

PA TIMES

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For more than a century, the relationship between politics and administration has been at the center of the development of public administration both as a field of academic inquiry and as a profession.—Braxton L. Apperson, III

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So where is the citizen-politician? The citizen-soldier? The citizen-administrator? The citizen? Career politicians are now permanently ensconced in city halls, county courthouses, state legislatures and the U.S. Congress.—Donald C. Menzel

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PA TIMES

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Government Using Wrong Methods to Assess and Select its Employees

New Report Finds Problem Widespread in Federal Government

Washington, DC—Amidst an impending wave of retirements and the need to fill thousands of newly-created federal jobs—from new homeland security positions to jobs administering expanded Medicare benefits—the government is too often using outdated and ineffective methods to assess the skills and qualifications of job candidates.

These are the findings of a new report, released today by the Partnership for Public

Service and sponsored by the Performance Assessment Network (PAN). The study found that hiring people whose skills are poorly matched to their jobs is a widespread problem in the federal workforce—both in reality and in perception. According to the U.S. Office of Personnel Management, only 39 percent of federal employees think that their work unit is hiring people with the right skills.

“As the 9/11 Commission has pointed out, having the right person in the right job can literally mean the difference between life and death,” said Partnership for Public Service President and CEO Max Stier. “Without a concentrated effort to reform the way federal employees are selected, the government risks hiring the wrong people, wasting resources and losing productivity while it inadvertently overlooks some of its best job candidates.”

If just 10 percent of the new professional and administrative federal hires each year leave prematurely because of poor assessments, there is an unnecessary added cost to the government of at least \$150 million annually. The challenge of accurate, and timely, candidate assessments is also critical because of the influx of applicants for federal jobs in

See METHODS, pg. 9

Hussein Trial Resumes



BEN CURTIS/AFP/Getty Images

Left to right, front row: Awad Hamed al-Bandar, Saddam Hussein addressing the court; Second row: Taha Yassin Ramadan, Abdullah Kazim Ruwayyid, Mizhar Abdullah Ruwayyid; Back row: Mohammed Azawi Ali, Ali Dayim Ali, Barazan Ibrahim; appear at their trial held under tight security in Baghdad's heavily fortified Green Zone in Iraq Monday, Nov. 28, 2005. Saddam Hussein and seven others face charges that they ordered the killing in 1982 of nearly 150 people in the mainly Shiite village of Dujail north of Baghdad after a failed attempt on the former dictator's life.

Officials May Nix Beliefs for Country

Study Shows Even Most Steadfast Government Officials Not Immune

Washington, DC—A new study published in the latest issue of *Public Administration Review™* looks at the moral dilemmas and implications that arise when statesmen abandon their principles for the good of the state.

Author Stephanie Newbold explains that elected officials often enter public office with an ideology or perspective for how the government should be managed and what it is and is not responsible for.

But governing a nation is quite different from the way individuals govern themselves or

what they believe the government should be.

With the Louisiana Purchase, Thomas Jefferson turned on his values, but made the best decision for the economic, political and national security interests of the American people. A decision and legacy that worried him until the day he died.

“His choice was the wrong decision for his peace of mind, his moral consistency and the principle of strict construction, but it was the right decision for the nation,” Newbold states.

See BELIEFS, pg. 12

Eagan, MN: Growth with Grace

A Case Study on Ensuring A City's Future Success

Eagan, MN—The City of Eagan, MN, is a second-ring suburb of Minneapolis-St. Paul recognized for forward-thinking administration, high quality of life for its citizens, and efficient delivery of municipal services. The City has experienced dramatic growth in the past 30 years with residential build-out of approximately 95 percent. However, growth has slowed significantly in the last decade causing city management to assess what this change means for municipal services and city resource requirements.

To accommodate residential and commercial growth over the past 40 years, the City designed and administered the delivery of core services to meet the needs of its constituents. Activities relative to public safety, public works, public utilities, community development, and parks and recreation historically had been aligned to serve this significant level of community growth and development. Through the past

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After Dramatic Growth, City Must Adjust to Needs of Mature Community

From EAGAN, pg. 1

several years, Eagan services have expanded to incorporate several recreation facilities including a civic arena, an aquatic facility and a new community center.

Eagan has a Council-Administrator form of government, and is in the fortunate position of having several highly-tenured individuals in key management positions. Several members of the management team have over 20 years of service with the City, including Eagan's highly-regarded current City Administrator, Tom Hedges, who has 27 years in this role.

Following the retirement of the City's long-term and widely-respected director of parks and recreation in early 2004, the City's management team and Council prepared not only to fill the "big shoes" of this position, but to address the anticipated retirement of many senior level managers.

The City needed to evaluate how to transition from previous staffing strategies which were put in place to meet the needs of the community during a period of rapid growth and development, to the needs of a more mature community. In considering these changes, the City remained committed to providing high quality services in a manner that is responsive to community needs, yet cost-conscious.

To address these challenges, the City of Eagan sought the assistance of the state and local government management consultants of Virchow, Krause & Company, LLP. Virchow Krause and the City of Eagan worked collaboratively for four months in late 2004 and early 2005, developing a roadmap to ensure the City's success. The key features of this process included:

Developing a Succession Plan

As noted earlier, Eagan anticipated the retirement of many of its senior managers. Eagan shares the challenge of succession planning with others nationwide; to illustrate, 80 million baby boomers are expected to retire in the United States, while only 50 million GenXers will be available to replace them.

This succession challenge is even more pronounced in the public sector, since there is a greater percentage of baby boomers in the public sector than in the private sector.

To ensure a smooth transition of operations, Virchow Krause and the City of Eagan began to take stock of where the institutional knowledge, memory and expertise existed in the current organization.

At this stage in the process, it was obvious that succession planning would be much more than an exercise in filling position vacancies. A tremendous wealth of knowledge and customer management savvy rested with a lean, highly-skilled, experienced leadership team, suggesting that members could probably not be replaced by new managers on a one-to-one basis without sacrificing continuity and quality in City administration and operations. Some of the elements identified which were critical for Eagan's succession planning process included:

- Establishing reasonable expectations for the timing of recruitments to fill anticipated retirements in key positions
- Developing tools and opportunities for knowledge transfer
- Identifying the up-and-comers in the organization who were most suited to be groomed for future leadership positions
- Providing the skill and leadership training—including internal mentoring—needed to ensure the success of future leaders
- Strategizing for organizational change beyond personnel transitions, i.e., changes to organizational structure

Linking Resources to Service Delivery Priorities

The transition from a developing state to a developed state can have significant implications for the type of services desired, the manner in which services are provided, staffing levels assigned to specific functions and the organizational structure overall. A primary focus of this study involved ensuring that Eagan's resources were linked to its service delivery priorities.

For example, the scope of City park and recreation services had expanded dramatically as the City grew over the years. The City remains committed to providing high quality recreation opportunities designed to meet contemporary needs and interests of residents.

The City's Parks and Recreation Department manages 54 parks and three enterprise fund facilities (recreation facilities that are required by City policy to be financially self-sufficient), and coordinates an extensive variety of recreation opportunities for constituents of all ages.

Given the expanded scope of park and recreation services in the City—including additional accountability for revenue generation by enterprise fund facilities—the Virchow Krause project team worked with project stakeholders to develop alternatives for improving the link between organizational structure and service delivery.

One of the most notable alternatives evaluated was departmental restructuring to create an enterprise superintendent responsible for overseeing enterprise fund recreation facilities and related functions, including customer service for all recreation programs and activities. That reorganization would provide the City with the appropriate structure and personnel to fulfill critical functions aligned specifically with priority business objectives of enterprise fund activities.

Cross-Departmental Functions

Another primary focus of the study was to identify functions common to multiple City departments and to assess whether centralizing or decentralizing those functions provided greater efficiency and effectiveness.

In reviewing the functions of each City department, two opportunities for increasing efficiency through consolidation emerged. The first was providing geographic information system (GIS) services as a city-wide function instead of within multiple departments.

Coordinating this function can help eliminate inconsistent entry of base data between different departments, as well as GIS knowledge fragmentation along department lines.

The second opportunity to increase efficiency and effectiveness through centralization was in marketing. Most of Eagan's departments prepared brochures, flyers, newsletters or other media to provide updates to the community. The Parks and Recreation Department alone

estimated that a minimum of 25 hours per week were filled with marketing activities for recreation programs.

Given the volume of marketing activities performed across multiple departments and the lack of a comprehensive City-wide standard for preparing public communications, restructuring to provide marketing functions on a City-wide basis would improve consistency in message for the City and eliminate duplication of effort relative to marketing materials preparation and sourcing.

Continual Performance Assessments

Another overarching theme of this organizational study was the importance of having timely feedback regarding City services. This relates to both internal and external performance assessment.

Conducting customer satisfaction surveys or point-of-service surveys is necessary to determine customer priorities. Continual review of survey results is vital to making appropriate "shifts" necessary to ensure the right mix of services.

Designing a framework for continuous feedback and clearly-articulated performance expectations regarding employees' contributions to these priority activities is also critical to ensure responsive and appropriate service delivery.

This assessment provided a roadmap to define necessary activities to:

- Accomplish vital organizational restructuring
- Align staff resources with customer priorities
- Conduct critical succession planning
- Develop continual customer feedback monitoring systems
- Realign fragmented functions centrally

The City has implemented a variety of organizational changes based on this study, particularly in the Parks and Recreation Department. These changes are reflected in the 2006 budget, which will be presented to the City Council in the summer of 2005.

For more information please contact Christine Smith, senior manager at 800.362.7301 extension 2391 or email csmith@virchowkrause.com.

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What Has the Iraq War Taught Public Administration?

SPECIAL SECTION

What Has the Iraq War Taught Public Administration?

Wayne A. Jones

This subject interests me on three levels, initially as a consumer of services, secondly as the former director of a public agency and currently as an academician.

The war in Iraq will not be the last national issue that will influence this nation, consumers of services nor the classroom. Therefore it is imperative—regardless if the situation is manmade or a natural disaster—that we think through the cause, the effect, while at the same time considering possible solutions.

To begin without an explanation or definition of what public administration is, is to assume that whoever reads this article will have an understanding of a very interesting and multifaceted field.

Public administration can be defined in many ways due to its interdisciplinary nature. In *Public Administration*, Shafritz and Russell, indicate it is simple to define public administration if one accepts an easy definition that public administration is government in action or the implementation of public policies.

However, for those of us for whom public administration is a discipline, occupation, and a field of study they continue by providing 18 definitions of public administration from political, legal, managerial and occupational standpoints.

On the other hand war needs no definition for it is as old as human kind. As death is a part and a fact of life, war is a part human interaction. The history of the world is replete with a running timeline of man's inability to resolve differences from the primitive or tribal man to the nations' of the 21st century. One of the major differences is that with new technology

we have maximized our ability to increase the number of wounded and killed.

America now finds itself in the midst of war. Daily our news reports on the loss of life, the escalating costs (currently \$4.8 billion dollars per month says the Congressional Budget Office), the effects the war has on our families, our economy, our political system and life as we know it.

September 11, 2001, changed our country. We ceased to feel and be safe in our own land, from the misguided thoughts, plans, and actions of a nefarious international group of criminals.

Their actions resulted in changes including increased airport security, the implementation of the Patriot Act, establishment of a color coded national security alert system and stress for many innocent persons of Arabic of middle eastern heritage as they began to experience the pain associated with being stereotyped because of your race, nationality or heritage.

Even with the pains of this tragic day, we marshaled our forces, our resolve and our courage and responded to a plethora of human, social, economic and community needs. Public administration played a vital role in the process.

One of the many reasons public administration and public administrators were able to respond to the overwhelming demands of Sept. 11 was some advanced planning and policy decisions were already in place, the results of earlier incidents. It is from our response post-Sept. 11 that public administration has learned and also has been taught.

The primary learning that has resulted from the war in Iraq pertaining to public administration is that the government's need or desire for a plan with the policies, personnel, finances and supplies to carryout that plan are not superseded by an immediate need or desire to enact revenge on an enemy.

Public administration is known as a field that implements policies in response to citizen demands, public needs, natural disasters, etc. Policy implementation is

the result of a detailed process that examines the whole picture and then moves forward with the best plan in light of the alternatives available at that time. It is questionable if the top public administrators of our country did that.

Some two years later America finds itself—along with coalition forces—deeply embedded in a protracted war that numerous learned individuals have written will take another 10 years to get out of (*The Post Conflict Lessons of Iraq and Afghanistan*).

It is now clear to even the most casual observer that by marshalling what forces we could and entering a major confrontation using a shotgun approach, we did not conduct a critical analysis of the total situation prior to addressing the matter.

There have been many ramifications to the actions the United States has taken. The most obvious is the loss of over 2000 American lives, the stress associated with separating families during times of military conflict and the billions of dollars that could have been expended on equally as pressing matters.

We also now have more than 15,000 veterans whose lives have been forever changed as a result of serving in the war in Iraq. Their changes include permanent physical and emotional wounds, loss of limb and sight and, for many, an inability to care for themselves and their families.

The need for additional personnel has resulted in the largest call up of reserve forces in our country's history. Public administration has definitely learned as a result of having to deal with the aftermath resulting from the deployment of local reserve troops.

Prior to Sept. 11, individuals who participated in the reserves would be away from their families, communities and employers for approximately 45 days annually. This included the one weekend per month training and the standard two to three weeks summer requirement. Active deployment has changed 45 days into periods of separation lasting 6 to 12 months.

The Congressional Budget Office May 2005 report indicates that in 2004 some 187,000 reservists were serving in Iraq and Afghanistan. Their service has impacted public administration, in that many of these individuals' normal working duties are in providing vital public concerns including but not limited to teaching, fire, rescue and police operations.

The absence of key personnel, with the federal mandates that protect their positions, has meant that remaining employees have had to work longer hours, make adjustment to their schedules, assume additional responsibilities and deal with the stress associated with keeping service and performance levels at acceptable standards with fewer people.

It is here that public administration has and continues to learn. We have learned to adjust to having less people to do the same, if not more, work. We have learned to deal with the ancillary difficulties this has placed on our organizations, the loss of experience and knowledge.

Additionally, we have learned what it takes to have to take up the local slack and then fill the need and obligation to respond to several major national catastrophes, such as Hurricane Katrina, when we see fellow citizens and communities that have lost their very infrastructure.

Public administration will have to continue to learn as it has been reported that we are just at the beginning of what is expected to be a continuous problem with reservists being called to active military duty. According to *The Future of the Reserves and the National Guard: A Conference Report*, the reserves currently comprise greater than 40 percent of the forces in Iraq with an expectation this trend will continue.

This means that public administration must become more adaptive in having our remaining public servants cover a greater percentage of the workload while our reservist employees meet their obligations to the country.

Public administrators will need to consider the long-term ramifications that can be expected when hiring individuals who are members of the national guard and reserve. We must find a balance between our desire to support these citizen soldiers and our responsibilities to the general public.

Additionally, in an effort to anticipate what future difficulties may be encountered we need to determine what have been the ramifications across the country regarding this matter. This will necessitate a detailed study to collect data on the effects that the war in Iraq has put on public administration at the local, state and national levels.

We also need to learn how the war has affected returning reservist and especially their ability to reenter the workforce. No one returns from war they way they left. The sheer nature of combat forever changes an individual.

What will this mean for public administration? Will those agencies and organiza-

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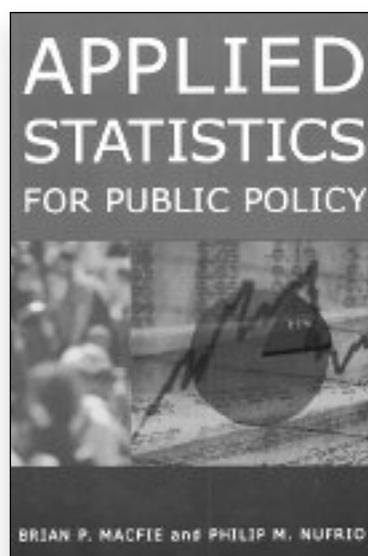
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What Has the Iraq War Taught Public Administration?

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Public Administration and Iraq's Reconstruction

Derick W. Brinkerhoff

The U.S.-led effort to construct a democratic Iraq is currently in its third year. The short history of nation-building in post-Saddam Hussein Iraq has been cast as a tale of foreign policy miscalculation, bureaucratic bungling, military quagmire, necessary counter-terrorist intervention, ambitious societal liberation, and/or unprecedented political transformation, to name but a few.

Just like "Rashomon," which of these designations captures the truth depends upon whom one asks, and the passage of time will inevitably produce new judgments. However, one tale largely untold concerns Iraq reconstruction and public administration. Are there some lessons to be identified? What has the reconstruction effort taught us about public administration and its importance to effective governance?

I offer some answers to these questions based on the experience of the Local Governance Program (LGP), funded by the U.S. Agency for International Development (USAID) and implemented by RTI International (Research Triangle Institute). LGP began activities on the ground in Iraq in the spring of 2003 and ran through the spring of 2005. Now in its second phase, LGP2 continues for two more years, through 2007.

LGP's immediate objective concentrated on the restoration of basic public services and support to local administrations with service delivery responsibility.

The longer-term objective was to establish sub-national government structures and procedures that would assure responsive and transparent local services, while putting in place governance mechanisms—elected councils at neighborhood, city and provincial levels—that would support the empowerment of local authorities and citizens.

LGP activities included strengthening of administrative and budgeting systems for service delivery, training and capacity-building in modern municipal management tools and approaches, establishment of democratic councils, capacity-building for civil society organizations, coordination with central authorities on local governance issues, and civic education and democracy training.

The project also had a grants component to provide rapid assistance for small-scale infrastructure investments. LGP2 continues activities intended to improve the efficiency and effectiveness of local government, support sub-national democratic governance reforms and create a supportive policy environment for decentralization.

