

old problems



new solutions

International Supplement

March 2006 PA TIMES

ASPA's growing international affiliations and activities have reflected our increasing commitment to voicing concerns and viewpoints from outside the United States and advancing public administration internationally from a U.S. perspective.

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What's New

- The South Eastern Conference for Public Administration (SECOPA) is seeking nominations for its Senator Boorsma International Award. The Award is giving out to recognize a consistent record of involvement and efforts to transfer best practices and public administration theory from one country to another. The recipient of the award, a practitioner or an academician, is expected to be present at the October 2006 conference in Athens, GA. Letters of nomination and supporting documentation should be mailed/e-mailed by May 1, 2006 to: Dr. Arie Halachmi, Institute of Government, T.S.U, 330 Tenth Ave. North, Nashville, TN 37203-3405, USA
- The Inaugural World Ethics Forum will be held in Oxford, England, from April 9-12, 2006. The forum is sponsored by the World Bank and the United Nations University. The keynote address will be given by Mary Robinson, Chair of the Ethical Globalisation Initiative. 75 speakers from over 20 countries will participate. The deadline for the second call for papers is January 31, 2006. For more information on call for papers and forum registration visit <http://www.iipe.org/events.htm>
- The Prague's Center for Public Policy is honored to invite students to the European Spring Institute. ESI 2006 will be held in Prague, Czech Republic, from April 2-9, 2006. The European Spring Institute is an eight-day academic program designed to bring together 30 undergraduate and graduate students of various nationalities and academic backgrounds from the United States, Eastern and Western Europe to enjoy their spring holidays in the unique academic and cultural environment of Europe. The final deadline for submitting applications is February 15, 2006. For more information about the Institute and application process visit <http://www.cpvpcz.esi/>
- Rutgers University-Newark has been selected by ASPA's Executive Committee to serve as the Secretariat for ASPA's Memorandum of Understanding (MOU) with the Korean Association for Public Administration (KAPA).
- Mary E. Van Verst, Immediate Past President, ASPA Evergreen Chapter has accepted an invitation from the University of Hyogo (Gakuen-Toshi campus) to speak at their seminar "Public Policy and Education for Communities in the Era of Globalization", March 3-4, 2006. She will speak about her work with Americorps and similar initiatives to increase citizen participation. Hyogo's Governor Toshizo Ido has been invited to deliver a keynote address.
- "A Performing Public Sector," a sequel to the successful 2005 transatlantic conference, "Ethics and Integrity of Governance," will be held June 1-3, 2006 in Leuven (Belgium). Jointly organized by a European (EGPA) and American (ASPA) network on public performance, the conference aims to strengthen cooperation among European and American scholars. More information available at <http://soc.kuleuven.be/io/performance/>
- "Building Public Service-Oriented Government", The Third Sino-U.S. International Conference for Public Administration, will be held June 8-9 in Beijing, P.R. China. The conference is jointly organized by the School of Public Administration, Renmin University of China, ASPA and the Chinese Public Administration Society. The conference will take place at Run Run Shaw Conference Center, Renmin University of China. More information available at <http://www.mparuc.cn>
- "Post Bureaucratic Management: A New Age for Public Services?" will be held June 14-16, in Aix-en-Provence, France. The conference is being hosted by the Institute of Public Management and the University Paul-Cezanne, Aix-Marseille III. The conference will be addressed by senior politicians and government policy makers who can provide insights into the future of management development in the public sector. More information available at http://www.efmd.org/html/Conferences/conf_detail.asp?id=050616kidm&aid=050616geyi&tid=2
- "The 22nd EGOS Colloquium 2006, Public Sector Agencies-The Problem of Coping with Autonomy, Steering and Regulation will be held July 6-8 in Bergen, Norway. Convers: Per Laegreid, Geert Bouckaert and Sandra van Thiel. The deadline for paper proposals is January 6, 2006. More information available at http://www.egosnet.org/conferences/collo22/sub_26.shtml

- ASPA 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 email Don Menzel for more information (donmenzel@tampabay.rr.com).
- ASPA is pleased to announce an agreement has been signed with the Chinese Association for International Exchange of Personnel (CAIEP) to develop training and technical assistance programs. CAIEP is a nationwide and government sponsored institution engaged in the international exchange of specialized technical and managerial personnel. Its main tasks are to invite foreign experts to work in China, designate Chinese managerial and technical personnel to go abroad for practical training, assist Chinese and foreign organizations in developing friendly exchange and business relations, and arrange for foreign friends to engage in research, training and study in China. The aim of the Association is to promote exchange and cooperation between China and other countries in industry, agriculture, finance, science and technology, education, medicine and culture, through the international exchange of personnel, so as to contribute to China's reform, opening up and modernization as well as to the advance of human civilization in general. A five member Chinese delegation visited ASPA headquarters on July 8, 2005, to discuss specific steps to launch the training program. The delegation met with ASPA President Donald C. Menzel and Executive Director Antoinette Samuel.
- ASPA's Executive Committee voted to approve an MOU between ASPA and ESADE's Institute of Public Management, based in Barcelona, Spain.
- The 2006-2007 competition for Fulbright grants opened March 1, 2005. Fulbright Scholars lecture, consult and conduct research in a wide variety of academic and professional fields across the globe. Get more information, register and apply online at <http://www.cies.org>. The Fulbright Program is sponsored by the U.S. Department of State, Bureau of Educational and Cultural Affairs.

ASPA Issues RFP for International MOU Coordination

ASPA is seeking partner organizations to assist in coordinating the Society's international memoranda of understanding with the following associations:

- Commonwealth Association for Public Administration and Management
- ESADE's Institute of Public Management (Spain)
- European Group of Public Administration
- Hong Kong Public Administration Association
- Institute of Public Administration of Canada
- Slovenian Society of Public Administration

ASPA International Listserv

ASPA hosts an electronic discussion list for those interested in international issues. To subscribe, visit http://aspaonline.org/mailman/listinfo/intl_aspaonline.org.

Recently Published

- "International Examples of Community Consultation Practices in Councils" (International Local Government Community Consultation Network)
- eStrategies Central & Eastern Europe Online, a free weekly e-newsletter
- Foreign Aid Safari by George M. Guess (Athena Press)
- Working for Change: Making a Career in International Public Service by Derick W. Brinkerhoff and Jennifer M. Brinkerhoff (Kumarian Press)
- OECD Factbook 2005 (Organization for Economic Cooperation and Development)

UNPAN

The United Nations (UN) has selected ASPA to participate in a network of associations throughout the world to share knowledge, experiences and best practices in sound public policies, effective public administration and efficient civil services. ASPA is one of the UN's four North American partners in the Global Online Network on Public Administration and Finance (UNPAN).

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An Introduction from ASPA's President...

International Public Administration: Old Problems, New Solutions

Donald C. Menzel

This special international supplement to the PA TIMES draws our attention to the new world we have entered in a new century. We are experiencing a time of change and challenge, order and chaos, new and old—coming at us from all directions. Is it any wonder that the search for new solutions to new problems, not to mention old problems, is intensely underway. And, ASPA is in the hunt.

Over the past four years as an ASPA national officer, I have had the good fortune of representing ASPA at international conferences in Belgium, China, France, Germany, Macau, Portugal, South Korea and Thailand.

I have made presentations to students, faculty, government officials and citizens on a variety of subjects—ethics, local government, emergency management, public administration education and privatization.

While I did not keep an accurate count, I would estimate that my spoken and written words reached several thousand individuals. Perhaps more importantly, I had the opportunity to listen to colleagues from these and other countries whose representatives attended the events.

So what did I hear that is worth sharing with you?

First, I heard over and over that ASPA was a treasure that they would like to possess. Why? Because ASPA embodies qualities that are uncommon around the world. Heading the list is volunteerism.

ASPA is volunteer-driven in all dimensions—funding, performance, peer support and more. ASPA is not a government sponsored or owned organization. Now this may not sound too startling but I can assure you that some of our foreign colleagues scratch their head and wonder

out loud how an organization of professionals (especially those in government) is not part and parcel of officialdom.

Other qualities that animate ASPA, which our friends from abroad value, are inclusiveness and a commitment to public service that transcends self-interest.

ASPA is not a university club, a student organization, or an occupational union. Nor are individuals employed in the private or nonprofit sectors excluded from membership. There are no membership boundaries other than a commitment to professionalism, public service and good government.

ASPA members' commitment to public service, which reaches beyond the boundaries of self-interest, is not to suggest that our members are expected to fall on their financial swords. Rather, it means understanding that an entirely self-interest driven public service, which is found in many countries around the world, is a sure fire recipe for a bankrupt public service and an ill-gotten democracy.

A public service ethos that celebrates helping others help themselves is essential. Our international friends realize that ASPA embodies these qualities and others such as a commitment to social equity and the rule of law—both of which we too often take for granted.

Second, ASPA promotes best management practices and knowledge. ASPA members brought together in chapters and interest group sections want to know how to make their agencies and organizations top-notch performers.

Practitioner members share information and insights on what works and what doesn't work. The subjects can be promotion and evaluation practices, information technology systems, transportation grids and planning, emergency management, pay for performance, privatization of public services, training and more.

Equally important is the systematic study of public management issues and problems. ASPA's university based members are hard at work studying and reporting their findings at conferences and in ASPA's many affiliated journals—*American Review of Public Administration*, *Public Administration Quarterly*, *International Journal of Public Management*, *Public Budgeting & Finance*, *Journal of Public Management and Social Policy*, *Criminal Justice Policy Review*, *Journal of Health and Human Services Administration*, *Public Voices*, *State and Local Government Review*, *Public Performance and Management Review*, *Journal of Public Affairs Education*, and *Public Works Management and Policy*.

And, add to this list a new journal, the *Chinese Public Administration Review*, which originated at Rutgers-Newark University's Graduate

Department of Public Administration. ASPA owns none of these journals but it does own two leading journals—the *Public Administration Review* (first issue published in 1940) and *Public Integrity* which was launched as a quarterly in 1999.

The promotion of best management practices and knowledge is also carried out by ASPA's Center for Accountability and Performance (CAP) which was established in 1996.

CAP's mission is to improve the practice of public service by helping ASPA members and others acquire the knowledge, technical skills and resources necessary to successfully manage for results. CAP achieves its mission through education, training, advocacy, technical assistance, resource sharing and research into best practices in performance management.

The Center has a cadre of experienced, knowledgeable practitioners, academics, and consultants who, upon request and availability, work with regional conference committees and individual ASPA chapters and sections to lead panels, provide training workshops, or make presentations to ASPA members. One popular CAP publication, *Performance Measurement: Concepts and Techniques*, is in its 3rd Edition and will soon be translated into Spanish.

Third, the Age of Globalization is upon us and ASPA members are well informed about the challenges presented. Globalization is no longer just a market-place phenomenon and ASPA members understand fully what this means—that democratic governance requires leadership, integrity and public trust and confidence in those who govern.

ASPA's world now extends well beyond the borders of the 50 American states. As the ASPA International Report, submitted by ASPA's International Coordinator Don Klingner and printed in this issue makes abundantly clear, ASPA members are well traveled. Perhaps even more pointedly, the Klingner report suggests that a broader ASPA vision is being forged as a result of an increasingly global mission.

Our foreign colleagues hold ASPA's international presence in high regard and are anxious to draw on the members' expertise and knowledge in confronting the new challenges posed by globalization.

Is ASPA in the hunt for new solutions to old and new problems? Decide for yourself. Read the articles by G. Zhiyong Lan on China, Naim Kapucu on Turkey, Jennifer and Derick Brinkerhoff on the MPA degree and international public service, Toni Samuel on ASPA's global reach, and the report prepared by Don Klingner. You won't be disappointed.

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**ASPAs
International**

www.aspanet.org

Turkish Public Administration Reforms: Expectations and Challenges before the European Union

Naim Kapucu

Since the end of the 1970s, the entire Western world has moved into an era of severe administrative reforms. The cluster of reform ideas dominant in international discourse during the 1980s provided a global diagnosis and standard solution for the ills of the public sector around the world.

Trust of market and 'managerialism' were the key aspects of the doctrine. Public administration emphasizing due process and rules was declared old-fashioned and dysfunctional. Reformers advocated replacing old public administration with New Public Management (NPM) focusing on goals and results and getting lessons from private sector. These ideas were primarily developed in the Anglo-American context, and diffused by international organizations such as OECD, IMF, and the World Bank.

Since the establishment of the Republic of Turkey in 1923, reform within the public administration has been on the agenda every decade. To overcome the economic, social and political problems faced in the public administration system, the Centralized Government Research Project (1962), the Administrative Reform Consultancy Council Report (1971), the study of the organization of the legislation and decrease of paperwork (1980), and the Public Administration Research Project (1989) were conducted. However, the desired result was not achieved with anyone of them.

The state has started consuming more financial resources every day since its continued expansion and intervention in the social and economic life. Due to high government expenses and unstable economic policies, inflation has risen and budget deficits have become chronic. Bureaucracy has become an inefficient and coarse mechanism, making the need for comprehensive reform at the beginning of the 21st century inevitable.

The internal dynamic and inefficiency of the Turkish public administration system, and developments in international fields with global dimensions have also accelerated the need for comprehensive administrative reform.

Some examples of these developments are: the global liberalization policies of the economic and commercial fields and the capital market; structural adjustments proposed by international global actors such as IMF and the World Bank; the expansion of human rights and political participation in democratic societies throughout the world; the scheduling of the responsibilities of restructure in social, economic, political and administrative fields in the framework of the EU *acquis communautaire*.

Although there is a positive point of view and general understanding in Turkish society on aims, objectives and regulations of the recent reforms, some resistance was

received from the president, some political parties, unions, civic groups, academicians and business enterprises.

