Rhode Island
Yvonne Choong	Sacramento California
Marc Engstrom	Sacramento California
Kathleen Fullerton	Sacramento California
Virginia Duncan Kaser	Sacramento
Brandon Ching	San Diego
Anthony Glenn Gavero	SF Bay Area
Annabel Moorman	SF Bay Area
Kathleen A. McCarthy	Santa Clara Valley
Andriea Aden	Siouxland SD
Charles Park, Jr.	Siouxland SD
Melissa Chandler	South Carolina
Joseph M. Cronin	South Carolina
Alisha Larson	South Carolina
Larry Capp	South Florida
Sharon L'Herrou	South Florida
Kirsten Kim Loutzenhiser	South Florida
Nancy D. McBride	South Florida
Dominique Halaby	South Texas
Scott Tribolet	South Texas
Amber MacIntyre	SE North Carolina
David Bardgett	St. Louis Metro
Cleatrice C. McTorry	Tennessee
Betsy Duncan Ranalli	Tennessee
Stan B. Nelson	Treasure Coast
Julayne Austin	USC LA Affiliate
Sara Mattingly	USC LA Affiliate
Joseph B. Asbell	Utah
Heather Bennett	Utah
Michael A. Eggett	Utah
John A. Inglish	Utah
Barbara Lynn Leavitt	Utah
Candelida Ramos	Utah
Rita A. Corliss	Vermont
Stephen Foti	Virginia
David Morgan Howell	Virginia
Blake MacIver	Virginia
Kier C. McGuire	Virginia
Gregory Rathje	West Michigan

CAREER CENTER

Survey Reveals Recruiting Trends and Challenges

Wilder, VT–At this summer's national Executive Briefing six-city tour, "How to Build a Strategic Recruiting Organization," with John Sullivan and AIRS CEO Chris Forman, over 200 recruiting leaders from 21 different industries were surveyed, revealing the latest trends and greatest challenges in recruiting today.

The survey achieved a response rate of over 41 percent, with the largest volume of respondents being in the retail, financial services and government sector.

Key findings of this survey were:

• The average respondent planned to increase hiring by 34.9 percent this year.

• In addition, the majority of respondents indicated that they would increase spending by at least 5 percent in at least one area. The most common budget area slated for an increase was recruiting staff headcount, identified by more than 56 percent of respondents. Increasing third-party recruiting fees was the least common area slated for budget increase, named by only 4.1 percent of respondents. Other areas identified included:

- Redevelopment of New Hire Orientation Programs (47.9 percent)
- Employee Branding (45.8 percent)
- Job Board Advertising (45.8 percent)
- Recruiting Technology (43.75 percent)
- Corporate Career Site Development (34.3 percent)

"The survey results that reference recruitment spending are encouraging because they emphasize an increase in hiring," said Chris Forman, AIRS CEO. "Organizations appear to be focusing on strengthening their internal recruiting organization as the first step to attracting and hiring top-notch talent."

While respondents identified more than 18 unsolved recruiting challenges that plague their organizations, topping the list was finding quality candidates, which was identified by more than 20 percent. Other major recruiting challenges included: the implementation and upgrade of ATS systems, making sourcing more efficient, reorganization of the recruiting function, and integrating talent management and retention programs.

Seventy percent indicated that on the top of their list to seek further skills and knowledge about were fresh recruiting strategies. Other topics of interest that respondents expressed the desire to learn more about included: building the business case for recruiting, implementing competencies, developing metrics, employment branding, candidate assessment and improving their employee referral program.

FYI...

CollegeGrad.com Offers Free Help and Support to Hurricane Relief Efforts

Milwaukee, WI–CollegeGrad.com, the #1 entry level job site, recently announced its support for the Hurricane Katrina relief efforts.

"In the aftermath of Hurricane Katrina, CollegeGrad.com is offering its job board services to any non-profit agency providing relief to the victims. Through December 31, 2005, CollegeGrad.com will offer no cost job postings to help these agencies recruit additional staff members and volunteers."

Nonprofit agencies who wish to take advantage of this offer should contact CollegeGrad.com online at www.CollegeGrad.com/contact.

Park University's International Center for Civic Engagement Joins U.N. Network

Parekville, MO–The United Nations recently announced its selection of Park University's International Center for Civic Engagement as an "Online International Center" of the U.N. Online Network of Public Administration and Finance.

Park University is the first university-affiliated center invited to the network.

Park's ICCE will participate in a global network of institutes and associations that shares knowledge, experiences and best practices in sound public policies, effective public administration and efficient civil services.

ICCE Director Erik Bergrud has been an active participant in the Network since shortly after its establishment in 2001 and has edited UNPAN's quarterly newsletter since November 2003.

To view a complete list of UNPAN Partners, visit www.unpan.org/discover.asp.

University at Buffalo Expands Specialization in Community Development and Urban Mgt.

During the past two years The University at Buffalo (UB) specialization in Community Development and Urban Management was expanded. There are currently three core faculty members in the specialization–professors Henry Taylor, Robert Silverman, and Kelly Patterson–and numerous affiliated faculty. New courses in central city revitalization, public finance, urban governance and nonprofit management have been added to the curriculum. The specialization also maintains close ties to the Center for Urban Studies (CUS) which is housed in the Department of Urban and Regional Planning.

The degree and specialization prepares students to operate effectively in local government, nonprofit and community settings. Urban managers and community planners learn how to make neighborhoods, cities and regions more equitable, accountable, efficient and socially just.