LGP and LGP2 demonstrate the importance of public administration to building good governance. Good governance provides for the security of citizens; assures effective and equitable delivery of public goods, services and economic opportunity; and generates legitimacy via participation, accountability, and contestability for public office.

Four affirmations emerge from the LGP experience in Iraq. First, governance reconstruction in Iraq shows that public administration matters to citizens. Second, local government is a key building block for effective governance. Third, empowered citizens enhance public administration outcomes. Fourth, public administration alone can't solve political differences.

Public Administration Matters

Post-conflict Iraq possessed a weak local civil administration: the local civil service had little experience in decision making, the government was generally corrupt and the legacy of decades of central control and intimidation had conditioned local officials to avoid taking initiative.

In addition, the extensive sabotage and looting following the war had incapacitated local service-delivery departments and destroyed most of their assets. But at the same time, Iraqi citizens were pressing for the restoration of electricity, water, sewerage, health care, education, gasoline distribution and security services.

LGP worked with municipal departments and finance offices across Iraq on developing systems and training staff for budget planning and implementation, accounting, auditing, procurement, inventory control, and resource allocation. These efforts, coupled with investment in rehabilitating infrastructure, improved access to services for large numbers of Iraqis, and gave them a stake in stability and maintenance of security.

Restoring services may not be glamorous, but it is central to citizen satisfaction and to giving legitimacy to government. Public administration matters, and when the gap between capacity and expectations is large, it matters a lot.

Local Government is a Key Building Block for Effective Governance

While national public institutions are certainly important, citizens' connections to the center are often weak or non-existent. Building from the bottom up helps to promote stability, and addresses citizens' day-to-day needs and priorities.

Participatory and responsive local government encourages dialogue, problem solving and conflict resolution on a manageable scale around issues of common community concern. It enhances the quality of service delivery and contributes to legitimacy.

Local government also incubates leaders; a number of the Iraqi council members that LGP worked with ran successfully for parliamentary seats in the last election.

Local government, by creating multiple arenas of contestation for power and influence, can serve to mitigate conflict by avoiding "winner-take-all" situations.

Groups that would be unlikely to win in national arenas can score local wins, which can help to satisfy their desires and demands, assuming that the governance system devolves decision-making and resources to sub-national levels.

Empowered Citizens Enhance Public Administration Outcomes

Beginning in Baghdad, in cooperation with USAID, the Department of State and

the U.S. military, LGP developed a program of neighborhood "town meetings" to enable citizens to articulate issues needing immediate redress.

These meetings also provided a forum to elect citizens to represent their neighborhoods, which led eventually to the formation of a city council for Baghdad. This effort established a nested system of councils from the neighborhood up to the provincial level that eventually extended throughout Iraq.

LGP was not the only entity involved. United States and British military forces also helped Iraqis form councils and provided sustained support to LGP throughout all the provinces. More than a year before the first elected Iraqi national assembly, local councils were functioning across the country.

Councils conducted needs assessments, participated in joint planning and project design with local municipal officials, voiced citizen concerns and demands and held service departments accountable.

Councils contributed to visible service outcomes by developing and overseeing projects for street lighting, garbage collection, cleaning up public parks and refurbishing local schools and health

clinics. Sustaining councils' contributions, however, depends upon institutionalization of their legal status and authorities.

Public Administration Alone Can't Solve Political Differences

Well functioning public administration can help foster the emergence of democratic governance, but improved structures and procedures aren't enough.

Without political consensus on the structure and role of the state, the gains in administrative efficiency that LGP has supported are at risk. In Iraq today, regional autonomy, decentralization, socio-ethnic power-sharing and the role of Islam remain contested issues that are highly political.

Only a political solution can ultimately raise the costs of resorting to violence and offer credible alternatives to address problems in ways that contribute to basic security and societal consensus. Today, Iraq's prospects for stability and recovery are uncertain at best.

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SPECIAL SECTION

Ethical Unrest in Iraq

Linda L. Vila

The War in Iraq has demonstrated that our government must undertake an affirmative duty to ensure that our soldiers are provided with appropriate direction, support and instruction to handle the moral issues, particularly those regarding the treatment of prisoners, that may inevitably face some of them. It has evidenced that political warfare and ethical decision-making is convergent concepts to be considered in unison for our nation to maintain its integrity and flourish as a civilized world leader. To this end, military training, initial and continuous, requires the recognition of a divergent global ethic, promotion of a strong and clearly articulated organizational ethic and cultivation of a soldier's personal ethic.

Global ethics reflect the variation in cultural thought and belief concerning the fundamental attitude toward right and wrong. Our military men and women must be saturated with the notion that not all people applaud positive human values and advance respect for humanity and even fewer are committed to promoting moral conduct. They cannot presume, in fact, quite the contrary, that human beings will act justly and fairly in times of peace

or in times of war. Rather, they must assume that other societies, particularly the uncivil and weaker societies, regard human life as relatively worthless and acts of torture, execution, rape and humiliation are the rule rather than the exception.

Soldiers need to recognize that cultures unaligned with the United States will engage in a permeable code of ethics that will tote moral justification as the catchall for even the most unprincipled of actions. Take Abu Ghraib, for instance. While the shocking and abhorrent inhumane acts committed last November were condemned by the United States, they were, undoubtedly, applauded by some cultures as appropriate and warranted. Our soldiers cannot falter in upholding the nation's stance that threatening electrocution to a hooded prisoner standing on a box with wires affixed to his body is unequivocally wrong, regardless of the position of other countries.

Further, the commonly heard sentiments ascribing that a value system cannot be imposed on those fighting a war and the morality of war should be separated from the means used to fight the war ought to be dismissed as banal banter warranting no legitimacy. It is imperative that our forces stand firm in our viewpoints and represent the morality of the country in a dignified and proud manner.

Our soldiers must adhere to the ethic of the organizations by which they are employed and accountable. The organizational ethic of the United States government and military each exert tremendous influence over a soldier's actions and reactions. Thus, individually and dually, the government and military ethic must be coherent, consistent and congruous. The ethic must clearly articulate the moral commitment each institution has to values of respect, honor, brotherhood, non-violence, peace, and hope and leave no room for interpretation or inference. A lack of clarity can only cause confusion and uncertainty among our soldiers and make them more vulnerable to acting outside of the moral box and permeating the unethical landscape.

The ethic of each must also be properly communicated to our servicemen and women. Soldiers who cannot iterate the explicit and implicit military and governmental moral stance are at a disadvantage in several respects. It is highly likely they will fail in upholding the institutional ethical code since they do not even know what it is. They will not be able to meet the moral expectations imposed on them since they will not know what they are. And, their decision-making capacity will be hindered because they cannot regulate their responses to the appropriate, anticipated moral posture.

Lack of communication regarding an organizational ethic cannot, however, be used as a crutch when unethical behavior is rampant. Some American soldiers accused of human rights crimes at Abu Ghraib alleged they were not given rules and regulations dictating how to treat prisoners during interrogation and otherwise. While this may, indeed, be the case, it is not extraordinary to suppose that the soldiers were aware that the United States upholds the spirit and letter of the Geneva Convention and shuns the belief of blatant disregard of human life and human dignity.

In addition to formulating and conveying the organizational ethic, the role and responsibility of the government, through the military, extends into the realm of pedagogy. Its charge is four-fold.

First, soldiers must be provided with an ethical framework concerning how to approach and address, on a consistent and uniform basis, ethical situations. Our soldiers should be taught not necessarily what to think, but how to think about and consider issues of virtue.

Second, the government must encourage moral thought and behavior irrespective of the circumstances presented. Training

must deter relativism and encourage moral discernment. Ethics must be approached as an extremely serious and vital matter.

Third, teaching must acknowledge that, at times, bad means are needed to achieve good ends but those means must be exerted within moral parameters and venturing outside the boundaries of morality is unacceptable and intolerable. A balance between obedience and conformity must be achieved.

Fourth, soldiers must know that those who do exert poor judgment and breach the moral boundary must be held accountable for their inequities. Soldiers are making decisions on behalf of society and this pivotal public chore cannot be taken lightly. The United States must impose consequences on those who, whether intentionally or unintentionally, step over the moral divide. This response is key to the credibility of the government and military ethic.

The personal ethic of a soldier may not be fully realized at the time he or she is put into battle and encounters prisoners of war. This is understandable and, to a great extent, expected. However, that soldier does have an obligation to attain some level of moral clarity and a reasonable judgment base by the time he or she must address a moral dilemma and the government has an obligation to hone that base.

Men and women in the military must anticipate undergoing moral stress and responding to the tremendous moral demands placed on them since it is part of their job and a consequence of their responsibility. The government, well aware of this dynamic, must implement mechanisms that encourage the development of a soldier's personal sense of duty and propriety. It is incumbent upon the military to prime a soldier on how to determine and gauge his or her ethical temperature and how to expand upon those ethical ideals that implicate understanding, insight and perspective.

Possession of an evolved personal ethic, while operating under the auspices of a well-defined organizational ethic and the realization of a global ethic, will enable a soldier to better respond to a moral predicament.

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What Has the Iraq War Taught Public Administration?

SPECIAL SECTION

Iraq: Confirmation of an Old Idea

Braxton L. Apperson, III

For more than a century, the relationship between politics and administration has been at the center of the development of public administration both as a field of academic inquiry and as a profession.

Yet, in recent years, the venerable politics-administration dichotomy has fallen into some disfavor among many members of the public administration community. Indeed, there are some who question whether the dichotomy ever really existed viewing it rather as an aberration or even a myth.

I respectfully disagree with that view.

Public administration's long conversation concerning politics and administration was launched by Woodrow Wilson's 1887 essay followed by Frank Goodnow making it clear in the field's first textbook that "...the expression of the will of the state and the execution of that will" were the basic functions of governance.

The conversation which followed over the course of the 20th century flowed between two poles. The first pole was the strong version of the Progressives' notion that administration is a technical activity which should be left to nonpartisan experts dedicated to the public good and strictly separated from politics.

The second pole developed out of the convincing argument at mid-century that public administration by its nature is a political activity. This attack on the dichotomy begot a late century version which embraces a more deeply politicized bureaucracy responsive to those holding political office accompanied by a reduction in the size and scope of the bureaucracy with the privatization of many functions.

Actually, this is a radically different version of the politics-administration dichotomy which places a small politicized bureaucracy on the political side of the dichotomy with the administrative side comprised mostly of privatized services. In other words, the most extreme version effectively decouples much of the bureaucracy from the governmental structure through privatization.

My contention is that both polar versions of the dichotomy are problematic and that the middle way, which I believe is the way

intended by Wilson as well as mid-century advocates of administrators as political actors such as Paul Appleby and Dwight Waldo, is still the most useful way to view the world because that view comes nearest the way the world actually operates—the line between politics and administration is smudged, gray, and shifting. Iraq provides examples of the usefulness of this conception of the dichotomy as well as serving as a cautionary tale concerning the polar conception of politics-administration currently in vogue.

One example of how the politics-administration dichotomy is real and of real use is demonstrated by a conversation I had with a colleague just after the invasion of Iraq was initiated.

I am sure conversations like the one I report occurred thousands of times across the country. I expressed opposition to invading Iraq at the point it was proposed. After the invasion commenced, I reiterated my disagreement with the decision to invade but also expressed my hope for every success by our troops.

A colleague questioned how I could hold what she perceived as two opposing positions. My colleague, in effect, argued, just as apologists for the administration did, that disagreement with the decision to go to war was both unpatriotic and not supportive of troops in the field.

By way of comparison, I pointed out that in the past I had disagreed with decisions by our county governing board but as an administrator have always done my best to carry out legally adopted decisions.

While the stakes were much higher where Iraq was concerned, the disagreement with the decision to go to war and yet wishing the troops every success follows the same logic. In a very practical way, this is the politics-administration dichotomy.

A second example of the usefulness of the politics-administration dichotomy as a framework for thinking about governance arises out of our attempts to establish a functioning state after the collapse of Saddam's regime in Iraq.

Based upon reports out of Iraq, apparently we disbanded the army and security forces while allowing the civil service to largely

wither away for fear of attachments to Saddam and the Baath Party. As is now obvious, a functioning administrative structure likely would have both eased and accelerated nation building.

In his recent book, *Dismantling Democratic States*, Ezra Suleiman notes the legitimacy of any government depends upon its effectiveness. Indeed, it is no accident that democracy has advanced in concert with a capable public bureaucracy.

Yet, in the United States in recent years, we have adopted a concept of governance that includes a decoupling of democracy and bureaucracy in the way described in the opening of this essay to such an extent that we have lost sight of the attendant idea that a professional public service, dedicated to the public good, is invaluable to both the development and implementation of public policy as well as the health and legitimacy of that democratic government.

In short, we have come to embrace two ideas associated with the late-twentieth century strong polar version of the dichotomy that emerged in recent years from the long discussion concerning politics and administration.

First, based upon the strong case for politics in administration, we hold that a small remnant bureaucracy must be deeply politicized in order to carry out the program of our elected leaders.

Second, we have little need for a neutral, technically competent public service rather we can contract out or privatize much of what government has done without risk of damage to our democracy.

The two principles noted provide the conceptual underpinning for the kind of action we took in Iraq. If we assume that all administrators are highly politicized and that necessary public services can be readily contracted out, allowing the public bureaucracy to wither and disbanding the military establishment easily follows.

After all, the politicized administrators—including the military—will support the old regime, presenting a challenging problem when establishing a new government. At the same time, we can readily arrange contracts to provide needed services.

On the other hand, a moderate conception of the politics-administration dichotomy, in light of the argument advanced here, leads one to consider the reasonableness of a careful screening process to determine which administrators would stay in place in Iraq based upon a willingness to serve a different governmental superstructure dedicated to the well-being of Iraq.

Such an arrangement provides an institutional foundation upon which to rebuild the democratic governmental superstructure. After all, according to Suleiman, a capable public bureaucracy is indispensable to a viable, healthy democratic government and we lose sight of that at our own peril.

Iraq teaches us that we should remember old lessons. Specifically, we should remember that a nuanced and moderate understanding of the politics-administration dichotomy is a useful way to view the world.

Further, the example of Iraq teaches us that the long conversation in public administration over the politics-administration dichotomy has been both important and useful to the development of the discipline and, more importantly, to the health and advancement of democratic government.

It also shows us that the long conversation concerning the politics-administration dichotomy is not over: Where do we draw the smudgy, gray line in order to assure an effective, legitimate system of democratic governance?

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Learning from Iraq War Not Complete

From IRAQ WAR, pg. 3

tions having employee assistance programs be able to handle the problems returning service men and women have readjusting to working in primarily non military, non hostile, environments?

What has the war in Iraq taught public administration? It has taught us that we do not know enough about how the war in Iraq has affected our discipline, many of the persons we work with, our communities and our ability to deliver the public services we have been entrusted with.

Public administration is noted for responding to the numerous needs of people as we act as agents of our three levels of government. In doing this, many of us have to address the immediate and long term effects of problems we did not create and would handle differently. This situation is no different.

The interdisciplinary nature of public administration necessitates its practitioners and academicians are open to continuous learning that is created by the changing needs, problems and policies we must address.

Our learning from the war in Iraq is not complete. However, *PA TIMES* has opened the dialogue that is needed for us to share our thoughts, experiences and collective wisdom regarding this important area.

To this end, one area that was not discussed in this article that should be of concern, and may be a topic for future dialogue is what has been the local cost to public administration from the war in Iraq?

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Public Administration with an Attitude brings together some of H. George Frederickson's most penetrating and thought-provoking columns from the pages of *PA TIMES*. In the book, Frederickson takes on the issues facing today's public administrators with the intellectual integrity that established him as a leader in the field. If there is something wrong or right with the way public policy is being administered, Frederickson lets you know. Like his column, *Public Administration with an Attitude* is easy to read and jargon-free, and, of course, it is often witty.

Students preparing for public service careers will benefit not only from the wisdom and insight in *Public Administration with an Attitude*, but from the pervading theme of the honor and dignity of public service. Practicing public servants will enjoy the rich use of examples, the telling of great public administration stories, and especially the descriptions of public administration heroes and heroic moments.

This book is a lot more interesting than a spreadsheet (...and more accurate)!



Leadership for the Future: Building Bridges, Promoting Participation
Patria de Lancer Julnes for ASPA Vice-President

~

I am asking for your vote for ASPA Vice-President so that together we can meet the challenges and pursue the opportunities facing ASPA in the changing world around us. Together we will work to strengthen our society at the national, local, and international levels by partnering with other organizations and providing opportunities for chapters to collaborate with other chapters, and ASPA's sections and committees. For instance, WE CAN:

- Make our national conference more valuable to members by placing more emphasis on professional development, including workshops and Job Fairs.
- Promote collaboration between the conference committee and section representatives.
- Develop partnerships with government agencies to help sponsor our conferences and make the conferences more relevant to the public administrators in those agencies.
- Improve the value of ASPA membership by strengthening the roles of our sections and chapters.
- Develop recruitment and retention strategies in collaboration with sections and chapters.

I have been a member of ASPA for over 12 years. During the many years on ASPA's leadership team I've had the opportunity to be involved in many successful ASPA initiatives that have prepared me to move our organization and profession forward. For example, 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 an international 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. These initiatives have also strengthened my work with government institutions and my scholarship in support of the practice of good public administration. For example, they led me to create the only masters-level public administration program in the Dominican Republic, a successful partnership with the Universidad Autónoma de Santo Domingo, the Dominican government, and the United States Agency for International Development (USAID).