Major Goals of the Recent Turkish Administrative Reforms

The "Restructure of the Public Administration" started in the middle of 2003 and it is still in its implementation stage. Claiming to be different from all previous administrative reform initiatives, this attempt, first, aims to meet the needs of change that the information age and globalization process has put forward.

In this respect, the public administration system is to be built on fundamental values that depend on good governance, such as respect to human rights, accountability, participation, transparency, flat organizational structure and the effective use of public resources. The organization and operation of the public administration, strategic management, performance management and an effective audit system are taken into consideration as well.

Public Administration Basic Law, which is the legal text of the reform, has been accepted by the Turkish National Assembly. However, it was vetoed by the president and the reform has faced an obstacle in the establishment of the framework of the new public management system, i.e. the process has been interrupted in the implementation stage.

Even if the main law forming the reforms legal framework is not yet accepted; the secondary legal regulations related to the basic goals and targets of the reform will be achieved step by step says the chief advisor to the Prime Minister. He also adds that the administrative reform attempts, which were conducted until the end of the 20th century, were basically repetitions of each other and they were providing only superficial proposals to the problems. The following are some of the major goals of the recent Turkish Public Administration reforms:

- *Effective and Efficient Government:* The need to review and re-examine structures of government and to establish efficiency. Various measures have been taken to reduce the size and improve allocation of the budget, and to reduce the number and improve the assignment of officials. These measures will ensure that public officials can perform their duties efficiently and rationally while meeting the demands of the public.
- *Productive Government:* The development and use of internal and external advising skills are important components in improving management systems and skills. The introduction of quality management and customer-oriented programs are also part of the administrative reform.
- *Small Government:* For a time, "collectivization" and "nationalization" met public objectives better than private companies. But in time public sector performance fell below expectations, productivity declined and public

enterprises were not any improvement on private enterprise.

- *Debureaucratization:* Privatization and coproduction are part of a larger effort to reduce government intervention and bureaucratic controls. Debureaucratization should seek public trust and confidence in government, and reduce the public cynicism against the government, which has dropped sharply over the past years.
- *Transparent Government:* Turkish government has taken steps to change its procedures in order to clarify to the public how administrative decisions are made. It is essential, not only to explain to the public those matters which the administration believe are important, but to follow the principle of accountability and make the operations of public administration open to the people.

The public sector restructuring movement in Turkey is likely to produce positive results because of the origin it is based on and with the solutions it sets. However, it is necessary to make a clear distinction between the design of the restructure and its implementation.

In the implementation of a project which has been constructed as being consistent in itself—without problems and with systematic integration—there can be unexpected hesitations, delays, problems and flashbacks, and there can be serious

deviations from the previously set objectives. So, it should have a flexible structure which will enable it to discover its own needs and to produce solutions with proper approaches during the implementation process.

Turkish government has to demonstrate a clear vision of the future based on values that are widely shared in society and leadership quality. This requires political commitment and continuity; team building for the management of administrative reforms; and the setting of priorities and tangible, realistic objectives.

Administrative reform, if it is to be effectively implemented, requires a holistic approach, integrating the multiple human resource, financial, technical and structural factors involved within a dynamic environment.

Moreover, there should be a broad political and social acceptance of change and reform. For this, it is essential that policy-makers communicate and discuss the costs and benefits of policy options with all involved, including a dialogue with all political actors, the private sector, non-governmental organizations and other parts of the civil society.

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Nominations sought for SECOPA's

Senator Boorsma INTERNATIONAL AWARD

The South Eastern Conference for Public Administration (SECOPA) is seeking nomination for its international award. The Award is giving out to recognize a consistent record of involvement and efforts to transfer best practices and public administration theory from one country to another. The recipient of the award, a practitioner or an academician is expected to be present at the October 2006 conference in Athens, GA.

Letters of nomination and supporting documentation should be mailed/e-mailed by May 1, 2006 to:

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international public administration: old problems/new solutions

Fast Growing Public Administration Education in the People's Republic of China

G. Zhiyong Lan

Public administration as a field of study is a fast growing business in China. In 2002, China's Ministry of Education approved its first group of 24 MPA programs for 24 of its major universities throughout the country. In 2002, another 23 universities were authorized to offer MPA degrees. To-date, the estimated MPA student enrollment is about 15,000 since most of the currently-operating 47 programs have an average of 200 MPA students, with the largest one in Renmin University having over 800 MPA students.

The MPA is a 50 credit, two-year degree program. In 2005, after a consultative meeting with the National Guiding Committee for MPA Education, China's Ministry of Education decided to add another 36 MPA programs to its existing 47 MPA programs, raising the total number of MPA programs to 83. And these programs are still far from enough to satisfy China's public education needs.

According Liu Jia-ling, director-general of the Personnel Department of the Ministry of Personnel, China has close to five million registered civil servants. Most of them need to have up-to-date managerial training.

According to the 2003 statistical yearbook of China, over 10 million employees work in governmental agencies and organizations (Note: not everyone working for the government is considered as a civil service official (cadre). Only a selected group, about half, is. The rest are workers, temporary employees, or locally

created positions). In addition, over 25 million work for institutions that are considered nonprofit or third sector organizations in the west (ie., libraries, nonprofit sectors, hospitals, schools, etc.).

Assuming that one-fifth of the 5 million civil service officials need MPA training, it will take 100 years to cycle them through the available MPA programs at the current rate, not to mention offering training to all those who work for the government or for nonprofit organizations.

A few years ago, China's National MPA Education Guiding Committee performed a detailed analysis of China's MPA educational needs. It revealed that China had over 5.3 million civil servants in 1997, 2.32 million (43.7 percent of total) had college degrees (three and four year colleges included). Among them, 1.78 million (33.5 percent) had three year college degrees and 520 thousand (9.9 percent) had four year college degrees. Only 18.8 thousand (.35 percent) had graduate degrees. Another 2.97 million civil servants (56.1 percent) had less than two years of college education (Secretariat of the Educational Guiding Committee, 2001). These statistics demonstrate the urgency in up-lifting China's civil service education.

Prior to China's establishment of MPA programs, the bulk of China's cadre training functions were accomplished by the Party schools at various levels of the government, Colleges of Law and Administration, or Colleges of Accounting and Public Finance in many provinces.

Regular universities performed their

educational functions without conscientiously having in mind that they would be producing China's next generation cadres. Since the 1980s, China's open door reform has created a strong sense of need for more advanced, systematic and comprehensive programs for cadre training.

Major universities have been called to participate in preparing China's next generation leaders. Modern concepts, scientific logic, contemporary analytical and information processing methods, global perspective and expertise in specialized fields have all been considered as necessary qualities for the new generation cadres whose mission is to increase operational efficiency and effectiveness in a market oriented economy in the global setting.

After a period of trial and error, China's public administration education has made major strides. It has become a recognized academic field in major institutions of higher learning. A team of public administration scholars has been built and a massive learning process has been launched. This includes sending scholars to participate in international conferences, sending scholars and practitioners for short training classes and translating books and articles of public administration published in foreign countries. Many of the scholars, who have spent from a few months to two-years abroad, have eventually published books on the topic they researched.

Public administration scholars have also begun to take up the task of helping to resolve China's current administrative problems. Special attention has been paid to studying the changing role of the government, political civilization, central-local relations, administrative districting and redistricting, administrative organizations and their change, personnel quota management, national civil service reform, logistics reform, administrative law establishment, administrative supervision, anticorruption, government business relations, non-profit organization, digital government, public finance, regional development, and crisis management.

Chinese administrative system reform, Chinese civil service reform, and Deng Xiaoping administrative thinking are listed as major research topics in China's major National Plan for Social Sciences Studies beginning in the 1990s.

More recently, according to Gao Xiaoping, secretary-general (equivalent of executive director) of China's National Society for Public Administration, topics such as land resources management, human resources management, environmental protection, science and technology education, social security, finance and taxation, urban development, population control, public health and social welfare are appearing on the research agenda of many public administration scholars.

Research methods have started to diversify, from pure philosophical argument and historical studies to empiri-

cal studies ranging from case studies to quantitative data analyses. While a few of China's senior political scientists still hold strong views against positivist quantitative methodology, the younger generation of scholars, who are better-prepared in both quantitative and qualitative methodologies, have mounted a momentum to pursue rigor and empirical evidence in their research endeavor. In nationally competitive research projects, proposals without strong methodologies will find it difficult to pass. There are noticeable differences in the strength of methodology use, either qualitative or quantitative, between recent publications and publications just a few years ago.

China's public administration program has come a long way in a short few years. During the process, many American scholars have traveled to China to share their experiences in the west. China's municipalities and universities have also sent many trainees to countries around the world (including to the United States) for training.

Interestingly, in spite of the noticeable efforts of some leading American public administration scholars in promoting global engagement in public administration education and policy transfer, business schools are more in the lead in engaging China's public sector executive education, either because of their spirit of entrepreneurship, market share instinct, institutional capacity, or global interest. Is there something for American public administration schools to learn?

In the past, developing countries have had long traditions of turning to U.S. institutions of higher learning for training, technology transfer and enhanced job opportunities. Many U.S. institutions of higher learning unhesitatingly embraced the opportunity, and in the process, greatly strengthened themselves as well, both scholarly and financially.

It is becoming obvious that in the next two decades, the non-GS-7 countries will face unprecedented demand for quality higher education. They will have to make headway with, or without external help.

China is a case in itself, due sheerly to its size. India probably will follow quickly, as well. U.S. universities are again in a unique position to help address global challenges represented by needs such as linking higher education to economic development, nation building, technology application, democratization, public policy design and implementation, community development, urban planning, environmental protection and sustainable development. All are issues of pressing demand. The question is, are American institutions of higher learning and American scholars ready? Are American public administration schools ready?

G. Zhiyong Lan, professor, School of Public Affairs, Arizona State University (04-05 U.S. Fulbright Scholar to China).
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Announcing...

a new publication from ASPA

Public Administration

with an

Attitude

by H. George Frederickson

Available for adoption in Spring 2006 classes.
To order your review copy, call 202-585-4313.
Order now. Review copies are limited.

Public Administration with an Attitude
approx. 220 pages — \$14.95 softcover
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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!)



international public administration: old problems/new solutions

Preparing People for International Public Service in a Changed World: The Continued Relevance of the MPA

Jennifer and Derick Brinkerhoff

In writing our recent book, *Working for Change: Making a Career in International Public Service*, we twice brainstormed with seasoned practitioners of the Development Management Network, profiled six accomplished international public servants, talked to prospective employers, analyzed job announcements and conversed with many, many students. Among our objectives was to investigate what skills and knowledge are required for successful careers in international public service today. Here's what we found.

Why MPA is Still Relevant

Graduate degrees in public administration continue to be not only relevant, but highly effective. While other curricula for graduate study exist and thrive—notably area and international studies and sector-specific programs (e.g., health, education, environment, etc.), generalist degrees such as public administration offer curricula that, by their nature, incorporate attention to skills and knowledge development in the three required areas we identify below.

We call the the first knowledge/skills area "lay-of-the-land." It refers to a general understanding of how things work. This area encompasses, among other things, country and region specific knowledge and language study.

The challenge in today's industry for international public service is the difficulty of predicting where one is likely to serve and for how long. international public servants are required, more often than not, to adaptively move from one country or region to the next. More important than the command of any one region or language is a demonstrated ability and skill to acquire new understandings.

Prospective employers told us that all other things being equal, the candidate who speaks the language will get the job; but all other things are not often equal.

This first area also includes generalist skills in terms of knowing what you don't know and knowing how important players think and how to benefit from their knowledge. In short, it means knowing how to manage people and relationships. By extension, required skills include communications (public speaking and writing), public relations and time management.

The second area is technical skills, sometimes thought of as the "hard" skills. Herein lies a challenge: we have found that some of our students who are motivated by normative concerns for combating poverty and promoting empowerment bring with them an aversion to learning the hard technical skill sets.

International public service requires a basic understanding of: economics, budgeting, financial management, planning and evaluation, policy analysis and performance measurement and management. It also requires process skills of facilitation, negotiation and

conflict resolution. Some also choose to specialize beyond public administration and governance, in areas such as health, family planning, education, agriculture and humanitarian assistance—requiring associated technical skills.

The third area is people skills. These so called "soft" skills are ironically the hardest to learn...and to teach. Yet, they are essential—perhaps not to acquiring the first job, but definitely for advancing to increasing levels of responsibility and influence. These skills, sometimes referred to as emotional intelligence, include relationship management, self-awareness and social awareness.

Working in international public service entails working in community and requires the ability mutually to inspire and to lead. Related skills include influence, communication, leadership, conflict management, networking, collaboration and team skills. Effective relationship management, in turn, requires strong self-awareness.

Self-awareness is particularly necessary in public service—and even more so in international public service—because we are often tasked to address the hardest challenges, with the greatest obstacles, and the fewest resources.

Without self-awareness, we may have difficulty sustaining motivation and managing emotions, especially disappointments. In Jennifer's experience, when completing emotional intelligence self-assessments, MPA students frequently self-score the lowest precisely on self-motivation and managing their emotions.

Lastly, people skills require social awareness, inclusive of empathy, supporting and developing others through feedback and organizational awareness and an understanding of power and politics.

Best Preparation for Careers in International Public Service

As public administration and public policy scholars, we could hardly be unbiased in our perspective of the best preparation for careers in international public service. We are nevertheless very pleased to present this bias in light of the required skills and knowledge areas we identified previously.

First, international public service requires a good working knowledge of governments and political systems and how they operate. Second, many people are attracted to such careers precisely because they seek to work for change (hence the title of our book).