For additional information about the program visit http://www.ap.buffalo.edu/planning/ or contact Robert Silverman at rms35@ap.buffalo.edu

Declining Support for Public Universities Raises Alarms

University presidents are calling the ongoing, precipitous decline of taxpayer funding of public universities a de facto privatization of the institutions that helped create the American middle class, the *New York Times* reports.

The share of public universities' revenues derived from state and local taxes declined from 74 percent in 1991 to 64 percent in 2004, and at many top-tier schools the percentage is even smaller. "If private donors and corporations are providing much of a university's budget, then they will set the agenda, perhaps in ways the public likes and perhaps not. Public control is slipping away,"said Katharine C. Lyall, an economist and president emeritus of the University of Wisconsin.

Lyall's argument is not universally accepted, however, with some viewing the decline in public funding of higher education as part of a familiar cycle in which state legislatures cut the public universitiy budgets more aggressively than other state agencies during recessions and periods of economic stagnation.

Information courtesy of Philanthropy Digest.

Internships

Internships for Academic Credit in Washington, D.C.

ORGANIZATION PROFILE: The Washington Center works with 500 colleges and universities and has over 33,000 alumni in leadership positions throughout the U.S. and other countries. TWC guarantees all students furnished housing. Over 80% of students receive financial assistance which offsets in whole or part their tuition and housing costs for the program. The program operates year-round, with fall and spring semesters and a summer term, as well as quarter terms.

INTERNSHIP PERIOD: Continuous

LOCATION: Washington, DC USA

SECTORS:
Accounting
Communications
Computer Science
Economics
Education
Engineering
Environment
Finance
Government
Health Care
Human Resources
Information Technology
International Business
International Relations
Journalism
Law
Management
Project Management
Public Policy
Public Relations
Research
Health Education
International Affairs
Public Administration
Public Affairs
Statistics
Technical Writing

COLLEGE CREDITS: Yes

APPLICATION DEADLINE: Visit: www.twc.edu/students/deadlines.shtml

APPLICATION PROCESS: Online application available at http://www.twc.edu/students/how_to_apply.shtml

CAREER CENTER

Pay It Forward...

Career Advice from an ASPA Member

Marc Holzer

Public service as a career is on the upswing. More undergraduates are considering careers in the public sector, and more seasoned professionals are opting out of the private sector, transitioning to public sector and not-for-profit careers. Although public service is an exceptionally rewarding career path, simple assumptions and stereotypes may limit the career possibilities of anyone entering government or the many not-for-profits that deliver government services.

Thinking "out of the box," some unorthodox strategies may help accelerate the careers of new public sector professionals:

Never Say No: Too many people limit their career possibilities by worrying about taking on more assignments without being relieved of some other aspects of their work. But work is not zero-sum, requiring some tasks to be subtracted if others are added. Taking on more work may not be as difficult as it seems, and "raising the bar" may help you raise the level and quality of your work. There is probably more of an upside--such as increased confidence in your abilities, opportunities to excel, and confidence that you can deliver--than a downside in terms of getting overloaded. This is not to naively assume that there are no limits on a person's time or the intrusion of work on personal concerns, but simply to suggest that competent people can often exceed their own expectations. In crisis situations, for example, young professionals often gain rare opportunities to excel, and they do in fact meet those challenges.

Destroy and Search: Professionals are sometimes fearful of leaving their positions before finding others. But too many public servants unnecessarily suffer boredom, underutilization, dead end jobs, or even verbal (and perhaps physical) abuse. Sometimes it is simply necessary, or worth the risk, to force yourself into the job market, and resigning can certainly force the issue, pushing you to consider creative alternatives. Having some savings or taking out a loan makes this choice much easier, but the bottom line is: why suffer tens of thousands of hours of employment that is psychologically unrewarding? Why be a clerk if you are capable of being an executive? Why waste years on the same routines, when you can continually solve new problems? Why push along paper if you would really rather be pushing along projects? Why be tied to the office if you would rather be in the field?

Volunteer for Visibility: Professionals like to think of themselves as mentors, and they are often eager to mentor new professionals they meet outside of the office. ASPA is a voluntary organization, with many opportunities for visibility, for volunteer roles with substantial responsibility, and with seemingly limitless networking potential. People with very limited jobs can often succeed at higher level positions in professional organizations, on local elected and appointed boards, in not-for-profits and similar venues. The competencies they exhibit in unpaid positions may then be the basis for career-changing referrals. In fact, you may surprise yourself, your friends, and your colleagues in the public sector with your leadership in the voluntary sector.

Then, one very conventional step is often overlooked by job seekers:

Check Your C.V.–Accidents Happen: misspellings, wrong words, incomplete citations, and many more. Job seekers should not rush their c.v.s into print, neglecting to have a friend, or even a paid editor, review it for such errors. I have seen many c.v.s and cover letters set aside due to sloppy presentations. Why build a strong record of qualifications, and then negate that effort by failing to attend to the details of a strong presentation?

No career is more rewarding than public service. Those careers are valuable and should be built on the basis of both careful preparation and purposive risk taking.