I received a Ph.D. in Public Administration from Rutgers University. I am currently an associate professor and assistant department head in the Political Science Department at Utah State University. I am president-elect of the Inter-American Network for Public Administration Education- INPAE (an organization created by ASPAA to promote public administration education, research, and collaboration in the Americas). Please feel free to contact me so that together we can chart the future of our ASPA. We will build bridges and promote participation of a broader community: pjulnes@hass.usu.edu



"I have been an ASPA member for more than twenty-five years because the Society provides a unique framework for diverse public administrators and academicians to dialogue on and improve public service. This year, I am supporting Patria de Lancer Julnes' candidacy for ASPA Vice-President because she will bring scholarship, leadership, and a "can-do" attitude. Please join me in voting for Patria de Lancer Julnes for vice president."

-Vera Vogelsang-Coombs
Cleveland State University

"If I had to sum up what makes Patria de Lancer Julnes a good ASPA leader and future ASPA Vice-President, I would say she has both insight and decisiveness. I have worked with her on several ASPA committees and have observed her leadership first-hand. She is very focused, thorough, organized and includes people in decision-making."

-Jane Beckett-Camarata
Kent State University

"I am excited about Patria de Lancer Julnes' candidacy -- and the idea of ASPA with her as part of its leadership team. She has in the past several years, demonstrated a firm commitment to engaging new ideas and injecting new energy into the organization. Patria's support of various efforts to engage diverse voices, explore opportunities for international outreach, and engage emerging leaders in our disciplines add to the appeal of Patria as Vice-President and ultimately President of ASPA."

-Kyle Farmbry
Rutgers University

"I have had the pleasure of working with Patria de Lancer Julnes on projects and committees in and outside of ASPA and in and outside of the U.S. She is a star in Public Administration both in the U.S. and internationally and she is a worker, a thinker, and a leader. Her published work, numerous awards, and the esteem she has gained throughout the world speak volumes about her more eloquently than can I. In short, she is what ASPA needs to reinvent itself and to maintain the diversity for which it is known. She has my complete and unequivocal support for Vice-President of ASPA."

- Bruce J. Perlman, Ph.D., Director
University of New Mexico

"Patria's enthusiasm, tenacity, and ability to build bridges among diverse constituencies make her an ideal ASPA leader at the organization's current juncture."

-Hindy Schachter
New Jersey Institute of Technology

"Patria is an ethical person and could be trusted to assure the integrity of the work that is done by the different committees ASPA uses to carry out various tasks."

-Arie Halachmi
Tennessee State University

"As a young and energetic scholar, Patria is professionally well prepared to lead ASPA. I have been impressed with her work ethic while serving with her on the National Council and also Group I. She deserves our vote for Vice-President."

- Krishna K. Tummala
Kansas State University

"I believe that Patria's overall experience and work in the many successful domestic and international initiatives on behalf of ASPA and other organizations, position her well for a leadership role within ASPA. Her "can do" attitude is critical in propelling ASPA forward to attract a viable stream of talent, contend with the ever changing challenges in the field and bring increasing notoriety to ASPA as the organization of choice for practitioners and scholars alike. I, therefore, strongly recommend Patria de Lancer Julnes for the position of ASPA Vice-President."

-G.L.A. Harris
Portland State University

"I can assure you that Patria de Lancer Julnes is ASPA's face to the future. She embodies the dedication, imagination, energy and interpersonal skills that this position demands. Patria will build the partnerships we need now as a foundation for 21st Century public service."

- Marc Holzer,
Former ASPA National President

It's the Outcomes, Stupid!

A variation on a presidential campaign slogan from days past—"It's the outcomes, stupid!"—seems to reverberate in the stories of the aftermath of the Katrina hurricane catastrophe.

One striking example of the difference between "outputs" and "outcomes" was a media report on how the Federal Emergency Management Agency (FEMA) provided cots for homeless victims. That's what they were supposed to do. But there were no mattresses, blankets, etc. Only cots. That's the output FEMA thought meant success. But the victims wanted a comfortable place to sleep at night!

Several recent reports show that the outcomes mantra is going global and is having an impact in the U.S. federal government. For example, a recent report, "Governments That Deliver," summarizes the results of a December 2004 roundtable comprised of international practitioners with lessons on how governments are strategically moving from outputs to results. This roundtable was co-sponsored by the IBM Center for The Business of Government and the World Bank.

In addition, the U.S. Government Accountability Office (GAO) assessed how the Office of Management and Budget (OMB) is increasing agencies' attention to focus on program results.

Finally, the Key National Indicators Initiative is making progress in framing national attention on progress toward broader societal results. All three provide useful lessons for public managers.

IBM-World Bank Report on Government-wide Outcomes. In the IBM-World Bank report, "Governments That Deliver: Moving from Outputs to Outcomes," author Burt Perrin describes state-of-the-art practices and practical lessons coming from a roundtable comprised of officials from six developed and six developing countries that are considered to be leaders in managing for results. While these countries differed dramatically, and there was no single "best approach," there were some amazing commonalities. The roundtable discussion evolved around four themes:

First, in getting started on an outcome initiative, the roundtable agreed that to successfully focus on outcomes, the end results have to be central to something that matters to citizens. For example, in Uganda and Tanzania, it is poverty reduction; in Mexico, it is presidential reform; and in Canada and the United Kingdom, it is the value taxpayers are receiving for their money. If not, the effort will fail. The effort can provide an overarching framework for coordinating different policy and program areas, and if successful, this can increase trust in government as well as the ruling party.

Second, when implementing such an initiative, the adoption of an outcome orientation requires a "fundamental shift in the nature of thinking, acting, and managing within the public sector," away from a focus on activities and administrative processes and more of a focus on benefits to the citizen. For example, while citizens want a customer-friendly process for issuing passports, they really want the

border crossing functions to work effectively and efficiently. The roundtable also agreed that both a top-down and bottom-up approach was needed to be effective.

Third, when reporting on outcomes, countries found that documenting what actually happens and reporting it publicly in understandable terms is "absolutely critical" to creating an outcome orientation in the public service, preferably by an independent body so the public can trust the reporting. The outcome focus also has to "take into account the entire results chain" because intermediate outcomes are sometimes just as important as final outcomes.

And finally, when using outcome information, the roundtable noted that while this information can "provide for more rationality to the resource allocation process," the "most fundamental use and benefit... is the shifting in thinking and the orientation of public services from a primary preoccupation on inputs and activities to a focus on the benefits and results of these activities." The purpose of outcome information is for it to be used in making decisions. In Columbia, for example, budgeters find that they can stretch resources further when they created a results-based budget.

GAO Reports on Program-Level Outcomes. Two recent GAO reports on OMB's implementation of the Program Assessment Review Tool (PART) are a microcosm of the lessons in the IBM-World Bank report. The PART is a set of assessment questions that OMB is systematically applying over a five-year period to all major federal programs. This initiative is now in its fourth year. Each of over 1,000 programs are being assessed and scored as "effective" or "ineffective" and the results of these scores are increasingly being used to influence program funding levels. The PART assessments also contain OMB recommendations to agencies on how to improve their focus on, or reporting of, results.

The first GAO report looks at the PART's focus on budgeting; the second GAO report looks at its effect on getting agencies to improve the evaluation of program results.

In these reports, GAO followed up on earlier work it had done on the implementation of the PART in four agencies, which served as case studies to better understand the effects of PART within an agency. GAO concluded that "The PART has helped to structure and discipline OMB's use of performance information for internal program analysis and budget review, and made its use more transparent." And that, because of the PART: "Federal agencies are increasingly expected to demonstrate effectiveness in achieving agency or governmentwide goals."

GAO looked at the recommendations OMB made back to agencies and found that they were largely aimed at improving performance measurement, and there was "limited evidence" that OMB recommendations were improving program results. GAO also concluded that "because of limited agreement between OMB and

Congress about the PART," most congressional staff do not use the PART information in making their program or budget decisions. Nevertheless, GAO concluded that "...the PART helped to create or strengthen an evaluation culture within agencies by providing external motivation for program review and focused attention on performance measurement."

Key National Indicators Initiative—Societal-Level Outcomes. While the OMB initiative focuses on specific programs, a completely separate effort—the Key National Indicators Initiative—is being run by the National Academy of Sciences. This effort creates a different focus on national outcomes, from the perspective of how well the nation is doing, in areas such as the economy, the environment, and society. This effort reflects some of the lessons in the IBM-World Bank report on the need for cross-cutting indicators of progress that are developed by an independent third party.

Launched nearly three years ago, with a long-term horizon, this initiative is on the cusp of a more public launch in January 2006. In recent months, experts from a wide range of policy arenas have developed scores of questions that might be asked about how well our nation is doing: "What environmental and social impacts result from natural resource

extraction and use?," "How affordable is US housing?," "How have prices paid by US consumers changed over time?"

In addition to questions, hundreds of existing indicators of progress have been identified, such as housing prices, and others that need to be collected have been identified as well. The next step is to engage stakeholders, such as policymakers, community leaders, and interest groups, in a year-long dialog over what the most important questions and indicators. Ultimately, the goal is to have relevant data that provides useful information of interest to policy- and opinion-makers from the national to the neighborhood level.

The initial effort, titled "The State of the USA Indicator Set," will be coming to a website near you in January. Here's where you could get involved in the next phase of the global movement from outputs to outcomes!

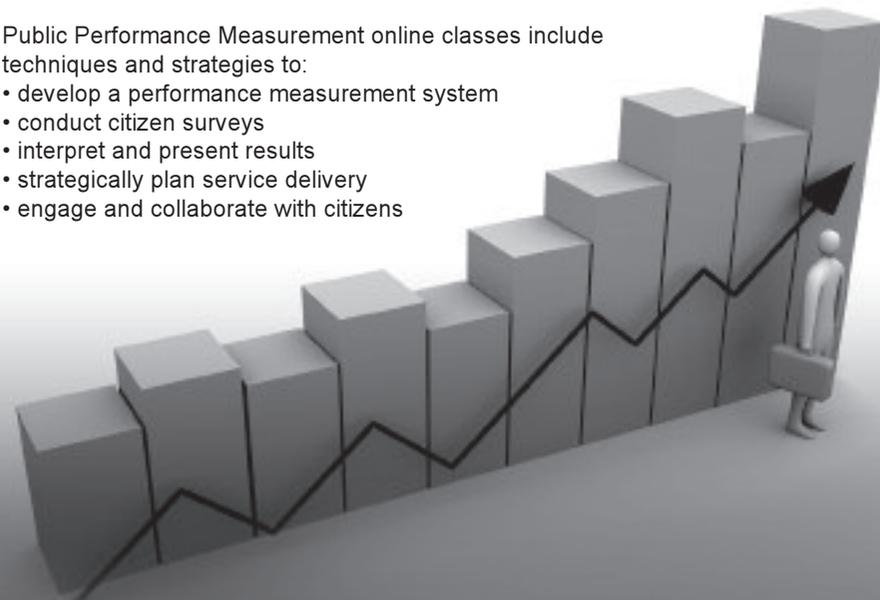
ASPA member John Kamensky is a senior fellow with the IBM Center for The Business of Government, where he recently co-edited Managing for Results: 2005. He is also an associate partner with the IBM Business Consulting Services. E-mail: john.kamensky@us.ibm.com.

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Report Analyzes Federal Government's Hiring and Assessment Practices

From **METHODS**, pg. 1

recent years. For example, in 2002:

- 1.7 million people applied for 62,000 jobs as screeners for the Transportation Security Administration
- 47,000 people applied for 900 FBI special agent positions
- 1,500 people applied for 25 intern positions at the Environmental Protection Agency

The report points to several flaws in the

government's current candidate assessment practices:

- A majority of new federal hires selected are referred to hiring managers based on a numerical rating generated by a review of their self-reported training and experience—a method independent analysts have deemed as the least effective compared to other alternatives for predicting future job performance. Under “training and experience point methods,” applicants are typically assigned points for years of job experience, years of relevant schooling or

coursework, and relevant training programs completed.

- Federal agencies are not well served by an assessment test the government developed in response to a court order issued in 1981, the Luevano consent decree, which settled a lawsuit brought by job applicants challenging as discriminatory a written assessment test. That test was voluntarily discontinued by the government as part of the settlement and an alternative, the Administrative Careers with America (ACWA) self-rating assessment tool was developed in its place. But the 156-part ACWA questionnaire has proven cumbersome to applicants, contains questions that do not appear to be job-relevant, relies on self-reporting (which allows applicants who misrepresent their past experiences to rise to the top of the pool), and its focus on past experience creates a bias against recent graduates or others who may have superior capabilities but less experience than others.

But the Partnership praised a number of federal agencies for developing innovative alternatives to ACWA and the training and experience point methods. For example, Customs and Border Protection has implemented a selection procedure for customs inspector positions in which applicants start by taking three tests: logical reasoning, quantitative reasoning and an “integrity” test that assesses counterproductive behaviors. Those who pass proceed to a video-taped situational judgment “interview.” A large number of Customs managers now believe the new

hiring program has increased the quality of new hires.

The Partnership identified three key steps for improving selection procedures in federal employee hiring:

- identifying the skills and competencies needed to do the job right;
- designing a system to select an applicant based on those skills; and
- validating the system by demonstrating that it measures characteristics reasonably related to performance.

Citing examples of effective hiring practices, the Partnership highlighted the work of the IRS, which reduced the turnover rates at its call centers by 30 percent as a result of asking IRS call center representative applicants to field “live” calls from “taxpayers” for an hour. This type of exercise, called a work sample test, can be a strong predictor of job performance and is highly regarded by human resources experts.

The Partnership also praised the Transportation Security Administration for successfully implementing an assessment center approach, which brings applicants into a central location for multiple assessment selection procedures targeting a full range of skills and qualifications. TSA made use of an assessment center to successfully hire approximately 60,000 security screeners in 10 months.

For more information visit the Partnership for Public Service website at www.ourpublicservice.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. These handbooks are comprehensive and cover the sub-fields of disaster planning, response, mitigation, and recovery including case studies worldwide in addition to the U.S. Department of Homeland Security.

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

Editor: Jack Pinkowski, Ph.D., Nova Southeastern University, jackpink@nova.edu, 954-262-5050
Publisher: Marcel Dekker / CRC Press / Taylor and Francis Group

Authors must submit (by email) a brief abstract or request the draft Table of Contents to jackpink@nova.edu or igpp@nova.edu. Please reference the code(s): HHS, HDM or both and email on or before June 1, 2006.

Jack Pinkowski, Ph.D., Nova Southeastern University - SBE, Institute of Government and Public Policy, H. Wayne Huizenga School of Business and Entrepreneurship, 3301 College Ave., DeSantis-#4105, Fort Lauderdale, FL 33314-7796; fax 954-262-4241.

Craig Donovan for ASPA's Future



Last month, I tried to tell you a little about myself and why I believe this election is so important to the future of ASPA. I can think of no way to make this clearer than simply to review some numbers with you. Twenty years ago in 1985, ASPA had some 15,000 members. Today, as we have each and every year since then, our total membership has continued to decline. We are now at barely half that many, some 8,300 members. At the rate our membership is shrinking, if we keep on as we are now, ASPA will cease to be a viable organization in less than ten years.

Each year for the last two decades, I have heard how all of this was a “national trend” among organizations and there was nothing we could do about it. We have been repeatedly told that in just another year or so, things will level out and all will be well in terms of our numbers and our finances. The same folks at the top also keep telling us how everything is just fine with our core being—what value we offer to you our members, our services and publications, our conference and more. And yet, our former members keep voting with their feet and leaving us while we spend much time and money to recruit new members who find too little of value and drop their membership after just a year or two.

All three of us who are running for Vice-President have a variety of ASPA experiences in our resumes. We each have a number of folks who know us and can and have attested to our character and drive. It is not a question of who is more or better qualified. The question for you is where and how you think this organization needs to be driven. If you think we are on the right track now..if you think what we need is more of the same and want things as they are to continue..you should vote for one of my opponents. On the other hand, if you think it is time to bring ASPA into the 21st century and chart a new path that makes ASPA a growing and dynamic organization that people want to join and be a part of: then I need you to vote for me now.

And your work does not stop once you vote, after I am elected, I will need your help and support to make the kinds of improvements we all want to see. I can not do it alone. But there is something more you can do right now, in addition to voting. You know what other organizations you are a member of do that we might adapt to our own abilities and strengths and I know you all have ideas about ASPA and what we could and should do to make our conference, our publications and our services better. So, get going and talk to me now about your ideas and suggestions. And don't stop there. To make ASPA the kind of organization we want will take more than just the work of the same few who have been involved in the past, it is going to take the help of all of us so also let me know if you are willing to serve in some way to help transform ASPA. Everyone who is interested is needed, and welcome. You can write me at cpdonova@earthlink.net or call me at 732-407-1200. Oh, and thanks to all of you who have already reached out to me these past weeks. Your support and encouragement are very heart warming and your ideas and suggestions very positive. It is good to know so many of you share the enthusiasm for public administration in general and ASPA in particular.

Craig Donovan

Letters to the Editor

Professionalism and the Nature of a Profession

Regarding Heidi Salati's quest in the *PA TIMES* for a definition of professionalism (What Is Professionalism," September 2005, page 18), I believe that Frederick C. Mosher came as close as anyone to pointing the way to resolving this issue almost 50 years ago when he listed the criteria of a profession in order to define this concept. Mosher wrote: "I define the word 'profession' liberally as 1. a reasonably clear cut occupational field, 2. which ordinarily requires higher education at least through the bachelor's level, and 3. which offers a lifetime career to its members" (*Democracy and the Public Service*).

After presenting this three-part definition of a profession, Mosher then set forth a framework for further discussion of the meaning of the word, by declaring: "This definition is unquestionably too loose to satisfy many students of occupations, who would like to add other requisites, such as professional organization; or eleemosynary or service orientation; or legal establishment, or individual autonomy in the performance of work; or code of ethics."

It seems to me, given Mosher's presentation, that what we need to do to develop the requested definition of professionalism is to transfer his specific criteria of a profession, i.e., his definitional components and especially his supplementary list of possible additional criteria, into an operational concept of professionalism.