So while other degree options, such as an MBA, can provide these skills and knowledge in different combinations, we find that there is a key socialization question that should also be considered. Would you rather be surrounded by a majority of students who are primarily focused on a bottom line of profit, or those who may be more likely to share your service values?

Many of the skills and knowledge components we identified concern good

management skills. An MPA enables you to acquire the necessary analytic and management skills, as well as more technical areas, such as expertise in governance.

Governance expertise includes the hot topics of anti-corruption and accountability, as well as political processes—including agenda setting, constituency-building, and managing policy reform. Governance is the foundation for effective development and is a core element of many development programs today.

Our conclusion regarding the MPA's continued relevance to international public service poses both opportunities and challenges to those of us who teach in related MPA programs. We have an opportunity to make this case more convincingly to prospective students. We find that many people are not familiar with the MPA and the kind of opportunities it affords. We believe that these degrees have much to offer in terms of effective public service, flexibility and reward.

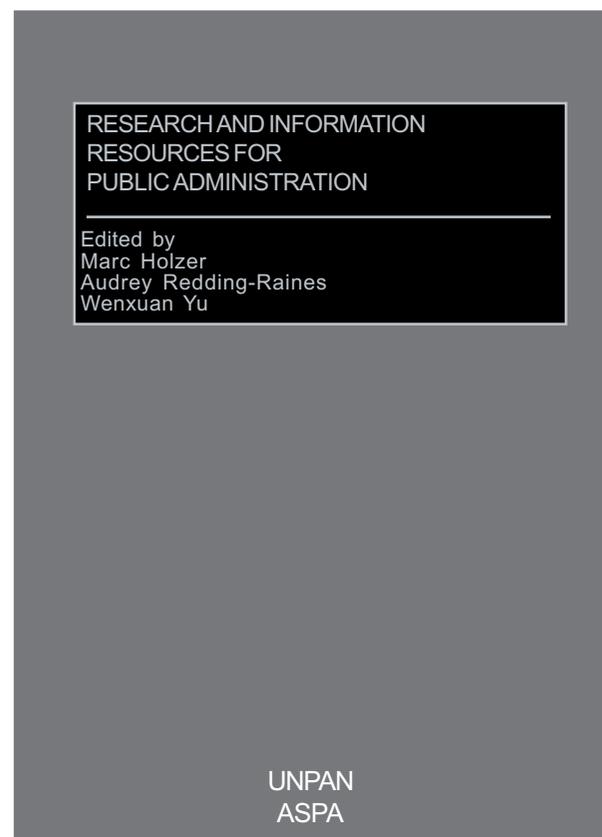
We also face a challenge that is not just specific to international public service. The scope of potential employers and the types of work in international public service have expanded dramatically since the field's beginnings in the 1950s.

In addition to the traditional jobs in federal government and with NGOs and inter-governmental organizations, graduates today find themselves considering jobs with private consulting firms with federal project funding—or public service contractors, corporate responsibility units of multi-national corporations and emerging associations and entrepreneurial activities, for example, with foundations and diaspora networks.

We need to insist that ourselves and move beyond the rhetoric of "beltway bandits" to recognize that our students want to serve and that most service now occurs in an institutional framework that is dramatically different than it was 20-years ago.

See RELEVANCE OF MPA, pg. 7

Now Available:



A compendium of information and research resources in public administration and public affairs, including "Bibliographies," "Case Studies," "Dictionaries," "Directories of Government Agencies," "Encyclopedias," "Funding Sources," "Government Documents," "Handbooks of Public Administration and Public Affairs," "Indexing and Abstracting Services," "Job and Career Assistance," "Journals," "Textbooks," "Website Portals," and "Writing Assistance." Users can easily identify and locate relevant information online or in a library with detailed annotations and hyperlink.

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2006 International Conference Listings

LISTINGS ON ASPA WEBSITE

More information on the above listings may be found at www.aspanet.org. Click on 'Conferences.'

March 2006

15-19 61st International Atlantic Economic Conference
Location: Berlin, Germany
E-mail: vanderhoek@frg.eur.nl

April 2006

1-4 67th Annual ASPA National Conference
City: Denver, CO
Website: www.aspanet.org

9-12 The Inaugural World Ethics Forum
Location: Oxford, England
Contact: iipe@iarf.net
Website: www.iipe.org/events.htm

May 2006

12-13 The 2nd Cross-Strait Conference on Public Administration: Policy Challenges in the 21st Century
Location: University of Macau, Macao SAR
Contact: alexchoi@umac.mo

June 2006

1-3 A Performing Public Sector: The Second Transatlantic Dialogue Conference
Location: Leuven, Belgium
Contact: wouter.vandooren@soc.kuleuven.be
Website: www.publicmanagement.be/performance/

8-9 Building Public Service-Oriented Government, The 3rd Sino-U.S. International Conference for Public Administration
Location: Beijing, P.R. China
Website: www.mparuc.edu.cn

14-16 Post Bureaucratic Management: A New Age for Public Services?
Location: Aix-en-Provence, France
Website: www.efmd.org/html/Conferences/conf_detail.asp?id=050616kidm&id=050616geyi&tid=2

July 2006

6-8 22nd EGOS Colloquium 2006, Public Sector Agencies-The Problem of Coping with Autonomy, Steering and Regulation
Location: Bergen, Norway
Website: www.egosnet.org/conferences/collo22/sub_26.shtml/

See INTL. CONFERENCES, pg. 9

old problems/new solutions

MPA Continues to Be Relevant for International Public Service Careers

From RELEVANCE OF MPA, pg. 6

In addition, most practicing international public servants agree that, while there are exceptions, the general rule of thumb for minimal requirements at the entry level in the field are a graduate degree and at least one year of overseas professional experience.

Our challenge, then, is to ensure that our curricula and other programmatic activities sufficiently address public management across the sectors and include opportunities and encouragement for applied experience overseas.

We are in an era where those of us who have identified professionally as development managers increasingly question whether our subfield? In fact, preparation for international public service occurs

across university campuses from almost every disciplinary perspective imaginable. And, yet, the MPA continues to be highly relevant and an important avenue for successful and rewarding international public service careers.

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CENTRAL EUROPEAN UNIVERSITY, BUDAPEST

Master's of Public Policy Program



Central European University is an international non-state institution of post-graduate education in the humanities and social sciences located in Budapest, Hungary. Established in 1991, CEU attracts nearly 1000 students annually from 60 countries, primarily from Europe, Central Europe and the Former Soviet. 60% are enrolled in Master's level programs while the remainder are doctoral students. CEU is accredited by the Hungarian

government and the Middle States Commission of the USA. It remains in the network of institutions and foundations in the framework of the Open Society Institute of George Soros. The language of instruction and communication at CEU is English.

The MPP is a two-year old program with an important and growing market of students in this region that seek careers in the public, private and non-profit sectors. The MPP degree is accredited with the Board of Regents of the New York State Department of Education. This year there are 27 students in attendance selected from 185 applications. While the majority of MPP students are from this region, students are also here from the U.S., Europe, Asia and Africa. CEU offers student housing nearby and apartments are available in Budapest at very reasonable rates.

The MPP is unique in providing a truly international public policy and administration experience. Both the curricula and faculty are genuinely international, combining the best of theory and practice. The curricula combines analyses of transitional country experiences with provision of policy analysis tools and skills necessary for work in government, policy centers or non-governmental organizations. The program is demanding and expects students to finish their coursework, internship and thesis in one calendar year. While the faculty and courses are international in content, teaching styles are interactive, participatory and innovative.

Students must first complete a set of core courses in: microeconomics, and macroeconomics, quantitative research methods and policy process, after which they may specialize in one of three areas:

- (i) Fiscal decentralization and intergovernmental relations;
- (ii) International public policy; and
- (iii) Media, telecommunications and information policy.

Faculty and staff from other departments within CEU and the Open Society Institute-Budapest provide resources to MPP students. For example, the fiscal decentralization stream profits from closely links with the staff, research efforts and training programs of OSI's Local Government and Public Service Reform Initiative (LGI).

THE FACULTY

- **George M. Guess**, Director, (Ph.D, University of California, Riverside) Comparative public budgeting; policy analysis; local government management and finance
- **Agnes Batory**, (Ph.D, Cambridge University) Corruption control policy; European electoral policies
- **Lakos Bokros**, (Ph.D., Budapest University of Economics, Hungary) Macroeconomics and Public Finance.
- **Andrew Cartwright**, (Ph.D, University of Warwick, UK), Rural development policy
- **Robert Ebel**, Visiting Professor, Urban Institute/World Bank, (Ph.D. Purdue University), Decentralization policy and finance
- **Alex Fischer**, (Ph.D, University of Lausanne, Switzerland), Policy process, telecommunications policy, and international public management.
- **Adrian Ionescu**, Visiting Professor, Director, OSI Local Government and Public Service Reform Initiative, Budapest (MBA, University of Quebec, Canada) Local government management and finance
- **Uwe Puetter**, Internship Coordinator, (Ph.D, Queens University, Belfast), Law and public policy; European Union policy-making
- **Diane Stone**, Marie Curie Chair, (Ph.D, Australian National University), Ethics and governance
- **Violetta Zentai**, Director, Center for Policy Studies, (Ph.D., Rutgers University) International policy practices

For further information on application deadlines and other related matters, please contact: **Henriett Griecs, Program Coordinator, Mailing address: CEU/MPP, 1051 Budapest, Nador u. 9., H-1051 Hungary, telephone 00-36 1 327 3000/ ext. 2493; Email: griecsk@ceu.hu ; or consult our website: <http://www.ceu.hu/mpp/index.html>**

New Initiative Coverage

Doctoral Students Convene in Texas to Discuss Emerging Issues in Public Administration

Margaret Stout, Thomas Bryer, Floun'say Caver (with help from Pei Liu, Dragan Stanisevski, Rupa Thadhani, Shannon Portillo, and T. Lucas Hollar)

The Emergent Public Administration Scholar conference convened in December 2005 (see sidebar). Our common reason for coming together was a passion for public administration scholarship without boundaries and barriers to collaboration.

Our Process

Open Space Technology was developed by Harrison Owen as an alternative to traditional meeting structure. It maximizes the open flow of movement and discussion and is guided by four principles and one law. The four principles are: whoever comes are the right people; whatever happens is the only thing that could have; whenever it starts is the right time; and when it is over, it is over. The one law is the law of two feet. This simply means that every individual is responsible for managing his or her own time to maximize individual learning and contributions to others.

The success of the open space process depends on three things: the passion of each participant to engage, learn, and discuss according to their own interests; the responsibility of each participant to lead any discussion he or she proposes; and a willingness to honor the four principles and one law.

The process achieved intended results: everybody present left knowing that any issue on their mind was at least put on the table and discussed to the extent anybody cared to do so. The process allowed for free exploration, dialogue, and collaboration—all values we share as emerging scholars.

Our Results

The Emergent Public Administration conference began with a full group session to consider guiding themes. Themes that emerged through discussion were: Finding the Public, Social Equity, Public Administration Values, Legitimacy, Teaching Public Administration, and Relevance. These themes represent a focused agenda that centers mostly on the public administration environment rather than internal bureaucratic operations. Assembled scholars were interested in the Big Questions—those that relate American public administration to its democratic foundation. The group sought to explore the root issues that could have lasting effects on the legitimacy and relevance of public administration.

These democratic themes and questions are especially important at this time in American history. The pressures on the administrative state as a result of globalization and militarization have created an opportune time to reevaluate our commitment to democratic values. Security issues have focused a spotlight on the tension



Attendees of the Emergent Public Administration Scholar Conference participate during a session. The first-of-its-kind conference was held in December 2005.

between civil liberties and safety. Local governments are dealing with issues associated with increased diversity. These realities are helping to create a public administration that must reaffirm its democratic foundation and ensure that it is well understood by students, practitioners and scholars.

Following the large group discussion, participants were given the opportunity to propose specific issues for small group work. A person who proposed an issue was responsible for naming the time and place where a discussion would occur. Anybody was free to sign up to participate in each discussion proposed. Issues that were discussed are introduced below, with the broad topic italicized.

The topics of Collaboration between Public Administrators and Citizens and Performance and Accountability were joined. Discussion turned focused on the problem of performance measures as representing social values and the need to make the formulation process democratic and locally relevant while maintaining responsibility to Constitutional principles.

Governance as Intersectoral Process and Non-governmental Organizations were joined. Blurring sectoral boundaries between public and private (both for- and nonprofit) are exacerbated by the increasingly global context where even national and jurisdictional boundaries are permeable and malleable. The core concern with living without such boundaries is that the role and power of the state becomes distributed. We must not only question which values are being pursued through collective action but in what manner and by whom the power of

the state is being wielded.

The Responsible Administrator and Scholar group noted that as administrators, we are concerned about issues of ethics and responsibility grounded in both Constitutional values and local contexts. As scholars, we must both improve the intellectual, theoretical, and scientific quality of the field while translating the abstract into the practical for social and organizational change.

Civic Engagement and Deliberative Democracy joined to discuss embracing the goals of direct democracy in contemporary society in terms of citizen empowerment rather than mere involvement. The issue demands responsibility and capacity from both public administrators and citizens. We need to pursue better practices of deliberation while continuing to grapple with the ongoing challenges of representation and citizen empowerment.

Social Equity was considered as a counterweight to efficiency in public administration. After several decades of giving primacy to efficiency, the group feels it is time for the field to once again turn its attention to pursuing the ideal of social equity. This may require a reformulation of individualism with increased consideration of responsibility to the collective.

