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Federal and state courts are increasingly involved in high-profile cases regarding the constitutionality of various strategies for sub-national economic development. At stake for states and localities are long-relied upon methods for competing with other jurisdictions for private investment, economy stimulation, job creation and tax base expansion.—Mark D. Bradbury, Patricia Mitchell

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*In this final column and as a soon-to-be past president, it occurred to me that the voices of past ASPA presidents should be heard.
—Donald C. Menzel*

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When we last left our intrepid PA professor he had just been elected to the City Council. I, who have always criticized politicians—I, who discuss with my MPA students the motivations and tendencies of legislators—I am now one of “them.” How very weird.

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*I think it is time to rethink ASPA in a fundamental way. In fact new ideas are already in play, although we have not grasped their full implications. We should, I believe, reconceive of ASPA not as a general-purpose service organization but as the central node for coordination and facilitation within an exploding, disparate arena.
—Charles T. Goodsell*

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Americans Back Growing State and Local Efforts on Global Warming

58 Percent More Concerned About Global Warming Now Than Two Years Ago

Washington, DC—With concerns up sharply about global warming, Americans of all political beliefs are disgruntled about weak federal leadership on global warming and energy issues, while lining up solidly behind the growing number of state and local efforts to rein in climate change problems and to tap alternative fuel sources, according to a major new Opinion Research Corporation (ORC) national survey released

today by the nonprofit and nonpartisan Civil Society Institute (CSI) and 40MPG.org, which is a project of the CSI think tank.

The CSI/40mpg.org survey found that 58 percent of Americans—including 57 percent of independents and 42 percent of conservatives—are more concerned about global warming today than they were two years ago. Also, more than three out of four Americans (76 percent)—including two out

of three conservatives—think the federal government is not doing “enough to address global warming and develop alternative energy sources in order to reduce our dependence on foreign oil.” At the same time, more than four out five Americans (83 percent)—including 77 percent of conservatives—said that “in the absence of federal

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USS Ronald Reagan Deploys to West Pacific



Maribel Talley of Murphy Canyon, a USS Ronald Reagan crewmember hugs her children, Jonathan Talley, 5, back to camera and Joshua Talley, 11, facing camera before leaving on the Reagan, the newest nuclear powered aircraft carrier in the U.S. Navy on its first West-Pac deployment which will include the Middle East in support of military operations in Iraq and Afghanistan.

Howard Lipin/San Diego Union T

Survey Shows Negative Effect of Cuts to CDBG

Americans in Need Will Suffer Most

Washington, DC—More than five million low- and moderate-income Americans will see significant reductions in a range of services provided to them as a result of two years of cuts to the Community Development Block Grant (CDBG) program, according to a survey released by members of a coalition to preserve CDBG.

The survey found that hundreds of thousands of senior citizens, children, persons with special needs and the homeless will lose programs that directly benefit them. Everything from housing rehabilitation and homebuyer assistance programs to job creation and projects to reduce environmental contamination and to construct fire and public safety facilities will be affected.

“The results of the survey suggest that the 14 percent reduction in formula funding for CDBG over the last two fiscal years has had a substantial, negative effect on the collective ability of states, cities and counties to serve Americans in need, promote homeownership, grow local economies and strengthen the nation’s infrastructure,” said Montez Martin, NAHRO’s vice president of Community Revitalization and Development.

Martin joined other elected and business and community leaders to release the survey “Consequences for American Communities,” and to protest an additional 25 percent reduction in CDBG funding that has been proposed by the Administration in its FY 2007 budget.

Also participating were representatives from the National Association of Housing and Redevelopment Officials (NAHRO), The United States Conference of Mayors (USCM), the National League of Cities (NLC), the National Association of Counties (NACo), the Local Initiatives Support Corporation (LISC), and Real Estate Roundtable.

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Americans Bipartisan on Global Warming and Energy Solutions

From GLOBAL WARMING, pg. 1

leadership" today, they support the fast-growing number of pushes by "state and local officials to curb global warming and promote new energy resources."

Other key survey findings: 77 percent of Americans think that "developing alternative or renewable energy sources and reducing U.S. dependence on foreign oil should be President Bush's top priority for the balance of his term in office"; and 83 percent of Americans—including 72 percent of conservatives and 85 percent of independents—would like to see more attention paid to global warming during the 2006 Congressional elections and the 2008 Presidential elections.

Civil Society Institute President Pam Solo said: "This survey shows that Americans of all political stripes are dissatisfied with the lack of national leadership on climate change and energy issues. Americans want the President and Congress to take decisive leadership steps on climate change. Right now, state and local officials are filling a massive leadership vacuum in the absence of meaningful federal action. The most important step to solving climate change is clean, safe and renewable energy. The time for diagnosis is long past. We know we have to kick the oil habit."

Opinion Research Corporation Senior Research Associate Graham Hueber said: "One of the most striking aspects of these findings is the widespread and decidedly bipartisan nature of the concerns about inaction on global warming and energy solutions. We don't see the party-line polarization that is so evident on many other national issues. This survey will give no comfort at all to politicians who think they can drag their feet on climate change and energy solutions."

Other Key Survey Findings

Entitled "Global Warming & Alternative Energy: A Leadership Survey," the poll also found the following:

- More than four out five Americans (83 percent) support "more leadership from the federal government to reduce the pollution linked to global warming, encourage new approaches to promoting conservation and spark the development of renewable or alternative energy sources". The level of support is relatively uniform across political lines, including 81 percent of conservatives, 83 percent of independents and 88 percent of liberals.
- About three out of five Americans (58 percent) are more concerned about global warming today than they were

two years ago—including 76 percent of liberals, 57 percent of independents and 42 percent of conservatives. Only about three in 10 Americans (29 percent) say there is "no change" in their view about global warming.

- A growing number of Americans think "it is patriotic to drive a more fuel-efficient vehicle since it requires less fuel to run, and therefore, can help to reduce U.S. dependency on Middle Eastern oil." Today, 71 percent of Americans agree with that statement, including 66 percent of conservatives. When the same question was posed in a 40mpg.org survey released on March 17, 2005, two thirds of Americans agreed with the statement, including 57 percent of conservatives.
- Three out of four Americans (74 percent)—including 79 percent of conservatives—agree with the following statement: "Growing concerns about the reliability of Middle Eastern oil now make it difficult to separate our national security policy - keeping America safe - from our environmental policy - preserving the environment through conservation and the development of renewable or alternative energy resources."
- More than four out of five Americans (83 percent) support "federal scientists and

other experts" who "have been barred from speaking out on such topics as global warming—or strongly discouraged from doing so." Most Americans—including 73 percent of conservatives and 87 percent of independents—back "whistle-blowers who alert the public to potential problems that their superiors may want to keep hidden."

- Nearly nine out of 10 Americans (87 percent) agree with the following statement: "Given that pollution from human activities already may change the climate in irreversible ways, do you agree or disagree with the following statement: U.S. leaders should take steps to reduce carbon pollution now and speed up the conversion to renewable energy and other alternatives." Over half (55 percent) agreed strongly with the statement, with the overall level of support being 79 percent among conservatives and 89 percent among independents.

For full survey findings, go to <http://www.civilsocietyinstitute.org> and <http://www.40mpg.org>. The Web sites also feature a new CSI report, "Policy Abhors a Vacuum," which outlines steps that "more than 40 states, and almost 200 municipalities are taking ... to address global warming concerns."

CDBG Too Important a Revitalization Tool to Lose

From CDBG, pg. 1

"On CDBG, our message is united: this program is too precious—too important to us as a critical tool to revitalize and preserve the quality of life for our citizens. We cannot let the Congress try and balance the budget on the backs of our local communities," said Clarksburg, West VA, Councilman James C. Hunt, president of the National League of Cities, one of the 17 national groups in the coalition. "But we want to make sure that any amendments that support full

funding for CDBG are not based on accounting gimmicks. At the end of the day, we have to make sure that our cities and towns have \$4.3 billion for CDBG at HUD for FY 07."

"As we did last year, this coalition of national organizations is taking our fight to preserve the CDBG program to Capitol Hill. Because this program benefits so many communities in every part of our country, we expect that the bi-partisan support we saw in Congress last year for CDBG remains in both houses of Congress," said Akron Mayor Donald

Plusquellic, past-president of The U.S. Conference of Mayors.

"CDBG funds are critical for us at the county level. They not only help us serve our less fortunate citizens, but they allow us to address various quality of life, public safety, and economic development issues specific to our individual communities," said NACo President-Elect Colleen Landkammer, Earth County (MN) commissioner. "NACo is committed to preserving appropriate funding levels for this highly successful program."

See CDBG, pg. 10

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PA TIMES

Volume 29, Number 4
April 2006

PA TIMES is a tabloid newspaper published 12 times a year by the American Society for Public Administration (ASPA), a not-for-profit corporation. Advertising and subscription information appear in the box to the right.

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Subscriptions: PA TIMES is published monthly, 12 issues per year. Domestic subscriptions are available at \$50 per year first class delivery. Foreign subscriptions are \$75 per year international air delivery. (Subscriptions must be prepaid, U.S. dollars). Contact Matt Rankin at mrankin@aspanet.org.

Single Copies: of PA TIMES are available for \$1.50 each (1-10) and 75¢ each (over 10). Contact Duanne Crawley at dcrawley@aspanet.org.

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Commentary: State/Local Economic Development and the Supreme Court

Economic Development Incentives in the Aftermath of Kelo

Mark D. Bradbury, Patricia Mitchell

Federal and state courts are increasingly involved in high-profile cases regarding the constitutionality of various strategies for sub-national economic development. At stake for states and localities are long-relied upon methods for competing with other jurisdictions for private investment, economy stimulation, job creation and tax base expansion.

In a landmark decision, the U.S. Supreme Court upheld the use of the power of eminent domain to promote economic development in *Kelo v. New London*. Since economic development is an established governmental function, the Court reasoned that the city's seizure of private property for such a public purpose was constitutional. This broad reading of the "public use" restriction of the Fifth Amendment's Takings Clause grants deference to local decision-makers as to the circumstances under which the seizure of private property is necessary.

The *Kelo* decision raises a number of important Federalism questions. Since the decision was handed down, more than 340 pieces of legislation have been discussed or proposed in state legislatures. Additionally, several Congressional proposals have been

initiated making *Kelo* a continuing source of political controversy.

In the wake of the *Kelo* decision, numerous cases are currently being litigated that focus on another common lure for economic development, tax-based incentives.

Tax breaks and other economic incentives have long been used by states and localities to spur economic development. These range from highly tailored tax-based incentives, such as preferential capital gains tax, to non-tax lures, such as low-interest loans. Since the U.S. Constitution bestows the authority to regulate interstate commerce to Congress, the so-called dormant Commerce Clause, therefore, can limit states' abilities to use tax-based incentives to lure business investment.

A state tax is in keeping with the Commerce Clause if the activity taxed has a substantial nexus with the taxing State; the tax is fairly apportioned to reflect the degree of activity that occurs within the State; the tax does not discriminate against interstate commerce; and the tax is fairly related to benefits provided by the state [see *Complete Auto Transit, Inc. v. Brady*, 430 U.S. 274, 279 (1977)].

During its current term the U.S. Supreme Court will consider whether certain types of tax-based development incentives discriminate against interstate commerce, and thus violate the Commerce Clause of the U.S. Constitution.

The Commerce Clause does not prevent states from using their tax structure to promote intrastate commerce or compete with other states for a share of interstate commerce, but the U.S. Supreme Court has indicated that a state is not allowed to discriminate tax business operations performed in another state. The legal challenge in *DaimlerChrysler, et al. v. Cuno, et al. / Wilkins, et al. v. Cuno, et al.* (consolidated for review) is the constitutionality of the package of incentives used in Ohio to encourage investment from the DaimlerChrysler Corporation.

The incentive package offered to DaimlerChrysler included both local property tax abatement and a state invest-

ment tax credit with a combined estimated value of \$280 million.

State law permits municipalities in Ohio to offer local property tax abatements to businesses that make investments in facilities and create employment opportunities in economically depressed areas. Accordingly, the City of Toledo and two local school districts agreed to give DaimlerChrysler a 10-year 100 percent property tax exemption. Both the District Court and the Court of Appeals for the 6th Circuit held that the property tax exemption does not violate the Commerce Clause.

In addition, the State offered DaimlerChrysler an investment tax credit of 13.5 percent against the state corporate franchise tax for new equipment installed in economically depressed areas of Ohio. A company that is already operating in the state is eligible for the investment tax credit if it locates new equipment in the state, as opposed to locating the new equipment elsewhere. Although the District Court upheld the constitutionality of this incentive, the Court of Appeals for the 6th Circuit held that the investment tax credit discriminates against interstate commerce.

The reasoning behind the upholding of the property tax exemption and rejecting of the investment tax credit is contentious. The 6th Circuit Court explained that eligibility for the property tax exemption does not require any additional forms of commerce, such as the creation of new jobs, separate from the newly acquired property. Consequently, the exemption does not discriminate against interstate commerce.

The investment tax credit is problematic, however, because two businesses operating in Ohio would be subjected to different tax burdens based on whether they make in-state or out-of-state investments. The Court concluded that the economic effect of the tax credit is to encourage investment in-state at the expense of development in other states, and the result is discrimination against interstate commerce.