The key areas of discussion about the meaning of professionalism today (e.g., a service orientation, the role of organizational representation, and the use of a code of ethics), tend to be aspects of Mosher's supplemental list.

This was the case in Mosher's time; I feel it is also the case today, with his criteria providing the focal arguments of current issues of public administration. In fact, not only are the items on the secondary list being questioned these days, but even Mosher's definitional list is under attack in many quarters, including within the federal government. (What about the question of a lifetime career and its relation to a service orientation, for example?)

We do not have to look anew for a definition of professionalism. We can adopt Frederick Mosher's definition of a profession and go on from there. This definition offers an excellent framework for exploring the key arguments about the work, function, and role of professionals and the nature of professionalism in government.

Robert E. Cleary
Professor Emeritus of
Public Administration at
American University

Reader Finds Much to Think About in October 2005 Issue

Taken together, several of the articles in the September, 2005 *PA TIMES* can serve as a basic textbook for what students, teachers and practitioners of public administration should carefully read and think about.

The serious thinking should begin with the front-page report that career administrators are usually "better managers" than political appointees. The basic reason, of course, is experience and what was once widely

praised as "low turnover." The contemporary condemnation of "automatic raises" for civil servants represents managerial ignorance at its worst. The old linking of "experience" and "knowledge" should not be cavalierly discarded.

The collection on Katrina and Rita is one of fast responses that open doors to issues about overly fast and huge government reorganizations, especially when the Department of Homeland Security was created, at least in part, by the alleged need to make it easier to get rid of civil servants.

Note that in a separate article, a British scholar worries about the efforts of the British Labour Government to reduce the number of auditors and inspectors of public services, including those privatized. The UK may be trying to copy our combination of runaway outsourcing and no oversight.

In a separate article, ASPA's president notes that Congressional appropriations increasingly focus on "pet projects" of members, otherwise known as "spoils," that are political payoffs that give little attention to such real needs as refurbishing levees in flood-threatened areas.

Contrast all of the above with "Insights on Performance Measurement" that re-emphasizes that "a clear push from senior political levels" is needed to get "outcomes" and "results" orientation. In restating the desired "practices" of performance, the author names "goals," "objectives," and "measures to create a line of sight between the work of employees and agency goals."

Readers may detect a rewording of speed-ups on assembly lines and, to recall TQM, endless improvement, yet most significant public missions do not involve time-motion studies. Worse yet, "pure top-down change" often includes contempt for subordinates.

Efforts to make it easier for less qualified political appointees to fire expert careerists have been underway for years, and new cases make headlines almost every month. Down the line, Katrina-Rita clean-up contracts will cancel laws on "prevailing wages."

Frederick Thayer
Professor Emeritus of
Public & International Affairs
University of Pittsburgh

Correction

Author Jalane Meloun, whose article appeared in the October 2005 *PA TIMES* Education Supplement was mistakenly identified as an associate professor at Barry University. Meloun is an assistant professor at the university.

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FREDERICKSON PERSPECTIVE

A Column by H. George Frederickson

PA Times invites your opinions regarding issues addressed in this space, or any public management issues. Please fax us at (202) 638-4952 or e-mail us at: cjewett@aspanet.org. The viewpoints expressed in the Commentary section of PA Times are the individuals' and are not necessarily the viewpoints of ASPA or the organizations they represent.

The Public Administration of Preventing Bad Things from Happening

In an early October 2005 speech, President Bush indicated that the United States "and its partners" have disrupted at least 10 terrorist attacks, including three al Qaeda plots on U.S. soil, since September 11, 2001. Following his speech the White House distributed a list of the specific prevented terrorist attacks with no detailed information or verification.

Predictably, the response to the list ranged from complimentary to skeptical, a range of responses that uncovers a primary feature of the public administration of preventing bad things from happening: First, how can a public agency or a group of public agencies verify a claim that something bad would have happened were it not for their intervention? Second, how shall the effectiveness of agencies established to cause things not to happen be measured?

Consider the game of baseball. From the beginning of baseball record keeping, each game has had designated winning and losing pitchers. Years ago the wise statisticians of baseball realized that during the course of a game a pitcher might be winning, but in the later stages of the game that pitcher would tire and would likely be replaced by a "closing pitcher" who would have the job of saving the game. If successful, that pitcher is awarded a "save" for having prevented a loss, or given a "blown save" for having failed to prevent a loss.

In public administration "blown saves" are all too obvious—the failure of several agencies and organizations to prevent the Oklahoma City bombing or the September 11, 2001, attacks being the most horrific recent examples. If "blown

saves" like these are easy to see, can we figure out how to "see" and measure public administration "saves"? Can we learn to measure things that were prevented from happening? The answers to these questions is a rather qualified "yes," and here is why.

First, we know a good bit about systematic approaches to prevention. For example, cities with fire prevention programs that include strict building codes and fire departments engaged in prevention programs have fewer serious fires and lower loss of life from fires when compared with cities that do not.

Aside from being good public policy, cities also have insurance and bond rating incentives to have vigorous fire prevention programs. So in a comparative sense, cities could, on the basis of probabilities, estimate the number of annual fire prevention "saves" resulting from the operation of their fire prevention programs.

Second, Martin Landau and others have determined that system redundancy is key to preventing bad things from happening. The probability of catching an anomaly or an unexpected event or activity is greater when there are multiple points at which anomalies can be caught.

But to be effective in prevention, redundant systems should be loosely coupled, which is to say that an anomaly missed by the first system in a redundant prevention relationship might also be missed by the second system because the second system trusted the first system or used the same methods as the first system.

The efficiencies associated with tight coupling are not friendly to preventing

error, and they result in "cascading failures" of the type seen in the collapse of the electric grid in the North East in August of 2003.

Since September 11, 2001, screening procedures for air travel check-in and boarding are now deeply redundant (and not especially efficient), and so far have prevented further bad things from happening. That is a lot of "saves."

Third, some things cannot be anticipated and are either unexpected or beyond imagination. Aaron Wildavsky, in *Searching for Safety*, makes the distinction between dealing with the unexpected by means of anticipation and dealing with the unexpected by means of organizational resilience.

Organization anticipation is characterized by "sinking resources into specific defenses against particular anticipated risks," whereas organizational resilience is understood to be "retaining resources in a form sufficiently flexible—storable, convertible, malleable—to cope with whatever unanticipated harms might emerge." "Where risks are highly predictable and verifiable, and remedies are relatively safe, anticipation makes sense; most vaccines fit this criterion of efficient anticipation. Where risks are highly uncertain and speculative, and remedies do harm, however, resilience makes more sense because we cannot know which possible risks will actually become manifest."

Fourth, if one were to apply the logic of organizational resilience to terrorism, consider Wildavsky's wisdom: "The mode of resilience is based on the assumption that unexpected trouble is ubiquitous and unexpected; and thus accurate advance information on how to get out if it is in short supply. To learn from error (as opposed to avoiding error altogether) and to implement that learning through fast negative feedback, which dampens oscillations, are at the forefront of operating resiliency."

In their splendid new book *Managing the Unexpected*, Karl E. Weick and Kathleen M. Sutcliffe elaborate Wildavsky's argument as follows: "Resilient people think mitigation rather than anticipation. There are attentive to knowledge and resources that relieve, lighten, moderate, reduce, and decrease surprises. The mindset is one of cure rather than prevention. People are willing to begin treating an anomaly even before they have made a full diagnosis. They do so in the belief that their action will enable them to gain experience and a clearer picture of what they are treating. Unlike anticipation, which encourages people to think and

then act, resilience encourages people to act while thinking or to act in order to think more clearly."

For certain social bad things we might wish to prevent, such as gangs, drug use, crime, alcoholism and teenage pregnancy, the logic of resilience is more effective than the logic of anticipation.

The irony is clear: to make headway in preventing many social bad things, it is better to think and act in terms of mitigation and thoughtful action than to think and act in terms of anticipation-based prevention. Like fire, many social anomalies can be reduced and contained following the logic of resilience, but they cannot be entirely prevented.

Possible pandemics, such as the bird flu, appear to engage both the logic of resilience and the logic of anticipation-based prevention.

Following Weick and Sutcliffe, the administration of public organizations seeking to prevent bad things from happening must:

- Pay as much attention to building capabilities to cope with errors that have occurred as they do to improving capabilities to plan and anticipate events before they occur.
- Develop capabilities for mindfulness, swift learning, flexible role structures, filling in for one another, quick size-ups, and elementary structuring of personnel.
- Adopt an organization-wide mindset of cure rather than prevention.
- Encourage people to make knowledge about the system transparent and widely known.
- Establish pockets of resilience through uncommitted resources such as informal networks of people who come together on an as-needed basis to solve sticky problems.
- Create a set of operating dynamics that shifts leadership to the person who currently has the answer to the problem at hand.

If public administrators follow this logic they will have more "saves" and fewer "blown saves." We are still left with this problem. In the world of preventing bad things from happening, there are some errors that cannot be accepted.

ASPA member H. George Frederickson is Stene Professor of Public Administration at the University of Kansas and co-author of both *The Public Administration Theory Primer* and *The Adapted City: Institutional Dynamics and Structural Change*. E-mail: gfred@ku.edu

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Mayors as Exemplars— Fact or Fiction?

Elected officeholders can be but too often are not exemplary leaders. Suppose you were the mayor of a city, population 31,580, and ran successfully for office on a platform of bringing ethical government to the community. You are a genuinely committed mayor and you are also a devoted father. You find yourself in a situation in which you need to get your daughter to summer camp and at the same time, negotiate an agreement for a local option sales tax. What would you do? Your assistant speaks up: “Oh, I can get your daughter to summer camp. No big deal!” Done deal.

Forty-five minutes later you realize that you have violated the city’s ethics code by allowing your assistant to transport your daughter to camp while on duty. Embarrassed by this ethical lapse, you take out your pen and file an ethics complaint against yourself.

Fantasy? Not so. This is a real case of Mayor Steven Brown of Peachtree City, Georgia. After due deliberation, the Ethics Board found that no formal reprimand was necessary but that Mayor Brown should reimburse the city for the employee’s time. Mayor Brown readily

complied and reimbursed the city \$8.94.

Source: “Managing Municipal Ethics”, November 5, 2002, www.gmanet.com

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



PAR Article Explores the Moral Issues Involved when Elected Officials Make Decisions for the Good of the State

From BELIEFS, pg. 1

Jefferson met the criteria of a “genuine man.” He did so by, at the same time, admitting the constitutionally immoral nature of his action (he made the purchase without congressional consent) and benefits of the action to the nation. His executive action serves as a noteworthy case that highlights the ethical complexities of statesmanship, administrative ethics, and public administration. “Jefferson lived for, and not off politics,” Newbold concludes.

When asked what she found to be the most interesting findings of her study, Newbold mentions Jefferson’s judgment in the case of the Louisiana Purchase and the importance and relevance of statesmanship to the study and practice of administrative ethics.

In conclusion, Newbold notes that as the field of public administration has moved into the New Public Management movement where one focuses a great deal of attention on contracting out and privatizing traditional government services as a means to improve economy, efficiency and effectiveness; one sometimes overlooks many of the values that are at the heart of applied normative theory,

including, but not limited to, responsibility, responsiveness and representativeness.

“Public administration’s primary responsibility and obligation, in both theory and practice, is the preservation of the nation’s democratic institutions, which are products of our constitutional framework,” says Newbold. “The topic of statesmanship and its relationship to administrative ethics helps us to achieve this type of responsibility. It focuses our attention on how the state’s leaders put the state first—above all else. John Rohr wrote a chapter in *Refounding Democratic Public Administration*, entitled “What A Difference A State Makes,” in which he was examining the constitutional structure of the French Administrative State. I would like to contend as well, that it is indeed the state that makes all the difference to how we study the art and science of public administration, public affairs and especially the democratic governance process.”

This study appears in the November issue of Public Administration Review™.

ASPA member Stephanie Newbold is a doctoral candidate in the Center for Public Administration and Policy at Virginia Tech. She is currently a research associate at the Institute for Policy Outreach, Virginia Tech.

Center for Accountability
and Performance

CAP Corner

What Has Been the Impact of the Program Assessment Rating Tool?

Allen Lomax

The Bush administration has made budget and performance integration one of five governmentwide priorities under the President’s Management Agenda. A key component of the budget and performance integration initiative is the Office of Management and Budget’s (OMB’s) Program Assessment Rating Tool (PART). According to OMB, PART is a diagnostic tool used to improve program performance. PART is designed to provide a consistent approach to assessing and rating programs across the Federal government. It is also intended to strengthen and reinforce the performance measurement requirements under the Government Performance and Results Act of 1993 (GPRA).

PART consists of a series of diagnostic questions that fall under four broad topics: program purpose and design, strategic planning, program management, and program results/accountability. OMB plans to review approximately 20 percent of all federal programs every year so that that the 2008 budget submission every program will have been evaluated under PART.

Each program reviewed receives one of four ratings: effective, moderately effective, adequate, or ineffective. However, a fifth rating of “results not demonstrated” is given to programs if OMB decides that a program’s performance information, performance measures, or both were insufficient or inadequate.

PART assessments also include recommendations or follow-on actions to address identified problems. So far, PART ratings have been published for 607 programs. The results of the next round of programs rated (approximately 216 programs) are expected to be published with the release of the President’s budget in February 2006. Complete information on PART can be found at www.whitehouse.gov/omb/part/index.html.

In October 2005, the Government Accountability Office (GAO) issued two companion reports on PART—PERFORMANCE BUDGETING: PART Focuses Attention on Program Performance, but More Can Be Done to Engage Congress (GAO-06-28) and PROGRAM EVALUATION: OMB’S PART Reviews Increased Agencies’ Attention to Improving Evidence of Program Results (GAO-06-67). (Both reports are available on the GAO web site: www.gao.gov.) Generally, the reports concluded that PART has had some impact on program performance and evaluation.

However, while the PART process and its related guidance have improved over the years, PART has not achieved its full potential. As a result, further improvements are needed to PART, agency and OMB staffs need to enhance their discussions on program evaluations, and more efforts are needed to encourage Congress to increase its use of PART information on program performance.

For example, the report PERFORMANCE BUDGETING: PART Focuses Attention on Program Performance, but More Can Be Done to Engage Congress stated that the PART process has aided OMB’s oversight of agencies and focused agencies’ efforts to improve program management. However, the report also stated that to date, PART appears to have had limited impact on

outcome-based program results because “improving managers’ ability to assess program outcomes, identify information gaps, and assess next steps are necessary first steps on the path of long-term program improvement, but are not expected to result in observable program improvement in the short-term.” Also, when PART was first implemented, there was confusion among agency officials as to how PART related to the requirements of GPRA. The report stated that “OMB has taken some steps to clarify the PART-GPRA relationship but many agencies still struggle to balance the differing needs of the budget and planning processes and their various stakeholders.”

Additionally, while PART has been used as a diagnostic tool in the Executive Branch, especially by OMB, its usefulness for providing information to Congress on programs has been limited. Specifically, the GAO report stated that, “a lack of early consultation has contributed to both congressional skepticism about the PART and to several areas of disagreement between OMB and Congress. As a result, most congressional staff we spoke with do not use PART information.”

According to the report, these congressional staff also expressed concern about how programs were defined under PART and the goals and measures used to assess program performance. The report included recommendations to gain greater congressional support for PART and the use of its performance information on programs.

PROGRAM EVALUATION: OMB’S PART Reviews Increased Agencies’ Attention to Improving Evidence of Program Results reported on its examination of the progress of 20 of the 40 evaluation recommendations in the President’s fiscal year 2004 budget proposal. These 20 programs were concentrated in the departments of Energy, Health and Human Services, and Labor and the Small Business Administration. According to the report, GAO concluded that:

- The PART review process stimulated agencies to increase their evaluation capacity and available information on program results.
- Agencies are likely to design evaluation to meet their own needs—that is, in-depth analyses that inform program improvement. If OMB wants evaluation with a broader scope, such as information that helps determine a program’s relevance or value, it will need to take steps to shape both the evaluation design and execution.
- Because agency evaluation resources tend to be limited, they are most usefully focused on important areas of uncertainty. Regular performance reporting is key to good management but requiring all federal programs to conduct frequent evaluation studies is likely to result in superficial reviews of little utility and to overwhelm agency evaluation capacity.

The report included several recommendations to improve the quality and use of program evaluations.

*ASPA member Allen Lomax is a senior analyst with the Government Accountability Office working on strategic issues. He is also Vice Chair of CAP.
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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.

PA TIMES

2006 Editorial Calendar

NEW!

Save this page for reference!

The *PA TIMES* requests that articles be between 1000-1200 words and written in reporter's format (most important information first, etc.) for ease of cutting or adding text if necessary. Deadlines for each of the 12 issues are listed below. **Recruitment advertising questions may be directed to recruiter@aspanet.org. Press releases, announcements, article inquiries and display advertising questions may be directed to:**

Christine Jewett McCrehin • Editor • cjewett@aspanet.org

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MGM05

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ASPA TIMES

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ASPA Leadership Hold Meetings in Washington, DC



ASPA President Don Menzel (left) conducts the meeting of his leadership team as Craig Donovan, co-chair of the Performance Steering Group; Diana Noli Hill, National Council member representing District V; and Antoinette Samuel, ASPA executive director listen and take notes. Menzel's meeting was one of several held during ASPA's Mid-year Leadership Meetings in Washington, DC.

Washington, DC—ASPA's national leadership held their annual mid-year progress meetings from November 11-13, 2005, in Washington, DC.

Several of ASPA's leadership groups—including the Pride, Performance and Capacity Steering Groups—and Sections—including the Conference on Minority Public Administrators (COMPAs), the Section for Women in Public Administration (SWPA) and the Section for Transportation Policy and Administration (STPA)—met during the three day event.

Following are brief reports from each of the meeting leaders.