Globalization challenges the parochial and ethnocentric tradition of public administration while providing opportunities for bridging social capital across nations and cultures through inter-jurisdictional and international collaboration. Contemporary issues such as poverty, terrorism, social

Preliminary Notes on Emergent Public Administration

Patricia Mooney Nickel, Jodie Drapal Kluver

Over the course of the past two years a group of doctoral students in public administration recognized a need for increased dialogue and community among their peers as well as with previous and future generations. Toward this end, from December 15-18, 2005, 20 doctoral students from across the country gathered to discuss emergent issues in public administration. The conference was co-sponsored by the University of Texas at Dallas and the University of Texas at Arlington and was collaboratively organized by doctoral students via e-mail, web board discussion, and electronic voting.

The group agreed that emergent public administration scholarship is a dynamic, organic and collaborative set of inter- and intra-generational relationships among public administration scholars. Furthermore, it is based on a shared social concern and a desire for an open space for social imagination, regardless of theoretical or methodological perspective.

While many scholarly and research partnerships were developed and many themes emerged, the group resisted the urge to make a definitive statement on what it means to be a public administration scholar. It was decided that the most important "outcome" of the conference was a continued dialogue among scholars with varying perspectives.

This loose network of doctoral students is interested in facilitating an ongoing discussion among students, as well as increased dialogue with scholars beyond their direct mentors. Future publications in varying venues will invite scholars from every generation to comment on the questions raised during this preliminary meeting.

For more information, please visit <http://www3.uta.edu/iampa>

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Conference Explores Next Generation Public Administration

From EMERGENT PA, pg. 8

inequity, and environmental deterioration demand such collaboration.

Anti-Essentialism demands that we reinvigorate the relevance of public administration theory and practice by engaging in reflexive political deliberations in local communities. Issues of cultural identity, citizen participation, and relevance of public administration are becoming more prominent in the fragmented and socially diverse contemporary environment of public administration. Rather than assuming universal solutions, public administrators must look for relevance in local historical contexts.

The common dichotomy between instrumental and value Rationality was challenged. Each represents differing world views that are in actuality co-evolving and perhaps even producing hybrids. Therefore, the notion of rationality is reconceived as a social/political construct that varies across communities of interest; it is one that can be restructured and categorized differently based on contextual moments.

A discussion of Boxism contemplated the seeming inevitability of the compartmentalization of knowledge, ideas, and people in public administration. Discussants considered the possibility of alternatives to this form of thinking.

Reflections and Vision

Virtually all of the themes that emerged



Thomas Bryer, Ph.D. candidate at the University of Southern California, facilitates the open space process.

during the symposium focused on the relationship between public administration and society. This is an important group identifier—we are passionate about a sense of social purpose and sustaining the importance of public administration in our generation. However, as we embark upon teaching roles, we are concerned that academic programs tend to place less emphasis on such issues. Themes such as

democratic values, deliberation and discourse, collaboration, ethics, and conflict resolution speak to the relationship between public administrators and the democratic societies we serve. We are concerned about issues of power that reveal themselves in themes of social equity, boxes and boundaries, deconstruction and reconstruction, and voice and influence. These issues are

particularly problematic in the postmodern, anti-essentialist context of global, intersectoral governance.

We neither set out to re-found the field of public administration, nor did we. Many of the big questions of public administration in a democratic society that have been asked previously remain the same. Yet how we seek to answer those questions and the answers we find will be different for our generation. In seeking our answers, we wish to break down barriers of theoretical entrenchment and academic competition. We want to collaborate with imagination, inquisitiveness and humility. We see this as the true work of scholarship—a task that we embrace.

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2006 International Conference Listings

From INTL. CONFERENCES, pg. 7

25-28 5th International Conference on Theory and Practice in Performance Measurement and Management
Location: London, UK
E-mail: a.walters@cranfield.ac.uk

September 2006

27-29 4th Quality Conference for Public Administrations in the EU, Building Sustainable Quality.
Website: www.4qconference.org/en/
Location: Tampere, Finland

October 2006

5-8 62nd International Atlantic Economic Conference
Professor Dr. M. Peter van der Hoek is organizing sessions on public administration and public finance. If you wish to present a paper, please submit your abstract (250-500 words, no full papers) by April 30, 2006 to vanderhoek@frg.eur.nl
Location: Philadelphia, PA

OTHER CONFERENCE LISTINGS

More information on the listing below may be found using the contact

information provided or by visiting www.conferencealerts.com.

March 2006

3 Sustainable Use of Water: Don't dilute your profits by wasting water

Location: Leeds, West Yorkshire, United Kingdom

Website: <http://cookprior.co.uk>
Contact name: Maggi Churchouse
Theme of conference will be to demonstrate how the needs of industry can be met at lower cost and in a more sustainable manner by making use of modern technology to provide water that is fit for purpose although not of drinking water.

Organized by: RSC and Envirowise

12-14 Women as Global Leaders 2006: Communities in Transition

Location: Abu Dhabi, United Arab Emirates

Website: <http://www.zuglobaleaders.org>

Contact name: Stephen Brannon
Sponsored by: Zayed University

April 2006

6-8 The 12th Annual International Sustainable Development Research Conference 2006

Location: Hong Kong

Website:

<http://www.hku.hk/sdconf06>

Contact name: Dr Winnie Law

The conference is part of the celebration for CUPEM's 25th Anniversary. It will also see the launch of the International Sustainable Development Research Society.

Organized by: Centre of Urban Planning and Environmental Management (CUPEM), The University of Hong Kong

19-21 The 17th Global Warming International Conference

Location: Miami, Florida

Website: <http://www.globalwarming.net/>

Contact name: Sinyan Shen
The Global Warming International Center (GWIC) is the international body disseminating information on global warming science and policy, serving both governmental, non-governmental organizations, and industries in more than 145 countries.

Organized by: Global Warming International Center

20-22 Community Development in a 'Global Risk Society'

Location: Melbourne, Victoria, Australia

Website:

www.deakin.edu.au/cchr/cd

Contact name: Anne Okeefe

Organized by: Deakin University, Melbourne, Australia

May 2006

8-12 Management and Leadership Development for Women in the Public Sector and State Owned Enterprises

Location: Johannesburg, South Africa

Website: <http://www.iqpc.co.za/SA-40-6>

Contact name: Chimwemwe kainja
Organized by: IQPC

23-25 Integrated Water Resources Management and Challenges of Sustainable Development

Location: Marrakech, Morocco

Website: <http://www.ucam.ac.ma/gire3d>
Contact name: Dr Nour-Eddine Laftouhi

23-26 IAIA 06: Power, Poverty and Sustainability: The role of impact assessment

Location: Stavanger, Norway

Website: <http://www.iaia.org>
Contact name: Crystal Cummins

See INTL. CONFERENCES, pg. 15

International Conference Coverage

Conference Addresses Governance and Admin. Reform

Greek Ministry of the Interior, Public Administration and Decentralization Collaborates with European Public Law Center to Host Conference

Nikos Michalopoulos

The Ministry of the Interior, Public Administration and Decentralization with the collaboration of the European Public Law Center organized an International Conference in Athens in November 2005, with a theme of "Multi-level Governance and Administrative Reform in the 21st Century."

The first session concerned the relationships between the multi-level governance and the reform of state during this session P. Craig presented the spectrum of the different considerations that have been developed covering the notion of multi-level governance. He paid particular attention to the international relations theory perspective and to the neo-functionalists approach of the relevant term. Craig concluding his presentation underlined the necessity to conceive the idea and the reality of multi-governance from a public policy perspective, paying particular attention to the implementation process of public policies within the European Union Framework.

The influence of the European Union on the decentralized structures of the member states was the paper that was delivered by F. Goudappel. The main argument of this speech was the enhanced role that is played by the decentralized structures in the process of designing and implementing public policies. Papadopoulos, delivered a paper dealing with the nature and dimensions of the accountability in relation to the multi-leveled governance. His argumentation was based on a public policy perspective indicating the role of organizational networks in regard to the design and implementation of these policies. So, he underlined a new way of managing and organizing policy development which is not an hierarchical one but a network one where the role of dialogue and consensus among the stakeholders of the network have particular value.

In addition to the above papers two others where delivered expressing some critical remarks on the idea of multi-level governance. In particular Chiti expressed a lot of reservations in regard to the idea that the European Union is a multi level structure. In the same line Cananea did a critical presentation indicating that the concept of multi level governance is rather useless as analytical concept.

The relationships between multi level governance and administrative reform was examined by A. Makridimitris. According to him the state has to do "Better less but nonetheless better." In other words, he expressed an idea that the reform process has to do with the re-founding of the state towards an one that it has the functional capacity to deal with the completely social issues but also the state has to be a modest one.

One of the main issue of the conference



The panelists of Administrative Reform and Common Assessment Framework.

was the influence of the European Union and especially the process of the European integration on the local government and decentralized structures. In this direction Alvarez investigated the changes that have been introduced in the Spanish administrative system and particular considered the legal and institutional dimensions of these changes.

Another one perspective that was developed though this conference was the idea of the relationships between the process of regulatory reform and the competition policy. As was indicated by the general rapporteur it has to be discussed in more details of the multi level governance as a structure of the European Union is appropriate to promote even further the goals of Lisbon strategy. Also, he underlines that it should be examined in depth the relationships between the process of regulatory reform with the multilevel system of governance.

One of the most crucial issue in administrative and public policy science is the evaluation of programs, structures and results. In the European Union, the Innovation Public Service Group has produced a model based on performance management considerations and total quality management "administrative paradigm", called "Common Assessment Framework." This model was present extensively through a paper delivered by N. Michalopoulos. The basic idea behind this model is how a public organization could start to learn through the evaluation of its results. According to this argument the organizational learning in public administration is in direct line with its capacity to measure its results. Based on this presentation Mr. A. Kovacs presented an electronic, interactive way of how to apply the Common Assessment Framework and in the same line J. Nurmi and O. Rissamen gave a lecture on e-gov check list of how to apply common assessment framework in Finland. Finally,

two other papers gave a lot of information and insights from two different cases. The first was a case regarding the application of Common Assessment Framework in the public sector's cardio surgical unit and the other one had to do with the implementation of CAF in the Belgian National Employment Office.

Having discussed the above issues the conference was dealt also with the issue of administrative ethics and corruption. So, through a paper that was prepared by L. Percebois, the positive relationships between administrative ethics and performance was underlined. In the same session, L. Ezadze, focused her presentation on the phenomenon of corruption in public administration as is existed in a post socialist country, Georgia. According to her corruption is still existed and it is the main obstacle towards the modernization of Georgia state and public administration. Sir A. Graham continued on the same subject paying particular attention to

the role of British Committee in standards in Public Life. According to this presentation there is a positive correlation among the organizational culture on ethics- trust and performance. On other words the performance of the administrative system mutually related to the public trust.

The question of Risk Management and administrative reform was the content of the fourth session. In this session A. Halachmi delivered a paper arguing that public administration has to move towards a new model or paradigm of how to organize itself. This is the governance model where the main idea is how to co-exist with NGO and with the civil society in general. In other words the idea of steering instead of control is behind the governance consideration of Public Organizations.

In the same direction the General Secretary for Risk Management in Greece gave particular emphasis in the role of the civil infrastructure in dealing with physical and technological disasters but also underlined the necessity of the State capacity to handle unexpected and unforeseen issues.

In conclusion the conference promoted an interdisciplinary dialogue among perspective based on public law and considerations inspired by public administration theory. The influence provided the appropriate framework for a conference dialogue among scholars coming from public law and legal theory an administrative scientists. This was the major advantage of the conference in an era where the complexity of the reality of administration doesn't understand through "either-or" approaches.

Nikos Michalopoulos is director of the Directorate of Direction of Quality and Efficiency in the Ministry of the Interior, Public Administration and Decentralization in Greece. He is also advisor to the Minister.

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ASPA'S INTERNATIONAL PURSUITS...

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From the Executive Director

No Boundaries, No Limits: New Discoveries

Antoinette Samuel

The American Society for Public Administration is pleased to continue our commitment to the global reach of public administration through the publication of our annual International Supplement. We want to thank the contributors, sponsors, and our readers for their interest and support. It is our honor to work in partnership with so many in the public administration community who have devoted their professional careers to expanding the boundaries of public administration research and practice. This International Supplement presents our common challenges and issues with a keen eye toward new solutions, seen from a new vantage point. This progressive view is vital to the advancement and understanding of professional public management worldwide.

Identifying old problems, and addressing these problems with solutions that have no physical boundaries, opens our field to new learning and new discoveries. This process will establish a place for public administration in an era of electronic boundaries – which, in its essence means no boundaries!

The concept of e-boundaries, or the idea of no boundaries, is the foundation for the new solutions we seek. Our discussions, research, management practices, and yes our challenges, have no physical boundaries. Our dialogue is a “global” conversation. How rich and meaningful this makes our exchange! Our efforts, and willingness, to share knowledge and experiences will advance the field of public administration and strengthen our connections with each other, as we work towards this goal, together.

ASPA has taken specific action to demonstrate our commitment to the international development of our field. We have entered into partnerships with over 15 organizations worldwide. Through our Memorandums of Understanding (MOUs) we seek to enhance knowledge, skill, and expertise through the exchange and sharing of our collective intellectual knowledge and experiences.

The key to these memorandums of understanding is the word “understanding”. Our mutual willingness to seek understanding will enrich our field. The result of this understanding will be the enhancement of our knowledge base.

ASPA, over the past few years, has moved strategically towards the expansion of our role and responsibility in the international expansion of public administration, as a field of study, research and practice. I purposely include the word responsibility because the defining, promotion and perpetuation of public administration and professional public service are at the core of ASPA. Indeed, this responsibility is part of our historical base. I want to commend ASPA President Don Menzel for his focus, energy, and unwavering commitment to ensuring we continue to fulfill this responsibility, with an explicit international focus.