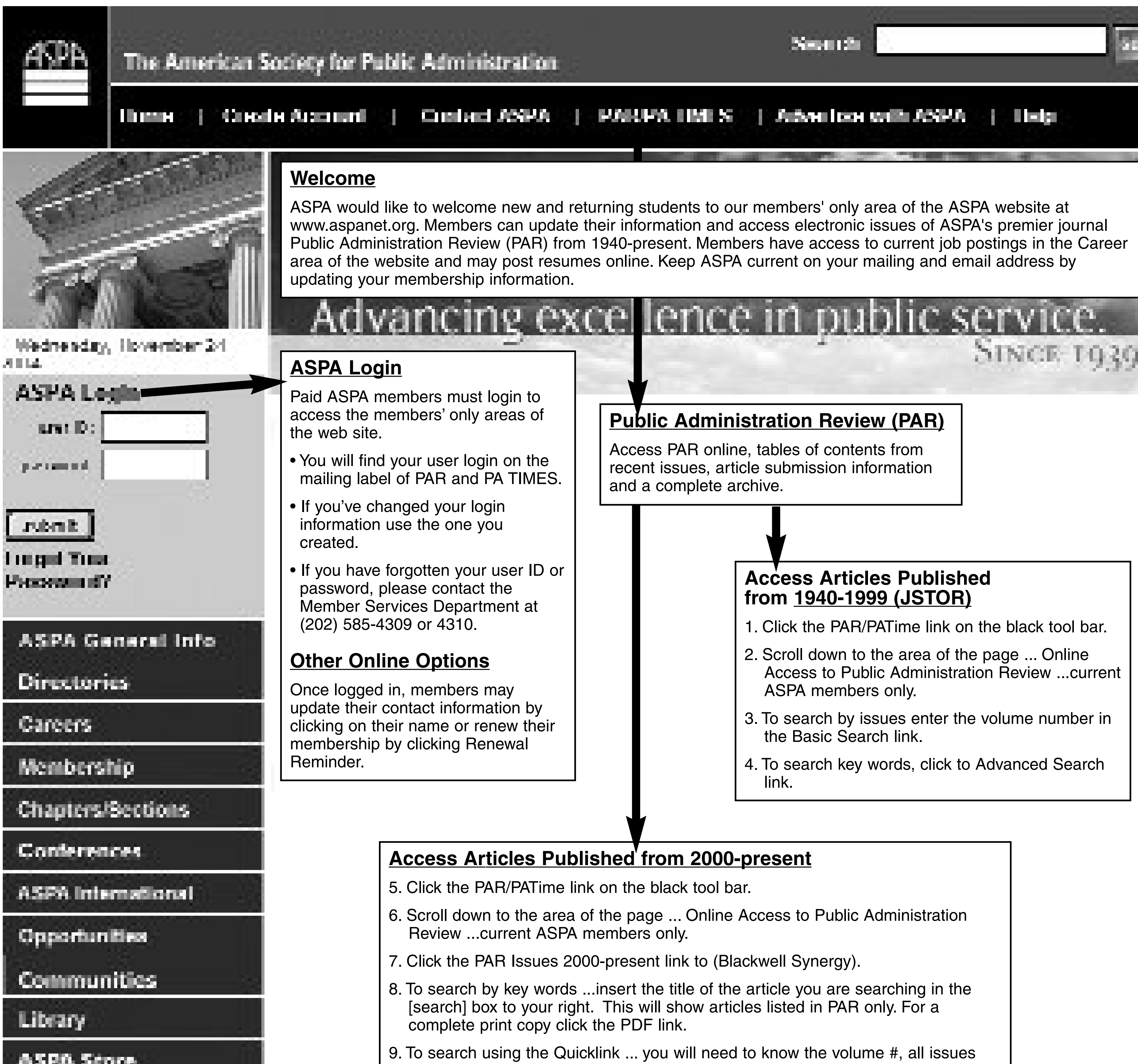
ASPA member Marc Holzer is past-president of ASPA and professor of public administration at Rutgers University's Newark Campus, where he chairs the graduate department of public administration. E-mail: mholzer@pipeline.com

A Click Through Guide to ASPA's Web site

Rip, Stick and Click.

Rip out this page • Stick it by your computer • Login and click away

www.aspanet.org



Welcome

ASPA would like to welcome new and returning students to our members' only area of the ASPA website at www.aspanet.org. Members can update their information and access electronic issues of ASPA's premier journal Public Administration Review (PAR) from 1940-present. Members have access to current job postings in the Career area of the website and may post resumes online. Keep ASPA current on your mailing and email address by updating your membership information.

ASPA Login

Paid ASPA members must login to access the members' only areas of the web site.

- You will find your user login on the mailing label of PAR and PA TIMES.
- If you've changed your login information use the one you created.
- If you have forgotten your user ID or password, please contact the Member Services Department at (202) 585-4309 or 4310.

Other Online Options

Once logged in, members may update their contact information by clicking on their name or renew their membership by clicking Renewal Reminder.

Public Administration Review (PAR)

Access PAR online, tables of contents from recent issues, article submission information and a complete archive.

Access Articles Published from 1940-1999 (JSTOR)

1. Click the PAR/PATime link on the black tool bar.
2. Scroll down to the area of the page ... Online Access to Public Administration Review ...current ASPA members only.
3. To search by issues enter the volume number in the Basic Search link.
4. To search key words, click to Advanced Search link.

Access Articles Published from 2000-present

5. Click the PAR/PATime link on the black tool bar.
6. Scroll down to the area of the page ... Online Access to Public Administration Review ...current ASPA members only.
7. Click the PAR Issues 2000-present link to (Blackwell Synergy).
8. To search by key words ...insert the title of the article you are searching in the [search] box to your right. This will show articles listed in PAR only. For a complete print copy click the PDF link.
9. To search using the Quicklink ... you will need to know the volume #, all issues published in 2000 start with the #6 followed by the year, for the September/October issue #5 you would enter Vol. 65 Issue 5 and click go.