DaimlerChrysler, the State of Ohio, the City of Toledo, and the two school districts appealed the 6th Circuit ruling to

the Supreme Court contending that the investment tax credit does not violate the Commerce Clause. In addition, the petitioners argue that Charlotte Cuno and her fellow respondents do not have sufficient standing to contest the package of tax incentives in the first place.

In order to have standing, the respondents must show that they have suffered direct harm from the property tax exemption and investment tax credit. Typically a Commerce Clause suit is brought by a business that has been disadvantaged by a given tax scheme. Given the pervasive use of tax-based incentives, it is hardly surprising that few businesses are willing to challenge the package offered to DaimlerChrysler because they stand to benefit from similar economic development incentives.

Cuno and the other respondents are non-business taxpayers who, essentially, are challenging the tax incentives on behalf of all other taxpayers. They contend that tax relief for certain parties effectively increases the tax burden for all other parties. The respondents also suggest that their standing be recognized so that all parties achieve finality to the issues at hand.

The absence of a direct harm from the tax benefits afforded DaimlerChrysler, however, puts the standing of the respondents in some doubt. The establishment of standing is vital for the simple reason that if the Supreme Court rules that Cuno, et al. do not have standing, then the case can be dismissed without any ruling on the constitutionality of the tax incentives. And while a clarification of the constitutionality of tax-based inducements may be in the best interests of all parties in the cases, and businesses and governments nationwide, the Supreme Court prefers to avoid thorny constitutional questions if the case at hand can be resolved on the basis of lower-order criteria such as standing.

The outcome of the DaimlerChrysler case has import for more than just the parties to the case as numerous cases currently in litigation address substantively similar issues. One high-profile example is before the Wake Superior Court in North Carolina where a group of concerned citizens is challenging the incentive package offered to the Dell Corporation.

The plaintiffs in *Blinson, et al. v. North Carolina, et al.* contend that state and local tax breaks given to Dell, totaling nearly \$280 million, violate both the Commerce Clause of the U.S. Constitution and similar clauses in the N.C. Constitution. Notably, the suit was filed on behalf of all plaintiffs by Robert Orr, a former justice of the state supreme court, who opposed tax-based incentives in previous state cases.

The "Dell" case, as it works its way through the courts, and the *DaimlerChrysler* case will raise similar Federalism issues as did *Kelo*. Specifically, at what level of government (national, state or local) and in which branch of government (legislative or judicial) are the tools of economic

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Publisher: Marcel Dekker / CRC Press / Taylor and Francis Group

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

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International Commentary

Oil for Food Program

International Public Administrators Respond

Bill Miller

Perhaps the final shovel of dirt will soon be heaped on the coffin of the United Nations Oil-for-Food Program (OFFP) that the media have covered ad nauseum, and in some cases unprofessionally, for the past few years. May it rest in peace! Fortunately, many constructive lessons have been learned that will strengthen the United Nations (UN) in the 21st Century and will improve its public administration effectiveness in future programs.

Paul Volcker, the highly respected former Federal Reserve Chair and head of the UN Oil-for-Food Program Inquiry Committee, recently released the final report of a very exhaustive investigation that spanned 18 months and cost \$34 million. The report consisted of interviews with over 1,100 people in 20 countries, examined 12 million pages of documents, and arrived at some very important conclusions in the 623 page report.

The Oil-For-Food Program (OFFP), operating from 1996 until 2003, was established to allow the Iraqi government to sell oil. The proceeds were to be invested in the purchase of food, medicine, humanitarian goods, and rebuilding the infrastructure, which ultimately would reduce the suffering of the Iraqi populace. As Volcker mentioned, the program was relatively successful because it provided basic provisions to the Iraqis but was achieved at a "heavy cost" since there were some problems with mismanagement, ethical lapses, and corruption.

On the positive side, the program fed 80 percent of the 27 million Iraqis; raised the average daily caloric intake of the people by 83 percent from 1,200 calories to 2,200 calories per person per day; and decreased the malnutrition rates over 50 percent throughout most of the country. Tragically, the Iraqi caloric level and standard of living have declined dramatically since the 2003 American-led invasion.

Some of the major conclusions of the inquiry were the following:

- Apparently, the major culprits involved in kickbacks to Saddam Hussein were the

2,265, out of the 4,758, oil companies, such as Daimler-Chrysler and Volvo. Some of the companies were unaware this practice occurred on their behalf.

- Another administration problem was with the UN Security Council (called the 661 Committee) that controlled many of the "key administrative responsibilities," rather than delegating them to the Secretary General and various UN personnel. The lines of authority, programmatic responsibilities, and areas of accountability were blurred. Actually, the 661 Committee held virtual control over the approval and dispersion of the various contracts and knew fully about the flow of illegal oil to Jordan and Turkey. Of approximately \$12.8 billion in illicit funds going to Saddam, about \$10.2 billion came from smuggling and trade outside the OFFP, of which the UN staff had NO control over this activity.

Ironically, *Benon V. Sevan*, former director of the OFFP has been accused of but is not yet proven to have received \$147,000 in kickbacks, was the one who alerted the 661 Committee to many of the irregularities. No action was taken because the goal was to allow the sale of oil under Article 50 of the UN Charter to countries that were suffering under the sanctions and whose economies had been ravaged due to the 1991 Iraq War.

- Over the course of the investigation, there was "no evidence" that UN Secretary General Kofi Annan had been involved in any illegal activities to rig the bidding process or direct contracts to Cotecna, a Swiss-based firm who had employed his son Kojo. Although Annan was vindicated of any wrongdoing or corruption, he was criticized for his lax managerial oversight of the OFFP and for not conducting a more thorough investigation of his son Kojo's employment with Cotecna, a Swiss based firm. Volcker has consistently indicated that the UN staff had been very cooperative in helping with his investigation.

One of the report's main messages was that UN administrative reform should begin immediately through:

- Establishing clear mandates and delegation of authority from the Security Council to the Secretariat and UN agencies, with unambiguous "lines of reporting responsibility."
- Strengthened administration and creation of a Chief Operating Officer position that has direct access to the Secretary General and the Security Council.
- Improving auditing and investigative capacity and creating a strong Independent oversight Board with adequate resources.
- A more effective coordination of UN agencies, especially with agreed upon memoranda of understanding and the use of common accounting and auditing standards.

Paul Volcker has impeccable credentials as a no-nonsense public administrator who excelled at several public administration tasks he undertook, especially in the area of financial management. A major criticism of Volcker is that he, perhaps, bent over backwards to assuage the rabid and vicious media attacks on his character and credibility when he began the investi-

gation. Also, he could have provided a more forceful defense of Kofi Annan and explained in greater detail how most of the corruption actually came OUTSIDE of the OFFP under the watchful gaze of the United States and other 661 Committee members, far from the reach of the UN staff.

Some politicians, such as Senator Norm Coleman (R-MN), and media outlets, e.g. the *Washington Times*, "Fox News," *U.S. News and World Report*, CNN's Lou Dobbs, the Heritage Foundation, and the *Wall Street Journal* editorial page, through their myopic and biased coverage, seem to have embarked upon a personal vendetta against the UN, and especially Kofi Annan. The media should be encouraged to legitimately criticize the UN because there is much to criticize; however, they should also attempt to be more objective and not develop tunnel vision about reporting mostly negative news.

Just as a suggestion, if the media would like to cover other important and timely issues that are of interest to the public they

See OFFP, pg. 8

Rutgers ad

The Aftermath of *Kelo v. New London*

From KELO, pg. 3

development determined?

The importance of the outcome of the *DaimlerChrysler* case is difficult to overstate as is the eventual court path of the *Dell* case.

If the Supreme Court sidesteps a ruling on the merits of *DaimlerChrysler* due to the issue of the respondent's standing, then the criteria of who is able to challenge tax-based incentives will have gained clarity. A ruling on the merits of *Cuno's* claims, in either direction, will shed light

on the ill-defined nature of state powers to compete for private investment using the lure of a reduced tax burden. The eventual court path of the *Dell* case might well shed light on the ill-defined nature of local powers to compete for private investment using reduced tax burdens.

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IPMA-HR Asks Labor Department to Clarify Overtime Requirements for Dual Function Firefighter/Paramedics

On March 10, the International Public Management Association for Human Resources (IPMA-HR) asked the Wage and Hour Division of the Department of Labor to issue an opinion letter on the issue of dual function firefighter/paramedics. This issue is extremely important to local governments and fire districts. Without a resolution to this problem, state and local governments face millions of dollars in future overtime costs, not to mention being subject to expensive litigation. The city of Los Angeles alone estimates the cost of paying overtime to paramedics at approximately \$5 million per year.

For many years cities and counties have struggled with how to pay the emergency medical technicians and paramedics who work alongside firefighters. The Fair Labor Standards Act (FLSA) provides a partial exemption from the overtime requirements for firefighters; for example, during a seven-day work period firefighters do not earn overtime until they have worked 53 hours, compared to the standard 40 hours for other types of employees. This allows for platoon scheduling where firefighters work 24 hours at a time.

In 1999, Congress passed an amendment to the FLSA that included paramedics and other medical personnel in the partial exemption from the overtime requirements so that cities and counties could schedule their emergency medical technicians and paramedics to work the same shifts as their firefighter counterparts. The amendments do not apply to all emergency medical personnel—only those fire department employees who have the responsibility of fire suppression.

While the amendment was designed to assist local governments, confusion continues. In 2005, the United States Court of Appeals for the Ninth Circuit issued an opinion in *Cleveland v. City of Los Angeles*, 420 F.3d 981, stating that the city's paramedics are not partially exempt from the overtime requirements despite being employed by the fire department and being fully trained as firefighters.

The Ninth Circuit ruled that the paramedics were not actually responsible for fire suppression and therefore could not be partially exempt from the overtime requirements. The court ruled this way in spite of the fact that the paramedics are first hired as firefighters and must

complete the fire academy, a 17-week fire suppression training program. Firefighters who choose to become paramedics receive further training.

The Ninth Circuit decision stands as good law because in February 2006 the U.S. Supreme Court declined to review the case despite amicus briefs filed by IPMA-HR and others on the city's behalf.

If the Wage and Hour Division does not provide an opinion letter on this issue, the city will be faced with two unattractive alternatives. The first would be to create a different schedule for the dual function firefighter/paramedics and the single-function firefighters. The administrative burden of maintaining both a 40-hour workweek for one group and a platoon schedule for the other would be unwieldy because personnel could not be moved between firefighting and medical resources.

The second option would be for the city to maintain a platoon schedule for both groups and to incur approximately \$5 million per year in overtime costs.

The issue is also one for homeland security. Cross training firefighters as paramedics allows for the efficient use of

resources and ensures that first responders will be able to handle whatever type of crisis arises.

An opinion letter from the administrator of the Wage and Hour Division is significant. Unlike guidance documents from agencies, which courts are free to ignore, an opinion letter from the administrator bars any legal action as long as the jurisdiction can show it was attempting in good faith to comply with the written opinion letter.

To view a copy of the opinion letter request sent to the Wage and Hour Division by IPMA-HR, go to <http://www.ipma-hr.org/index.cfm?navid=142&id=4062&tcode=nws3>.

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John Kamensky

State government is a great place for experimenting with new ways of managing for results. Look at Iowa, the land of tall corn and rolling prairies. In 2001, the state embarked on an ambitious plan to implement a new law, the "Accountable Government Act," designed to make the state government more results oriented. This set of management reforms included requirements for state-wide and agency-specific strategic planning, agency operating plans, performance measurement, individual performance plans, performance audits, and continuous improvement efforts.

One element, however, did not get off to a good start. The state tried to tie its new strategic plan, agency plans, and performance measures into its budget process. But reformers quickly found that the state's performance budgeting effort "was more form than reality," largely because there were few consequences for making the links meaningful to decision makers.

But with a quick shift in its strategy, Iowa created a "purchasing results" approach to budgeting, which is similar to an approach New Zealand pioneered in the 1980s. While it is seen as a radical approach in the United States, it appeals to the American spirit of shopping.

The idea behind this approach is that the governor and legislature define a set of services they want to "buy" from agencies. In the governor's budget development process, agencies become the "sellers" of services. They can compete against each other—or collaborate—to see whose proposal is accepted. The better the results they offer, the better chance they have of their offer being funded.

What does Iowa's new budget process look like? Iowa's results-oriented budgeting initiative is in its second year. Here's how it works:

Step 1. The governor's office defines a set of results areas and indicators of progress in each of those areas. It identified seven results areas that align with each of the legislature's seven budget subcommittees.

These include: education, health and human services, justice, etc. Indicators of performance would include, in education for example, "the percentage of 4th grade students achieving 'proficient' or higher in reading."

Step 2. The governor's office then creates "buying teams" that help the governor purchase results in each of the seven Results Areas. Each team includes staff from the offices of the governor, lieutenant governor, and Department of Management, which manages the state's budget. Each team is given a predetermined level of money that can be spent in their results area. These teams issue Requests for Results (RFR) to agency "sellers." Each RFR consists of Indicators, a Strategy Map, and Purchasing Strategies for each Results Area.

Step 3. State agencies prepare "offers" in response to the Buying Team RFRs. Each offer provides quantified results for a given price. If agencies want to do anything, it will have to appear in an offer. Each offer consists of "a Description, Justification, Performance Measures, and Price with Revenue Source," according to the state's budget office.