Capacity Steering Group

The Steering Group had three key items on its agenda:

- A report from past Co-Chair Bill Solomon on the University Affiliate experiment
- Section and Chapter oversight issues
- Creation of an Action team on Section Strategic Review

In 2002 an "experiment" was initiated creating University Affiliate Chapters in lieu of more traditional geographically-based chapters. The experiment was conducted for a number of reasons; including the decline in the NYPF and the perception that in some regions the interests of students (primarily MPA students) and the practitioners were not a good match. Chapter programming and activities were becoming problematic.

In our review of the experiment it was found that relatively few University Affiliate chapters have been created (seven, with two more under review), but more critically, the dynamics of chapter growth were not what we expected.

Three affiliates have proven viable, but three more, after a burst of enthusiasm have fallen back to a size well below minimum standards. It would appear that these university affiliates are dependent upon the initiative and continued support of one or two professors. When one or

See MYM, pg. 18

Former ASPA President Dies



Todd Argow, 53, a former national president of ASPA, died in late November in Riverside, CA.

Former ASPA president Marc

Holzer said, "I am greatly saddened to hear that Todd has passed away. He seemed so vibrant at the last ASPA Conference. No one was more devoted to ASPA and its chapters."

Argow held the distinction of having served as president of three ASPA chapters, most recently the Los Angeles Metropolitan Chapter, which experienced significant membership growth under his leadership.

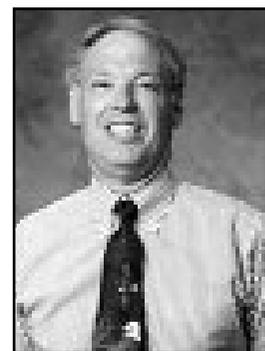
Former ASPA staff member and current Director of the International Center for Civic Engagement at Park University Erik Bergrud recalls, "I knew Todd for a number of years and in fact served on his national leadership team before I joined the ASPA staff in 1997. Todd loved ASPA like one does a family member and genuinely cared about the Society and its members."

Argow was a former city manager of South Gate and of Hawthorne, CA.

ASPA member Craig Donovan seems to sum up the feelings of those who knew Argow, "Whatever Todd did, he was always about the people around him and not himself."

PAR Welcomes New Editors in 2006

Stillman and Raadschelders will Lead ASPA's Flagship Journal



Richard J. Stillman, II, will begin his tenure as PAR editor-in-chief with the January/February 2006 issue.



Jos C. N. Raadschelders will work with Stillman as managing editor of PAR beginning in 2006.

Christine McCrehin

ASPA members Richard J. Stillman, II, and Jos C. N. Raadschelders, will become editor-in-chief and managing editor, respectfully, when they officially take over leadership of the *Public Administration Review*TM, with the January/February 2006 issue.

Well on the way to publishing their first issue, Stillman, a professor in the Graduate School of Public Affairs at the University of Colorado-Denver, and Raadschelders, professor and Henry Bellmon Chair of Public Service in the political science department at the University of Oklahoma, have put much thought and hours of discussion into what they feel *PAR* can and should be under their guidance.

"Richard and I talked quite a bit about what *PAR* ought to be," wrote Raadschelders in an email interview for this article, "and we both came out in favor of a high-level generalist's journal with quality pieces that appeal to academics and practitioners. We cannot serve both all the time, ie. not every article will appeal to both, but we have developed several new features emphasizing the importance of both audiences."

In fact, in their inaugural issue editorial, "Why *PAR*?" Stillman and Raadschelders present to readers their take on why *PAR* is still relevant today—66 years after its first issue was published—and just how they plan to engage both the practitioner and academic audiences.

Concluding that first and foremost *PAR* is necessary for advancing the generalist administrative expertise, the editors also explain their view of *PAR*'s role in fulfilling the need for building a shared sense of professional identity; fostering ethical responsibil-

ity; and ensuring balanced representation institutionally, intellectually and socially.

Stillman and Raadschelders also discuss the addition of several new—and the reappearance of one old—features that they will use to ensure that *PAR* remains a relevant necessity, to both practitioners and academicians, during their tenure. The first of which, is a new cover look for the journal.

"The update is nothing more, nothing less than providing a fresh look at a good old product," explains Raadschelders. "The colors of the new cover refer to the stability and pro-activeness we expect government to provide."

The editors have also added 30 pages to each issue, new features to address current research, spotlight outstanding role models in government, original case studies and recycled the old "TOPS" series initiated to survey government documents into a new featured called "Public Documents."

Stillman and Raadschelders have also initiated two regular lead article series titled "Rethinking the Foundations of Public Administration," which pairs an senior scholar with a rising star in academe to analyze a seminal concept of public administration and "Academic-Practitioner Dialogue," which will provide an opportunity for regular academic/practitioner exchanges on administrative problems of interest to the entire field.

So, having stated their goals and articulated the plan for reaching them, the incoming editors have given readers much to look forward to in the coming year(s) of *Public Administration Review*.

Christine McCrehin is editor of *PA TIMES*.
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Donald C. Menzel
PRESIDENT'S COLUMN



Citizen, Client, Customer: Who's on First?

Let's take a little trip down memory lane. Can you recall a favorite high school class? Maybe geometry? English literature? History? Typing basics? Computers? Civics? Hmmm! I do—civics.

Everyone in my rural America high school class had to take civics. Among other things, the class placed a heavy emphasis on memorizing the preamble to the U.S. Constitution and remembering the order of the Presidents—Washington, Adams, Jefferson, Monroe...you get the idea.

There were, of course, other worthwhile subjects such as citizenship, civic duty, and service to country. And this was well before President John F. Kennedy uttered those famous words "Ask not what your country can do for you but what you can do for your country!"

Somehow, somewhere, over the past 50 years, it became unfashionable or meaningful to require young men and women to take a civics class. Even worse, many young Americans came to believe that voting was unnecessary and participation in the body politic was, well, disdainful.

Perhaps the root causes lie in the ascendancy of the sciences in the 1960s as America was shocked when the Russians launched Sputnik a few years earlier. (I vividly recall, to this day, scanning the night skies in search of a glimpse of Sputnik.)

Or, perhaps the principal cause was disillusionment with the Great Society of the 1960s—remember we were going to stamp out poverty, eradicate disease, build affordable housing, treat everyone equally, practice love not war.

Or, perhaps the cause was the disaster of the Vietnam War and the end of the draft. Then there was Watergate and the lies, cover up, and deception that drove a sitting president from office and badly wounded the civic heart of America's youth. Perhaps, perhaps, perhaps!

So where is the citizen-politician? The citizen-soldier? The citizen-administrator? The citizen? Career politicians are now permanently ensconced in city halls, county courthouses, state legislatures and the U.S. Congress. And even when they pledge term limits, many don't honor it—two terms, many who took the pledge say, is not enough.

Career politicians are also often treated pretty well with handsome salaries (members of the county commission where I live draw a salary of \$85,383) and perks (members of Congress have a health care plan that is the envy of the ordinary citizen).

Citizen-soldiers are also a rare breed in today's all volunteer U.S. Armed Forces. Our all volunteer military has made it possible for America to fight two wars at

once with a lethal firepower unrivaled in the world. At the same time, the same military prowess encourages our civilian leaders to engage in military adventurism and may stifle public dissent over wars of choice. Imagine, what might be happening on the streets of America today if draftees were on the ground in Iraq.

And what about the citizen-administrator? The generalist administrator has been supplanted by the specialist—the man or woman who knows what levers to pull and when to pull them to get the job done.

The irony, of course, is that while America has become very successful administering the people's business, neither career politician nor the public much appreciate this accomplishment. It is what Beverly A. Cigler calls the "paradox of professionalization."

That is, there has been a substantial professionalization of the permanent career bureaucrats at all levels of government over the past 50 years yet there has been declining trust of and confidence in government. Are we doing better but feeling worse? Perhaps.

But where has the citizen gone? Alas, America has become enormously successful at transforming citizens into consumers of both private goods and services and public goods and services.

The citizen-consumer or, more appropriately, the consumer-citizen asks: "what have you done for me lately?" Or, what's in it for me? Should it be any surprise that the past two decades has seen the popularization of management initiatives such as Total Quality Management with the customer as the centerpiece?

In fairness, I must point out that in-between the citizen and the customer came the ill-fated client. For the better part of four decades (1950-1990), the professionalization of the public service meant applying expertise and technology to those intractable—and some times not so intractable—public problems.

Citizens were turned into clients by professionals who knew what was best for them. These ingredients became the fuel for David Osborne and Ted Gaebler's message in *Reinventing Government*.

The Reinvention Movement was launched with great fanfare in 1993 when the new Clinton Administration promised to create a government that would do more but cost less to the average American—words that were beautiful music to the ears of the consumer-citizen.

Lest the reader believe that the picture I paint here puts us in a corner with no where to turn, I beg to differ. There is much that each of us—and ASPA—can do to put citizenship back on the table of our great country.

First, you and I must become engaged in the body politic. We can no longer remain on the sidelines while career-politicians keep pandering to the consumer. If your city, county, state or federal employer allows it, run for public office! Get active in a political campaign!

Second, we must become informed about civic issues in our communities and states. And, when it seems appropriate and necessary, to speak out through email messages, letters to the editor and more.

Third, we must encourage young men and women to view public service as an honorable calling, perhaps even as a duty. It never occurred to me as a youngster that I would not serve my country—and I did as an officer in the U.S. Air Force. I still treasure that experience.

ASPA can and should be engaged as well. How? Let me share with you several exciting proposals.

One proposal put forward by past ASPA president Chris Gibbs Springer is to establish an ASPA Public Service Leadership Program. This program would recruit a diverse group of young professionals from across the nation for yearlong experiences.

The Leadership Fellows would engage each other and public administration scholars in rigorous discussions and in-depth analysis of the critical national and international issues of the day. By year's end, the participants will have established a lasting, diverse network of resources and contacts that they may call upon to

support their professional and personal development well beyond their initial program experience.

Chris envisions this program as a partnership between ASPA chapters and faculty at major educational institutions in metropolitan areas that offer degrees in public administration.

Another proposal is for ASPA to establish a Citizen-Administrator Award. This award would recognize an individual who best demonstrates through his/her deeds what Terry L. Cooper calls An Ethic of Citizenship for Public Administration.

Such an ethic is in the tradition of citizenship as it has evolved throughout U.S. history. "This tradition," writes Cooper, "has at its core a notion of the common good, the importance of democratic participation by the citizenry, and the ultimate sovereignty of the people. The public administrator is viewed there as taking his or her ethical norms from those of citizenship in a democratic society."

Could it be more than happenstance that the top rated graduate school in public administration in the nation and world has "citizenship" in its namesake?

Isn't it time to turn consumers back into citizens? Shouldn't we stop asking the question, "who's on first?" Let me know what your thoughts are. Together we can make it happen.

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ASPA: From Closure to Renewal

The first six months of this program year have been a most challenging period.

However, at the same, it has been a period of positive developments for the ASPA national office.

We had to confront financial management issues that were unforeseen and unexpected. These challenges were related to staff and operations within our finance department

However, these challenges were mitigated by some very positive activity, such as:

- The addition of three new senior staff members to the ASPA staff team. These new staff filled vacancies left by the resignations of long-term staff members. While any organization suffers from the loss of key staff, we are fortunate to have added new staff with knowledge, perspectives, energy and experiences that will help us move ASPA forward;
- The subleasing of our office space at 1120 G, Street. In turn, ASPA has leased office space at 1301 Pennsylvania Ave. The new space is more aligned with our staff complement. ASPA will realize a cost saving for FY2006 and beyond; and,
- Significant growth and development in ASPA's international recognition and visibility as a global leader in the field of public administration.

In addition, programmatically we made significant advancements. In the midst of all our challenges as a staff we have continuously focused on ASPA's growth and development. During 2005, we were successful at:

- Development and implementation of an annual conference program structure. This institutional structure will bring planning continuity from one conference to the next;
- Increasing our education and training offerings for members, incorporating basic structural changes in the annual conference to expand and integrate opportunities for professional development;

- Launching of our Member-Get-A-Member Campaign;
- Publication of a new product offering—*Public Administration with an Attitude*;
- Enhancement to our branding and marketing, e.g. new membership brochures and recruitment materials, professional design of conference marketing materials, etc; and,
- Establishment of New Professionals and International Development as program areas within the ASPA national office.

New Strategic Direction

ASPA adopted the following five Strategic Goals to direct the work of the association for the period 2004–2008:

- Goal 1: Be a recognized voice for issues and values in public policy, management and practice.*
- Goal 2: Be a catalyst to enhance the scope and quality of resources and the knowledge base in the field of public service.*
- Goal 3: Foster inclusive communications among those who serve the public.*
- Goal 4: Find ways to enable those who serve the public to be current and effective.*
- Goal 5: Grow the Society membership and ensure its financial viability.*

Our focus for the coming year is specifically directed to internal stability and process improvements within the national office infrastructure. Our goal is to build institutional sustainability. Our experience with the staff transition process brought to light, in a most dramatic way, our need to focus on infrastructure development.

However, we recognize the requirement to do this within the context of our Strategic Plan. Specifically, the ASPA national office is now focused on the achievement of our strategic plan objectives with an emphasis on strengthening our infrastructure in order to position the Society to achieve our Strategic Plan Goals.

Our Action Plan for 2006 supports the achievement our strategic plan goals, with the specific focus noted above:

Goal 1: Be a recognized voice for issues and values in public policy, management and practice.

- Create an ASPA Speaker Database composed of public administration subject matter experts.
- Establish a new initiative within ASPA's Professional Development Program, entitled Technical Assistance and Training (TaT). The program is designed to provide opportunities for our members to offer their knowledge and experience, nationally and internationally, with those in need of such expertise. Identify Technical Assistance and Training (TaT) Guidelines and Policies.

Goal 2: Be a catalyst to enhance the scope and quality of resources and the knowledge base in the field of public service.

- Establish International Development as a key program focus within the national office. Working with the National Council's International Coordinator, assess resources available to develop strategies to support this program area.
- Improve business process in the area of ASPA Publications. Improve procedures related to ordering, processing and fulfillment with an objective to reduce costs. Develop marketing plans for current and upcoming publications. Identify potential for new non-periodical publications.
- Analyze the Rutgers On-Line public management program to assess and determine the possibility of a mutually beneficial partnership between ASPA and Rutgers.
- Create an effective, skill-based, Professional Development Track as a structural component of the ASPA Annual Conference.

Goal 3: Foster inclusive communications among those who serve the public.

- Review and assess current electronic communications emanating from the national office. Survey members, analyze needs against existing ASPA tools and potential new tools, and select tools to be used. Modify procedures and establish a written protocols for electronic communications originating from ASPA
- Develop a Chapter/Section "Toolkit" on Communications. Gauge current communications at the Chapter and Section level. Analyze needs against existing ASPA tools and potential new tools. Select tools and options for members and create a "Toolkit" for distribution to Chapters and Sections.

Goal 4: Find ways to enable those who serve the public to be current and effective.

- Plan, develop, and implement a new program area within the ASPA National Office—The Young Professionals Program. Create a development plan for ASPA's New Professionals program to focus on products and services for the new and transitioning professional entering the practice or teaching of public administration.
- Develop a proposal for the establishment of a program-based Education Program. Based upon a professional development survey, construct a skill-based set of programs focused upon topics of identified need.

Goal 5: Grow the Society membership and ensure its financial viability.

- Construct a Financial Operations Manual that will build a strong financial foundation.
- The transition of ASPA's financial system to a new operating software - QuickBooks. This new software will contribute to the overall effectiveness of our financial operations, reporting and program-based budgeting.
- Conduct a benefits review to ensure a cost-effective, and fair benefits package for ASPA and its employees.
- Development of a Membership Processing Manual. The development of this manual will detail the infrastructure of the Membership Department's processes, including:
 - Overview of Membership Processing
 - Meeting Event Management
 - Membership Renewals
 - New Members Joining
 - Managing Committees
 - Generating Reports
- Develop Protocols for Chapter/Section Rebate Processes. The objective is to provide rebate checks within the specified payment period.
- Develop a checklist for incoming/outgoing Chapter/Section officers to review before taking office. List key information regarding chapter/section reporting responsibilities to the national office.
- Provide Chapter/Section Reporting Forms and Financial Reports to both the president/president elect, to ensure ASPA has on file the most current list of officers for the upcoming year.
- Modify the ASPA Life-Time Membership category fee structure to be consistent with the benefits provided. Conduct a review and cost benefit analysis.
- Plan, develop and implement a membership development strategy based upon current "best practices" within the association community. The strategic planning process will include analysis, benchmarking of best practices and a set of recommendations for action by the National Council.

- Development of a Conference Planning Manual. The development of this Manual will provide a comprehensive planning approach to ASPA's conference planning. The Manual will incorporate the new conference structure and detail staff and volunteer responsibilities.

We are a lean operation, strategically focused and committed to the future of ASPA. Our driving force must therefore be a combination of strategic governance and strategic management, under girded by sound business practices! This is the foundation for ASPA's future. Our focus on building a sustainable infrastructure at the National Office offers a necessary building block. This will support an ASPA that is well positioned to fulfill its destiny!

Antoinette Samuel is ASPA executive director. E-mail: tsamuel@aspaent.org

International Partnerships and Activities



www.aspanet.org

ASPA In Brief

ASPA Seeks Founders' Forum Fellowship Nominees

The 2006 ASPA National Conference in Denver will feature a new initiative to attract students to the conference. Founders' Forum Fellowships will be awarded to full-time undergraduate or graduate students studying in any field relevant to public management. The fellowships will enable students to attend the Founders' Forum dinner on Saturday, April 1, 2006, and participate in the full conference for free (excluding ticketed events).

Chapters, sections and individual ASPA members can nominate students for a fellowship. All nominations must be received at ASPA headquarters by **January 16, 2006**.