The exchange and sharing of new knowledge, and new discoveries, contained in this International Supplement will truly advance the field of public administration and public management, globally. We appreciate your attention, and welcome your feedback.

*ASPA member Antoinette Samuel is the association's executive director.
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Menzel Represents ASPA in Germany, Thailand and China

Washington, DC—President Donald C. Menzel has completed an around the world trip representing ASPA and making professional presentations at conferences and universities on two continents.

Menzel's first stop was in Germany in late September 2005, where he spoke to students enrolled at the Fachhochschule Kehl, University of Applied Administrative Studies. He then traveled to Berlin where he participated in the 3rd Specialized International Conference of the International Institute of Administrative Sciences. The conference focused on “Public Administration and Private Enterprise—Co-operation, Competition and Regulation.” His presentation dealt with “Legislating Public-Private Cooperation: Tales from Florida and Beyond.”

The next stop was Bangkok, where he was a guest of the Thai Office of the Public Sector Development Commission (OPSDC) and the Institute for Good Governance Promotion (IGP).

Menzel spoke to several hundred Thai public administrators and students on “Building Organizations of Integrity” and “Emergency Management Issues and Challenges: Hurricane Katrina.” He also participated in the ASEAN Senior Officials Consultative Meeting on Creative Management for Government that included representatives from Brunei Darussalam, Cambodia; Lao PDR; Malaysia; Myanmar; the Philippines; Singapore; Thailand; Vietnam; People's Republic of China and the Republic of Korea.



Left to right— Signing the document are Chartchai Na Chiangmai, director of Institute for Good Governance, then Thosaporn Sirisumphan, secretary-general, Office of the Public Sector Development Commission and Donald C. Menzel, president of ASPA.

The highlight of this stop, however, was the signing of an agreement between ASPA and the Thai OPSE and the IGP to “develop lines of communication that will allow for the discussion of a range of activities, professional programs, and professional interactions that could be jointly undertaken.” The agreement was signed by Thosaporn Sirisumphan, secretary-general, OPDC, and Menzel before an audience of several hundred high-ranking government officials.

Departing Bangkok, Menzel traveled to Shanghai, P.R. China, where he spoke to city officials and university students enrolled in the MPA program of the School of International and Public Affairs, Shanghai Jiaotong University on the subject of emergency management.

Subsequent stops included Hangzhou (Zhejiang Province), Lanzhou (Gansu Province), Dun Huang (Gansu Province) where he made a presentation before local

and provincial public officials. And, while in Lanzhou, he was invited by the School of Management of Lanzhou University to speak to graduate students about contemporary public administration in the United States.

Two professional conferences followed, one in Chengdu (Sichuan Province) and the other in Xiamen (Fujian Province), where Menzle met up with ASPA Executive Director Antoinette Samuel and a 20 member ASPA delegation.

The conference in Chengdu was hosted by the University of Science and Electronic Technology of China with co-sponsorship by ASPA, Moscow State University (Russia) and the Chinese Public Administration Society. When this conference ended in late October, the ASPA delegation traveled to Xiamen University for the 2005 International Conference on Instructional Methods, Training and Research in Public Administration and Policy. The ASPA delegation presented papers and made presentations at both conferences that were well received.

Menzel estimates that he spoke to more than 1,000 students and public officials while on this 30 day around-the-world professional trip. Of course, he had time to see the sights and wonders of Germany, Thailand, and China—including a bumpy but unique camel ride on the sand dunes at Dun Huang.

2005 ASPA International Task Force Annual Report

Donald Klingner

ASPA's growing international affiliations and activities reflect an increasing commitment to voicing concerns and viewpoints from outside the United States and to advancing public administration internationally from a U.S. perspective.

Since October 2004, ASPA's International Coordinator has worked with a task force of volunteers and staff to develop proposals for how international activities should be reported, evaluated and funded. Over the next few years, we will develop specific implementation plans for consideration by the Executive Committee and National Council.

Projected International Coordination Activities (2006-2007)

Each MOU coordinator has been asked to provide self-assessment information about the MOU's activities that will be included in this supplement and used as baseline data for the formal reporting and assessment process scheduled to begin in March 2007, based on ideas developed by the International Task Force and approved by ASPA staff, the Executive Committee and the National Council.

- **Practitioner Involvement.** Working public administrators embody tremendous untapped resources, diversity, knowledge and perspectives. ASPA will involve more practitioners in MOU leadership and activities as quickly and effectively as possible, perhaps by considering the adoption of several of the International City/County Managers Association's (ICMA) excellent programs.
- **Recruitment.** ASPA staff is developing a web-based form and process to enable members to post information on the ASPA international website. ASPA will use this information in responding to RFPs and as a service to connect leaders of international activities with ASPA members wishing to participate in them.
- **Training.** The ASPA International Coordinator will propose that the International Consortium [ASPA, National Association for Schools in Public Affairs and Administration (NASPAA) and National Academy of Public Administration (NAPA)] sponsor a workshop to orient potential volunteer leaders with international programs and activities, and direct them to appropriate programs and activities based on their interests and competencies.
- **Evaluation.** We will develop criteria for evaluating sponsorship of U.S. organizations in 2006-2007 for implementation in 2007, with the approval of the Executive Committee and National Council. These might include contributions to: meeting ASPA Strategic Plan goals, developing ASPA membership in the counterpart countries, the ASPA international conference and to ASPA marketing.
- **Sustainability.** Non-reporting or dormant programs and activities should be dropped as official ASPA programs or activities, with the approval of the National Council.
- **Funding.** ASPA needs to develop a cooperative strategy for financing its international programs and activities via external funding by non-governmental

organizations (NGOs), government agencies, individuals, and private foundations. This strategy should be based on a long-term plan with annual work-plans, cooperation and collaboration among ASPA members, continuous research and identification of funding resources and constant communication with external funding contacts.

- **Identify Best Practices.** ASPA will work with SICA, COMPA, CAP and the Performance Steering Group to identify, reward and publicize examples of "best practice" leadership, organization, recruitment, training and evaluation in ASPA's international programs and activities.

International Activities Drive a Broader Vision for ASPA

Over the past quarter century, my commitment to public administration and public service leads me to conclude that ASPA's membership and income growth require both attention to our U.S. public administration base and our increasingly global mission, vision, policies and programs. On the one hand, our conferences, publications and other activities focus primarily on the study and practice of public management in the United States. U.S. public administrators and public service advocates comprise the bulk of our membership and conference attendees. ASPA's leadership structure is based on local chapters based in the United States, clustered into regions that are represented on the National Council. On the other hand, SICA and COMPA link international issues with domestic public management and diversity concerns, ASPA's MOUs with counterpart international organizations have many concrete achievements, ASPA conferences and publications include concerns and viewpoints, and ASPA is the US affiliate with the United Nations-sponsored network for global public administration and development (UNPAN).

As globalization becomes more pervasive and intrusive, and as the economic gap between developed and developing nations widens, worldwide concern mounts over globalization's "discontents." So the struggle for supremacy between government and markets defines the future of public administration as a global discipline, as it scribes a divide between public administrators in developed and developing countries. Control over outcomes is perhaps the most relevant factor affecting perceptions of globalization. Even developed countries with established governments and markets have difficulty finding the appropriate balance between these two sectors and resolving issues of performance and accountability resulting from their interactions. In developing countries lacking a strong culture of either autonomous government or indigenous markets, global markets tend to dominate – or even undercut – national economic and political systems.

Government capacity is perhaps the most obvious factor affecting perceptions of governance. In developed countries, governance usually means maintaining government's ability to coordinate policy, gather information, deliver services through multiple (often non-governmental

partners), and replace hierarchical bureaucracies with more flexible mechanisms for managing indirect government. In developing countries, it probably means establishing government's ability to deliver vital public services (through core administrative functions like budgeting, human resource management and program evaluation) while simultaneously focusing on more fundamental changes (e.g., citizen participation, decentralization, innovation and entrepreneurial leadership) necessary for effective political systems.

Thus, globalization and governance are not only wedge issues that separate developed and developing countries, but also opportunities to redefine ASPA. If ASPA leaders view it primarily as "the society for American public administration," its goals and strategies will continue to reflect a perspective that may be critiqued as parochial and narrow. Given the differing perceptions of globalization and governance in developed and developing countries, this domestic perspective would put US public administrators increasingly out of step with colleagues in developing countries, or in developed regions (e.g., Europe) with a more trans-national perspective on public administration or global governance. To remain vital and vibrant, ASPA needs to focus more strongly on "big issues" rather than on administrative tinkering designed to increase productivity at the margins. A

more global perspective might enable ASPA to attract more international members or enhance relationships with counterpart global organizations. They might even help ASPA sharpen its focus on issues that concern public administrators globally: governance, democratization, societal equity, administrative capacity, and ethics.

ASPA member Donald Klingner is ASPA's current International Coordinator and was recently elected to the position of ASPA Vice President. He will officially assume his elected position during a ceremony at ASPA's 67th National Conference in Denver, CO. Klingner is currently a professor in the Graduate School of Public Affairs at the University of Colorado at Colorado Springs. E-mail: dklingner@aspanet.org.

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ASPA Members' Expertise Highly Regarded in Chengdu and Xiamen, P.R. China



ASPA's delegation to China included Executive Director Antoinette Samuel and President Donald C. Menzel (front row fourth and fifth from left respectively). The delegation two conferences while in China in October 2005.

For more
about
ASPA's
International
Activities
visit the
Society's
website.

www.aspanet.org

Click on
ASPA International

Jane Beckett-Camarata

China is eagerly embracing professional public management and ASPA is contributing to this effort in several ways. Recently, ASPA co-sponsored the Chinese International Conference on Public Administration 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 President Donald C. Menzel and Executive Director Antoinette Samuel, a delegation of enthusiastic ASPA practitioner and academic experts drawn from the U.S., China, South Korea, Singapore, and Japan shared their expertise and knowledge with several hundred conference participants in October 2005 in Chengdu, Sichuan Province—the home and natural habitat of the Giant Panda. The conference resulted in a 1,300 page Proceedings document that is available to ASPA members on a CD at a modest cost.

A second conference was held in Xiamen, a coastal city directly opposite Taiwan. The Xiamen University School of Public Affairs hosted the International Conference on Instructional Methods, Training and Research in Public Administration and Policy on October 25-26, 2005. The conference was attended by Chinese educators and delegates presented papers on various methods, especially the case study method, for teaching public administration.

Menzel gave introductory remarks that set a positive tone for both conferences. The conferences were well organized and the delegates had lively discussions, formal and informal, with Chinese participants. Menzel's remarks and synthesis of conference papers highlighted the issues presented that led to the success of both

conferences. Here is what some ASPA delegates had to say about the conferences.

Peter Bergerson of Florida Gulf Coast University said his first impression was that "we are experiencing a truly 'professional' public administration globalization in progress. The two conferences demonstrated just how much American and Chinese academics share common curricular interest in subjects such as personnel management, public budgeting and finance, crisis management and ethics."

Bergerson went on to say, "as one who was here 10 years ago, there is noticeable economic, social and education progress which can be attributed, in part, to public managers in China who are responsible for implementing public policy."

Finally, Bergerson was impressed by "...the keen interest I observed in creating an international community of academics who share catholic principles of public management. The two conferences exhibited an international 'iron triangle' of academics, public managers and students who are committed to public service."

Carol Lewis of the University of Connecticut, Fred Meine of Troy University, Jane Beckett-Camarata of Kent State University and other delegates felt that ASPA was well represented in both Chengdu and Xiamen.

At the Xiamen Conference, Roberta Ann Johnson, University of San Francisco, described her formal presentation and moderator responsibilities as representing only a small part of her experience as an ASPA delegate. What she remembers most about the trip is ... "the way the delegates were honored by our Chinese hosts and the efforts made by professors and especially the graduate students to connect with us."

Robert Chope, San Francisco State University, noted that his conference presentations "... were filled with cases

because students and consumers of his writings remember them. Cases give a non-bookish feel for the people, organizations and issues involved in public administration. My cases were reality based taken from my consulting practice. I use the case studies to explore live dimensions of experience in any public or non-profit organization, whether the experience is local, national or global. These include the impact of the case on individuals, leaders, policy and program development, program sustention and training."

This was Chope's second trip to China and he was struck by the support that international scholars are given. "Whether it is the formal picture taking, celebratory banquets, well-organized tours and adventures, or high level exchange of ideas, I felt a warm welcome from the Chinese scholars, students and citizens that I was privileged to meet. While our languages and cultures are vastly different, the Chinese people that I came into contact with went the extra mile to make my stay compatible. While Chengdu University and Xiamen University are culturally and geographically quite different, the welcoming spirit and cordiality are identical."

Members of the delegation included Jane Beckett-Camarata, Peter J. Bergerson, Raymon Bruce, Greg Chen, Robert C. Chope, Masatomi Funaba, Richard K. Ghere, Joanne Gram, Arie Halachmi, Kenneth W. Hunter, Roberta Ann Johnson, Carol W. Lewis, Lawrence S. Luton, Manfred F. Meine, Donald C. Menzel, Jiro Naito, Li Qing, Sangjin Rhee, Antoinette Samuel, Kazuhko Tabata, King K. Tsao, Thomas Walkington, John A. Worthley, Wenxuan Yu, Mengzhong Zhang and Yuwen Zhang.