The Recruiter

WHERE EMPLOYERS AND JOB SEEKERS MEET.

UNIVERSITY POSITIONS

Faculty Positions 2006-2007
The Evergreen State College

The Evergreen State College, a progressive, public liberal arts college emphasizing intense interdisciplinary study and collaborative team teaching, is currently recruiting for the following positions. Job Announcements are available at www.evergreen.edu/faculty hiring. For first consideration, applications should be submitted by the dates below.

Health Science Oct. 10, 2005

Biology Oct. 10, 2005

Mathematics /Tacoma Campus Oct. 17, 2005

Business Nov. 14, 2005

Philosophy Nov. 14, 2005

Sustainability Jan. 5, 2006

Public Administration (Tribal Governance Specialty) Jan. 23, 2006

Photography/Visual Arts Jan. 30, 2006

The Evergreen State College is committed to building a diverse and broadly trained faculty. We encourage candidates to apply who have demonstrated experience in teaching, have experience in pursuing innovative and engaging teaching strategies working with faculty from other disciplines and who have experience working with diverse and underserved populations.

Salary for all positions based on experience and degrees, with excellent benefits package, including same-sex domestic partner benefits and relocation. For job announcements and to apply online, visit: www.evergreen.edu/facultyhiring. AA/EOE/ADA

The Evergreen State College ∑ Faculty Hiring ∑ L2211 ∑ 2700 Evergreen Parkway NW, Olympia, WA 98505 ∑ 360-867-6861 ∑ www.evergreen.edu

Public Leadership Faculty Position Announcement
School of Government, University of North Carolina at Chapel Hill

Position: Tenured, tenure-track, or fixed-term faculty position, depending on qualifications, in public leadership. Candidates should have expertise in areas of governance, public management, democratic theory, and ethics. Faculty member will design, instruct, and administer orientation and advanced education programs for local government board members and state legislators. Responsibilities include program and course development and administration, instruction, action research, consulting, and publications for both public officials and professional colleagues.

Candidates should demonstrate the ability to collaborate with both colleagues and clients, and build partnerships with membership associations. This is an ideal position for a person seeking to work in an intergovernmental and intersectoral environment and to integrate scholarly research and writing with consulting and instructional services for elected and public officials. This person may also teach in the School's highly ranked Master of Public Administration Program.

Faculty appointments are year-round (rather than for the 9-month academic year). Work is centered in Chapel Hill, but requires in-state travel.

Background: Established as the Institute of Government in 1931, the School of Government (www.sog.unc.edu) at UNC-Chapel Hill has 39 faculty members and its mission is to improve the lives of North Carolinians through engaged scholarship that helps public officials improve state and local government. The goal of public leadership at the School is to help elected and appointed officials lead and govern their communities through developing and applying their leadership skills within the legal, political, and administrative context of public organizations.

Qualifications: Doctorate in public administration or management, political science, public policy, or related field strongly preferred; master's degree in such a field required. A record of, or potential for, teaching, consulting, research, and publication required. Desirable experience includes: (1) designing, delivering, and administering leadership programs for elected and appointed officials; (2) consulting with elected officials; (3) designing and teaching programs using adult education principles; and (4) facilitating groups.

Application deadline: Position open until filled. Expected starting date of 1 July 2006. To apply, submit a resume, a cover letter (addressed to Thomas H. Thornburg, Sr. Associate Dean) describing your interest in the position, and a writing sample online at http://www.sog.unc.edu/cgi-bin/cts/CTS_viewapp.pl?app_id=10018.

The School of Government is strongly committed to achieving a diverse faculty.

The University of North Carolina at Chapel Hill is an Equal Opportunity Employer.

Public Administration or Public Policy
University of Oklahoma

The Department of Political Science invites applications for a tenure-track position in the field of public administration or public policy at the Assistant Professor rank. Applicants should be prepared to offer graduate and undergraduate courses in public administration or public policy. We also prefer candidates who can teach research methods at the graduate level. Promise of excellence in research and teaching with a high prospect of a sustained publication record is required. Applicants should be willing and able to participate in the department's off-campus MPA program (http://www.ou.edu/cas/psc/pa/). The position commences August 16, 2006. A completed doctorate in the appropriate field or strong evidence of likely completion by August 15, 2006 is required. Salary is competitive. Please send curriculum vitae, graduate transcripts, three letters of reference, and a sample of writing or publications to: Prof. Jos Raadschelders, Chair; Public Administration/Public Policy Search Committee; Department of Political Science; The University of Oklahoma; Norman, OK 73019-2001. Screening of applications will begin after October 15, 2005, but applications will be accepted until the position is filled. The University of Oklahoma is an Equal Opportunity/Affirmative Action employer. Applications from women and minorities are strongly encouraged and welcome.