Step 4. Buying Teams evaluate offers, oftentimes negotiating with sellers to clarify purchases and price, and ranks final offers in their recommendations to the Governor. Each Buying Team develops a "purchasing priority" list that ranks offers from top to bottom, with a line drawn that shows where the predetermined amount of money for that team runs out. Each list is accompanied by a brief narrative that describes the intended impact of funding those priorities.

Step 5. The governor and state legislature can reorder the priorities by moving offers up or down on the lists, or add more dollars to reach further down on the list. Ultimately, they decide on which offers provide the best value for the state.

In the end, citizens have open access to the results of the process to see how the decisions were made at: <http://purchasin->



gresults.iowa.gov. This website shows where the "line was drawn," what got funded, and what did not.

Does this approach work?

The state law creating the overall results-oriented management structure required an assessment of the implementation of all of the components of the

Accountable Government Act, including the Purchasing Results process. This assessment was released in January 2006 by the Iowa Department of Management. It concluded that good progress was being made in the governmentwide effort.

The assessment on the budget component, however, discussed the "significant challenge" in linking agency performance to the budget, which led to a shift in strategy. The shift to the Purchasing Results approach changed the dynamics of the traditional budget process by focusing on the value Iowans would get for their money rather than focusing on the total dollars being spent by agencies. As a result, the state budget focuses on the 575 services, products, and activities being funded, not the 46 state agencies.

The Governor points to specific successes of his reforms. For example, he talks

about how his administration reversed an eight-year decline in elementary and secondary school test scores, achieved a 50,000 increase in college-educated workers in the last three years, and reduced traffic fatalities by 13 percent—all of which were goals in the state's strategic plan.

Would this approach work elsewhere?

Iowa's new results-oriented management approach was inspired by pioneering work in both Oregon and Washington state. Now its successes to date are catching the eye of other states. According to Jim Chrisinger, a leader with Iowa's Accountability and Results Team, the State of Michigan has expressed an interest in Iowa's approach. So, if Iowa's Purchasing Results approach spreads, maybe America's shopping spirit will extend beyond shopping malls to state halls!

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

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PA TIMES

2006 Editorial Calendar

NEW!

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

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U.S. and UN Need to Improve Management and PA Abilities

From OFFP, pg. 4

might look into the following that have received little publicity. For example:

- several UN agencies are spearheading a successful relief effort to help the Tsunami Disaster victims in Asia get their lives back together. Also, several UN agencies pitched in and offered assistance in the aftermath of the Katrina hurricane disaster;
- the international climate change follow-up conference to the Kyoto Protocol made a major breakthrough and developed a manual of the rules to implement the treaty;
- Israel's status and clout improved at the UN since its ambassador became Vice-President of the General Assembly, and the UN commemorated the 60th anniversary of the liberation of Nazi death camps and pledged "never again" to tolerate future genocides;
- the UN blasted China for its "widespread" human rights violations;
- the Bush Administration and Secretary General Annan have some excellent proposals to reform and strengthen the UN, such as moving forward with the new Human Rights Council and the Peacebuilding Commission. Unfortunately, the acerbic U.S. Ambassador to the UN, John Bolton, has been diplomatically inept in garnering international support to implement the reforms; and,
- the UN is quietly working under the radar to help people in Iraq by setting up elections and implementing education and humanitarian projects, such as providing school supplies, developing nutrition programs for pregnant women and combating polio and malaria.

If the media would like to report on more corruption, fraud, abuse and incompetence, it should focus on:

- the mysterious disappearance of nearly \$10 billion unaccounted for funds distributed by the U.S. controlled Coalition Provisional Authority that Gerry Bremer administered in Iraq;
- the millions allegedly swindled by Halliburton and other contractors

through no-bid contracts in Iraq and the Gulf Coast;

- the gross inability of the local, state and federal agencies (especially FEMA and its incompetent director Michael D. Brown) to assist Katrina victims;
- the Downing Street Memo reference to "fixing" the facts to justify an invasion of Iraq and many of the media's failure to accurately report the Administration's mendacity and duplicity in convincing Congress and the American public to go to war and to undertake what is now becoming widely viewed as an unnecessary, costly and militarily unwinnable war. All reputable investigators have reported that no WMDs were located, Saddam apparently was not involved in the 9-11 attack, and Hussein he have an operational link to Al-Qaeda); and
- a recent C-SPAN interview with David Walker, Director of the nonpartisan U.S. Government Accountability Office, who gave the Department of Defense a "D" grade due to the waste, fraud and abuse that is rampant in this agency and the wastefulness in its bloated \$450 billion budget.

Malfeasance, misfeasance and nonfeasance appear to be thriving in some governmental and private sector programs. Obviously, both the United States and the UN need to reform and improve their management and public administration capabilities.

Hopefully, the double standard of requiring the UN to be absolutely perfect and the U.S. agencies to fail without penalty is coming to an end. Journalist Gay Talese was quoted as saying, "The real problem is what to do with the problem solvers after the problems are solved." Americans, the UN, and the world should be so lucky that ALL the problems would be solved!

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The viewpoints expressed in the Commentary articles of PA TIMES are the individuals' and are not necessarily the viewpoints of ASPA or the organizations they represent. PA TIMES invites your opinions regarding issues addressed in this space, or any public management issues. E-mail: cjewett@aspanet.org



CAP: Nearing its 10th Anniversary; Looking to the Future

Allen Lomax

This year marks the tenth anniversary of the establishment of the Center for Accountability and Performance (CAP). In November 1996, ASPA established CAP as a result of a three-year effort of ASPA's Task Force on Government Accomplishment and Accountability. The Task Force recommended that CAP be a self-supporting enterprise within ASPA with the purpose of enhancing, facilitating, and coordinating ASPA's efforts in identifying, evaluating, and communicating performance improvement efforts throughout the United States. While its primary purpose is to serve the ASPA membership, its collateral purpose is to be a resource to the public administration profession and advance accountable governance in the United States and abroad.

In its first ten years, CAP has been in the forefront in advancing the development and use of performance measures to demonstrate the results of government programs to decision-makers and the public. Since this is a major milestone, it is important to focus on CAP's accomplishments, and to start setting its agenda for the next ten years.

The highlights of CAP's accomplishments over the last ten years include:

- A one-day International Performance Management Symposium that took place at the 2005 ASPA National Conference on Saturday, April 2, 2005. This symposium focused on best practices in measuring government performance and a dialogue on how to further advance results-oriented government.
- A two-day symposium in February 2000 that focused on "Leadership of Results-Oriented Management in Government" and highlighted the progress made in establishing a more results-oriented. It also produced an agenda for advancing the practice of, and research involving results-oriented government. The results of this symposium were captured in the book, Meeting the Challenges of Performance Oriented Government. This book has since been translated into Chinese.
- The production of a three-part video series, Managing for Results: The Key to More Responsive Government, narrated by National Public Radio White House correspondent Mara Liasson. This video series includes features interviews with over 50 city and county practitioners along with a 174-page resource manual with a facilitator's guide.
- A popular workbook, Performance Measurement: Concepts and Techniques, designed for use in workshops, as a self-study course, or as a useful reference tool.
- A free-subscription newsletter, PM Captions, that provides the latest news on performance management, a brief description on the latest publications

involving results-oriented government, upcoming events, and links to invaluable performance measurement Web sites.

- A monthly Brown Bag Lunch Series on Performance Measurement and Evaluation that has been on-going since January 1999. This series is based in Washington D.C. and is co-sponsored with CAP by the Government Accountability Office and The George Washington University. Over the years, the Brown Bag Series has focused on such topics as developing performance measures for cross-cutting programs, improving the quality of performance information, linking performance information with budgets, identifying good practices in performance reporting, and evaluating the contributions of government programs.
- The establishment of three awards recognizing the accomplishments of individuals for their scholarly work on performance measurement, individuals' sustained contributions to the practice of performance measurement, and organizations' outstanding applications of performance measurement systems.
- The establishment of a working partnership with the non-profit Community Indicators Consortium. The purpose of the partnership is to explore the relationships and connections between performance measurement and community indicators.

While CAP has accomplished a lot in its first ten years, there is still a lot more work to do and new areas to focus on. CAP's agenda for the future should include continuing many of the efforts discussed above as well as exploring new opportunities to enhance the accountability of organizations and expand the use of performance measurement. Some of the possible opportunities include:

- Reach out to nonprofit organizations to assist them in their efforts to develop performance measurement systems.
- Research the relationship between organizations' performance measurement systems and community indicator systems.
- Identify and share good practices for reporting on the results of organizations' programs.
- Identify and share good practices for engaging citizens in strategic planning, performance planning, and the development of community indicator systems.

If you have ideas or suggestions on CAP's agenda for future work, how it can be more useful to you or your organization, or would like to get involved in CAP's work, please contact me. CAP has a great history and a very bright future.

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FREDERICKSON PERSPECTIVE

A Column by H. George Frederickson

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Administering the Authoritarian State: A Letter from Shanghai

H. George Frederickson

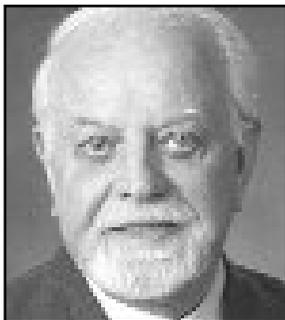
The two big issues in Chinese public administration are easily recognized—ethics and social equity. Official corruption is widespread and the benefits of the Chinese embrace of market economics are unevenly distributed, significantly favoring the urban 30 percent of the population.

Corruption and economic inequality issues dominated the recent meetings of the National People's Congress and the National Committee of the Chinese People's Political Consultative Conference, the two primary bodies of local Communist Party delegates, and measures designed to deal with them are key elements in the "Eleventh Five Year Plan," which the Committee and the Congress adopted. At the meetings Chinese President Hu Jintao and Premier Wen Jiabao spoke at length on the problem of the bribery of officials and described new and sterner anti-corruption measures.

They also described a range of programs designed to improve health care and education for the rural poor and to regionally spread economic development schemes.

These and other measures discussed at the Conference and adopted by the Congress were neither new nor much different from earlier anti-corruption campaigns and economic equalization programs. What was new and different was the call by both President Hu and Premier Wen for China and for the Chinese to pursue a "harmonious society."

To achieve a harmonious society President Hu presented the following list, a list that could have been taken almost directly from the 2,500-year-old Analects of Confucius: love, don't harm the motherland; serve; don't disserve the people; uphold science; don't be ignorant and unenlightened; work hard, don't be lazy and hate work; be united and help each other; don't gain benefits at the expense of others; be honest and trustworthy; don't seek profit at the expense of your values; be disciplined and law-abiding instead of chaotic and lawless; know plain living and hard struggle; don't wallow in luxuries and pleasures.



The rehabilitation of Confucius is notable. Four decades ago, during the Cultural Revolution, Confucianism was vilified as a pillar of feudal despotism and as little more than a justification of the privileged classes. Long before Communism, Confucianism was rightly blamed through much of Asia for centuries of oppression of

peasants by the land-owning classes and for the failure of Asian countries to modernize.

It is important for those of us in public administration to remember, however, that it was Confucius who invented the merit system and it was Confucius and his followers who tied merit systems to education and social mobility. It was the Confucians who sharply reduced the power of the feudal lords and replaced it with the power of the educated "scholar gentlemen," and thereby brought about centuries of Chinese progress.

Even today Confucian culture has a powerful hold in Asia, as the research of Ronald Inglehart and Marita Carballo demonstrates. Using the 1981 and 1990 World Values Survey data, they demonstrate that cultures have differing values and that Japan, South Korea and China have a particularly distinctive cluster of values which, when taken together, Inglehart and Carballo call "bureaucratic culture" values. "China had a relatively secular system for two thousand years, and bureaucratic authority developed within the Confucian system long before it reached the West.

Thus, China and other Confucian-influenced societies in East Asia have possessed the bureaucratic component of modern culture for a very long time." Confucian values, particularly respect for education, respect for parents and the elderly, social unity, respect for authority, personal morality, and the importance of hierarchical relationships, Inglehart and Carballo found, are still powerfully influential in the so-called "bureaucratic cultures" of Asia. Certainly President Hu and Premier Wen are counting on the power of traditional Confucian values to help them break the hold of official corruption and economic inequality on China. Never mind, for now, that Confucian values are not entirely compatible with socialist ideology.

If Ronald Inglehart is right, a good bit of the Asian economic miracle can be explained by Confucianism. In 1988 he wrote, "I suspect that the Confucian cultural tradition, its traditional rigidity having been shattered by the West, is an important element underlying the current dynamism of certain portions of Asia. During the period from 1965 to 1984, 5 of the 10 fastest-growing nations in the world were countries shaped by Confucian and Buddhist traditions: Singapore, South Korea, Hong Kong, Taiwan and Japan. China ranked thirteenth [it now ranks fifth]... It is difficult to avoid the conclusion that the Confucian cultural tradition is conducive to economic achievement today."

If Confucian culture helped China perform its economic miracle, can it help wrestle official corruption and economic inequality to the ground? President Hu and Premier Wen are counting on it. This year the day set aside to honor education and educators in China, Confucius Day, included the largest celebration in fifty years.

The study of Confucian morality in Chinese schools is being expanded and universities are building and expanding institutes and centers of Confucian studies.