ASPA member Jane Beckett-Camarata is an assistant professor in the Department of Political Science at Kent State University. E-mail: ejbecket@aol.com

S. Africa Free State Province to Establish ASPA Affiliate

Collaboration will Support Management and Governance Strategy

Phil Rutledge

South Africa Free State Province Officials, at their first Senior Management Services (SMS) Conference August 11-13, 2005, set in motion a plan to establish an ASPA affiliate to assist with its public management and governance goals. The theme of the Conference, under the leadership of the newly elected Premier Frances Beatrice Marshoff and Province Director General Charles Nwaila, was "Building a Cadre of Senior Leadership to Meet the Goals of the Free State Growth and Development Strategy."

Free State Province is one of nine Provinces which make up the sub-national administrative units of South Africa under its new constitution, and is charged with developing and managing local strategies for meeting national objectives of the government. ASPA Past President Philip Rutledge gave the keynote address at the Conference, and ASPA Members Charles Washington and Norman Johnson also spoke at the Conference.

The Free State Growth and Development Plan (FSGDP) is a nine year strategy that

strives to move the Free State Province towards poverty alleviation and an inclusive, prosperous society over the next decade. The FSGDP is also a strategy to promote efficient administration and good governance through service delivery and proper interdepartmental coordination between all tiers of government. The FSGDP was developed in cooperation with private business and non-governmental organizations (NGOs) within a framework guided by mandates of the United Nations, the World Bank, and the international donor community.

Objectives of the SMS were to provide opportunities for networking, dialogue and coordination within and among senior managers at different levels of government within the Province and with national officials, and serve as a school of leadership and management development. Attendance at the SMS included the Executive Council of the Free State, members of the Forum for Heads of Departments, the Province Senior Management Service, municipal managers of all the municipalities, and representatives of the South Africa national government, including leadership of the African

National Congress (ANC). The ANC was founded in the Free State Province capital of Bloemfontein in 1912.

Workshops at the Conference focused on how the government, with the assistance of local universities and NGOs, could prepare citizens not adequately served under apartheid to staff the administrative machinery of the transforming Free State Province. Much of the discussion with Rutledge, Washington and Johnson centered on successful models in the United States. that might be adapted by the Free State Province new Training and Development Institute.

Leaders of the Free State Province professional management staff, including Director General Nwaila, had attended the past two ASPA National Conferences in Portland and Milwaukee at the invitation of former ASPA Executive Director Mary Hamilton, and were familiar with ASPA role in bringing together officials at all levels of government, the academic community, and citizens to focus on governance issues in the United States.

Because they wanted to emulate that model in the Free State by establishing an ASPA

affiliate in Bloemfontein, the Africa Working Group of the National Academy of Public Administration, which already has a Memorandum of Understanding with the Free State Province, agreed to sponsor initially 30 electronic memberships in ASPA for Free State officials to anchor the new affiliate. Representatives of the business and NGO community will also be recruited as members, which tentative will be called the Society for Enhancing Public Administration and Governance (SEPAG) of the Free State Province.

Free State Premier Marshoff, Director General Nwaila, and other officials of the Free State Province plan to attend the ASPA National Conference in Denver next March to discuss their plans further. It is also anticipated that Premier Marshoff and Director General Nwaila will address the Conference on Free State governance issues.

ASPA member Phil Rutledge is professor emeritus, School of Public and Environmental Affairs, Indiana University and a senior fellow, National Academy of Public Administration. He is also a past ASPA president.
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ASPA MOU Briefs

Update on ASPA and CLAD MOU

Donald Klingner

The Center for Latin American Development Administration [CLAD] is an international public organization of member governments founded in 1972 under an initiative of the governments of Peru, Mexico and Venezuela, and supported by the UN General Assembly (Resolution 2802 - XXVI) for focusing activities related to modernization of public administration as a strategic factor in the process of regional social and economic development (www.clad.org.ve).

After several years of discussions among U.S. public administrators and Latin American counterparts, an MOU between ASPA and CLAD was signed by Executive Director Mary Hamilton and President Marc Holzer for ASPA, and Executive Director David Edelman and President Fernando Del Toro for CLAD in 2001.

The principal purpose of the MOU is to develop lines of communication that allow for a range of joint activities, professional programs, and professional interactions. In addition, ASPA and CLAD post information about each other's annual conferences on our respective web sites. CLAD members continue to attend ASPA national conferences, and vice versa. At a symbolic level, it affirms and formalizes cooperative arrangements between the two organizations. These are in turn affirmed and formalized by cooperative arrangements in other areas such as UNPAN.

Most recently, several ASPA members (Guido Bertucci, Bill Miller, Bruce Perlman, Mitchell Rice, Allan Rosenbaum, Bill Schreckhise and Don

Klingner) presented papers at the CLAD conference in Santiago, Chile, in October 2005. Information about the conference, including all panels and presenters, is available on the CLAD website. The next annual CLAD conference will be held in Guatemala City, November 7-10, 2006.

Update on ASPA and Mexico MOU

Donald Klingner

Former ASPA President Tom Lynch created ASPA's MOU with Mexico in 1991, in cooperation with the Colegio Nacional de Ciencias Politicas y Administracion Publica (the National College of Political Science and Public Administration). It was revitalized by Donald Klingner and CNCyAP officials (principally Juan de Dios Pineda Gardarrama and Lenin Bustamante Terreros) in 1999.

Since then, ASPA and the Colegio have co-sponsored two conferences in Mexico, and many ASPA members are actively involved in research and consulting as part of ongoing transformations in Mexico's current political and administrative culture. In 2003, less than three years after the historic election of President Vicente Fox in July 2000, Mexico passed a civil service reform law (Ley de Servicio Profesional de Carrera) and an open records law (Ley de Transparencia) for national government ministries. These laws, and the linked transformations of political and administrative culture that underlie them, have stimulated changes at all levels of Mexican government – national, state and local.

David Arellano Gault (professor at Mexico's CIDE, ASPA member and

occasional PA TIMES columnist) presented a paper on Mexican civil service reform and its implications for transformations in Mexican governance and political culture with Klingner at the ABFM-SICA conference in Washington, DC, November 2005.

Update on United Nations Division of Public Administration/United Nations Public Administration Network (UNPAN) MOU

Marc Holzer and Gautam Nayer

As the Secretariat for the MOU between ASPA and UN Division of Public Administration/UNPAN, the Graduate Department of Public Administration at Rutgers University-Newark has taken a series of initiatives:

Resource and Information Guide (2005)
This guide, jointly published, lists several thousand research resources in the field of public administration. The Resource Guide contains topics on:

- Case Studies in Public Administration
- Dictionaries in Public Administration and Public Affairs
- Directories of Government Agencies-Federal, State and Local
- Funding Sources
- Government Documents
- Handbooks of Public Administration and Public Affairs
- Indexing and Abstracting Services in Public Administration and Public Affairs
- Job and Career Assistance
- Journals in Public Administration and

Public Affairs

- Website Portals in Public Administration
- Writing Assistance with regard to: Books, Online Writing Center and other online resources

This bibliography, totalling 446 pages, can be accessed at:

<http://unpan1.un.org/intradoc/groups/public/documents/aspa/unpan020143.pdf>

<http://unpan1.un.org/intradoc/groups/public/documents/aspa/unpan020144.pdf>

Teaching Resource Guide (2006)

In collaboration with ASPA and the UN Division of Public Administration, Rutgers University-Newark is also working on a Teaching Guide, to be published in the first half of 2006. The emphasis will be on assisting public administration faculty in the classroom. This teaching Guide will contain a variety of topics, including but not limited to:

- Course Syllabi among various universities in Public Administration
- Teaching and Learning Resources
- Events for Public Administration
- Cases for the Classroom
- Teaching Articles in Periodicals
- Humanistic and Artistic Resources for the Classroom

The Meeting of Experts Conference: April 4-8, 2005

Rutgers University-Newark faculty participated at the Meeting of Experts Conference in April of 2005. Present at the conference were Marc Holzer, Norma Riccucci and Suzanne Piotrowski. More information about the conference topics, headlines and resolutions can be found at:

China MOU Update

ASPA Strengthens Bridges with Chinese Public Administration Community

Mengzhong Zhang, Marc Holzer

The Chinese public administration community, led by the Chinese Public Administration Society (CPAS) and the MPA Directing Committee (there are 83 MPA programs so far), is rapidly building the knowledge and institutional bases for more efficient and effective government. That effort is supported and fostered by ASPA and its members, especially under ASPA's Memorandum of Understanding (MOU) with the CPAS. The Graduate Department of Public Administration at Rutgers University's Newark Campus serves as the Secretariat for that MOU, and has established a series of joint projects and publications.

Bi-Annual Sino-U.S. Conference on Public Administration

The School of Public Administration of Renmin University of China, ASPA and the Chinese Public Administration Society (CPAS) jointly organized the 2nd Sino-US International Conference for Public Administration in Beijing, P.R. China in May 2004. The 1st Sino-US International Conference for Public Administration convened in Beijing in 2002. In these and several other Sino-U.S. conferences on public administration, ASPA's U.S./China PA Secretariat coordinated the participation of ASPA members and other international scholars.

The main theme of the 2nd Conference for Public Administration was "Changing World: the Challenges and the Opportunities." Under this title, the

conference focused on four imminent and significant areas: MPA education: experience around the world; E-Government: function and practice; Crisis management: theory and practice; and Public policy research: review and future.

The conference provided a forum for dialogue between western and eastern scholars in public administration, examining the general issues of public policy research, issues of renewal of MPA education and crisis management; and emerging issues of E-Government.

The 3rd Sino-US International Conference for Public Administration will be held in Beijing, from June 8-9, 2006. The Conference will focus on the following sub-topics:

- Theory basis of public service-oriented government, with particular emphases on components, institution frames, administrative ethics, etc);
- Policy choices of public service-oriented government (with particular emphases on experience and policy innovation in China);
- Performance evaluation of public service-oriented government;
- Citizen participation within public service-oriented government.

So far, more than 30 ASPA scholars are planning to attend the conference, including such distinguished scholars such as Norma Riccucci, Evan Berman, Barbara S. Romzek and Terry L. Cooper. More

than 20 international scholars from other countries and areas also indicated a strong interest in participating in the conference.

Translations of books into Chinese

As a new initiative under the MOU, three titles from the Marcel Dekker Public Administration and Public Policy series are in the process of translation and are scheduled to be published by Zhongshan University Press in 2005. These are:

- *Handbook of Public Administration, 2nd Edition* edited by Jack Rabin, W. Bartley Hildreth and Gerald J. Miller. 1998
- *Handbook of Organizational Behavior, 2nd Edition*, edited by Robert T. Golembiewski, 2001
- *Public Administration and Law, 2nd Edition*, authored by David H. Rosenbloom and Rosemary O'Leary 1997.

Six titles from the ASPA Classics will be published in 2007 by Renmin University of China Press. These are (with their original publication dates):

- *Classics of Administrative Ethics*, ed. Willa Bruce, 2001.
- *Democracy, Bureaucracy, and the Study of Administration*, ed. Camilla Stivers, 2001.
- *Performance Based Budgeting*, eds. Gerald J. Miller, W. Bartley Hildreth, and Jack Rabin. 2000.
- *Public Sector Performance: Management, Motivation, and*

Measurement, ed. Richard C. Kearney and Evan M. Berman, 1999.

- *Diversity and Affirmative Action in the Public Service*, ed. Walter D. Broadnax, 2000.
- *Public Service: Callings, Commitments, and Constraints*, ed. Marc Holzer, 1999.

Five volumes of Selected *PAR* Articles will be published in 2006 and 2007 by Tsinghua University Press. These are:

- *PAR Essential Series: Academic Approach*. Selected from: William E. Mosher and Frederick C. Mosher Awards for the best *Public Administration Review* articles by academicians.
- *PAR Essential Series: Practitioner's Approach*. Selected from: Louis Brownlow Awards presented for the best *Public Administration Review* articles by practitioners.
- *PAR Essential Series: Book Review/Top Essays*. Selected from: Laverne Burchfield Awards presented for the best book reviews/TOPS essays in *Public Administrative Review*.
- *PAR Essential Series: Leading Articles*. Selected from: Marshall E. Dimock Awards presented for the best leads article in the *Public Administration Review*.
- *PAR Essential Series: The Value of Public Service*. Selected from: *PAR* 2002.

See CHINA MOU, pg. 18

2006 International Conference Listings

From INTL. CONFERENCES, pg. 9

- 25-26 **III Scientific Conference on Economic Globalization and Environmental Policy**
Location: Warsaw, Poland
Website: <http://www.globalization.waw.pl>
Contact name: Maciej Cygler
Organized by: Warsaw School of Economics, The Ellison Center University of Washington, European Association of Environmental and Resource Economists

June 2006

- 7-9 **Changing Foresight Practices in Regional Development—Global Pressures and Regional Possibilities**
Location: Turku, Finland
Website: <http://www.tukkk.fi/tutu/conference2006>
Contact name: Riikka Saarimaa
The future of regions is dependent on proactive interaction between

companies, universities and public actors. The aim of the conference is to discuss the strategic possibilities of regions under changing pressures of globalising world. Organized by: Finland Futures Research Centre and Finland Futures Academy

- 19-23 **World Urban Forum**
Location: Vancouver, Canada
Website: <http://www.canadawuf3.com/>
Organized by: UN Habitat
- 21 **5th Annual International Conference on Globalisation for the Common Good**
Location: Honolulu, Hawaii
Website: <http://www.common-good.info>
- 28-30 **Integrating for Excellence 2nd International Conference**
Location: Sheffield, UK
Website: <http://www.shu.ac.uk/integralexc>
Contact name: Paul Beresford
The conference aims to bring

together practitioners and academics to discuss, debate and share learning in the fields of organisational and academic excellence.
Organized by: Sheffield Hallam University

July 2006

- 3-6 **5th Global Conference: Environmental Justice and Global Citizenship**
Location: Mansfield College, Oxford, UK
Website: <http://www.inter-disciplinary.net/ptb/ejgc/ejgc5/cfp.htm>
Contact name: Dr Rob Fisher
- 9-12 **Forging the Local and the Global: Textual Migration and Translation**
Location: Stellenbosch, Western Cape, South Africa
Website: <http://academic.sun.ac.za/english/localglobal2006/>
Contact name: Karlien van der Schyff
Organized by: AUETSA,

SAACLALS, SAVAL

- 10-12 **Security, Democracy and Human Rights**
Location: Amman, Jordan
Website: www.mutah.edu.jo/sdhr/index.html
Contact name: Professor Diab Al-Badayneh
Organized by: Mu'tah University

August 2006

- 21-25 **11th World Congress on Public Health**
Location: Rio de Janeiro, Brazil
Website: <http://www.saudecoletiva2006.com.br/>
Organized by: World Federation for Public Health Associations (WFPHA) and Brazilian Association of Collective Health (ABRASCO)

September 2006

4-6

See INTL. CONFERENCES, pg. 17

Chapter MOU Update

Evergreen Chapter Continues to Benefit from MOU with Hyogo Administrative Policy Studies Association of Japan

During the 40th anniversary commemoration of Hyogo and Washington as sister-states, Governor Toshizo Ido and Gary Locke signed an agreement containing support between ASPA and a policy studies association in Hyogo.