Student nominations from colleges/universities in Gulf Coast states devastated by Hurricane Katrina are especially welcomed. Nomination forms can be obtained from ASPA's website at

www.aspanet.org/scriptcontent/index.cfm. For more information, contact ASPA President Don Menzel at dmenzel@aspanet.org.

ASPA Delegation Headed to Moscow in 2006

President Don Menzel will lead an ASPA delegation to Moscow, Russia, to participate in an international conference on "Public Administration in the XXI Century: Traditions and Innovations" May, 24-26, 2006. Interested ASPA members should contact Menzel for more information at donmenzel@tampabay.rr.com.

ASPA Offers Free Websites to Chapters and Sections

As a service to Chapters and Sections, ASPA offers a free 10MB website. ASPA will serve as the host and pay for the site located at www.aspaonline.org/yourchaptersection but you must have your own

webmaster. If your Chapter or Section is interested in this opportunity, please contact ASPA Senior Director Matt Rankin at mrankin@aspanet.org or 202-585-4312.

Katrina Advisory Group Volunteers Sought

A Katrina Advisory Group is being organized that will work in concert with a small Presidential Task Force to explore and assess, where appropriate, the many administrative-governmental issues and challenges that arose when Katrina devastated the Gulf Coast region.

Interested professionals and students should contact Don Menzel at donmenzel@tampabay.rr.com. This is an opportunity to learn and contribute your knowledge and skills to ensure that the lessons learned are indeed taken to heart when the next catastrophe visits our shores or cities.

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ASPA Section and Committee Leaders Report Progress to Membership

From MYM, pg. 15

more of these institutional "founders" departs the momentum is lost. We do not recommend that this experiment be discontinued, but we intend to begin treating university affiliates as we do other chapters, i.e. if they do not maintain proper records, or fall too far below start-up membership we will consider disestablishment.

A significant responsibility of the Capacity Steering Group is chapter and section oversight. While there were no proposals for section or chapter disestablishment before us at this meeting, we did review applications for the creation of two new sections and a request for approval of a dues increase for COMPA.

We approved the request from COMPA for a dues increase and forwarded that request to the Finance Committee. For procedural reasons we voted to delay consideration of a section on Chinese Public Administration, but committed to an e-mail ballot before the annual meeting. We rejected the initial application for the creation of a Section on Complexity because of a proposal to have no dues for the section. It would seem that there is a mistaken belief that sections do not impose costs on the central administration of ASPA. For this reason alone we could not support the application.

These requests for new sections affirmed for us the need for a careful look at sections and section operations. In 2003 and 2004 the Steering Group did a technical review of the policies and procedures related to Chapters. We believe it is the proper time for a broader, strategic review of Sections. Among other topics this Steering Group Action Team will focus on the following issues:

- Minimum membership for viable section
- Administrative costs for ASPA to support a section
- Limits in numbers and form
- Why have sections failed?

- Sections as revenue centers

I will head up this action team and welcomes any comments or offers to participate in this work. We need to move quickly. It is our goal to have a report read for the meeting in Denver.

Our tentative agenda for April includes a:

- Report and recommendations on succession planning for sections, chapters and ASPA as a whole
- On-going review of section and chapter vitality and possible decisions on disestablishment
- Report and recommendations on section viability
- Preliminary report on Life membership and benefits—*Submitted by Raymond Cox*

Performance Steering Group

Performance has been working on a variety of missions for ASPA. These include the establishment of a program management committee for our national conference that spans the term of an ASPA president. Since the success or failure of our national conference is central to the success of ASPA itself, we have focused on this as our main task for the first half of the year. We have worked with members of our action teams to review the ways in which other organizations organize and manage their conferences and we developed a specific recommendation for the National Council which we submitted at the mid-year meetings in November.

The basis of our report was that ASPA should establish a consistent format for its conference which would be followed from year to year, rather than have a new format each year which each new president and their conference planning committee. And, that the development of this new format, as well as seeing that each year's conference committee follows the new standing conference format is to be handled by a new on-going Conference Management Committee made up of six members, three practitioners and three academics who are appointed by the

ASPA officers for three year terms, with ASPA's executive director serving as a permanent seventh member.

Co-Chair Craig Donovan forcefully presented our findings to the Council and after much discussion over the issue, the recommendations were accepted. At this time we are waiting to see who the ASPA officers appoint to the new committee and the work that the new committee does to develop the ASPA conference format. This format will be in place for the 2007 conference to be held in Washington, DC.

For the second half of our term as co-chairs, we will be focusing our efforts on our other charges, which are to develop ASPA programs that will cultivate relationships with local governments and universities informing them of ASPA's benefits and opportunities; and to develop specific ways and means to enable ASPA to be a voice for professionalism, public policy and ethical management.

While we have ASPA members working with us in action teams on both of these charges, we welcome any members who would like to volunteer to help with either of these important work efforts.

—*Submitted by Craig Donovan and Judith Kerchoff, co-chairs of the Performance Steering Group*

STPA Executive Committee

Chair Wendy Haynes was pleased to welcome Amala Nath among the meeting attendees. Amala helped on the production end of several research efforts lead by Van Johnston, especially the Review of Policy Research 2004 symposium on transportation and terrorism, to which a number of STPA members and leaders contributed.

The Committee discussed and agreed upon "next steps" for a number of important initiatives, including the Student Paper Competition (Scott Tarry, Chair) for the Denver conference in 2006, the Eighth Annual Lawrence J. Truitt Award (Van Johnston, Co-chair with Grace Gallucci), and the new collaborative arrangement with ABFM (John Bartle). John Bartle will be taking over the Treasurer duties from

Mary Field, who's served with distinction for many years.

As with most ASPA sections, STPA's seen a drop in membership over the last year. Each of the leaders in attendance agreed to take a page of the "expired" members list and make calls to encourage folks to re-up and find out why they'd allowed their membership to lapse.—*Submitted by ASPA President-elect Wendy Haynes*

2006-2007 Leadership Team/2007 Conference Management Committee Washington, DC, will be home to the 2007 ASPA conference. Plans are in the works to engage the NCAC (local ASPA Chapter), the local universities, and relevant others in the conference planning.

Meredith Newman and Doug Watson will serve as conference program co-chairs, Janice Flug will weigh in on financial issues, and Denise Wells will be advocating for engaging the corporate stakeholders who provide government services. ASPA staff will continue to be the conference managers.

Attendees at the meeting engaged with President-elect Wendy Haynes in a discussion of the conference themes, which revolve around the notions of our promises to the public we serve, the importance of engagement with our local and global citizens/communities, and the need for connectivity with our sister organizations in our shared passion for excellence in public service and administration.

More news and appointments to come in the next few months. All agreed that the 2007 conference belongs to all of us and should be a celebratory culmination of the year leading to the future, rather than the singular focus of the leadership's energies moving forward.—*Submitted by ASPA President-elect Wendy Haynes*

Governance Task Force

President Don Menzel appointed Vice President Harvey White and President-elect Wendy Haynes to work with a blue-ribbon

SECoPA 2005—Another Successful Conference



Bill Solomon

The Southeastern Conference for Public Administration (SECoPA) which represents District III of ASPA, held its annual conference in Little Rock, AR, October 5-8, 2005. Approximately 250 students, practitioners and academics were in attendance during the conference.

The conference program consisted of 50 panels held in 9 sessions. Topics included: Emergency Management, Health Care, Performance Measurement, Local Government and Human Resources.

Attendees enjoyed a reception in the Old State House on the first evening, hosted by the SECoPA 2006 host committee from Athens, GA. Our hosts in Little Rock held a reception on the second evening at the William J. Clinton School of Public Service which was adjacent to the William J. Clinton

Presidential Library. A tour of the library was provided as part of this event, which was most enjoyable.

Each year, SECoPA encourages students to present papers, by recognizing them with an award for the most outstanding paper written by master's and doctoral candidates in the SECoPA region. The Kline Award honors Robert Kline and is presented to the best paper written by a master's student. The Bill Collins Award honors the best paper by a doctoral candidate.

This year's winners of the Kline award were **Erin Diener, Jenny Payne, and Jeffrey Rose**, "Placing a Price on Public Art: Contingent Valuation of Public Sculptures in Downtown Wilmington, North Carolina," University of North Carolina, Wilmington.

The Collins award was presented to **Gregory K. Plagens**, "Social Capital in North Carolina: An

Examination of School Performance at the Local Level," University of South Carolina.

SECoPA presented the Donald J. Pugliese Award to **Kathryn Hensley** for her many years of dedicated contributions and service to SECoPA.

The Senator Peter B. Boorsma Award for outstanding work in international public administration was awarded to **Pan Suk Kim** of South Korea. The Distinguished Practitioner Award was presented to **John G. Stewart** of Tennessee.

ASPA member Bill Solomon is chief of the Procurement & Warehouse Management Division of the Miami-Dade Park & Recreation Department. He is also an adjunct professor in the MPA program at Nova Southeastern University.
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ASPA member Pan Suk Kim of South Korea accepts the Senator Peter B. Boorsma Award for outstanding work in international public administration during the 2005 SECoPA Conference.

ASPA Leadership Conduct Mid-year Business Meetings

From MYM, pg. 18

task force to explore the matter of how we support our 2004-2008 Strategic Plan through our governance infrastructure.

Folks in the general membership as well as our leadership team have raised questions about how to bring a matter before the National Council, the relationship of the various committees and steering groups to each other and the relevance of our internal workings to the needs of our stakeholders.

Our fundamental values—a commitment to social equity, performance and accountability, ethical governance, and professionalism—will underpin the discussions.

The task force plans to convey recommendations for improvement to the National Council for consideration during the April meetings at the national conference in Denver, April 2006.—Submitted by ASPA President-elect Wendy Haynes

COMPA Executive Board Meeting

The meeting agenda focused on four goals: enhancing member services, organizational development and change, maximizing sustainability and strengthening leadership opportunities.

The COMPA leadership team has accomplished its goals by improving the quality and scope of services provided to members and prospective members; building strategic partnerships with professional development organizations; streamlining improving core organizational processes including conference site selection and planning, communications, and nominations for officers; and developing strategies for resource development.

Highlights of the meeting included the presentation of recently approved conference site selection criteria, policies and procedures. With well-defined site selection criteria, vendor friendly

processes, and member involvement, COMPA looks forward to increasing conference participation, improving program planning and development, and attracting new members, sponsors, and partners. Highlights also included the presentation of several draft documents for review: a COMPA brochure, a membership card, a new nameplate and template for the COMPA Spectrum.

A Call for Manuscripts was presented for the *Journal for Public Management and Social Policy*. COMPA recently selected Byron Price of Rutgers University, Newark as the journal's new editor-in-chief.

Conference planning updates were provided. The 2006 COMPA conference theme is "Leadership Transitions in Public Administration." The conference will feature two pre-conference seminars for continuing education units in partnership with Rutgers University, Newark. A special call for student presentations has been issued. Faculty presentations are being scheduled as part of regular conference panels.

Invited speakers include Marc Morial, executive director of the National Urban League and Harold L. Martin, Sr., chancellor of Winston Salem State University. Confirmed speakers include Secretary Pedro Cortes from the Commonwealth of Pennsylvania and Attorney Reta J. Lewis from Washington, DC.

During the ASPA midyear meeting, the National Council approved an increase in COMPA membership dues. Beginning in the next fiscal year, COMPA membership dues will be \$35. There has not been an increase in COMPA dues in over 10 years.—Submitted by COMPA Chair Landis Faulcon

Center for Accountability and Performance (CAP) Meeting
CAP board members and fellows met in person and through a conference call.

Activities that we discussed included:

- The CAP awards for this year. Announcements soliciting award recipients went out through a number of communication mediums including the PA Times and emails to members of the Section on Public Performance and Management and the CAPtions mailing list. The Harry Hatry practitioner and the CAP organizational awards committees will be chaired by David Bernstein of Westat and the Joe Wholey research award will be chaired by Alan Lomax of the GAO. CAP will be presenting its awards during the Founders Forum dinner.
- An "Accountability Cases" project chaired by Robert Schwartz and Dan Williams is moving forward.
- Sage publications will be publishing a handbook based on last year's CAP symposium.
- CAP Corners are ongoing and will be coordinated for the remainder of this year by Alan Lomax.

CAP activities for this ASPA National Conference in Denver was discussed. CAP will be co-sponsoring the ICMA training to take place on Friday and Saturday. CAP will also be sponsoring workshops that will take place on Sunday, Monday and Tuesday mornings.—Submitted by CAP Chair Stuart Grifel

ASPA's next set of leadership meetings will be held during the national conference March 31-April 4, 2006, in Denver, CO. ASPA has reconfigured the meeting schedule for the national conference in the hope that more members will be able to attend the meetings of importance to them.

Information regarding ASPA's national conference meeting schedule will be posted, as available, on ASPA's website at www.aspanet.org.

President's Mid-year Report

The Many Faces of ASPA . . .

Donald C. Menzel

ASPA is on the move—locally, regionally, nationally, internationally. There is so much to report that I hardly know where to begin. Apologies to all for anything or anyone that I may have missed. Also, please understand that most of the work reported below is still in progress. The report focuses on the five goals set forth in ASPA's Strategic Plan.

Goal 1: Be a recognized voice for issues and values in public policy, management and practice.

Lead Steering Group—Pride

- I charged the Pride Steering Group led by Jade Berry and Anne Kilpatrick with the task of reviewing, recommending and initiating steps to advance pride in public service and pride in ASPA as a vehicle for competency and ethical governance worldwide.

I also asked the SG to take a close look at the image of ASPA across the broad expanse of conferences, the selection of ASPA's leaders, the ASPA web page, the *PA TIMES* and more. Inasmuch as symbols, such as ASPA's logo, convey the image of ASPA, I also asked the SG to determine whether or not a more contemporary set of symbols is needed.

Some ASPA members have expressed a strong concern to me regarding the image that ASPA projects per the paid sponsorships of our e-newsletters and advertising on the ASPA website. I have, therefore, asked the Pride SG to take a close look at this image with perhaps inventorying the practices of peer professional associations.

- I also asked the Pride Steering Group to consider the establishment of a practitioner award—the Citizen-Administrator of the Year. This award would recognize an individual who demonstrates through his/her deeds what Terry L. Cooper calls an ethic of citizenship for public administration. Such an ethic is in the tradition of citizenship as it has evolved throughout U.S. history. At its core this tradition celebrates the common good, the importance of democratic participation by the citizenry, and the ultimate sovereignty of the people. (See President's Column on pg. 16 for more.)
- Hurricane Katrina shocked the nation and prompted the ASPA leadership to formulate a response. This has taken several forms, one of which was the establishment of a Working Group led by Bev Cigler and Jim Svara to develop strategies that ASPA might pursue to enable the public and professional public managers worldwide to understand what happened and why. It is anticipated that an ASPA Katrina Task Force will be appointed to follow through with the strategies devised by the Working Group. In this regard, I have been in communication with NASPAA and NAPA representatives to explore their interest in joining the task force.
- The *PA TIMES* launched a new series that profiles public service professionals. The profiles should be useful to students and educators to promote public service

careers and values. Jade Berry is serving as the editor of the series.

Goal 2: Be a catalyst to enhance the scope and quality of resources and the knowledge base in the field of public service.

Lead Steering Group—Performance

- I charged the Performance SG led by Craig Donovan and Judith Kirchhoff to look at (a) ASPA programs either in place or needed to cultivate relationships with local governments and universities, especially informing them of ASPA's benefits and opportunities, (b) the solicitation of practitioner and academic ideas to enhance our national conference, (c) strategies and methods to collect and evaluate information from members attending national/regional/state conferences, (d) the need for a national conference program management committee that transcends the one-year watch of the ASPA president, (e) the need to establish relevant training/workshop programs for domestic and international audiences, and (f) specific ways and means to enable ASPA to be an effective voice for professionalism, public policy, and ethical management.

Pride has put forward a national conference reform package that would enable ASPA to operate the conference as a financially profitable venture; ensure consistency of quality, format and operations; and have it be regarded by ASPA membership as the 'Must-Attend' conference of the year for themselves and their families. The details of the reform package are included in the background material for the MYM. Among other things, the reform package calls for a National Conference Planning Committee consisting of six ASPA members, each member serving a three year term; two members appointed by each outgoing President, one member to be an academic and one a practitioner; with ASPA's executive director as the permanent seventh member.

- ASPA co-sponsored several international conferences in recent months. The International Conference on Public Administration was co-sponsored with the Chinese Public Administration Society; the School of Public Administration, Moscow State University, Russia; and the University of Electronic Science and Technology of China. Led by ASPA's president and executive director, a delegation of 21 enthusiastic ASPA members drawn from the United States, China, South Korea, Singapore and Japan participated in the October 2005 conference in Chengdu, P.R.C. The conference was very successful with several hundred in attendance and a 1,300 page Proceedings document published that is available to ASPA members.

Another ASPA co-sponsored conference took place in Senegal, West Africa, this past June. The 5th International Conference on Public Management, Policy and Development was led by ASPA Vice President Harvey White and former ASPA President Sy Murray. More than 200 persons participated,

including COMPA Chair Landis Faulcon and past chair Dana Bruce.

The Ethics Section joined with the European Group of Public Administration to co-sponsor a conference on "Ethics and Integrity in Governance: The First Transatlantic Dialogue" which took place in Leuven, Belgium, in early June. More than 100 participants from 28 countries participated, including 25 members of the Ethics Section. Mel Dubnick and Carole Jurkiewicz led the Ethics Section delegation and John Rohr delivered the keynote speech. An edited volume of papers is forthcoming.

Goal 3: Foster inclusive communications among those who serve the public. Our Strategic Plan identifies key topic areas that we want the world to think of when they think of ASPA—performance and accountability, ethics, professionalism, and social equity.