The call for a harmonious society based on a Confucian-like Chinese moral order is being attempted in the context of a white-hot economy and a culture obsessed with getting ahead. It is also being attempted in the context of authoritarian rule and in the absence of basic freedoms—to assemble, to worship as one wishes, to have a free press, to vote for one's representatives.

Is there a possibility that President Hu's list of moral qualities to cultivate (love, don't harm the motherland; serve, don't disserve the people, etc.) could be used not only to attempt to deal with official corruption and economic inequality but also to maintain authoritarian rule? In the past, somewhat similar campaigns have promoted plain living, patriotism, hard work, and sacrifice—although not in the name of Confucius—and they seem to have had little influence. However, this time there appears to be a genuine yearning to embrace Chinese traditions and cultural values.

In the face of a booming economy it also appears that Marxism no longer inspires as it once did and that the pursuit of individualism and economic gain is more inspiring. Social unrest is a growing threat to Chinese authorities as is the capacity of ordinary people, through the Internet, to know what is going on in China and the world. There is the possibility that the call for a return to traditional Chinese cultural values is, at least in part, designed to counter these forces.

Critics of the reemphasis on Confucian values argue that it is a weak substitute for real institutional reform, and they are right. Rather than making Chinese institutions more just, more fair, and more democratic, it could be argued that the reemphasis on Confucian values is trying to make people behave better in the context of seriously flawed institutions.

Still, China is a far more prosperous country than it was twenty-five years ago. And the Chinese people are somewhat freer than they were twenty-five years ago. The trends are in the right direction. Perhaps most important, China is a leader in the world economy and is destined to join the United States and the European Union among the world's leading economic powers. It appears that having a "bureaucratic culture" matters.

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

UTSA Ad

Moral Management: Fact or Fantasy?

Imagine that you are the top elected official of a county constitutional office such as Sheriff or Clerk or Property Appraiser. As part of your campaign to get elected, you promise that you will demand that employees of the organization behave properly and not behave in a manner that jeopardizes the credibility and integrity of the office. A week after you take office you learn that several married employees are engaging in intimate behavior which offends your sense of morality and is causing disruption in the agency.

What do you do? Do you turn your head and hope the situation disappears? Do you call the employees to your office and teach them a lesson in moral behavior? Do you consider revising the agency's written standard of conduct to prohibit married employees from dating or entering into intimate relationships with other employees, single or married?

After much discussion with your top staff, you decide to issue an order prohibiting married personnel from engaging in adulterous affairs. The order reads as follows:

"Agency personnel, whether married or single, shall not develop an association with another member whom they know or should have known is married to another person. Married members also shall not develop an association with agency members who are single. Excluded from this are members who are separated and residing apart from their spouse, or those

who have legally filed for divorce. For the purpose of this policy, "association" means, residing with, dating, or entering into any intimate relationship with."

Is moral management fact or fantasy?
You decide.

Source: Policy statement is actual wording contained in the Pinellas County (Florida) Sheriff's Office, General Order 3-1, section 3.4.

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Coalition Fights for CDBG Dollars

From CDBG, pg. 2

Thirty-four states and 317 communities responded to the survey, representing approximately 50 percent of all CDBG formula grants for FY 2006. Highlights include:

- Five million low- and moderate-income people no longer have access to programs funded through CDBG, including 256,000 elderly, 391,000 children and young people, 253,000 people with special needs, and 196,000 homeless.
- 50,000 households will no longer be assisted through housing rehabilitation programs, including 5,200 elderly.
- 5,600 fewer businesses, including minority-owned businesses, will lose support and the potential for 15,000 new jobs will be lost.
- 158 new water and sewer projects serving 120,000 people would be canceled or delayed, with another 30 or more involving sites suspected with environmental contamination postponed.
- 303 new projects for street improvements will be canceled or delayed, and 127 projects to build community and neighborhood centers for seniors, youth, children, and the disabled and

handicapped will be canceled or delayed, along with 208 new parks and recreational projects and 26 new fire stations and purchases of fire equipment.

"Community Development Block Grants are indispensable to rebuilding low-income rural and urban communities," said Michael Rubinger, president and CEO of Local Initiatives Support Corporation (LISC). "CDBG's flexibility allows locally based nonprofits to attract private investment in economic development, affordable housing, and community facilities."

Roger Platt, senior vice president and counsel for the Real Estate Roundtable, said that business wholeheartedly supports the CDBG program. "CDBG funds are critical to attracting private capital and building public-private partnerships for brownfields and other important development projects. These partnerships combine very different, but complementary, strengths of the business community and the public sector to ensure seed money from the CDBG program is leveraged to produce maximum benefit to local communities, including affordable housing."

The survey can be found online at www.nahro.org/cdbg_survey.cfm or www.usmayors.org.

UNC-Chapel Hill ad

ASPA's Career Center Online = Job Listings

www.aspanet.org

Reports on the Web

Featured Report:

The Rockefeller Institute of Government has released a new report, "Four State Budget Plans Show Disparate Fiscal Pictures." Budget proposals submitted by governors of Florida, Illinois, Michigan, and Pennsylvania represent disparate states—some with surging revenue and new money, and some still struggling with stagnant revenue growth and structural deficits. As a result, the governors' budget recommendations show marked differences in the extent to which they advance costly initiatives.

<http://rfs.rockinst.org>.

GAO Reports:

- "Agriculture Production: USDA Needs to Build on 2005 Experience to Minimize the Effects of Asian Soybean Rust in the Future"
- "Federal Bureau of Investigation: Weak Controls over Trilogy Project Led to Payment of Questionable Costs and Missing Assets"
- "Unemployment Insurance: Factors Associated with Benefit Receipt"
- "Electronic Government: Agencies Face Challenges in Implementing New Federal Employee Identification Standard"
- "Defense Acquisitions: Initial Missile Defense Capability Shows Knowledge-Based Acquisition Strategy Is Needed"
- "Financial Management Systems: Additional Efforts Needed to Address Key Causes of Modernization Failures"
- "Managing Sensitive Information: Departments of Energy and Defense Policies and Oversight Could Be Improved"
- "Architect of the Capitol: Addressing Staffing and Training Issues Is Important for Efficient and Safe West Refrigeration Plant Operations"
- "Election Reform: Nine States' Experiences Implementing Federal Requirements for Computerized Voter Registration Systems"
- "Discretionary Grants: Further Tightening of Education's Procedures for Making Awards Could Improve Transparency and Accountability"
- "Troops-to-Teachers: Program Brings More Men and Minorities to the Teaching Workforce, but Education Could Improve Management to Enhance Results"

www.gao.gov

Other Reports:

- "A National Framework for Collaborative Information Exchange: What is NIEM?" http://www.nascio.org/nascioCommittees/EA/documents/National_Information_Exchange_Model_Initiative.pdf
- Asking the Right Questions About Electronic Voting (National Academies Press) www.nap.edu/catalog/11449.html
- "Investing in the United Nations: For a Stronger Organization Worldwide" (UN Secretary-General Kofi Annan) <http://www.un.org/reform/>
- Hispanics and the Future of America (National Academies Press) <http://www.nap.edu/catalog/11539.html>
- "Using the Balanced Scorecard: Lessons Learned from the U.S. Postal Service and the Defense Finance and Accounting Service" (IBM Center for The Business of Government) <http://www.businessofgovernment.org/pdfs/MathysReport.pdf>

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

Stand Where Things



President Calls for Faith-Based Center at Department of Homeland Security

President Bush has issued an executive order to the Department of Homeland Security (www.dhs.gov/) to establish a center for faith-based and community initiatives in the department within forty-five days, the Washington Post reports.

The president, who is under pressure from churches in the Gulf Coast region that have yet to receive privately raised Hurricane Katrina relief funds promised them, also directed Homeland Security "to identify all existing barriers...that unlawfully discriminate against or otherwise discourage or disadvantage [their] participation" in federal programs. The order instructs the department to develop pilot programs, conduct outreach, and provide technical assistance to faith-based groups in concert with the White House Office of Faith-Based and Community Initiatives.

Congress has appropriated \$67.9 billion for emergency supplemental hurricane relief, a portion of which is reserved for the Federal Emergency Management Agency. Generally, the agency is restricted by law from funding religious organizations for disaster operations. FEMA, however, has announced that it will reimburse faith-based groups for feeding and sheltering storm victims. In addition, it has contracted with the United Methodist Committee on Relief for \$60 million to provide case management for the neediest victims.

Hsu, Spencer. "Bush Orders DHS to Create Center for Faith-Based Aid." *Washington Post* 3/08/06.

<http://fconline.fdncenter.org/pnd/10001307/story>

Information Courtesy of PHILANTHROPY NEWS DIGEST a service of the Foundation Center.

Fulbright Scholarship Program Announces Deadline

The Fulbright Scholar Program is offering 122 lecturing, research or combined lecturing/research awards in political science, and 55 in public administration, during the 2007-2008 academic year, in countries around the globe. U.S. Fulbright Scholars enjoy an experience of a lifetime, one that provides a broad cultural perspective on their academic disciplines and connects them with colleagues at institutions around the globe.

The application deadline for Fulbright traditional lecturing and research grants worldwide is August 1, 2006. U.S. citizenship is required. For other eligibility requirements, detailed award descriptions, and an application, visit our website at www.cies.org, or send a request for materials to aprequest@cies.iee.org.

OAS Opens Web Page to Receive Suggestions on the Convention Against Racism and Intolerance

Washington, DC—The Organization of American States (OAS) has opened a Web page for suggestions and comments on the drafting of a future Inter-American Convention against Racism and All Forms of Discrimination and Intolerance. It is intended to encourage nongovernmental organizations, research institutes, universities, and other sectors of civil society to participate in preparing the new Convention.

During the June 2005 regular session of the OAS General Assembly, held in Fort Lauderdale, FL, the Assembly adopted a resolution, proposed by the Brazilian government, that created a working group to prepare the draft convention. The Working Group held its first meeting on September 23, 2005. Since then, work

meetings have been held in the months of October and November.

On November 28-29, at OAS headquarters, the Working Group held a special meeting attended by specialists from the United Nations, the academic world, NGOs, and representatives of various countries. The meeting emphasized the importance of active civil society participation in deliberations on a future inter-American convention against racism and intolerance. For that purpose, the Working Group decided to create an informal civil society consultation mechanism.

The new Web page www.oea.org/racismo will be ready to receive the opinions, queries, and comments of civil society from January 16–May 30, 2006.

The final text of the Inter-American Convention against Racism and All Forms of Discrimination and Intolerance will be adopted by representatives of the 34 OAS member states at a session of the General Assembly.

Celebrate Public Service Recognition Week May 1-7, 2006

Public Service Recognition Week, celebrated the first Monday through Sunday in May since 1985, is a time set aside each year to honor the men and women who serve America as federal, state and local government employees. Throughout the nation and around the world, public employees use the week to educate citizens about the many ways in which government serves the people and how government services make life better for all of us.

Public employees across the United States and abroad take part in PSRW activities. Festivals, open houses, parades, community clean-up days, and fund-raising events to benefit charity are just some of the ways that public employees around the country reach out to their communities.

There is also the annual celebration on the National Mall in Washington, DC, where over 100 federal civilian and military agencies and programs exhibited. During the event, kids are able to meet a NASA astronaut, climb aboard an F-16, take home free buttons, coloring posters, maps and puzzles. Adults take advantage of the celebration by exploring space technology with NASA, searching job databases of government agencies, receiving free health screening tests, and understanding emergency responses to the Y2K problem. All the while, government employees are on hand to answer questions about what they do and why they have chosen public service careers.

To link up with other public employees in your area to plan your activities, e-mail per@excelgov.org or phone the PER office at (202) 728-0418.

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

HumRRO ad

A Click Through Guide to ASPA's Web site

Rip, Stick and Click.

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

www.aspanet.org

The screenshot shows the ASPA website interface. At the top left is the ASPA logo and the text "The American Society for Public Administration". To the right is a search box. Below this is a black navigation bar with links: Home, Current ASPA, Contact ASPA, PAR/PA TIMES, Advertising with ASPA, and Help. The main content area features a "Welcome" message, an "ASPA Login" section with input fields for user ID and password, and a "Public Administration Review (PAR)" section. A sidebar on the left contains a list of navigation links: ASPA General Info, Directories, Careers, Membership, Chapters/Sections, Conferences, ASPA International, Opportunities, Communities, Library, and ASPA Store. Arrows from the text boxes point to the "ASPA Login" section, the "Public Administration Review (PAR)" section, and the "Access Articles Published from 2000-present" section.

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

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

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

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

Public Administration Review (PAR)
Access PAR online, tables of contents from recent issues, article submission information and a complete archive.

Access Articles Published from 1940-1999 (JSTOR)

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

Access Articles Published from 2000-present

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

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ASPA TIMES

Advancing excellence in public service. . .

SICA to Present Ferrel Heady Roundtable

Session set for April 3rd During ASPA's 67th National Conference in Denver, CO

Washington, DC—The Ferrel Heady Roundtable is convened annually by the Section on International and Comparative Administration (SICA) at the ASPA conference and features notable scholars discussing their careers and research in a workshop format designed to allow students, academics and other participants to interact with giants in the field. Headliners in the Heady Roundtable series have included Ferrel Heady himself and the legendary comparative adminis-

tration scholar Fred Riggs.