The Evergreen Chapter of ASPA was then selected by ASPA's national council to establish a structure and relationship with the Hyogo Administrative Policy Studies Association (HAPSA). The HAPSA/ASPA collaboration was formally signed on October 8, 2003. As a new MOU, several steps have been taken to foster its development and growth.

The progress of this MOU is evidenced by a number of factors. Among these are exchanges of papers, including a generous supply of publications from HAPSA. ASPA conference papers have been supplied to HAPSA, which are then translated into Japanese, by HAPSA's committed volunteer staff. HAPSA representatives attend ASPA's national conferences, and ASPA members have been invited speakers at HAPSA symposiums. Additionally, members of each organization have written articles for the other's journals or newspapers, and each organization informs the other of local and regional events.

The sustainability of this MOU appears promising, as a tangible element of the sister-state relationship between Washington and Hyogo. Individuals on the board of the Evergreen Chapter are committed to the success of the MOU, as are our academic affiliates at the Evergreen State College. The MOU has also experienced increasing participation from the University of Washington.

Important for the Evergreen Chapter and the Hyogo Prefecture, the ASPA/HAPSA MOU also furthers the objectives of the sister-state relationship (agreement) between the Hyogo Prefecture and Washington State.

As a result of the MOU and HAPSA's increased exposure to ASPA, new international members have joined ASPA.

HAPSA has established a subsidy program for its members attending

ASPA conferences. All HAPSA members who wish to attend the conference can apply for the subsidy of 150,000 JPY to cover the cost of registration and travel.

Evergreen Chapter member Larry Geri participated in a 2005 HAPSA conference while on an international teaching exchange in Japan and Mary E. Van Verst, immediate past president of the Evergreen Chapter has accepted an invitation from the University of Hyogo (Gakuen-Toshi campus) to speak at their seminar "Public Policy and Education for Communities in the Era of Globalization" on March 3-4, 2006.

Van Verst will speak about her work with AmeriCorps and similar initiatives to increase citizen participation. Sandra O. Archibald, dean of the Evans School of Public Administration at the University of Washington and member of the ASPA Evergreen Chapter, will also attend the HAPSA conference. She will make a presentation on the changing role of research and graduate education at American universities.

As a result of the MOU, the Evergreen Chapter hosted Masatomi Funaba while visiting the Seattle area prior to his attendance at the 2005 ASPA national conference in Portland and two discussion sessions were held at the Hyogo Business and Cultural Center in Seattle.

One discussion session dealt with Emergency Preparedness and included local officials from FEMA and the Washington State Emergency Management office. The other session covered the topic of local services and challenges facing seniors in the community and included local officials from the Seattle Human Services Department and the School of Social Work at the University of Washington. Approximately 25 participants attended these panel discussions in Seattle.

Both the Evergreen Chapter and the Hyogo Administrative Policy Studies Association maintain websites. Each website has information about the ASPA/HAPSA MOU and contain links

to one another as well as the ASPA national website. While the Evergreen Chapter website is in English, the HAPSA website is available in both English and Japanese (see links below).

Evergreen Chapter:
www.aspaevergreen.org

HAPSA:
<http://www2.ocn.ne.jp/~policy/toppage-e.htm>

HAPSA and the Evergreen Chapter of ASPA are working to build a relationship between the Evans School of Public Administration at the University of Washington and the University of Hyogo. The latter is working to establish a track in public administration.

In the future, the Evergreen Chapter plans to consider opportunities for exchange students from Hyogo to become involved in ASPA. Former MPA students at The Evergreen State College (Tomoko Arakawa and Noriko Tanaka) support the MOU through their volunteer work with HAPSA. Tanaka will attend the 2006 ASPA conference.

The Chapter also plans to propose sponsoring a workshop on disaster response to provide exchanges of research and best practices in areas of mutual interest to our sister states of Hyogo and Washington.

MOU Sponsoring Organization:
Evergreen Chapter, ASPA

MOU Institutional Partner:
The Evergreen State College

Evergreen Chapter Primary Contacts:

- Mary Van Verst—Evergreen Chapter Immediate Past President
- Gary Walker—Evergreen Chapter President
- Larry Geri—The Evergreen State College

E-mail Contact for the Hyogo Administrative Policy Studies Association (HAPSA):
jichikensyuusy@pref.hyogo.jp

Message from HAPSA

The Hyogo Administrative Policy Studies Association (HAPSA) operates in Hyogo Prefecture, which is one of the broader-based local governments in Japan. HAPSA's mission is to contribute to administrative promotion of Hyogo Prefecture and municipalities within Hyogo, and develop local autonomy through conducting research on essential issues.

With the globalization of the world, we are required to address local issues from a global standpoint. In this sense, exchanges with ASPA, a leading public service organization in the United States, is remarkably meaningful.

In particular, exchanges through the Evergreen Chapter operating in Washington State are significant. These exchanges promote interactions between the Evergreen State College and the University of Hyogo, in addition to more than forty years of governmental cooperation between Washington State and Hyogo Prefecture.

Two years have passed since ASPA and HAPSA signed an exchange agreement on October 8, 2003. During this period, we have been exchanging information on websites, providing publications, and contributing articles to one another. Also during this period, Masatomi Funaba, a representative member of the HAPSA steering committee, attended the 2004 ASPA National Conference in Portland. Funaba participated again in the 2005 national conference in Milwaukee with Matsuyo Makino from the University of Hyogo, and presented his research at the International Consortium meeting.

In July 2005, HAPSA held a symposium with invited speaker, ASPA member Larry Geri, a professor at the Evergreen State College who had been teaching in the University of Hyogo as an exchange professor. Furthermore, Mary Van Verst, former president of the Evergreen Chapter; Sandra Archibald, dean of the Daniel J. Evans School of Public Affairs at the University of Washington; and Chantal Stevens, executive director of Sustainable Seattle, will give lectures at an international symposium which will be held by the University of Hyogo and HAPSA in March 2006.

In April, a HAPSA member, who works on the volunteer translation staff for exchanges with ASPA, will attend the 2006 ASPA national conference in Denver.

I am delighted that ASPA and HAPSA have been soundly developing and expanding interactions. I hope, with collaboration from the University of Hyogo, we can maintain steady interactions and further strengthen the bond between ASPA and HAPSA.

Toshiki Miki
Director of Secretariat
Hyogo Administrative Policy Studies Association

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Contact:
Duane Crawley
dcrawley@aspanet.org

**Would you like to submit an article to
PA TIMES?**

Contact: Christine McCrehin
cjewett@aspanet.org

2006 Intl. Conference Listings

From INTL. CONFERENCES, pg. 15

3rd Latin American Congress of Political Science

Main theme: Democracy and Inequalities. Theoretical and empirical discussions about the democratic functioning in Latin America.

Location: Campinas, São Paulo, Brazil

Website:

www.ifch.unicamp.br/alacip

Contact name: Rachel

Meneguello

Organized by: ALACIP

(Asociación Latinoamericana de Ciencia Política) and UNICAMP-University of Campinas, Brazil

20-22 6th International Conference on Priorities in Health Care

Location: Toronto, Ontario, Canada

Website: <http://www.healthcarepriorities.org>

Contact name: Carolyn Farrell

Sponsored by: International Society on Priorities in Health Care

21-24 3rd International Conference on Environmental Engineering and Management

Location: Iasi, Romania

Website:

www.ch.tuiasi.ro/iceem03

Contact name: Prof. Matei Macoveanu

Organized by: Technical University of Iasi, Department of Environmental Engineering and Management

October 2006

8-10 World Productivity Congress

Location: Shenyang, China

Website: <http://worldproductivity-congress.com>

Contact name: John Heap

Brings together professionals from all industrial and commercial sectors to present information on their accomplishments in the fields of productivity, quality and performance promotion, measurement, management and enhancement.

Organized by: World Confederation of Productivity Science/Chinese Association of Productivity Science

November 2006

3 Second International Conference on Environment and Sustainable Development

Location: Gurabo, Puerto Rico

Website: <http://ciemades.org>

ASPA Currently Holds Memoranda of Understanding with Several Organizations

ASPA's growing international affiliations and activities have reflected the Society's increasing commitment to voicing concerns and viewpoints from outside the United States and advancing public administration internationally from a U.S. perspective.

MOUs have generally been developed based on informal contacts between ASPA members and representatives of a counterpart international entity. The responsibility for the U.S. component of each MOU has been assigned to individual universities when possible.

Below is a listing of ASPA's current MOUs and their organizational contacts, as well as a listing of ASPA's International Secretariats selected by ASPA's International Consortium. These consist of various universities and organizations chosen to help implement ASPA's international memoranda of understanding.

ASPA MOU Listings

Chinese Public Administration Society

<http://www.cpasonline.org.cn>

Xuedong Chang

Beijing China 100017

Telephone: (010)63095661;

(010) 66017410

Fax (010)66013279

E-mail: zda21@cpasonline.org.cn

Colegio Nacional de Ciencias Politicas y Administracion, Publica, A.C. (Mexico)

<http://www.prodigyweb.net.mx/cncpyap>

Agustin Gutierrez

33, Col. Gral. Anaya, Del.

Benito Juarez, Mexico D.F. C.P. 03340

Telephone: (01 55) 56 88 13 43

Fax: (01 55) 56 04 78 50

E-mail: cncpyap@prodigy.net.mx;

cipap20042006@hotmail.com

Commonwealth Association for Public Administration and Management

<http://www.capam.org>

1075 Bay Street, Suite 402

Toronto, Ontario

M5S 2B1

Canada

Tel: +1 (416) 920-3337

Fax: +1 (416) 920-6574

E-mail: capam@capam.ca

European Group of Public Administration

<http://www.iiasiia.be/egpa/agacc.htm>

Rue Defacqz, 1, Bte 11

B-1000 Bruxelles (Belgique)

Tel : 32 - 2-536.08.80

Fax : 32- 2-537.97.02

E-mail: geapegpa@iiasiia.be

Hong Kong Public Administration Association

<http://www.hkpaa.org.hk>

GPO Box 3350

Hong Kong

E-mail: info@hkpaa.org.hk

Hyogo Administrative Policy Studies Association

<http://www2.ocn.ne.jp/~policy/toppage-e.htm>

Tel: 81-78-752-1321

Fax: 81-78-753-2441

Email: jichikensyuusyo@pref.hyogo.jp

Institute of Public Administration of Canada

<http://www.ipac.ca> English

<http://www.ipac.ca> French

1075 Bay Street, Suite 401

Toronto, Ontario

M5S 2B1

Canada

Tel.: 1 (416) 924-8787

Fax: 1 (416) 924-4992

E-mail: ntl@ipaciap.ca

Korean Association for Public Administration

Latin American Center for Development Administration (CLAD)

<http://www.clad.org.ve>

Calle Herrera Toro, Qta CLAD, Sector Los Naranjos, Las Mercedes, Caracas 1060

Apartado 4181, Caracas 1010-A,

Venezuela

Tel: (58212) 9922395/3297

Fax: (58212) 9918427

E-mail: clad@clad.org.ve or

clad@reacciun.ve

ESADE's Institute of Public Management (IGDP)

<http://www.esade.edu/public>

Avda. Pedralbes, 60-62, E-08034

Barcelona, Spain

Tel. +34 93 280 61 62

Fax +34 93 204 81 05

South African Association of Public Administration and Management

<http://www.up.ac.za/academic/soba/SAAPAM/home.htm>

PO Box 14257, Hatfield, 0028, South Africa

Phone: +27 (12) 362-7473; Fax: +27 (12)

362-7475

E-mail: basani@safpum.org.za

Slovenian Society of Public Administration

United Nations' Division for Public Economics and Public Administration

<http://www.unpan.org/dpepa.asp>

Ms. Haiyan Qian, Chief of Information and Networking Unit

Department of Economic and Social Affairs

United Nations

One UN Plaza-Room DC1-966

New York, NY 10017

Tel: (212) 963-3393

Fax: (212) 963-9681

E-mail: qianh@un.org

United Nations Association

<http://www.unausa.org>

801 Second Avenue

New York, NY 10017

Tel: (212) 907-1300

Fax: (212) 682-9185

E-mail: unahq@unausa.org

World Future Society

<http://www.wfs.org>

7910 Woodmont Ave., Suite 450

Bethesda, MD 20814

Tel: (301) 656-8274

Fax: (301) 951-0394

E-mail: info@wfs.org

ASPA International Secretariats

Chinese Public Administration Society

Launched in February 2002, Chinese Public Administration Review is the first international academic journal specifically addressing the issues of Chinese public administration.