Dean of the School of Public Affairs
Baruch College of The City University of New York

Baruch College of The City University of New York invites applications for the position of Dean of the School of Public Affairs. Baruch is a thriving, urban, multicultural institution located in mid-town Manhattan and offers a superb, professionally focused education in its three Schools: the School of Public Affairs, the Weissman School of Arts and Sciences, and the Zicklin School of Business. Established in 1994, the School of Public Affairs offers graduate and executive programs in public policy and administration, health policy, education administration, higher education administration, and nonprofit management. Baruch has offered its Master of Public Administration (MPA) degree for over 50 years; the MPA has been NASPAA accredited since 1980. Its Executive MPA is the nation's second oldest. The School also offers an MPA program in partnership with the National Urban Fellows, Inc. The School's 35 full-time faculty are actively engaged in teaching, research and service. The School also includes the Centers for Educational Leadership; Innovation and Leadership in Government; Equality, Pluralism and Policy, as well as the Nonprofit Group and the Survey Research Unit. The School is the home of the New York Census Research Data Center that operates in conjunction with the Federal Reserve Bank of NY, the National Bureau of Economic Research and a number of other universities in the NY Metro Region. The Dean will continue to build a leading regional and national public policy school, and will strengthen and expand relationships with external and internal constituencies. S/he will be expected to develop additional financial resources to enable the School to carry out its mission. Candidates should have a strong commitment to excellence in research, teaching and service; a record of innovative leadership, scholarship; and a dynamic academic vision that will enhance the reputation of the School. Candidates should have significant administrative experience, preferably in an academic setting; the ability to secure resources necessary to advance the School's mission; and credentials suitable for appointment as a tenured full professor. Applications, including a cover letter and curriculum vitae, nominations, and confidential inquiries may be made to: Public Affairs Dean Search Committee, Baruch College, Box D-0701, One Bernard Baruch Way, New York, NY 10010. Review of applications will continue until the position is filled. Baruch College is an AA/EO/IRCA/ADA employer, and encourages applications from minorities and women

Assistant or Associate Professor
California State University, Stanislaus Department

California State University, Stanislaus Department of Politics and Public Administration invites applications for a full-time, tenure-track appointment at the rank of Assistant or Associate Professor in the NASPAA accredited Masters Program in Public Administration. Candidates should be prepared to teach a wide range of graduate courses in Public Administration including budgeting or personnel and one undergraduate course in American Government. The successful candidate will be expected to direct the graduate program within two years. A Ph.D. in Public Administration or Political Science is required. Send letter of application, CV, copies of graduate transcripts, evidence of teaching effectiveness, and contact details for three referees to: Dr. Jason C. Myers, Department of Politics and Public Administration, California State University, Stanislaus, 801 W. Monte Vista Avenue, Turlock, CA 95382

Director, Executive Master's Degree Program
in Crisis and Emergency Management
University of Nevada, Las Vegas

POSITION TITLE

Director, Executive Master's Degree Program in Crisis and Emergency Management

RESPONSIBILITIES

The Department of Public Administration is seeking a Director of the Executive Master's Degree Program in Crisis and Emergency Management (ECEM) available no later than January, 2006. This is a full-time12-month, non-tenure track appointment as an Assistant/Associate Professor -in-Residence. This is both an administrative and teaching position. The Department is particularly interested in someone with experience in teaching and research interests in the area of emergency management and homeland security. Responsibilities include directing the new executive master's degree program including program development, recruiting and monitoring student progress toward the degree, and teaching in the program. The Director will be expected to coordinate the logistics, manage the financial resources for ECEM, and will serve as the liaison for the Department with other units within the University including the Institute for Security Studies.

QUALIFICATIONS

Qualifications include: an earned doctorate in Public Administration, Political Science, Emergency Management, Criminal Justice, or a related field from an accredited college or university. Evidence of strong curricular development, teaching experience, and a research record, or potential to develop a research agenda, is necessary. Work experience, or a record of consulting , with national, state, and local agencies in the areas of emergency management including homeland security is preferred. Success in securing external funding is highly desirable.

SALARY RANGE

Salary is competitive, contingent on labor market. Position is contingent upon funding.

APPLICATION DETAILS

Application materials must include a current resume, detailed cover letter, and names, addresses, and telephone numbers of three professional references who may be contacted. Applicants should fully describe qualifications and experience, since the initial review will serve to evaluate applicants based on documented, relevant qualifi-

The Recruiter

WHERE EMPLOYERS AND JOB SEEKERS MEET.

UNIVERSITY POSITIONS

cations and professional work experience. The review of materials will begin immediately. Materials should be addressed to E. Lee Bernick, Search Committee Chair, and are to be submitted via on-line application at https://hrsearch.unlv.edu. For assistance with UNLV's on-line applicant portal, contact Bob Sitts at (702) 895-1655 or email hrsearch@ccmail.nevada.edu.

UNLV is an Affirmative Action / Equal Opportunity educator and employer committed to excellence through diversity.

Executive Director
Center for State Policy and Leadership
University of Illinois at Springfield

The University of Illinois at Springfield invites applications and nominations for the position of Executive Director of the Center for State Policy and Leadership

The Center for State Policy and Leadership (http://cspl.uis.edu/) is a research and educational center devoted to public policy and leadership excellence. Through its research, training programs, publications, public forums, and media services (Illinois Issues magazine, a public radio station, and electronic media services) the Center plays an active role in encouraging informed policy decision making and civic engagement. The Center has an annual budget of over $7 million and a staff and faculty of over 100. The Executive Director reports to the Provost of the University of Illinois, Springfield and has chief responsibility for the development of the Center's strategic plan, external funding, day-to-day operations, and financial management.

The ideal candidate will have a minimum of four years successful administrative, supervisory, and fiscal experience; substantial experience in higher education and public affairs; qualify for an appointment as an associate or full professor in an academic department at UIS, including a terminal degree and scholarly credentials; and have evidence of successful grant seeking and fundraising, strategic planning, oral and written communication skills, a collaborative, team-building leadership style, and the ability to lead and work with university, government, and other external constituencies. The search committee will also consider uniquely qualified candidates who possess a widely-recognized record of public service and leadership in government and more limited academic experience. The salary and an appointment as a tenured faculty member are negotiable.