The featured speaker and roundtable host at the 2006 ASPA conference will be internationally recognized scholar Gerald Elliot Caiden, professor of policy, planning, and development, School of Policy, Planning, and Development, University of Southern California.

The title of Caiden's paper and address for the 2006 Heady Roundtable is "From Administrative Reform to Institutional

Reform?" (see abstract provided below).

The full paper will be available at the Heady Roundtable scheduled for Sunday, April 2 at 3 pm (room TBA) or may be obtained from Caiden at caiden@usc.edu.

From Administrative Reform to Institutional Reform?

My intent has been to publish a book on the progress of administrative reform every decade or so. I managed to do that at the beginning of the 1990s decade (Administrative Reform Comes of Age, de Gruyter, Berlin and New York, 1991). But by the time I got around to collecting materials at the turn of the Millennium, the whole field had been transformed by the replacement of government with governance, at least in the USA and among selected international organiza-

tions, most notably the World Bank. Originally, administrative reform had referred to radical administrative changes taking place in the public sectors of states and dependencies that accompanied radical political changes, constitutional overhauls, and ideological shifts. My belief was that all these dramatic developments would not really amount to much on the ground unless and until there were sweeping transformations in their administrative states, i.e. in the way public organizations operated, particularly how they interacted with the people they supposedly served. At the time, just a few years ago, most political democracies had not gone very far in democratizing their public bureaucracies and most economic or people's democracies still relied

See SICA, pg. 16

South Florida Chapter Hosts Forum on Landmark Federal Lawsuit



Bill Solomon, Terry Murphy

The South Florida Chapter hosted a well-attended forum in February to review a historic 1986 federal lawsuit, *Meek v. Dade County*. The panel included retired Congresswoman Carrie P. Meek, as well as the primary counsel in the case, Stephen Cody. Additional members on the panel included Florida International University (FIU) professor Dario Moreno, a contributing witness in the lawsuit; former NAACP chapter president Bradford Brown; attorneys Robert Holland, Reggie Clyne and Judge Peter Adrien. The panel was moderated by author and commentator, now with CBS Channel 4, Jim Defede.

As a result of this successful lawsuit, the political landscape of Miami-Dade County was forever altered. The Miami-Dade County Commission elections were changed from at-large, countywide to single member districts. This enabled minority candidates to be elected from their districts, which was more reflective of the county's demographics. Panel members discussed their part in the lawsuit and what they felt were the results of the ruling 20 years later. A major result was that citizens were able to more effectively communicate with a Commissioner from their own area of the community and seek improvements for their respective areas. Commissioners elected from single member districts are more accountable to the people that elected them and thus tend to be more proactive.

Photo Above: Judge Peter Adrien, attorney Robert Holland, former NAACP chapter president Bradford Brown and attorney Stephen Cody listen to opening remarks from South Florida Chapter Board member Terry Murphy.

"Administrative Profiles," New Feature in PAR

Washington, DC—Public Administration Review and ASPA are pleased to announce a new feature in the journal: "Administrative Profiles." Norma M. Riccucci, Rutgers University, Newark, will serve as editor of the feature.

Board of Editors:

Terry Cooper, University of Southern California

W. Henry Lambright, Syracuse University

Cheryl Simrell King, Evergreen College

Audrey Matthews, California State University, San Bernardino

Hal Rainey, University of Georgia

Hindy Lauer Schachter, New Jersey Institute of Technology

What are the aims of Administrative Profiles? Profiling public administrators who have made significant contributions to public service through their work in government at every level as well as through nonprofit entities. The administrative profiles are crafted around an important theme or facet of public administration (e.g., organizational change; performance management; risk-taking, and so forth) that characterizes the work of the exemplary leader. The profiles will prove instructive and instrumental as the public administration community endeavors to grow the next generation of public service leaders.

What is the approach of Administrative Profiles? Through biographical profiles as well as stories told by the public adminis-

trators themselves, examples of effective management and leadership in government as well as nonprofit institutions help to inspire and revitalize the mission of public service. There are a number of benefits to using biographies, storytelling or case studies. For one thing, they are an extremely effective way to link theory with practice. We know that public servants engage in policy making and they make important contributions through their participation. Case studies provide us with actual or tangible instances of how and why they participate, as well as the various factors that help to explain their success. Studying the actions, behaviors and political environments of public servants can provide a rich analysis of the actual factors and circumstances that contribute to their effective and innovative performance.

Who do I contact about Administrative Profiles? All inquiries, proposals for topics and articles, manuscripts, concerns, or commentary should be emailed to: Norma M. Riccucci
Editor for Administrative Profiles
Rutgers University, Newark
riccucci@rutgers.edu

Editorial Team

Norma M. Riccucci is professor of public administration at Rutgers University, Newark. Her research and teaching interests lie in the broad area of public management. Most recently she published *How Management Matters: Street-Level Bureaucrats and Welfare Reform*, and *Managing Diversity in Public Sector Workforces*.

Donald C. Menzel

PRESIDENT'S COLUMN**ASPA Presidents Speak Out!**

Donald C. Menzel

It has been an honor and privilege to serve as your president over the past year. I have had a remarkable journey on the "ASPA proud" train to tomorrow. I have tried to use this space to speak about important issues facing public administration as a field of study and practice. And, on occasion, I have prodded and tweaked the membership about ASPA's past, present, and future.

So in this final column and as a soon-to-be past president, it occurred to me that the voices of past ASPA presidents should be heard. I invited all ASPA past presidents for whom I had email addresses to share their thoughts about ASPA or any significant issue facing the profession. Seven past presidents stepped forward. Here is what they have to say about ASPA and the issues facing the profession. (Comments are ordered by topic and alphabetically by president.)

ASPA Presidents on ASPA

Enid Beaumont (1991-92)—ASPA has been an important part of my life and career. I joined while working on my master's degree at the University of Hawaii. By becoming active, I learned about the professional and management issues in running an organization. The lessons were important in all phases of my career.

Of course, my early years with ASPA were at a time when this one organization contained almost all of the upwardly mobile public administration professionals. But as I look back, we began to fragment public administration into many organizations. This has made the ASPA challenge very hard. It would have been important to try to find ways to keep us all under one large umbrella. A great deal of effort for organization maintenance has resulted. I believe that the unique role for ASPA then and now is linking academics

and practitioners and that has proven to be an on going and very difficult task. But when we see the great outcomes such as our Ethics code and the Public Administration Review, I know that the effort has been worthwhile.

As ASPA president I learned the importance of picking committee leaders who were willing to take risks and work hard. I think that those members who are very active are most important in making this organization effective and enduring. I am now on the Endowment Board and hope that vigorous leadership will lead to an endowment sufficient to help ASPA continue to find those projects that will be effective in making ASPA the most important public administration voice.

Cheryle Broom (2004-05)—Much has been said about the future of the public service and of ASPA as the premier organization supporting it. In ASPA, worthy ideas are bountiful as I am regularly reminded as I read our publications and discussions on our listservs. Such robust discourse is valued and benefits by having a passionate and diverse membership. Our challenge seems to be agreeing on priorities and taking sustained action to achieve goals.

Over the past several months the *PA TIMES* ran a series of worthy articles on succession planning. At the 2005 ASPA national conference in Milwaukee, Mike Massiah led an informative seminar on Succession/Leadership Planning. This is a topic which nicely reflects one of our strategic goals though we have not yet adopted strategies to accomplish its intent. Recently I was reading the journal of another professional association and the headliner stated that the association (sic) "Takes a Stand on Government's Human Capital Crisis." Specific steps the association could take to contribute to addressing this crisis were articulated.

Are we, as an organization, willing to take a public stand on the human capital crisis? Do we have the capacity to engage the ASPA community on this hot topic? Can we harness our Society's intellect and skills in support of strategic thinking that will result in collaborative action? I believe ASPA can achieve this vision for 'ASPA Tomorrow' by developing a strategic action plan that the national council will direct and sections and chapters will be empowered to implement.

Phil Rutledge (1974-75)—Requiring competitive elections for the ASPA President is an idea whose time has come and gone; how to get rid of them, however, may be a challenge. I confess to having been a co-conspirator in bringing them about, but the world has changed since the 1970 revolution in Philadelphia.

The splintering of the profession into "a house of many mansions" has had a leeching effect on ASPA, the "Mother Church of Public Administration," as Don Stone once labeled it. It may be time to think through some strategies to restore or enhance unity in the profession, although we probably cannot put "Humpty Dumpty" together again. The agendas of some organizations spawned by ASPA are now too disparate for reintegration to take place, but some kind of closer working relationships is imperative.

A great concern I now have—and perhaps a greater threat to ASPA—is evidence of a growing trend of Chapters not meeting regularly, if ever, anymore. Turning ASPA into a "virtual" organization, which has only a journal and a national meeting once a year, may not cut it. How we can recapture the nurturing and networking opportunities that ASPA gave to many of us early in our careers through chapter activities requires serious thought.

Anne Swafford (1999-2000)—I have always been concerned about our discussion about what type of President ASPA should be seeking. I think the answer will be different at different times. Different situations may require different leadership. If we lock ourselves into one specific type, that does not allow us to choose what we need to address our needs. Sometimes we need a figurehead. Sometimes we need a leader. Sometimes we need a great manager. I think we should trust our membership to select the right person.

I recommend more discussion about the role of a Council and Elected Officers for a nonprofit organization. In my observations a lot of officers and council members try to bring their jobs to the role instead of identifying what this new role involves and learning how to perform it. We are all human and tend to conduct ourselves based on our experiences. Our focus should be what is best for ASPA and what is best for the profession.

ASPA's original mission of bringing theory and practice together and later bringing specialists and generalists together remains a constant challenge, but continues to be crucial for the development of the profession. I believe we can find a way if we put our minds to it. Commitment is the key.

ASPA Presidents on Issues

Walter D. Broadnax (2003-04)—Since the war in Iraq began two years ago this month, I have grown increasingly wary of hearing any news related to the war. However, I cannot begin or end my day without staying abreast of what is happening there and its impact on the world. When I read and listen to various reports of the war, I am saddened by the daily acts of unspeakable violence and the devastating

See **PRESIDENT'S COLUMN**, pg. 15**ASPA Contributors****Individual Contributors**

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Members on the Move

Richard C. Feiock—professor of public administration and policy and affiliate professor of political science at Florida State University, has received a Fulbright Scholarship and will spend three months at Yonsei University in Seoul, South Korea, studying the privatization of local government services.

Suzette Kern—chief financial officer for the Commerce Department's Economics and Statistics Administration, retired Jan. 3 after 30 years of federal service. She was active in the National Capital Area Chapter of ASPA, serving as board member, president and representative to the national council.

Frances L. Edwards—joined the faculty at San Jose State University in February 2006, as an associate professor of political science, and director of the MPA program, where she helped start a concentration in emergency management.

Bruce Perlman and **Mario Rivera** of the University of New Mexico have

been named by The National Association of Schools of Public Affairs and Administration (NASPAA) as the new editors of the *Journal of Public Affairs Education* (J-PAE).

Antoinette Samuel—executive director of ASPA was recently appointed to The United Nations Association—USA Council of Organizations Executive Committee and The American Society of Association Executives (ASAE) 2005-2006 Executive Management Council.

David Schultz—Hamline University professor in the Graduate School of Management, is now the Friday, 5-6pm host for Minnesota Matters, a radio show on Air America Minnesota, 950 AM.

Minnesota Matters is a Monday to Friday drive time show that will include news, political and public policy discussion, interviews, commentary, listener call-ins and talk.

Tummala Receives National Award from Delhi Telugu Academy, India

ASPA Member Returns to Nation of Birth to Accept Prestigious Award

Exactly 37 years to the day that former ASPA National Council member Krishna K. Tummala, professor of political science and director of the graduate program in Public Administration at Kansas State University, left his home country of India, he returned to India to accept an award from the Delhi Telugu Academy.

The Academy is a non-governmental organization formed largely by past and current Indian Administrative Service fellows, which is the highest civil service in India, Tummala said.

The award he received included a large trophy and a major title, "Rashtriya Vikas Shiromani," which roughly translates as "Eminent National Development Scholar." Tummala received the award with four other individuals: a film personality, a major industrialist, a film maker from Canada and a dot-com executive.

"Receiving a very high honor in a nation of a billion people is something very few—if any other—Kansans will achieve," David Rosenbloom, Distinguished Professor at American University, said.

Tummala received the award from the Academy for his contributions in the field

of education in India and abroad. He has many publications and has provided his services to professional organizations.

In April 2005, Tummala received the Don Stone award from ASPA for services to the organization, its Sections and Chapters and the profession. He was also a member of the Executive Board of the National Association of Schools of Public Affairs and Administration.

At the October 2005 annual conference of NASPAA, Tummala became president of Pi Alpha Alpha, the honor society for public administrators. With over 30,000 members, he will be the first foreign born president of this honor society.

Tummala joined the Kansas State faculty in 1988. He has degrees from two Universities and taught college in his native India. He followed with a master of public administration from the State University of New York at Albany and a doctorate from the University of Missouri, Columbia.

Information courtesy of Tummala, Kansas State University and ASPAnet This Week.



Have you visited ASPA's web site lately?

www.aspanet.org

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cjewett@aspanet.org

Past Presidents Speak Out on ASPA and Future of PA

From **PRESIDENT'S COLUMN**, pg. 14

human toll that this war is taking on families in the United States and Iraq. This is why I believe the war and its wide-ranging impact is the public policy issue for the first half of the 21st Century.