Lead Steering Group—Pride

- Among my first requests of National Council upon receiving the ASPA gavel was to re-authorize a Code of Ethics Review and Implementation Committee. The charge to the committee, which is led by Mylon Winn and Jeremy Plant, is to conduct a thorough review and assessment of the ASPA Code of Ethics and all mechanisms and procedures either in place or should be in place to insure that (a) the membership is knowledgeable of the Code, (b) the contents of the Code are up to date as a means to foster ethical behavior within and among ASPA members, and (c) the implementation of the Code contributes to the advancement of ethics and integrity in governance. The committee is expected to develop implementation guidelines and establish a framework for an ethics advisory body that would receive and act on requests for ethics guidance by the membership and make recommendations to National Council regarding how to promote ethical behavior and discourage behavior contrary to the ASPA Code of Ethics.

- Accountability and social equity are equally important values espoused by ASPA and are being advanced in many ways. The Center for Accountability and Performance is preparing a series of case studies on accountability that will be published and disseminated to the membership and the public at large. Social equity issues surfaced in the Hurricane Katrina debacle and are likely to be documented by the Katrina Task Force mentioned earlier. ASPA's executive director is also working with NAPA's Social Equity panel to address social equity issues of mutual concern.

- I charged the *PA TIMES* Editorial Board led by Russ Williams to consider new awards such as a "best" chapter contribution, reviewing and acting on the recommendation of the Ethics Visibility Action Team to Place an "Ethics Feature" in the *PA TIMES* to highlight ASPA's Code of Ethics, reviewing the wisdom of creating a public service magazine that would complement the PAT or even incorporate some of the current features of the PAT into the magazine. Williams reports that the board has concluded that no new awards are needed. He also notes that a proposal has been forwarded to the Ethics Section regarding how a Code of Ethics feature might become a semi-regular feature in the *PA TIMES*. Regarding the creation of a public service magazine, the PAT editorial board does not believe this is a viable option at this time.

- Internationally, ASPA is on the leading edge of the global community. ASPA is highly regarded by the international community and is likely to become even more so in the years ahead. As President, I have participated by invitation in the annual conferences of the International Institute of Administrative Sciences in Berlin 2005 and Seoul 2004. We have also signed an agreement with the Chinese Association for International Exchange of Personnel (CAIEP) to develop training and technical assistance

See **PRESIDENT'S REPORT**, pg. 21

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Public Service Profile

This column will profile individuals who exemplify the very best in public service. Most importantly, the series will focus the spotlight of pride on all who toil in the nobility of public service. ASPA members are invited to nominate colleagues for future profiling by contacting Public Service Profiles Editor, RaJade Berry at rajade.berry@worldnet.att.net. —Donald C. Menzel, ASPA President

Richard Rose

What is your job? I have been employed by the State of New York for over 17 years where I was recently promoted into the position of Asst. Director of Personnel for the Office of Parks, Recreation and Historic Preservation where my responsibilities include staff development, recruitment, and succession planning.

Prior to this I was appointed to the NYS Weapons of Mass Destruction Task Force, where I was Coordinator for Homeland Security Training and Exercises. Prior to joining the Task Force after 9/11, I served in Division of Criminal Justice Services, in the field of Human Resources and Labor Relations.

Before that, I served as Assistant Dean for Administration at State Univ. of New York-Albany for approximately seven years, as a Program Administrator for the NYS Department of Health for five years, as a Special Agent with the Federal government, and with the Judiciary of the State of Hawaii while in graduate school.

I also spent several years as an Army officer. To me these positions are not merely "jobs" but are part of a larger career in government.

What do you like best about your job?
What I have enjoyed most about my

career in NYS government has been the opportunity to work on and be a part of so many innovative and truly remarkable programs impacting both local communities and the state as a whole.

My role in state government for the last 17 years has been one of middle management. This means that I am a policy implementer; the navigator of the "process" that moves broad policies from the realm of ideas into day-to-day activities.

This role has provided me with continuous challenges, a view of the broad issues of state government, and the knowledge that there is no substitute for personal integrity and a sense of responsibility for results.

When asked what I like best about my job, I can only say that it is the knowledge that what I did that day has positively impacted the lives of people in the state. I realize that this sounds old fashioned and a bit "corny", but feeling the sense that someone's life is better, makes, for me, all the difference.

What motivated you to pursue a career in public administration? My career has been in the military, federal government and state government. I was raised on the idea that we have a responsibility to leave our world a little better than we found it.

This has been the guiding principle in my professional and personal life. It is an idea impressed upon me by my father, my family, and my community.

I am, even after this many years, a pragmatist with idealistic leanings, that makes me experienced enough to know the system and still innovative enough to try something new.

What advice would you offer to others who might be interested in a public service career? Because of my role in policy and program implementation, the state's administrative systems and people's lives were improved.

I believe that this, the improvement of people's lives, is the ultimate measure of one's contribution to society. It is this belief that brought me public administration as a career and what has kept me there.

In order to be successful you have to enter public administration with a sense of commitment and obligation. Commitment to making your organization, community and state better, and an obligation to put into the task your best efforts. Beyond that, the opportunities in public administration are as varied as one might like. The career is yours to build.

ASPAs Makes Strides in Several Areas, Continues to Work Hard in Others

From **PRESIDENT'S REPORT**, pg. 20

programs. CAIEP is a nationwide and government sponsored institution engaged in the international exchange of specialized technical and managerial personnel. A similar agreement has been signed with Thailand's Office of the Public Sector Development Commission (OPDC) and The Institute of Good Governance Promotion (IGP), a special administrative arrangement of OPDC which acts as the Service Delivery Unit. The OPDC performs administrative work in support of the Public Sector Development Commission (PDC). This work includes study and research, development of strategic plans, policies and other action in relation to public sector reform as well as monitoring and evaluating ministry and department operations.

- ASPA's International Coordinator Don Klinger has been hard at work with a steering committee to put into place a set of policy proposals that will provide for oversight of ASPA's 17 MOUs and enhance practitioner involvement in ASPA's international activities.

Goal 4: Find ways to enable those who serve the public to be current and effective.

Lead Steering Group—Performance

- On the national conference front, plans are moving forward under the leadership

of the program co-chairs, Don Klingner and Carole Jurkiewicz, to put on the best ever conference in Denver, March 31-April 4, 2006. More than 300 proposals were received from the members in June. And with a theme of the "Sky's the Limit: Idealism and Innovation in Public Service," it should be a dynamite conference. Moreover, the conference will be streamlined with fewer committee meetings. National Council sessions have been moved to Saturday, April 1st, and Tuesday, April 4th, to enable members to observe the work of council.

- The CAP accountability book project led by Robert Schwartz and Dan Williams also contributes to this goal as does the CAP book on *Meeting the Challenges of Performance-Oriented Government*. A CAP website is also under discussion that once online will assist public managers stay abreast in this important field. The CAP Corners published in the *PA TIMES* are also helpful contributions to promoting accountability and performance.

Goal 5: Grow the society membership and ensure its financial viability.

Lead Steering Group—Capacity

- I charged the Capacity SG led by Claire Felbinger and Ray Cox to review, recommend, and initiate steps to achieve both membership growth and financial viability. Such steps include (a) identifying and implementing measures to grow

the membership, especially the sections as there has been a marked decline in section membership across the board, (b) reviewing life-long membership in ASPA, (c) assessing the size and mix of students, academics, practitioners, and international members in relation to membership revenues, and (d) recommending measures to increase the number of university-based student affiliates.

The Capacity SG recommends a strategic overview of chapters and sections by a Council appointed Action Team to resolve issues such as minimum size needed to be viable, the criteria for creating a chapter/section, cost to ASPA to support sections, role of sections as potential revenue centers for ASPA and the role of journals in success of sections.

- Recruiting members remains a challenge. As of October 31, 2005, the membership was 8,356—a decrease of 8 percent since October 2004. Several efforts are underway to turn this situation around. An every "Member-Get-A-Member" campaign was launched earlier this year. And as president, I have also initiated a "Reach Out" campaign. I am calling on all members, especially National Council and chapter/section leaders, to communicate personally with as many members (primarily new and those whose membership has expired) as possible.
- Inasmuch as our strategic plan is a living document, I have established a Governance Review Task Force led by

President-elect Wendy Haynes and Vice President Harvey White. The Task Force will review all aspects of the current governance structure with a particular focus on the interaction between Steering Groups, committees and task forces. One item under consideration is to determine whether or not the current number of Steering Groups (three) is sufficient. There is also some confusion regarding the roles and responsibilities of committees and steering groups.

- An innovative measure to attract students to public service will be initiated for the 2006 annual conference in Denver. More than \$1,000 has been pledged by ASPA leaders to support the waiver of conference fees for full-time undergraduate and graduate students to attend. The students will be recognized as Founders' Forum Fellows and will be invited to attend the Founder's Forum dinner scheduled for Saturday, April 1st. More funds will be solicited with the objective of bringing as many as 50 students to the conference.

The Founders' Forum Fellows initiative is fully consistent with ASPA's commitment to addressing the succession issues that have been so widely recognized by members of the profession.

*ASPAs member Donald C. Menzel is ASPAs president and professor emeritus of Northern Illinois University.
E-mail: dmenzell@tampabay.rr.com*

ASPA National Council Candidates Submit Statements

Vice Presidential Candidates

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



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.



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

**Ballots
Mailed
November
14**

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 of 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.

New ASPA Members

ASPA welcomes the following new members in the month of October 2005.

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

Valerie Chambers	Arizona	Nancy Logan Allen	Inland Empire	Joseph J. Johnson	Nebraska
Nora Coronado	Arizona	Olga Trevino	Inland Empire	Michael Brennan	New Jersey
Brian Fergus	Arizona	Nikki Lac	Inland Northwest	Cherrylyn Brown	New Jersey
Solomon L. Graves	Arkansas	M.S. Msibi	Inland Northwest	Rose Docteur	New Jersey
Frederick Bowers	At Large Member	D.R. Barlow	Intl. Electronic Member	Paul Louro	New Jersey
Ginette Caraballo	At Large Member	W.J. Barnes	Intl. Electronic Member	Dominic J. Novelli	New Jersey
Kyung Chal Dae	At Large Member	Marko Davinic	Intl. Electronic Member	Dieudonne Olivier	New Jersey
David R Hoyt	At Large Member	S. Diakos	Intl. Electronic Member	Curtis Pollard, Jr.	New Jersey
Matthew Lee	At Large Member	Irene Griffiths	Intl. Electronic Member	Kelly Williams	New Jersey
Charlotte Lusk	At Large Member	Zandile Gxwati	Intl. Electronic Member	Ben Mainka	New Mexico
Kurt Osuch	At Large Member	I. Howard	Intl. Electronic Member	Sandra Graham, MPH	New York Metropolitan
Betty Torres-Munoz	At Large Member	Wejdan Jaber	Intl. Electronic Member	Christopher Kunitz	New York Metropolitan
Henrik Westin	At Large Member	N.J. Jolingana	Intl. Electronic Member	Jermaine Wright	New York Metropolitan
Ashraf A. Mohamed	Bakersfield, CA	T.B. Khunyeli	Intl. Electronic Member	Monica Coco	North Florida
Susan Allen	Centex	J. Klaas	Intl. Electronic Member	Daniel Dailey	North Florida
Caroline Gafford	Centex	T. Loate	Intl. Electronic Member	Maximiliano Mendieta	North Florida
Daniel Gallegos, Jr.	Centex	M. Mabitle	Intl. Electronic Member	Nathaniel L. Williams	North Florida
Amy Gazin	Centex	P.H.I. Makgoe	Intl. Electronic Member	Daniel Yibirin	North Florida
Reba George	Centex	F.B. Marshoff	Intl. Electronic Member	Amy Cone	North Texas
Charles David Hamrick	Centex	N.H. Masithela	Intl. Electronic Member	Sandra Graham, MPH	North Texas
Jo Ann Hooks	Centex	Lucy Matlhako	Intl. Electronic Member	Marcus Smith	North Texas
Lawrence A. Jones	Centex	N. Mbaza	Intl. Electronic Member	Ernest Charles Brune	Northern Virginia
Dan Jorgensen	Centex	C. Mokitlane	Intl. Electronic Member	Robert J. Laver, Sr.	Northern Virginia
Deanie M. King	Centex	M.C. Nwaila	Intl. Electronic Member	Billy Joe Busse	Oklahoma
Joan McKaughan	Centex	Claudia Petrescu	Intl. Electronic Member	Guadalupe Silva-Schwager	Orange County
Blake A. Pettis	Centex	R.J. Rakgoale	Intl. Electronic Member	Corie Wiren	Oregon/SW Washington
Ronald R. Robles	Centex	M.S. Rakometsi	Intl. Electronic Member	Nancy Hunter	Piedmont Triad
Constance P. Sanchez	Centex	K.F. Ralikontsane	Intl. Electronic Member	Al Toe, Jr.	Piedmont Triad
John Sendejn	Centex	N. Ramashiya	Intl. Electronic Member	Andrew Cummings	Research Triangle
Bryan P. Smith	Centex	R. Sempe	Intl. Electronic Member	Laurie Fitts	Research Triangle
Cheryl A. Soward	Centex	S. Shuping	Intl. Electronic Member	Sharon Peacock	Research Triangle
Cherrie A. Stunz	Centex	Boby Soobrayana	Intl. Electronic Member	Chun-Yuan Wang	Research Triangle
David P. Trevino	Centex	Bob Tladi	Intl. Electronic Member	Constance Lee Baker	Rhode Island
Sylvia Villarreal-Wilson	Centex	M.A. Tsopo	Intl. Electronic Member	Joana Mateus	Rhode Island
Olga Trevino	Central California	Li Tzung-Shiun	Intl. Electronic Member	Terry Amsler	Sacramento California
Sarah Dawson	Central Missouri	M. Walaza	Intl. Electronic Member	Michael T. Applegarth	Sacramento California
Julie M. Dusold	Central Missouri	Sue A. Barcellos	Iowa Capital	Carmyn Fields	Sacramento California
Darlene Pierre-Louis	Chicago Illinois	Lindsey Collins	Iowa Capital	Reuben A. Jimenez	Sacramento California
Jorianne Jernberg	Cleveland State Univ. Aff.	Lee Hill	Iowa Capital	Bridget Enderle	San Diego
Tuwhanna Lewis	Cleveland State Univ. Aff.	Kenneth Arnold	Kansas	Ronnie Daves	South Carolina
Tamara L. Brod	Colorado	Tony Heimerman	Kansas	Page Gupton	South Carolina
Christine B. Harrington	Connecticut	Milton R. Dohoney	Kentucky	Giselle Leon	South Florida
Alissa B. Johnston	Connecticut	Robby Morton	Kentucky	Daniel Yibirin	South Florida
Zaira O. Santiago	Connecticut	Elli Petris	Long Island	Hunter Thompson	South Texas
M. John Bustria	Detroit Metropolitan Area	Lisa V. Torres	Long Island	William Brady	Southeastern North Carolina
James Garner, II	Detroit Metropolitan Area	Scott Burritt	Los Angeles Metro Area	Kimberly Cromartie	Southeastern North Carolina
Samuel Gedman	Detroit Metropolitan Area	Julia Hakim	Los Angeles Metro Area	Paul Grimyser	Southern Nevada
Shanelle Bullock	Eastern North Carolina	Maxanne Hatch	Los Angeles Metro Area	Rachel Christensen	Southwest Virginia
Jeffrey L. Dyber	Empire State Capital Area	Karen Kimber	Los Angeles Metro Area	Philip C. Harris	Suncoast
Karl Fisher	Empire State Capital Area	James Sanchez	Los Angeles Metro Area	Ralph Anderson	Tennessee
Stephen Hunt, II	Empire State Capital Area	Erica Swift	Los Angeles Metro Area	William H. Kraus	Tennessee
Katherine Schipano	Empire State Capital Area	Patricia McFarland	Louisiana	Neil L'Hommedieu	Tennessee
Davila Taryn	Empire State Capital Area	Diane Robinson	Louisiana	Rusty Lacy	Tennessee
Eileen Teehan	Empire State Capital Area	Darrell Grisby	Lowcountry	Adan Carrillo	Utah
Ryan Butler	Evergreen	Kimberly M. Lorence	Lowcountry	William Krause	Utah
Anita DeMahy	Evergreen	Lorraine DeSisto	Lower Hudson Valley	Brendan P. Andrews	Vermont
Taninha L. Ferreira	Evergreen	Maria Lourdes Isidro	Lower Hudson Valley	Wendy S. Baker-Thompson	Vermont
David Overby	Evergreen	Colleen Monaghan	Lower Hudson Valley	Carol E. Beatty	Vermont
Jodi Patrykus	Evergreen	Ebony L. Brandon	Maryland	Marc L. Bilodean	Vermont
Scott Terada	Evergreen	Alberta L. Presberry	Maryland	Alice M. Christian	Vermont
Branco Ponomariov	Georgia	LaKeshia Skinner	Maryland	Misty A. Dunnack	Vermont
Ronald Needleman	Gold Coast	Hong Ta	Maryland	Antoinette Habinshuti	Vermont
Deborah Dial	Greater Birmingham	Louis Paris	Memphis/Mid South	Sara C. Jelen	Vermont
Sheryl Parker	Greater Birmingham	Mamon Wright	Memphis/Mid South	Kelley A. Maranville	Vermont
Nichalaus Sims	Greater Birmingham	Mary Gwen Wheeler	Metropolitan Louisville	Russell W. Mills	Vermont
Carl Thomas	Greater Birmingham	M. John Bustria	Michigan Capital	Christine D. Phelan	Vermont
Janice Kathy Lam	Greater Kansas City	James Garner, II	Michigan Capital	Susan I. Skala	Vermont
Debbie Renee Sisk	Greater Kansas City	Aric Otzelberger	Minnesota	Catherine E. Symans	Vermont
Lichele Hue	Gulf Coast	Winnie Andrus	Mississippi	Erin J. Turcot	Vermont
Robin Scott	Hampton Roads	Erin Holmes	Mississippi	Steven Bateson	Virginia
Rhonda L. Sturgis	Hampton Roads	Sarah Aleksich	National Capital Area	Page Gupton	Virginia
Chris Lum Lee	Hawaii	Monique Anthony	National Capital Area	Thomas G. White	Virginia
Patrick Aten	High Plains Texas	Cherrylyn Brown	National Capital Area	William Hartig	Walden Univ. Aff.
Kristen De Groot	High Plains Texas	John A. Kinsey	National Capital Area	Chad Briggs	Wisconsin Capital
Kobi Nix	High Plains Texas	Kimberly Moloney	National Capital Area	Michael Franczek	Wisconsin Capital
Bradley Marshall	Houston Area	Sharnel Murray	National Capital Area		
Margaret Burnham	Hudson Valley	Suneeti B. Shah	National Capital Area		
Sara Capozzoli	Hudson Valley	Donna M. Sumption	National Capital Area		
Vincent Vicari	Hudson Valley	Victoria Waimey	National Capital Area		

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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 metropolitan 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 and Policy Analysis
Campus Box 1457
Southern Illinois University Edwardsville
Edwardsville, IL 62026-1457

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 of the 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 of the 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.