Located in the state capital, the University of Illinois at Springfield (www.uis.edu) is one of three campuses of the University of Illinois. The UIS campus serves approximately 4,500 students in 20 graduate, 1 doctoral, and 21 undergraduate programs.

Review of applications will begin immediately and will continue until an appointment is made. For best consideration, materials should be received by November 14, 2005 Application materials should include a letter addressing how the candidate's experiences match the position requirements; a curriculum vita; and the names, titles, email and business addresses, and telephone numbers of three references. Electronic submission of the application materials is allowed. Confidential requests for information and application materials should be sent to:

Chair, Executive Director Search Committee

Office of the Provost, PAC 528

University of Illinois at Springfield

One University Plaza

Springfield, Illinois 62703-5407

Fax: 217-206-7623

Email: gill.deborah@uis.edu

UIS is an affirmative action/equal opportunity employer. Minorities, women, veterans and persons with disabilities are encouraged to apply.

Director of Programs in International Relations
Maxwell School of Citizenship and Public Affairs
Syracuse University

The Maxwell School of Citizenship and Public Affairs at Syracuse University is searching for a Director of its highly regarded International Relations Program. The position reports to the dean of the Maxwell School, and will be available in July 2006. The majority of the director's time is spent managing a Master of Arts in International Relations (MAIR). The MAIR is an interdisciplinary, professional program that draws on the faculty ofthe Maxwell School's social science departments: Anthropology, Economics, Geography, History, Political Science, Public Administration, and Sociology. The curriculum includes a rich integration of courses in the theory and practice of international relations, economics, statistics and topical and regional areas of specialization. Students also have the opportunity to gain experience through internships in Washington, DC and in several major cities around the world including Geneva, Strasbourg, Tokyo, Johannesburg, London and Herzliya, Israel. Between 75 and 85 master's students enter the program each year. The Director is also responsible for overseeing an interdisciplinary undergraduate major in international relations. There are 250 majors, and a full-time professional staff member and part-time faculty member with a doctoral degree directs and teaches in the undergraduate program.

Applicants for the position of Director should have a doctoral degree in one of the social sciences and a scholarly record appropriate for a tenured faculty appointment to one of the departments listed above. Candidates who have held significant professional positions in international relations will also be considered for a fixed-term, renewable faculty appointment as director. A commitment to professional education is essential and experience in government, international organizations or international non-governmental organizations is desirable. Well qualified candidates will have had prior teaching experience in an international relations area. Salary is competitive and commensurate with experience.

The Maxwell School is internationally known for its two professional programs in public administration and international relations, and is home to the social sciences at Syracuse University. Among our ten departments, there are 750 graduate students,150 faculty and 2,000 social science undergraduate majors. About half the graduate students are in one ofthe professional master's programs. The School has eight research centers and institutes, and includes the Moynihan Institute of Global Affairs, the Program on the Analysis and Resolution of Conflicts, and the Institute for National Security and Counterterrorism. For more information, please see our web site at: http://www.maxwell.syr.edu/ and http://www.maxwell.syr.edu/ir. Applicants should send a letter of interest, curriculum vita, and names of three references by January 15,2006, to: Chair, International Relations Search Committee Maxwell School of Citizenship and Public Affairs 200 Eggers Hall, Syracuse University Syracuse, New York 13244 Syracuse University is an AA/EOE. Members of traditionally underrepresented groups are encouraged to apply.

Assistant Professor- Nonprofit or Health Care Administration
The School of Public Affairs and Administration
Western Michigan University

The School of Public Affairs and Administration, Western Michigan University, invites applications and nominations for an assistant professor position to begin in August 2006, pending budgetary approval. The individual will teach a combination of MPA core courses and nonprofit or health care administration courses, supervise applied masters project papers and doctoral dissertations, and develop a research agenda. Applicants with experience in the nonprofit or health care sectors and who can teach program evaluation or performance management are preferred. Ph.D. or evidence of imminent award with a demonstrated potential for teaching, research, and publication is required.

Western Michigan University, a Carnegie Classification Research Extensive Institution, is an Equal Opportunity/Affirmative Action Employer and encourages applications from women, minorities, and other underrepresented groups. Reasonable accommodations will be provided for applicants with disabilities. Send letter of application, vita, statement of research and teaching philosophy, graduate transcripts, and three letters of reference to: Robert Peters, Director, School of Public Affairs and Administration, Western Michigan University, 1903 West Michigan Avenue, Kalamazoo, MI 49008-5440 (e-mail: robert.peters@wmich.edu). Review of applications will begin November 15, 2005. Applications will be accepted until the position is filled. For information about the School of Public Affairs and Administration's programs, the University, and the Kalamazoo region, consult our web page at <http://www.wmich.edu/spaa>.

Faculty Positions In
Public Affairs And Administration
The University of Texas at Dallas

The University of Texas at Dallas invites applications for tenure track positions from generalists in public management who can teach in the areas of leadership, change, the legal environment, and executive behavior. Rank is open, salary is competitive. Candidates need a Ph.D. degree and a strong record of teaching, research and public service, or the potential to develop such a record. Teaching responsibilities would primarily be in the undergraduate program in public administration and the master's and doctoral programs in public affairs. This is an exceptional opportunity for individuals energized by a multi-disciplinary environment to further the development of newly-established programs. Applicants must hold a Ph.D. by the time of appointment.