Because the war in Iraq is arguably a policy issue facing the nation, it regrettably moves other issues off the agenda; issues that if not addressed, may certainly impact us all in the future. For example, from where I sit, higher education is being affected substantially. Although President Bush ensured educational opportunities for American students in need when he signed the No Child Left Behind Act, college and university students are being burdened by the lack of adequate financial resources for their education. Without significant resources, millions of our children will be left behind. Do we not want to maximize the number of Americans who can and do succeed?

All of us are impacted when higher education is compromised or not fully supported. Creating obstacles for higher education has various implications for every aspect of society. Education is a necessity and a nation hangs in the balance.

We Americans should have faith in our government, but there is a feeling of not knowing what will happen next. I know

there will be talk about the educational system as well as the war for the next several years. Yes, both can change the world and the way we live. But I believe education is a preferable route to positive change for all Americans.

Pat Florestano (1983-84)—I am mostly focused on higher education issues these days. I am spending my professional time as a member of the Board of Regents for the 11 campus University System of Maryland. However, I am on the board of advisers for one MPA program in Florida. Last year I did an evaluation of one of the University's Centers and have worked with the faculty in the MPA program a good deal. Several observations based on this limited but recent experience.

First, the public administration program is not well understood by university administrators (obviously, not limited to this university). There is still a tendency to make comparisons with other academic programs that are not the same.

Second, in Florida there is not a complete understanding between what we teach and what the public sector seeks to hire. Public administrators still appear to respond more positively to a business or specialized background and less so to those with a broad generalist education. These are challenges that we have had for years, but we do not seem to have gotten past them.

Christine Gibbs Springer (1993-94)—I believe the future of the profession depends greatly upon leadership in public management and engaging the citizenry much like New Public Service theorists talk and write about. It would be easier to write off the future to continued corruption on behalf of officials like the most recent one—Randall "Duke" Cunningham—however, in my opinion that is neither what public service or public administration is about in this country. It is about leadership and stepping up to modeling the way.

We should encourage and support self-directed learning so as to set goals that are specific to the individual and that focus on improvements that they are passionate about, building on their strengths while filling in where there are gaps of experience, skill or knowledge. Leadership training must be a strategic priority that is supported at the highest level.

Commitment to this must come from the top. That's because new leadership means a new mindset and new behaviors. In order for these to resonate, the organization's culture, systems and processes all will probably need to change. It all starts with recognizing the stars among us.

*ASPA member Donald C. Menzel is ASPA's president and professor emeritus of Northern Illinois University.
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ASPA In Brief

ASPA Delegation Headed to Moscow in 2006

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

ASPA Offers Free Websites to Chapters and Sections

As a service to Chapters and Sections, ASPA offers a free 10MB website. ASPA will serve as the host and pay for the site located at www.aspaonline.org/yourchapterorsection but you must have your own webmaster. If your Chapter or Section is interested in this opportunity, please contact ASPA Senior Director Matt Rankin at mrankin@aspanet.org.

ASPA Task Force on Hurricane Katrina

A task force will explore the governance issues and challenges that arose when Hurricane Katrina devastated the Gulf Coast region. The Katrina Task Force consists of experienced academics and practitioners with broad based knowledge, expertise, and a commitment to strengthening the emergency management capacity of public agencies.

The task force is co-chaired by Bev Cigler (Penn State) and Bruce Baughman (Director of the Alabama Emergency Management Agency and former national FEMA official). Other members include Louise Comfort (University of Pittsburgh), Frannie Edwards (Director of the Emergency Management Office, San Jose, CA), Greg Gould (Emergency Program Manager, Training and Exercise, State of Alaska), Lenneal Henderson (University of Baltimore), D.C. Jensen

(Chief Planner, Louisiana Office of Homeland Security & Emergency Preparedness), Carole Jurkiewicz (Louisiana State University) and Bill Waugh (Georgia State University).

The task force will work in concert with more than 70 ASPA members representing all regions of the country who have volunteered to serve as members of the Katrina Advisory Group. This advisory group is still seeking volunteers.

Interested individuals should contact ASPA's President, Don Menzel at donmenzel@tampabay.rr.com

SWPA Announces Conference Scholarship Winners

Deniz Leuenberger, chair of the SWPA Conference Scholarship Committee has announced the selection of the 2006 SWPA conference scholarships recipients. Each will receive a \$500 check to assist with their expenses to attend the annual ASPA conference in Denver. They are:

- **Jessica Henning** is in the MPA program at the University of Akron Department of Public Administration and Urban Studies. She is a new Public Administration professional.
- **Jill Cornett** is at the University of Missouri-Kansas City Master's of Public Administration Program.
- **Margaret Stout** is in the doctoral program at Arizona State University-School of Public Affairs.

ABFM Secretariat Request for Proposals

The Association for Budgeting and Financial Management (ABFM) of ASPA has established a Secretariat in its by-laws. The Executive Committee of ABFM periodically determines the location of the host institution through an open and fair process. ABFM has assessed the activities and functions of the Secretariat and found that a Secretariat remains important to the

continued maintenance and growth of ABFM as a professional services organization, and made recommendations on the expected roles of the ABFM Secretariat. Based on that report, ABFM will accept proposals from institutions interested in serving as the ABFM Secretariat.

For a copy of the RFP, please see www.abfm.org. Institutions responding to the RFP must do so by May 12, 2006 to the ABFM Chair John Bartle jbartle@mail.unomaha.edu. The burden is on the submitting institution to confirm receipt.

John Bartle, professor School of Public Administration University of Nebraska Omaha 6001 Dodge St. Omaha NE 68182-0276 (402) 554-3989 jbartle@mail.unomaha.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
- European Group of Public Administration
- Hong Kong Public Administration Association
- Institute of Public Administration of Canada
- Korean Association for Public Administration
- Slovenian Society of Public Administration

URL: <http://www.aspanet.org/scriptcontent/word/mourfp.doc>

SICA Hosts Panel at ASPA Conference

From SICA, pg. 13

heavily on authoritarian single party regimes.

Now, all that seems so quaint, old-fashioned, narrowly focused, and blinkered. The emerging global society had already strengthened the role and power of international bodies and with that the call for real as opposed to sham global governance. Global problems and challenges demanded global solutions and global cooperation. The visionaries of global government of yesteryear, the spirits behind the International Red Cross, the League of Nations, and the United Nations Organization, were once again on the march. But today's visionaries have widened their scope from the realm of government to that of governance to include not just governmental institutions but the whole family of societal institutions including kinship, civic, non-govern-

mental, economic, business, religious, and cultural, i.e. all social and communal organizations that exercise authority over individuals.

What disunites these advocates of greater global governance is whether or not all organizations that exercise such authority should be governed by the same operating principles and the same ground rules that include accessibility, accountability, transparency, participation, non-discrimination, and decency. The public sector community, with its emphasis on public morality, is mostly on one side while the business community, with its emphasis on the market system and private morality, is mostly on the other side. In some sense, this all still remains at heart administrative (or instrumental) reform. But it is much more than that, no less than institutional reform, particularly of global organizations, whether governmental or not, that at present fall so far short of these working ideals.

**Public Service
Recognition Week
May 1-7, 2006**

**Chapters/Sections:
E-mail your PSRW
event article to
cjewett@aspanet.org**

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Public Service Profile

The PA TIMES is pleased to introduce a new series that focuses on the motivation and satisfaction that men and women in public service share. We will profile individuals who exemplify the very best in public service. The series should prove helpful to educators who teach public administration, young persons contemplating careers in public administration and others considering a career change. Most importantly, the series will focus the spotlight of pride on all who toil in the nobility of public service. The individuals profiled below were nominated by their chapter presidents. ASPA members are invited to nominate colleagues for future profiling. The profiles will appear either in the PA TIMES and/or online.—Donald C. Menzel, ASPA President

Karen Grant



What is your job? I am employed by QWIC, Inc. (Qualified Women & Minorities in Construction). I currently work as a consultant for Bovis Lend Lease in Elizabeth, NJ, as an assistant project manager and community outreach coordinator.

As an assistant project manager, I am involved in several State funded construction projects such as the health safety upgrades of existing schools and the design and construction of new schools being built in the New Jersey Abbott School Districts. The Abbott Districts are those areas in New Jersey that have been identified as the poorest educational

District's and require State funding in order to allow the Abbott School District's to compete with wealthier area districts.

The allocation of money and designation of the Districts came because of the *Abbott v. Burke* court case. As a Community Outreach Coordinator, my main goal is to encourage small, women and minority business owners to participate in the State-wide School's Construction Program.

Some of the services provided to the business owners include: assistance with State certification forms, conducting informational outreach sessions to provide attendees with the latest information and tips on getting work, maintaining a database of local firms to help aid in their marketing efforts and providing free training to business owners in various subject matters.

What do you like best about your job? What I like best about my job is the fact that I have the opportunity to help others further their careers and/or businesses. I try to encourage small, women and minority businesses that their involvement in State projects will not only benefit their

company's exposure but it will set a precedent that they can compete with the so-called "bigger companies" with the same level of professionalism and integrity.

I love the interaction with so many people from different lifestyles who are trying to achieve the American Dream. The other aspect of my job that I enjoy in regards to construction project management is that the finished product will help to further the educational opportunities for so many youngsters.

These facilities are providing the students with state of the art equipment and tools to allow teachers to do their jobs at the highest level possible. The first day of school is a very emotional one for me, I not only get to see all of our efforts come to fruition but I see the children embarking on an educational journey.

What motivated you to pursue a career in Public Administration? My motivation to pursue a career in Public Administration began in an introductory Public Administration course at Kean University in New Jersey. The content of my intro course was so interesting that it prompted me to take another course, and so on and so forth.

Each class that I took in different areas of Public Administration not only educated me on the myriad aspects of the field but gave me a clearer perspective on what I wanted to pursue as a career in one capacity or another. A graduate degree in Public Administration from Kean University gave me the knowledge, skills and abilities to exist in either private or public sector organizations.

What career advice would you offer to others who might be interested in a public service career? The advice I would offer to others who might be interested in a public service career is that they should always remember it is not an easy road.

Successful public sector careers take a lot of hard work, dedication and perseverance—the rewards far outweigh the obstacles each and every time. Whether it is a smile, a thank you or an approved business certification, I am thankful that I chose the career path which honors public service work.

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:

Dr. Arie Halachmi
Institute of Government, T.S.U
330 Tenth Ave. North
Nashville, TN. 37203-3405, USA
ahalachmi@tnstate.edu

Proposals for ASPA's 68th National Conference will be accepted beginning May 1, 2006.

The deadline for submission
is June 19, 2006.

Visit www.aspanet.org in late April
for submission and guideline information.

Theory vs. Practice

Part 4: The Mad Professor Gets Elected, Month 1

Icarus*

*Please note that this is the beginning of an occasional series. The author has requested anonymity in order that he may write freely about his experience campaigning for a local office.

When we last left our intrepid PA professor he had just been elected to the City Council. I, who have always criticized politicians—I, who discuss with my MPA students the motivations and tendencies of legislators—I am now one of “them.” How very weird.

I am flattered that *PA TIMES* has chosen to print these journal entries of mine. I have been pretty good at keeping my journal, so my meanderings are presented much as they happen. I have not “revised” my own history or adjusted my inconsistencies—only edited my style and grammar.

I confess to a bit of an ethics issue. What I am engaged in could be described as participant observation without informed consent of those being observed. On the other hand this is also a public process, owned by all citizens. There is no expectation of privacy. Or is that just a rationalization? At any rate, I will lightly disguise myself, my city and the names of individuals.

Month 1

There are about 1200 absentee ballots that will be certified this week and cast on

Friday. I am not sure how many questioned ballots there are. It is conceivable that the final vote could be different, but they rarely are, and this is pretty much true nation wide. That in itself is an interesting research finding. Absentee voters are apparently not ideologically different than other voters.

It is almost like a quasi-experiment on the effectiveness of the final campaign push. The big spending push in my campaign (as most others) came in the last few days when we dumped thousands into newspaper, radio and TV. We essentially have a pre-test and a post test of the effectiveness of all that final media blitz. Did it accomplish anything?

The final results come in and they are virtually identical. Someone suggested there might be a hygiene effect—that while I didn’t gain any, I might have lost some if I didn’t do the expected final media push. How could that ever be controlled for?

I guess I really am elected.

Everybody is congratulating me, but it is a little bit of a letdown. One of the current Council members is already lobbying me about voting for him as deputy mayor. My issues evolve. I need to get more familiar with both the City Charter and Roberts Rules (which I have never followed before).

Yesterday I had lunch with my mentors, Sandi and Bill, and we talked about “next steps.” The first thing they said to me was that—hard as it may be—they strongly encouraged me to take the first few months and “just listen.” Don’t give people the opportunity to pigeon hole me or categorize me as an arrogant intellectual, or a pushy individual. Just listen and get the feel of how things happen.

What good advice! I had already thought about how I wanted to charge off on this or that crusade—take stands—make points etc. But that is not the way to get things done. I need to stay low—let others on the Council wonder about me a little, try to build some good relationships, particularly with those I don’t know or who tend to be more business oriented.