The ASPA international secretariat for this MOU is Rutgers University-Campus at Newark. For more information, please contact:

Marc Holzer

Director, Ph.D. Program in Public Administration

Rutgers University-Campus at Newark

7th Floor, Hill Hall

360 King Blvd.

Newark, NJ 07102

Office Telephone: 973-353-1351 ext. 23

Office Fax: 973-353-5907

E-mail: mholzer@pipeline.com

Colegio Nacional de Ciencias Politicas y Administracion, Publica, A.C. (Mexico)

The ASPA international secretariat for this MOU is the Graduate School of Public Affairs, University of Colorado. For more information, please contact:

Donald E. Klingner

Graduate School of Public Affairs

University of Colorado at Colorado Springs

P.O. Box 7150

1420 Austin Bluffs Parkway

Colorado Springs, CO 80933-7150

Office Telephone: (719) 262-4012

Office Fax: (719) 262-4183E-mail:

Donald.Klingner@uccs.edu

Hyogo Administrative Policy Studies Association

URL: <http://www.aspaevergreen.org>

The ASPA international secretariat for this MOU is the Evergreen Chapter with support from The Evergreen State College's MPA program. For more information, please contact:

Mary E. Van Verst

Immediate Past President

ASPA Evergreen Chapter

Office Telephone: (360) 902-0631

ASPA's U.S./China Public Administration Secretariat Keeps Itself Very Busy

From CHINA MOU, pg. 15

At the initiative and coordination of U.S./China PA Secretariat at Rutgers-Newark, several workbooks are being translated into Chinese and published by Zhongshan University. These include ASPA's workbooks on *Meeting the Challenges of Performance-Oriented Government* and *Combating Corruption/Encouraging Ethics*.

Journals

In support of the MOU, the National Center for Public Productivity at Rutgers-Newark publishes the peer-reviewed journal, *Chinese Public Administration Review*, in English (free access to CPAR articles is at www.cpar.net), and the journal appears in a book series in both English and Chinese published by Zhongshan University Press.

Chinese Public Administration, in Chinese (the journal of the CPAS), regularly includes articles by ASPA members.

Chinese Public Administration Society and Some Other Collaborations

On October 31, 2004, ASPA President Donald C. Menzel, then president-elect, and ASPA Executive Director Antoinette Samuel signed a renewal of the MOU with

Secretary-General Gao Xiaoping of the Chinese Public Administration Society.

Rutgers-Newark has initiated an exchange of scholars by hosting staff members of the CPAS for a semester of study and research. The U.S./China PA Secretariat has successfully coordinated the arrangements for a number of ASPA scholars on their visits to China, including their delivery of lectures at quite a few public administration institutions (e.g., Arie Halachmi, Frederick Lane and Edward Jennings, to mention a few).

So far, the Secretariat has invited more than 50 Chinese scholars and practitioners to come to the United States, attend ASPA's conferences and visit the National Center for Public Productivity at Rutgers-Newark.

Under the leadership of Menzel, some 27 ASPA scholars attended an October 2005 International Conference on Public Administration in Chengdu City (P.R. China) hosted by School of Humanities and Social Sciences of University of Electronic Science and Technology of China, co-sponsored by ASPA, Chinese Public Administration Society and Moscow State University.

Also at the leadership of Menzel, 11 ASPA scholars participated in an International

Conference on Instructional Methods, Training and Research in Public Administration and Policy in Xiamen, one of the beautiful coastal cities in China. This conference was also held in October 2005 and was hosted by School of Public Affairs of Xiamen University. Both conferences were regarded as great successes.

ASPA member Mengzhong Zhang is the associate director of ASPA's U.S./China Public Administration Secretariat at Rutgers-Newark and is the associate director of National Center for Public Productivity at Rutgers-Newark. He is also the managing editor of the Chinese Public Administration Review. Zhang is assistant professor at Nanyang Technological University.
E-mail: menzhong@yahoo.com

ASPA member Marc Holzer is a former president of ASPA. Holzer is a fellow of the National Academy of Public Administration and is the director of ASPA's U.S./China Public Administration Secretariat at Rutgers-Newark. He is also the editor-in-chief of the Chinese Public Administration Review. Holzer is an advisor or guest professor in a number of universities in China.
E-mail: mholzer@pipeline.com

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ASPA MOU Briefs

From MOU BRIEFS, pg. 14

<http://unpan1.un.org/intradoc/groups/public/documents/un/unpan020246.pdf>

That group has also been invited to attend the 2006 meeting in late March.

E-Governance Project with ASPA-UNPAN

In 2003, the E-Governance Institute at Rutgers University-Newark, working with ASPA and the UN partners, researched and wrote *Digital Governance in Municipalities Worldwide 2003*. This was a successful research and assessment project that produced important findings for e-governance research worldwide and has been widely cited.

The E-governance Institute is now building on this successful project by replicating the research. *Digital Governance in Municipalities Worldwide 2005* will be able to identify changes in e-governance performance over the past two years among the cities that were surveyed in 2003. Rutgers University-Newark conducted website surveys in the Fall of 2005 using a new, more exhaustive survey instrument with 92 questions. Similar to the 2003 project, the survey index has five components: Security and Privacy, Usability, Content, Services, Citizen Participation.

The 2005 survey utilized updated statistics from the International Telecommunication Union (ITU) to identify the UN member states that were

studied. Countries with online populations over 150,000 were selected for the 2005 project. Within each country, the largest municipality was then identified for our website survey. With the inclusion of Hong Kong and Macao, 100 municipalities were identified.

The Korean Association for Public Administration MOU

Marc Holzer, Tae-Ho Eom, Younhee Kim

Recognizing that the cooperative partnerships in the field of Public Administration across countries are critical in achieving excellence in the public sector, the Korea Association for Public Administration (KAPA) and ASPA have agreed on mutual cooperation in research, publication projects, and training activities, with a view to enhancing mutual benefits to both organization and further contributing to development of both countries.

Program/Activity's Liaison

To facilitate coordination and communication, the Graduate Department of Public Administration at Rutgers University-Newark has been designated as the Secretariat for the ASPA-KAPA MOU. Rutgers University-Newark is coordinating all related projects and implementing ASPA's agreement with KAPA.

Marc Holzer, chair of the Graduate Department of Public Administration, serves as the primary representative to coordinate joint research and publication

projects. Tae Ho Eom, assistant professor of the Graduate Department of Public Administration, is also a representative, and Younhee Kim, doctoral student, is an ASPA liaison.

Ongoing Activities

Biannual Joint Conferences

ASPA and KAPA will alternate the role of the host and invitee in annual conferences in both countries. Rutgers University-Newark is organizing panels and workshops in annual conferences in both South Korea and the United States:

- As an ongoing effort of this activity, Rutgers University will coordinate a workshop in South Korea in June 2006. The workshop will address issues including, but not limited to, public performance, citizen participation, and governance. Not only the faculty from Rutgers University but also other scholars whose interests fit the topics addressed in the workshop will be invited. In addition to the workshop hosted by KAPA, during the visit to Korea in June, we are planning to jointly organize a seminar with some top universities in Korea. Overall, our visit to Korea in June will be the stepping stone to enhancing the relationship between KAPA and ASPA and to crystallizing future activities.

- In July 2006, as a continuing effort to encourage Korean scholars presentations in the United States, Rutgers University-Newark will host a one- or two-day conference with scholars from the Seoul Association of Public Administration.

Approximately 30 Korean scholars plus the faculty at the Newark Campus will join the conference. Rutgers-Newark is planning to develop a related web site under the National Center for Public Productivity (www.ncpp.us)

Joint Research Projects

Rutgers University will facilitate joint research projects to address contemporary issues in public administration.

Joint Publication Projects

Rutgers University will sponsor the *Korean Public Administration Review*. This journal will be an excellent opportunity for Korean scholars to be recognized internationally. Further, launching this new journal will encourage Korean scholars to join ASPA.

Joint Online Training

Rutgers University will work to set up online training courses on issues of public administration, such as citizen-driven performance development, performance measurement, strategic planning and management, and accountability and performance based budgeting.

A meeting on the ASPA-KAPA MOU is scheduled for the ASPA Conference in Denver on Sunday morning, April 2nd, tentatively from 10:30am-noon.

For further information, please contact: Marc Holzer, mholzer@pipeline.com; Tae Ho Eom, theom@andromeda.rutgers.edu; Younhee Kim, yhkim@rutgers.edu.

ASPA Issues RFP for International MOU Coordination

ASPA is seeking partner organizations to assist in coordinating the Society's international memoranda of understanding with the following associations:

- Commonwealth Association for Public Administration and Management
- ESADE's Institute of Public Management (Spain)
- European Group of Public Administration
- Hong Kong Public Administration Association
- Institute of Public Administration of Canada
- Slovenian Society of Public Administration

Interested parties should view the RFP in the ASPA International area on the Society's website at www.aspanet.org.

ASPA Continues to Enjoy Successful MOU Partnerships

From MOU LISTINGS, pg. 17

Office Fax: (360) 586-3964
E-mail: Mary.VanVerst@ofm.wa.gov

Laurance Geri
MPA Program
The Evergreen State College
Olympia, WA 98505-0001
Office Telephone: (360) 867-6616
Office Fax: (360) 867-5430
E-mail: geril@evergreen.edu

Korean Association for Public Administration (KAPA)

The ASPA university partner for this MOU is Rutgers University-Campus at Newark. For more information, please contact:

Marc Holzer
Director, Ph.D. Program in Public Administration
Rutgers University-Campus at Newark
7th Floor, Hill Hall
360 King Blvd.
Newark, NJ 07102
Office Telephone: 973-353-1351 ext. 23
Office Fax: 973-353-5907
E-mail: mholzer@pipeline.com

Latin American Center for Development Administration (CLAD)

<http://www.clad.org.ve>

The ASPA university partner for this MOU is the University of Colorado at Colorado Springs. For more information, please contact:

Donald E. Klingner
Graduate School of Public Affairs
University of Colorado at Colorado Springs
P.O. Box 7150
1420 Austin Bluffs Parkway
Colorado Springs, CO 80933-7150
Office Telephone: (719) 262-4012
Office Fax: (719) 262-4183
E-mail: Donald.Klingner@uccs.edu

South African Association of Public Administration and Management (SAAPAM)

<http://www.up.ac.za/academic/soba/SAA/PAM/home.htm>

The ASPA university partner for this MOU is Southern University. For more information, please contact:

Cynthia E. Lynch
Southern University A&M
302 Amherst Ave.
Baton Rouge, LA 70808-4604
E-mail: sbalsdon@cox.net

United Nations' Division for Public Economics and Public Administration

<http://www.unpan.org/dpepa.asp>

The ASPA university partner for this MOU is Rutgers University-Campus at Newark. For more information, please contact:

Marc Holzer
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Newark, NJ 07102
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Office Fax: 973-353-5907
E-mail: mholzer@pipeline.com

To learn more about the ASPA International Consortium, please contact ASPA International Coordinator Donald Klingner at dklingner@aspanet.org.

Have you visited ASPA's web site lately?
www.aspanet.org

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SEND PAPERS IN CHINA (in Word) by email to ICPA@uestc.edu.cn, School of Humanities and Social Science, University of Electronic Science and Technology of China, Chengdu, Sichuan, P.R.C Post Code: 610054, Tel: 86-28-83205246, Fax: 86-28-83205258

SEND PAPERS OUTSIDE CHINA (in Word) by email to donmenzel@tampabay.rr.com, Donald C. Menzel, Ph.D., President, ASPA 2005-06, 3930 Americana Drive, Tampa, Florida 33634, Tel. 813-886-6332, Cell 813-951-6079

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International Secretariats and Research/Publication Projects

- 1 U.N. Public Administration Division/ UNPAN, with ASPA
- 1 "Fourth International Basil Bernstein International Research Symposium" Rutgers University-Newark - 2006
- 1 *Global Public Management: Cases and Comments*(Book) - 2005
- 2 USDA Graduate School International Programs
- 3 "Second Transatlantic Dialogue: Performance in the Public Sector," Public Management Institute, Katholieke Universiteit, Leuven, Belgium - 2006
- 4 Ukraine: NGO Study
- 5 Russia: "Red Tape from Red Square" (Online Exhibit)
- 6 Chinese Public Administration Society, with ASPA
- 6 Chinese Public Administration Review(CPAR)
- 6 Sino-US International Conferences on Public Administration, Renmin University, Beijing, China - 2002/2004/2006
- 6 Translation/ Publication Projects with Zhongshan University Press
- 6 MPA Curriculum Study
- 7 "Continuing Transformation of Public Administration," City University of Hong Kong - 2006
- 8 Korean Association of Public Administration, with ASPA
- 8 Seoul Development Institute:
-Citizen-Driven Government Performance(Book) - 2006
-Worldwide Cities E-government Cases
- 8 Sungkyunkwan University
-Worldwide Municipal Web Survey - 2004/2006
- 9 "Intellectual Exchange Program," Osaka University, Japan
- 10 "Results-Based Management," Thailand
- 11 "Leadership Development Initiative," Qatar
- 12 MPA Program Development, Dominican Republic - 2006
- 13 "Productivity Symposium," University of the West Indies, Mona, Jamaica - 2004
- 14 "Worldwide Municipal Web Survey, Latin America" - 2004
- 15 Africa Institute of South Africa, Development of Online Certification
- 15 MOU, University of Stellenbosch
- 15 Nonprofit Academic Centers Council: "NGO Networks and the South African HIV/AIDS Crisis"



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