The Public Affairs and Administration Program is part of the School of Social Sciences, which functions in a unique interdisciplinary environment without departmental units, with a variety of degree programs at the doctoral, masters and undergraduate levels. The university is located in the suburbs of north Dallas amid one of the largest and most vibrant high-technology concentrations in the nation. For more information, go to the School's web site at: http://www.utdallas.edu/dept/socsci.

Inquiries regarding the search may be directed to Dr. Douglas Watson, Program Director for Public Affairs and Administration. Nominations and applications should be sent to: Academic Search #391, The University of Texas at Dallas, P. O. Box 830688—AD 23, Richardson, TX 75083-0688; and should include a current curriculum vitae and the names, addresses and telephone numbers of five references. Indication of sex and ethnicity for affirmative action statistical purposes is requested as part of the application but not required. Applications will be accepted until the position is filled, with file reviews commencing October 15, 2005. UTD is an AA/EO employer and strongly encourages applications from candidates who would enhance the diversity of the university's faculty and administration.

Faculty Positions 2006-2007
The Evergreen State College

The Evergreen State College, a progressive, public liberal arts college emphasizing intense interdisciplinary study and collaborative team teaching, is currently recruiting for the following position. Job Announcements are available at www.evergreen.edu/faculty hiring. For first consideration, applications should be submitted by January 23, 2006.

Public Administration (Tribal Governance Specialty)

The Evergreen State College is committed to building a diverse and broadly trained faculty. We encourage candidates to apply who have demonstrated experience in teaching, have experience in pursuing innovative and engaging teaching strategies working with faculty from other disciplines and who have experience working with diverse and underserved populations.

Salary for all positions based on experience and degrees, with excellent benefits package, including same-sex domestic partner benefits and relocation. For job announcements and to apply online, visit: www.evergreen.edu/facultyhiring. AA/EOE/ADA

The Evergreen State College ∑ Faculty Hiring ∑ L2211 ∑ 2700 Evergreen Parkway NW

∑ Olympia, WA 98505 ∑ 360-867-6861 ∑ www.evergreen.edu

The Recruiter

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Associate Professor or Professor
Wright State University

The Department of Urban Affairs and Geography at Wright State University invites applications for a senior faculty position in our Master of Public Administration and undergraduate Urban Affairs programs. Minimum requirements include a doctoral degree in Public Administration or a closely related field; the rank of Associate Professor or Professor; a demonstrated record of successful teaching at the graduate and undergraduate levels; a commitment to diversity; a civic engagement ethic; a strong record of internal or external service; and a record of demonstrated scholarship. Priority teaching areas include budgeting, fiscal administration and research methods. Preferred qualifications include the ability to teach one or more graduate and undergraduate courses with an international/comparative focus or administrative law; evidence of successful collaboration with state and local governments; evidence of leadership through professional service; and a continuous record of funded grants. The position begins Fall 2006.

Wright State University's state-of-the-art facilities are located on a beautiful wooded setting in the Dayton metro area. Dayton is recognized for its innovation in public administration and the Dayton metro area provides abundant opportunities for scholarship and professional service. The Department of Urban Affairs and Geography offers the only NASPAA-accredited Master of Public Administration program in southwest Ohio. Demonstrating a strong commitment to community engagement, the Department also provides oversight to the Center for Urban and Public Affairs, one of seven research centers in Ohio's Urban University Program.

Interested candidates should send a letter addressing the qualifications listed above, curriculum vitae, evidence of high-quality teaching standards, and the names and contact information of at least three professional references to: Chair, Faculty Search Committee, Department of Urban Affairs and Geography, 3640 Colonel Glenn Hwy, Dayton, Ohio 45435-0001. For more information, visit www.wright.edu/cupa/department.htm. Review of applications will begin Friday, December 2, 2005.

Wright State University is committed to equal opportunity and affirmative action. Applications from members of under-represented groups are encouraged.

Two Retirement Replacement Assistant Professor Positions-
Public Administration and Policy Analysis Department
Southern Illinois University Edwardsville

Position One: Public Budgeting, Quantitative Analysis, secondary fields: Human Resource Administration, Local Government Administration, Community Development or other related field.

Position Two: Decision Analysis, Information Management, secondary fields: Community Development, Human Resource Administration, Non Profit Administration or other related field.

NASPAA accredited Department is seeking applications for two tenure track positions at the Assistant Professor rank to begin August 1, 2006. These are replacement positions for retiring faculty members. Applicants with either a D.P.A. or Ph.D. in public administration or a related field are preferred, ABD candidates will be considered. Desired area of research and teaching specializations defined above. Candidates should have a strong background in computer applications.

A strong commitment to teaching and evidence of scholarly potential with a desire to support the service mission of the Department. Primary responsibilities of this position include: 1) teaching graduate courses in the MPA program; 2) establishing a quality scholarship record; and 3) participating in public and University service activities on behalf of the Department.

The Public Administration and Policy Analysis Department consists of seven full-time faculty and has an enrollment of over 100 students. Significant opportunities exist for grants, research, contracts and consulting in the greater St. Louis Metro area.

SIUE offers a broad range of degrees and programs ranging from career-oriented fields to the more traditional liberal arts. the University has an enrollment of over 12,500 students on a 2,700 acre rural campus about 25 minutes from downtown St. Louis.

Applications may be reviewed until the position is filled, with review of applicant files beginning December 12, 2005. SIUE is an equal opportunity employer. Minorities and women are encouraged to apply.