Maybe I should have a strategy of focusing on follow-up of constituent requests and work that route instead of just focusing on Council meetings. I probably should try and build up relationships with city staff. That is probably NOT what other members do, and maybe I can get some stuff done—particularly constituent requests—if I have good relationships there. I’ll have to definitely think about all this.

Last night the Mayor called to talk about committee assignments. It sounds like I am getting the short end of the stick. There are three committees, outside of the committees that everyone is on: Lands, Public Works and Human Resources. Everyone wants to be on Lands and Public Works and few want to be on HR. The Mayor appoints me only to Human Resources.

Hmmmm. So OK—I don’t get to be on the more important committees my first year. How will that play? First of all, I don’t owe the Mayor anything—and he may feel he owes me something? Maybe, or maybe I am totally irrelevant. Another new Council member, is going to be on BOTH Lands and Public Works. But he has a higher profile and has run for office before.

The Mayor does ask me to be vice chair of Finance—a committee everyone is on. He said most members are less enthusiastic about Finance because it takes so much focus. He also claims the current chair, will probably not run next year when his term expires—and then I would be chair of Finance the following year.

Monday was my first full Council meeting. Given all the talk about divisiveness and

See MAD PROFESSOR, pg. 21

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Newcomer, Beryl A. Radin, Susan Sieg Thompkins, Joseph S. Wholey, and Lyle Wray.

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The Mad Professor Gets Elected to City Council

From MAD PROFESSOR, pg. 20

polarization, it is interesting that so many things are done by consensus. Our consent agenda contains a lot. We did have three votes tonight on a contentious zoning issue. Two amendments were voted down and the ordinance finally passed.

What was key for me was that I voted with the so-called conservatives and was the swing vote. You could hear the calculations in everybody's minds about who I was and how I would vote. Maybe this guy is not just another predictable liberal. I need to gain the confidence and trust of the more conservative folks if I want to accomplish anything. It has become obvious that I am not following my earlier thought of keeping quiet for the first months. (Why am I not surprised!)

Last night we had a Human Resources Committee meeting followed by a special Council session to appoint members to the Planning Commission and Hospital Board. There were some differences of

opinion on several of them but they didn't seem to be very ideological. The voting seemed to scramble around a bit. It looks like I provided the deciding vote in a couple cases again. I suppose any of those who voted could have been seen as the swing—but of course I am just looking at it from MY perspective.

I have opposed the Mayor in several instances so far. I don't think he sees me as "in his pocket" (if he ever did). I am starting to get a little sense of who the different members are, but two of them have been pretty distant. The chair of Finance (where I am vice-chair) has made no effort to welcome me or talk to me. But to an extent that is just his personality—he hardly ever talks. I will need to make some efforts there.

There is a huge pending issue about our sales tax situation, and I may have a chance to be at the center of that. Lots of passion there. The big issue is a proposal to eliminate the senior tax exemption. Another is a proposal to eliminate tax on food.

I have been appointed to be Council liaison to Parks and Recreation and the School Board. I attended a Parks and Rec. Advisory Board meeting and that was interesting. It gives me a little more sense of the kind of governance that goes on outside of Council meetings. The Board meets monthly to talk about Parks and Rec. plans. However, it is only advisory, and so its power is limited.

I met with the School Board President last Monday to introduce myself and begin a conversation. We talked about possible closer University and School District relations and also about the Human Rights Commission and how it might interact with the School District. I mentioned financial issues, but she did not react too much—as if she was not seeing it as that big a problem.

Talked a bit

Tuesday with the city finance director, about taxes. There are several proposals to remove tax exemptions. The most controversial is about the senior sales tax exemption. Other exemptions are important to smaller numbers of stakeholders and so are easier to remove—but the senior exemption affects a large group of people who are vocal and who vote. Part of me wants to make the exemption "means" tested, but seniors mostly object to any reduction at all—just like AARP objects to any means testing of social security. Anyhow, this one should be very political. I would also like to pursue the possibility of eliminating food from sales tax—maybe by instituting another penny of general sales tax. I wonder what is possible for the junior Council member to initiate.

I think about the theoretical distinction between legislator as leader or as reflection of citizen demands. I think affluent seniors should not receive tax breaks, but they write lots of letters and show up at the Council meetings—and as I said, they vote. Plus most other citizens appear sympathetic. I believe I should work to make the tax system more equitable—but if most citizens support an inequitable policy, what is my obligation?

I talked with the director of Public Works over the phone about wastewater treatment which is integrally connected to sewer issues which are always a biggie. I am slowly getting a feel for how some of this stuff fits together. And I do enjoy learning about this process.

I tried to contact a couple other Council members. I left messages, but they have not responded. I don't know if they didn't receive them or if they just ignored them.

There are several things I said I would do that I have not—one is to look into getting Council meetings televised and the other is holding Saturday breakfast meetings with citizens. They won't happen unless I make them happen. And it is so easy to just let things slip away. Is this what happens to campaign promises?

Last night was a long regular Council meeting after a Human Resources meeting—which combined for a long 5pm-10:30pm evening. Tonight there were probably 20 or so votes—most of them 5-4, but with different configurations. In the HR committee we appointed a new member to the Planning Commission and it was a straight forward divide—an environmentalist vs. a real estate broker. They were both reasonable people, but I went with the environmentalist who was then appointed.

The regular meeting had a couple of zoning issues followed by a variety of ordinances about taxation—mostly about proposals to remove exemptions. Like many tax systems, we have accumulated a wide variety of exemptions to support this cause or that, this deserving group or that one. Last year a Council sub-committee made a number of recommendations to remove exemptions. Tonight's effort addressed those deemed "less controversial."

The zoning issue involved a proposal to change a residential area to "Waterfront Commercial." I argued this was not good. We are charged with increasing housing

and this changes a housing area to a commercial area. No one seemed convinced, and I lost 8-1.

This was an extremely useful lesson to me about this group decision process. You cannot just rant on your soapbox and expect to win (well, you can rant, but it won't do any good). I did not make a good enough argument to convince even some of my like minded colleagues. I did not understand their understandings, or I did not present convincing counters. Either way I am confronted with a process where I cannot force the outcome. I cannot make things happen my way. Each of my colleagues takes pride in their independence. I truly need to understand their perspective if I intend to sway people.

The second big thing I noticed was a rush to push through our various issues without any long study—at least by Council members. We receive some background from the city staff a few days before the Council meeting, but we may have 10 or 20 issues that we are hit with and have to decide in a very short time period. We vote and move on. There were several instances where, in hindsight, I wish I had done or said something else—but there was little time.

That is a big difference between municipal government and state or federal. State or federal legislators take weeks or months to consider issues—and they have their own staff to do research and advise them. In our situation the executive branch is considered our "staff." Municipal legislators get hit with new issues every week and just move through them and on to the next.

The consequence is that power is first with the manager, secondly with the mayor who controls process and lastly to a Council member who has done their homework. I certainly feel I am at a disadvantage as a new member as things swirl past and around me. I have a steep learning curve to climb.

I've been dwelling a bit on my perception that the Mayor gave me the short end of the stick for committee assignments. I wonder about his calculations

I am aware of an internal reaction on voting. I can feel this nasty little motivation inside me that urges me to oppose a colleague's proposal when they failed to support mine earlier. I lost a vote 8-1 last week, with none of my "liberal" colleagues supporting me. That may have provided just a little impetus to vote with the conservatives on a business issue, knowing I was the swing vote. That's not good—not a good reason to vote one way or another.

But, at the same time, I am aware of how vote trading can be done very tacitly, without saying anything. It's the rule of reciprocity that Cialdini talks about in *Influence*. You do something for me, and I feel obligated to do something for you. Nothing is said. It's not even a conscious decision—just a human urge.

To be continued...

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Presented by the American Society of Public Administration (ASPA), ASPA's Georgia chapter, the University of Georgia, and Athens-Clarke County, Georgia

Member Commentary

ASPA: Network Secretariat for the Field?

Charles T. Goodsell

When I first joined ASPA a half a century ago, it was considered the unrivaled "peak" or dominant organization for the field. When I was elected to Council three decades later, membership in the Society exceeded 18,000 and annual meetings were professional highpoints of the year that attracted registrations over 2,000.

We all know this has changed.

Membership is reportedly down to 8,300. The national conference, while still worth attending, is known for its thinning ranks and growing awards. Since ASPA's days of dominating the field organizationally, scores of younger associations have sprung up representing various aspects of public management, public policy, the nonprofit world, global governance and many other aspects of the field. Are we at "The End of ASPA" as one candidate for vice president has proclaimed?

I hope not and I think not. At the same time, we must recognize that ASPA is no longer the only—or even most important—ballgame in town. There is no point in grieving over this change, however. Indeed celebration is in order. The dream of our founders at the Wardman Park Hotel in 1939 has been realized—the science, processes and art of public administration have advanced so far that a thousand flowers now bloom.

I think it is time to rethink ASPA in a fundamental way. In fact new ideas are already in play, although we have not grasped their full implications. We should, I believe, reconceive of ASPA not as a general-purpose service organization but as the central node for coordination and facilitation within an exploding, disparate arena.

In short, I propose that ASPA become the network secretariat for the field. I discuss details of my proposal under the headings of conferences, publications, communications and governance.

Conferences. The most vivid image we have of a professional association is the few days a year when its members come together in a hotel somewhere to talk face-to-face. Scores of conferences are held each year in the domain of public administration writ large. Many of these are ASPA-sponsored at the chapter, section, regional, national and international levels. Others are creatures of varied groups, such as the several political science associations, NASPAA, ICMA, APPAM, the Academy of Management, Public Management and Policy Association, Public Management Research Association, and International Public Management Association for Human Resources.

My view is that these affairs should not be seen as rivals to ASPA meetings but complementary, with the Society at the center of a big public administration tent.

ASPA already does useful coordinating activity for these multiple meetings. *PA TIMES* publishes a Conference Calendar each issue. The ASPA website carries a Public Administration Calendar of Events Throughout the World. This is exactly the kind of thing a network secretariat should be doing.

Let me to suggest one other step. This would be to promote among the field's various associations a penchant for holding meetings in the same city on the same weekend. Having more to see and experience would be a draw for attendance at all of them.

A passport registration could be arranged for cross-attendance at panels. Meanwhile the ASPA national meeting in such a joint setting could specialize in get-togethers of the field's organizational leaders. Also committee sessions and workshops could be held on such topics as association management, fund-raising and network governance.

Publications. The Society's journal *Public Administration Review* and its newspaper *PA TIMES* are now both of high quality and the shift to a secretariat role should not undermine this degree of attainment.

Possibly more editorial attention can be paid than now to pan-field content, however. *PAR* could be particularly receptive to broad "state of the field" manuscripts. Indeed one of the justifications given for *PAR* by its new editors is to knit together diverse professional communities and foster a shared sense of identity. They also see the Society as enabling the discovery of interdisciplinary solutions to pressing problems.

Meanwhile *PAT* could seek to include even more news and announcements than it does now on the activities of non-ASPA associations.

Also, it might be possible to promote joint publishing ventures with other organizations. Possibly *PAR* could link with other journals in seeking joint bids from publishing firms in order to reduce costs. Discounted, "bundled" subscriptions to several PA journals could be arranged. *PAT* could sell space or even whole pages to other network organizations, in an association equivalent to its current Education Supplement that appears in October.

As for new publishing ventures, it might be possible for ASPA to involve other associations in publishing an annual yearbook on the field. This could feature cross-field summarizing articles covering the previous 12 months's research developments and innovations in practice. Other chapters could be prepared by network organizations and university departments to highlight their missions, leaders, programs and publications.

Communications. Our new century communicates electronically, and herein lies enormous opportunities for networking. Already ASPA is deep into this world, and because of the efforts of ASPA staff, probably ahead of the curve.

The ASPA website is a rich source of information not only on the Society itself but other relevant groups and activities. This includes job openings listed in various places, recent publications by agencies and international bodies, documents posted on the Internet, scheduled conferences, websites of other organizations and online links to external sources.

More could be done to use the electronic medium to bring the entire field together. The current directories of sections and

chapters found in the ASPA website could be extended to other professional associations. The directory of members might be expanded to other membership lists. A speaker database currently being planned for ASPA could include persons identified by other organizations. Network-wide consultant registries and field trip opportunities could be posted. Opportunities for fellowships, grants, sabbaticals and faculty exchanges throughout the world could be placed on the web.

Still another possibility would be to sponsor several interactive websites to serve as forums on individual topics, similar to what the International Public Management Network now offers. The ASPA website already features a number of "communities" that include interactive forums; in addition to the "General Information Community" and "International Community," one exists for each section, chapter and university-based affiliate. Why not create a set of these for a number of substantive, thematic public-policy topics that affect every country in the world? That would really put ASPA in the center of the action.

Governance. ASPA might need to reconsider its organizational configuration in this new role. Some hiving off might be necessary, for example making sections and chapters semi-autonomous members of the network rather than integral to its secretariat. As activity shifts from direct service to network coordination, the present large, elected Council might best be substituted by a smaller body that is based not on geographical representation but functional.

One possibility would be to have it consist of the lead persons in the largest four ASPA sections, the largest four ASPA chapters and the largest four non-ASPA professional associations.

Presidents of the Society could continue to be committee nominated and competitively elected. Yet they should serve multi-year terms in order to achieve sufficient continuity to interact with leaders of other organizations. It goes without saying that the ASPA executive director must be long-term and supported by a strong staff of professionals.