Political Science Professor-Public Administration Department of Political Science Texas State University-San Marcos Position #2006-31

REQUIREMENTS:

Earned doctorate in Public Administration, Political Science or related field by date of hires

Able to teach at on and off-campus locations;

Able to teach day and night courses

PREFERRED:

Demonstrated ability in scholarly research;

One or more years of administrative experience in the public or non-profit sector;

Demonstrated academic or experiential background in finance, personnel, management, and public policy;

Demonstrated ability to work with diverse student body;

Record of teaching experience in higher education in public administration or related field;

Demonstrated ability to use technology in the classroom;

Effective interpersonal skills.

Include letter of application addressing required and preferred qualifications, curriculum vita, and a list of three references.

Review begins December 15, 2005.

Apply To:

Dr. Patricia Shields
Search Committee Chair
Department of Political Science
Texas State University-San Marcos
601 University Drive, ELA 266
San Marcos, TX 78666

Senior Faculty Member Harry S Truman School of Public Affairs University of Missouri-Columbia

The Harry S Truman School of Public Affairs seeks applications and nominations for a senior faculty member with teaching and research interests in public policy and/or public management (area of specialization open). Primary responsibilities of the position include: (1) carrying out a program of high quality research leading to scholarly publication; (2) teaching graduate courses; (3) providing leadership in the development of a proposed doctoral program in public affairs; and (4) participating in funded research projects, outreach and public service activities, and internal service.

Applicants for this position are expected to demonstrate a substantial record of scholarly research and publication as well as teaching excellence. Evidence of the ability to secure external funding is also desirable. An earned doctorate (discipline open) is required at the time of appointment. Appointment as full professor with tenure is anticipated.

The Truman School of Public Affairs is one of 16 schools and colleges at the University of Missouri-Columbia. It currently has a faculty of more than 20 and numerous research centers and institutes. Prospective candidates are invited to visit our website: <http://truman.missouri.edu>. The University of Missouri is an equal opportunity employer. Minorities and women are encouraged to apply. To request ADA accommodation, please contact the Campus ADA coordinator at (573) 884-7278 or at adawww@showme.missouri.edu.

Send letter of application, vita, the names of three references, and other supporting materials to: Whitney Keller, Search Coordinator, 105 Middlebush Hall, University of Missouri-Columbia, Columbia, MO 65211. Screening will begin December 15, 2005, but applications will be accepted until the position is filled.

Equal Opportunity/Affirmative Action Employer

Three Tenure/Tenure Track Faculty Positions The School of Public Policy (SPP) George Mason University

The School of Public Policy (SPP) at George Mason University is seeking applications and nominations for up to three tenure/tenure track faculty positions for Fall of 2006: one at the assistant professor level and the other(s) rank open. We are particularly interested in individuals whose areas of expertise include globalization and international business policy. Individuals with expertise in the following fields are encouraged to apply: public finance; international public health; or a field that encompasses comparative institutions, comparative policy, or global/international policy making.

The ability to teach statistics, quantitative methods, or policy evaluation at the graduate level is important. Candidates must have an active research agenda, an established record of scholarship, a demonstrated record of externally funded research, and strong teaching credentials. Although the discipline of candidates is open, a strong publication record is expected. A terminal degree in an appropriate discipline is required.

The more than sixty faculty of SPP (regular and research associates) come from a wide range of disciplines, including political science, economics, geography, urban planning, engineering, anthropology, education, business, biology, and sociology. Our five policy masters degrees enroll 700 students and include the Masters of Public Policy; International Commerce and Policy; Organization Development and Knowledge Management; Transportation Policy, Operations, and Logistics; and Peace Operations. The Ph.D. program enrolls 125 students

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who are engaged in 13 major research centers in addition to their own course work and research projects.

Located in Fairfax and Arlington, Virginia, just minutes from Washington, D.C., SPP is the leading graduate school of its kind in the region and serves a wide range of students from across the country and around the world. The National Science Foundation consistently ranks GMU as among the top programs in the field in terms of research expenditures by discipline. For more information about SPP, visit our website at <http://policy.gmu.edu>.

Review of applications will begin on December 1, 2005 but will be accepted until the positions are filled. Please note that applications will not be accepted via e-mail. Letters of application, along with full curriculum vitae should be sent to: Faculty Search Committee (3), School of Public Policy, MSN 3C6, George Mason University, 4400 University Dr, Fairfax, VA 22030

George Mason University is an Equal Opportunity Employer and actively seeks applications from individuals from traditionally underrepresented groups.

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.

Professors of the Practice Sanford Institute of Public Policy Duke University

Duke University's Sanford Institute of Public Policy is seeking two Professors of the Practice to teach and work with students in the fields of public policy analysis and/or management in the Institute's two-year professional Master's of Public Policy (MPP) program. The successful candidates will be expected to teach core courses that focus on the development of analytical, management, and professional skills. These courses seek to integrate the core curriculum through the use of teaching cases and client-oriented projects, in both domestic and international contexts. Either position may include opportunities for management responsibility within the MPP program.

The initial appointments will be for 3-year terms that are renewable at a starting rate of \$50,000 to \$70,000 for nine months. Ideally, one of the positions would start as early as January 1, 2006.

Qualifications. We are looking for candidates with the background, interests, ability and formal education necessary to prepare our MPP students for careers in the public service or related areas in both the U.S. and in other countries. The ideal candidate would have:

A post-baccalaureate degree in public policy, public administration, law, business, management or related field;

A minimum of ten years of work experience in positions with substantial responsibility for public policy analysis or management or both.

Demonstrated commitment to teaching professional students;

Excellent oral and written communication skills and deep familiarity with the basic techniques of public policy analysis and/or management.

Applications. Applicants should provide a CV, a list of 5 references, a cover letter describing their background and preparation for the position, reasons for applying, and thoughts about professional education for public service and related fields. (Please indicate if you would like to keep the application confidential until you have

been contacted.) Applications will be reviewed starting immediately; any application received by January 9, 2006 will be guaranteed consideration. Please send the application to

Helen F. Ladd

Chair, PoP Search Committee

Sanford Institute of Public Policy

Box 90245 (or Corner of Towerview and Science Drive for FEDEX)

Durham, NC 27705.

Duke University is an Equal Opportunity/Affirmative Action Employer .

Associate/Assistant Professor (Two (2) Positions Available) Institute For Policy And Economic Development University of Texas—El Paso

The Institute for Policy and Economic Development at the University of Texas at El Paso is seeking to fill two tenure-track positions, one in public administration, and a second in a new leadership program to start January 2006 or Fall 2006. These positions may also include a percentage appointment in the Institute for Policy and Economic Development as a research scientist. The successful candidates will be able to teach courses at the graduate level in one of the core areas of the public administration program and/or leadership program. These are tenure track appointments. The MPA program has recently undergone curriculum and administrative revisions and has accreditation from NASPAA. The program has a strong emphasis on border issues, and expertise in an area such as health policy or immigration issues, among others, is desirable. The Masters of Arts in Leadership Studies is a newly approved program primarily geared towards non-traditional markets and has close ties with the U. S. Army. The program is developing increased interdisciplinary activities and expanding offerings through new concentrations. UTEP is the only research-intensive doctoral university in the United States with a Mexican-American majority student population, ranking second in the nation in awarding Bachelor's degrees to Hispanics. UTEP serves a large, bicultural population located on the U. S. - Mexico border. The university's student population of more than 19,000 students, the majority Hispanic, closely mirror the demographics of the region from which UTEP draws 90 percent of its students. UTEP is increasingly recognized as a model in demonstrating that a university with a fundamental commitment to access can also achieve high levels of excellence in academic programs and research. UTEP's six academic colleges (Business Administration, Education, Engineering, Health Science, Liberal Arts and Science) offer 81 Bachelor's degrees, more than 80 Master's degrees, and 12 Doctorates in a broad range of academic fields. In addition, the university offers doctoral programs in Nursing and Pharmacy through cooperative programs with the U.T. Health Science Center at Houston and U. T. Austin.

Qualifications Required: The successful candidate must hold a Ph.D. or equivalent terminal degree in any field of administrative or social science and must have an identifiable research agenda. Rank is open. This position is security-sensitive and subject to Texas Education Code 51.215, which authorizes the employer to obtain criminal history record information. An employment offer is contingent on completion of a satisfactory criminal background investigation.

Salary: Salary or Appointment negotiable.

Application Procedure: Interested candidates should submit their curriculum vitae, the names of at least three (3) references and a letter of interest by January 9, 2006 to: Dennis L. Soden, Ph.D. Executive Director, Institute for Policy and Economic Development, 500 W. University - Kelly Hall; Room 312, El Paso, TX 79968-0703, Phone: (915) 747-7974, Fax: (915) 747-7948, Email: desoden@utep.edu. For further information, see www.utep.edu and iped.utep.edu. EOE.

Public Affairs, Division Chair Florida Gulf Coast University

Florida Gulf Coast University invites applications for the position of Chair, Division of Public Affairs. 12-month, non-tenured multi-year appointment at the Associate or Full Professor rank, salary negotiable. Responsible for chairing a small department that delivers a Master of Public Administration program and a B.A. Political Science program, as well as for coordinating MPA program accreditation, program promotion, and community outreach activities. Minimum qualifications: Ph.D. in Public Administration, Political Science, or a closely related discipline from a regionally accredited institution or equivalent; Associate or Full Professor rank; 3 years academic administration experience at the Chair level or higher; record of achievement and continuing productivity in teaching, research, and service; teaching experience in one or more of the following subject areas—state and local politics and administration, comparative politics and administration, and/or quantitative research methods. Review of application materials will begin on January 16, 2006 and continue until the position is filled.

FGCU is an innovative young university located in a rapidly growing metropolitan area of coastal Southwest Florida. To apply, visit <http://jobs.fgcu.edu> (Requisition #0236). Only applications submitted online will be considered. Under Florida's Public Records law, applications will be available for public review upon request and become the property of FGCU. Florida Gulf Coast University is an equal opportunity/equal access/Affirmative Action institution with a commitment to cultural, racial, and ethnic communities. Successful candidates should share this commitment, and women and minorities are encouraged to apply.

Assistant Professor Institute of Government Tennessee State University

TSU's Institute of Government invites applications for a tenure track assistant professor in public administration with a specialization in public budgeting and finance. Additional teaching areas might include: administrative law, intergovernmental relations, urban administration and planning, public policy, health/non-profit finance, government information systems, program evaluation and substantive policy fields including non-profit manage-

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ment. The position will be filled at the assistant professor level and is available for August 2006 as starting date of employment.

Qualifications

Earned Ph.D. in Public Administration, Public Policy or related fields in Political Science and Business. Experience in government, health or non-profit organizations is desirable. For beginning assistant professors, ABDs will be considered if defending by May 2006.

Responsibilities

Duties include teaching and research in the MPA, Ph.D. and Graduate Certificate programs in Health Administration and Planning and/or Non-Profit Management.

Please visit our website at www.jobs.tnstate.edu for full description and information on applying for position.

Deadline for application: December 30, 2005

TSU is an EO/AA/M/F employer.

Assistant Professor Public Administration Missouri State University

The Department of Political Science invites applications for a tenure-track position at the Assistant Professor rank. Specialization should be in not-for-profit management, with preferred secondary fields in some combination of public policy, intergovernmental relations, and non-governmental organizations. The successful candidate will teach in the Department's NASPAA-accredited Master of Public Administration (MPA) program, and may be involved in the development of a track in not-for-profit management. The appointment begins in August, 2006. Applicants should have completed a doctorate in Political Science, Public Administration, or related discipline by the date of appointment.

The faculty teaching load is three courses per semester, and includes an introductory American Government course. The Department has 18 full-time faculty members, over 250 undergraduate majors, and over 50 graduate students enrolled in the MPA or the Master of International Affairs and Administration program.

Consideration of applicants begins February 1, 2006, and will continue until the position is filled. Women and minorities are especially encouraged to apply. Send a formal application letter, curriculum vitae, copies of undergraduate and graduate transcripts, a statement of teaching and research interests, three letters of reference, a representative sample of written work, and teaching evaluations (if available) to: Beat Kernen, Head, Political Science Department, Missouri State University, 901 S. National, Springfield, MO 65897. Missouri State also requires an Authorization Form to be completed as part of your application which can be found at <http://www.missouristate.edu/academicopenings/AuthorizationForm.pdf>.

Missouri State University is an equal opportunity/affirmative action employer.

Two Tenure-Track Positions L. Douglas Wilder School of Government and Public Affairs Virginia Commonwealth University



The L. Douglas Wilder School of Government and Public Affairs of Virginia Commonwealth University invites applications for two tenure-track positions (rank open) in public administration. The first, with a specialization in emergency management, public management, general public policy, and strategic planning, will take a significant role in the Master's of Public Administration program and Bachelor's and planned Master's programs in Homeland Security and Emergency Preparedness.

The area of specialization is open for the second position; however, information technology, human resource management, public policy, or public administration praxis are of particular interest. Candidates for this second position must be prepared to teach at least two of the core courses in the MPA/Ph.D. curriculum per semester (see <http://www.has.vcu.edu/gov/Programs/pubadmin.html> for curriculum information). Senior level candidates must have an outstanding publication record in the field; all candidates must demonstrate the capacity to secure research/professional development funding.

For more detailed job descriptions and the application process please visit VCU's faculty vacancy website located at <http://www.pubinfo.vcu.edu/facjobs/>. These positions are listed under the College of Humanities and Sciences.

Virginia Commonwealth University is an equal opportunity/affirmative action employer. Women, minorities and persons with disabilities are encouraged to apply.

Three Tenure-Track Positions for Spring or Fall 2006

Jackson State University Jackson, Mississippi

Department of Public Policy and Administration

Job Vacancies

(Positions will be opened until filled)

The Department of Public Policy and Administration at Jackson State University offers a NASPAA accredited Master of Public Policy and Administration degree and Ph.D. Degree in Public Policy and Administration. The Program offers specializations at the Master's level in: Public Finance, Community and Economic Development, Human Resource Administration, State and Local Government Administration, Health Care Administration, Environmental Management, Planning and Policy, General Management, Judicial Administration. Specializations offered at the PhD level include; Program Management, Policy Analysis, Environmental Management, and Planning and Policy.

Position One: Associate/ Assistant Professor (Salary – Competitive)

Applicants must possess the following: A PhD in Public Administration or a related discipline, experience in teaching at the graduate level, experience in directing masters' theses and doctoral dissertations and an area of specialization as evidenced through publications, professional experience and transcripts. However, strong preference will be given to persons who teach Environmental Planning and Management, and any of the following additional areas: Community and Economic Development, Health Care Administration, and Human Resource Management. At this level, applicant must also demonstrate successful experience in external fund-raising and grantspersonship; and have a record of refereed publications.

Position Two: Assistant Professor (Salary –Competitive)

Applicants must possess a PhD at the time of employment in Public Administration or related field and must demonstrate through transcripts and professional experience a capacity to teach Health Care Administration and/or Environmental Management, Planning and Policy, and any one of the following areas: Community and Economic Development, State and Local Government, and Human Resource Management. Applicant must also demonstrate willingness to engage in grantspersonship and published research.

Position Three: Assistant Professor (Salary – Competitive)

Applicants must possess a PhD at the time of employment in Public Administration or related field and must demonstrate through transcripts and professional experience a capacity to teach Health Care Administration and/or Environmental Management, Planning and Policy, and any one of the following areas: Community and Economic Development, State and Local Government, and Human Resource Management. Applicant must also demonstrate willingness to engage in grantspersonship and published research.

Submitted applications should include: a letter of interest, a curricula vita, official transcript(s), sample of scholarly writing, a statement outlining a prospective research agenda, student evaluations, evidence of grantspersonship as indicated, three letters of recommendation, publications (if applicable, not required of position one).

Please send completed applications to: Mrs. Ester Stokes, Chair, Search Committee, Department of Public Policy and Administration, Jackson State University, 3825 Ridgewood Road, Box 18, Jackson, MS 39211

Additional information may be obtained by letter, email at ester.w.stokes@jsums.edu, or by telephone at (601) 432 6262 or (601) 432 6277.

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CONFERENCE CALENDAR

December 2005

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

2-3 Social Equity Leadership Conference
Location: Omaha, Nebraska
Contact: www.napawash.org

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

1-3 A Performing Public Sector: The Second Transatlantic Dialogue
A cooperation of ASPA's SPMM and its European counterpart at EGPA.
Conference Website:
www.publicmanagement.be/performance

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

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