Send a letter of application with statement of teaching and research interests, C.V., a copy of transcripts, three letters of reference and other supporting documents to:

Search Committee
Public Administration an Policy Analysis
Campus Box 1457
Southern Illinois University Edwardsville
Edwardsville, IL 62026-1457

Assistant Professor of Public Administration
Re-advertisement: Corrected requirements and amended application review date
The Maxine Goodman Levin College of Urban Affairs
Cleveland State University

The Maxine Goodman Levin College of Urban Affairs, Cleveland State University, seeks applicants with teaching and research interests in public administration for a tenure track faculty position at the rank of Assistant Professor. We are especially interested in a scholar with expertise in one or more of the following areas of study and/or practice: (a) homeland security, (b) nonprofit management, (c) budgeting, or (d) human resources management and administration.

The Levin College has been ranked second in the nation for the study of city management/urban policy in the last three surveys by U.S. News and World Report. The college offers nine academic degrees, four dual degrees, several certificate programs and is home to twelve research centers. For additional information, please refer to our Web page: www.urban.csuohio.edu.

Applicants should hold a Ph.D. in public administration, political science, or an allied field relevant to the preferred areas of expertise, or expect to have completed all the requirements for their doctoral degree by August 2006. A commitment to undergraduate and graduate education is necessary.

Review of applications will begin November 15, 2005 and continue until the position is filled. All candidates should send a statement of interest (addressing both research and teaching), a curriculum vita and contact information for three references to: Dr. Jennifer Alexander, Chair, PA Search Committee, c/o Office of the Dean, College of Urban Affairs, Cleveland State University, 2121 Euclid Avenue, UR 335, Cleveland, OH 44115. Cleveland State University is an AA/EOE institution committed to nondiscrimination. M/F/D/V encouraged.

Associate/Full Professor
Public Administration and/or Public Policy
Auburn University Montgomery

The Department of Political Science and Public Administration is seeking applications for a senior tenure track position. Auburn University Montgomery, the urban campus of Auburn University, is located in the state capital and has an enrollment of just over 5,000 with about 800 at the graduate level. The successful candidate will teach primarily in the department's NASPAA accredited Master of Public Administration program and the Joint Auburn University/Auburn University Montgomery Ph.D. Program in Public Administration and Public Policy. Classes in these programs are taught at night and on weekends to a predominantly practitioner student base. Attractive 9 month salary based on rank and qualifications with summer teaching usually available. Applicants must meet the following qualifications: PhD or DPA; established publication record appropriate to rank; active research and publication agenda; record of effective teaching; and authorized to work in the United States. Specific public administration/public policy specialty areas open. Experience on dissertation committees preferred. Review of completed application files will begin December 5, 2005 and continue until the position is filled. A letter of application, current resume, list of graduate and undergraduate public administration and/or public policy courses taught, and the names and contact information for five references should be sent to Dr. Anne Permaloff, Search Committee Chair, Department of Political Science and Public Administration, P.O. Box 244023, Montgomery, AL 36124-4023 or apermalo@mail.aum.edu. Auburn University Montgomery is an equal opportunity and affirmative action employer.

Assistant or Associate Professor
Mount Union College

The Mount Union College Department of Political Science invites applications for a full-time, tenure-track position at the rank of Assistant or Associate Professor with specialization in Public Administration beginning August 2006. Ph.D. in political science or public administration required. Applicant should be interested in teaching in a liberal arts setting and in developing significant public sector interactions with practitioners in federal, state, and local government. Teaching responsibilities will include Public Budgeting, Public Administration, Statistics for Public Service, and other courses in American politics. Course load is 9 semester hours or three (3) classes per semester (three-quarters teaching responsibility) and center coordinator (one-quarter administrative responsibility). A complete application should include a letter of interest, curriculum vitae, graduate transcripts, and three letters of reference. Send all application material to: Center for Public Service Search Committee, C/o Human Resources, Mount Union College, 1972 Clark Ave., Alliance, OH 44601. For more information, contact Dr. Jack DeSario, Director of Center for Public Service at 330.823.3261 or desarijp@muc.edu.

CONFERENCE CALENDAR

November 2005

10-12 2005 Association for Budgeting and Financial Management (ABFM) Conference
City: Washington, DC
Contact: Kurt Thurmaier at
thurmaier@iastate.edu

11-13 2005 ASPA Midyear Leadership Meetings
City: Washington, DC
Contact: ASPA at
info@aspanet.org

January 2006

19-21 4th International Conference on Civic Education: Research and Practice
Hilton Orlando/Altamonte, Florida
http://www.civicedconf.org/civiced.html

February 2006

22-26 Conference of Minority Public Administrators (COMPA) Annual National Conference
Location: Marriott Hotel, Winston-Salem, NC

March 2006

15-19 61st International Atlantic Economic Conference in Berlin, Germany
Prof. dr. M. Peter van der Hoek is organizing sessions on public administration and public finance. If you want to present a paper, please submit your abstract (250-500 words, no full papers) by e-mail to vanderhoek@frg.eur.nl.
Submission deadline: November 15, 2005

April 2006

Mar. 31-Apr. 4 67th Annual ASPA National Conference
City: Denver, CO
www.aspanet.org

20-23 Midwest Political Science Association 64th National Conference
Chicago Palmer House Hilton Hotel
www.mwpsa.org

June 2006

8-9 "Building Public Service-Oriented Government"
The 3rd Sino-US International Conference for Public Administration
Beijing, P. R. China
Host Institute: School of Public Administration, Renmin University of China
Organizing institutes: ASPA, Chinese Public Administration Society (CPAS)
E-mail: menzhong@yahoo.com

For more detail on any of these events, click the link to 'Conferences' on the ASPA home page

www.aspanet.org

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