With respect to finance, as a coordinating rather than mass-membership organization, ASPA would have to depend more fully on revenues from fees negotiated within the network, conference cross-registrations, subscriptions to publications, the sale of items like newspaper pages and a yearbook and fees for access to online services.

Yes, this would be a revolution. Although because of already-existing information exchange activity it would not be totally in an operation sense. The Society's current mission statement already aims to build bridges and promote networking. Being a secretariat rather than a direct-service association would be a major change in self-concept, however. Even this could be accomplished in stages, as the Society gradually lessens its traditional activities and expands its new ones.

As a "hub" institution rather than "peak" organization, the American Society for Public Administration would be at the center of all that goes on in the field worldwide. If a more coherently coordinated field is better than a more fragmented one, the new ASPA could become just as important to the 21st century as the old ASPA was to the 20th.

ASPA member Charles T. Goodsell is professor emeritus of public administration at Virginia Tech in Blacksburg. He is currently writing a book on "Mission Mystique" in public administration. E-mail: goodsell@vt.edu

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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)!



New ASPA Members

ASPA welcomes the following new members in the month of February 2006.

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

Kathy DiLorenzo	Alaska	Tyler Ficken	Kansas	Jeremy Colton	Rhode Island
Radona Orlando	Arizona	Sumitta Moerlien	Kansas	Ronald Lorenzo	Rhode Island
Cynthia M. Seelhammer	Arizona	Kevin C. Murray	Kansas	James Sallet, Jr.	Rhode Island
Percell L. Freeman, Jr.	Arkansas	Kathy Vesom	Kansas	Tom Campbell	Sacramento California
Steven Botelho	At Large Member	Stephen Johnson	Kentucky	Karyn Flowerree	San Diego
Antwela Yvette Cato	At Large Member	Micah Ali	Los Angeles Metro Area	John Simmons	San Diego
Paul Desaulniers	At Large Member	Tina Means	Los Angeles Metro Area	Nicole Dong	San Francisco Bay Area
Maurice O'Byrne	At Large Member	Rebecca Okeke	Los Angeles Metro Area	Debra Matthews	San Francisco Bay Area
Ileeia Cobb	Auburn Alabama	Ashley Alexander	Louisiana	Michael Abney	Santa Clara Valley
Darlene L. Lanham	Centex	Chrystal Taylor	Louisiana	Mainini Cabute	Santa Clara Valley
Barbara MacMillan	Centex	Leonard Tennart	Louisiana	Juan Carlos Gonzalez	Santa Clara Valley
Sara Stevens	Centex	Christopher Bragdon	Maine	Brendan McCarthy	Santa Clara Valley
MaryJo Toomire	Centex	Reynolds Susan	Maine	Gregg M. Schildberger	Siouxland SD
Sarah Davis	Central Florida	Daniel Akunwafor	Maryland	Andrew Hunter, II	South Carolina
Leigh Babbit	Central Missouri	Claudietta B. Johnson	Maryland	James McConnell	South Florida
Kimberly Pelesz	Central New York	Brenda Lee	Maryland	Ana Morgenstern	South Florida
Sarah Onufer	Central Pennsylvania	Donna-Bea Tillman	Maryland	Shannon Q. Nazzal	South Florida
Helen Stockstill	Central Piedmont	Jonathan Whitehart	Maryland	Kevin OFarrell	South Florida
Jared Davis	Chicago Illinois	Paula Griswold	Massachusetts	Tony Quintero	South Florida
Kevin Kingsland	Chicago Illinois	Arthur Cosby	Mississippi	Chivariak Khus	South Texas
Arwa Terkmani	Chicago Illinois	Lamar Bennett	National Capital Area	Nandhini Rangarajan	South Texas
Ashley M. Carollo	Colorado	John L. O'Brien	National Capital Area	Todd Sherman	South Texas
Matthew T. Frey	Colorado	Marvin M. Phaup	National Capital Area	Kenneth Doherty	Southeastern North Carolina
Stephen Johnson	Colorado	Alma Spencer	National Capital Area	Suzanna Healy	Southeastern North Carolina
Chris Kline	Colorado	Michael Wiseman	National Capital Area	Leslie Stanfield	Southeastern North Carolina
Lisa McCann	Colorado	Anna Yim	National Capital Area	Jared Davis	Southern Illinois
Christa Rabenold	Colorado	Brian Albro	Nebraska	Dexter Mingo	Southwest Georgia
Jonathan L. Montey	Connecticut	Patricia Langer	Nebraska	LaTonya Mingo	Southwest Georgia
Robert Ricard	Connecticut	James Rogers	Nebraska	Amanda Diers Schall	Suncoast
Melissa Zechiel	Delaware	Carey Brown	New Jersey	Colin Donovan	Suncoast
Sarah Cahalan	Detroit Metropolitan Area	McGrath Gary	New Jersey	John Gerdes	Suncoast
Zhirong Zhao	Detroit Metropolitan Area	Deniece Johnson	New Jersey	Agatha Nolen	Tennessee
Steven N. Waller	East Tennessee	Edward Kardos	New Jersey	Debrah Stafford	Tennessee
Yvonne Janssen	Eastern North Carolina	Varsha N. Shah	New Jersey	Shannan Thornton	Tennessee
Chiffon Jenkins	Eastern North Carolina	Geum Lyul Chung	New York Metropolitan	Bridget F. Healy	University of Central Florida
Donna Canestraro	Empire State Capital Area	Martinez Elsy-Patricia	New York Metropolitan	Richard M. Daybell	Vermont
R. Karl Rethemeyer	Empire State Capital Area	Leonard Rizzo	New York Metropolitan	Joanne C. Infantes	Vermont
Melissa Shook	Empire State Capital Area	Gisele C. Shorter	New York Metropolitan	Elizabeth Gagnon	Virginia
Todd D. Haskins	Evergreen	Saltanat Sulaimanova	New York Metropolitan	Murel Jones	Virginia
Alvin Buckelew	Georgia	Hinkson Kathryn	North Texas	Christopher O'Connors	Virginia
Earl King, III	Gold Coast	Sam Truelock	North Texas	Deanna Sears	West Michigan
Mary Rose Geckle	Greater Cincinnati	Stephanie Ashley	Northeast Florida	Scott Pingel	West Virginia
Amber R. Duren	Greater Kansas City	Jessica Clark	Northern Virginia	Richard M. Walton	West Virginia
Shannon K. Portillo	Greater Kansas City	Myra Strauss	Northern Virginia		
Sarah E. Shain	Greater Kansas City	Jonathan Whitehart	Northern Virginia		
Phoebe Reynolds	Greater Rochester	Alyssa Holmgren	NYU - Wagner Chapter		
LaShawn Moore	Hampton Roads	Christa Jones	NYU - Wagner Chapter		
Michael A. Morris	Hampton Roads	Michael Nettles	Oklahoma		
Kalila Simmons	Hampton Roads	Kristy Barry	Philadelphia Area		
Brandon Grosvenor	High Plains Texas	Lionel G Forrester, Sr.	Philadelphia Area		
Brent Smith	High Plains Texas	Jakeema Dawkins	Research Triangle		
Jeremy Burns	Houston Area	Anthony Garcia	Research Triangle		
Antwela Yvette Cato	Houston Area	Diedtress Jackson	Research Triangle		
Daniel Rathe	Houston Area	Oyeronke A. Lawoyin	Research Triangle		
Dave Lindwall	Inland Empire	Jonathon Leach	Research Triangle		
Jay Orr	Inland Empire	Sabrina Malloy	Research Triangle		
Jason Reed	Inland Empire	Lovemore Masakadza	Research Triangle		
Oksu Jo	International Electronic Membership	Alma Spencer	Research Triangle		
Minsoo Jung	International Electronic Membership	Mary Terrell Robinson	Research Triangle		
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Assistant Professor Division of Public and Nonprofit Administration University of Memphis

The Division of Public and Nonprofit Administration in the School of Urban Affairs and Public Policy at the University of Memphis invites applicants for a tenure track appointment at the rank of Assistant Professor beginning Fall 2006. Responsibilities include teaching, research and outreach in NASPAA accredited Master of Public Administration Program with concentrations in Nonprofit Administration, Public Management and Policy, and Urban Administration (see padm.memphis.edu for more information). Principal teaching areas desired include nonprofit administration, with an emphasis on resource development, nonprofit enterprise/social entrepreneurship and/or nonprofit finance, human resources management and/or administrative law. The Division is especially interested in applicants who have completed the doctoral degree in public administration or related field. The position requires community-based outreach and involvement in program leadership. Salary competitive.

As a premier unit in the School of Urban Affairs and Public Policy, the Division has six tenure track faculty and three support staff. The University of Memphis is a comprehensive metropolitan university committed to the scholarly accomplishments of our students and faculty and to the enhancement of our community. The City of Memphis is an ethnically diverse setting with excellent cultural institutions and a high quality of life.

Send letter of application, vita, transcript, samples of written work, and three letters of recommendation to: Dr. Dorothy Norris-Tirrell, Division of Public and Nonprofit Administration, McCord Hall 134, The University of Memphis, Memphis, TN 38152-3370; phone: 901.678.3368; fax: 901/678.2981; email: dnrstr@memphis.edu. Selection process begins May 1, 2006 and may continue until the position is filled. Successful candidates must meet guidelines lines of the Immigration Reform Act of 1986. The University of Memphis is an Equal Opportunity/Affirmative Action Employer.

Visiting Assistant Professor, Educational Policy and Leadership Track Department of Public Policy & Administration Graduate School of Arts and Sciences Rutgers University -Camden

The Graduate Program in Public Policy and Administration at Rutgers University-Camden is seeking a Visiting Assistant Professor for its new Master's level concentration in Educational Policy and Leadership for a one-year appointment beginning September 1, 2006.

The Educational Policy and Leadership concentration provides students with opportunities to engage in concentrated study of the issues that shape public education today. The program is designed to prepare leaders for school districts, charter schools, county offices of education, and other school consortia in order to improve the quality of teaching and learning in urban and suburban schools. It offers rigorous professional preparation with a thorough grounding in public administration theory, research, and practice that will lead to the Master of Public Administration [MPA] degree with a specialization in Educational Policy and Leadership. This program also meets course requirements for a provisional school leader certificate/principal endorsement in New Jersey. The MPA degree is accredited by the National Association of Schools of Public Affairs and Administration.

The Camden campus offers close access to Philadelphia, New York, and Washington centers of government and business as well as rewarding opportunities for public service and research. Salary is contingent upon qualifications. Rutgers University, an AAU member, stands in the top 5% of AAUP rankings on university salaries and benefits.

Responsibilities:

(1) Teach graduate level courses in areas of educational entrepreneurship, innovation and policy, as well as one or more of the following fields: research methods, evaluation, information systems, policy analysis, and human resources. (2) Supervise student internships and guide student research in educational leadership and/or related fields. (3) Represent the program's efforts in its partnerships with school districts, county offices of education, and other school consortia. (4) Under the direction of the Chairperson of the department, fulfill administrative responsibilities related to the concentration.

Required qualifications:

A doctorate in educational leadership, public administration, or public policy with a specialization in educational administration is required.

Desired qualifications:

(1) Successful experience administering programs in K-12 school districts, county offices of education, or other school consortia. (2) Successful record of university-level teaching, scholarly research and publications. (3) Evidence of commitment to educational reform/innovation.

To apply:

Applicants should send a cover letter addressing qualifications, a curriculum vitae, a copy of transcript(s), selected publications, and three current (within the past two years) letters of professional reference, evidence of teaching ability (eg. syllabi, course evaluations). Names, addresses, and phone numbers of references should be included. Only complete applications will be reviewed. Applications must be received by April 30, 2006

Send applications to: Faculty Search Committee, Department of Public Policy and Administration, Graduate School of Arts and Sciences, Rutgers-The State University of New Jersey, 401 Cooper Street, Camden, NJ 08102

Rutgers University is an Equal Opportunity Affirmative Action Employer. Women, minorities, and persons with disabilities are encouraged to apply. For further information please contact: Doctor Michael Lang, mlang@camden.rutgers.edu 856 225 6339.

ASSOCIATION POSITION

Two Project Managers International City/County Managers Association (ICMA) Washington, DC

Two Project Managers required for Washington DC based professional organization for domestic & international urban management and development issues.

1) Familiarity with USAID funded contracts & NGO donor programs. Proven record of leadership for international program design, grant writing, and management in a cross-cultural setting. Experience as Chief of Party of USAID funded projects in the LAC region. Extensive knowledge of political institutions and civil society organizations in the LAC region. Extensive experience designing and implementing urban development and decentralization programs in the LAC region. Excellent administrative, organizational, financial, & communication skills. Please Fax Cover Letter, Resume and References to Linda Brown at ICMA 202-962-3681. This position will close on April 19, 2006.

2) Familiarity with USAID funded contracts & NGO donor programs. Proven record of leadership for international program design, grant writing, and management in a cross-cultural setting. Demonstrated history of broad and deep relationships with governments and non-governmental organizations in the E&E region. Specific knowledge of development trends and issues of countries in democratic transition in the E&E region. Extensive experience in USAID supported democracy and governance programs in the E&E region. Excellent administrative, organizational, financial & communication skills.

Please Fax Cover Letter, Resume and References to Linda Brown at ICMA 202-962-3681. This position will close on April 19, 2006.

GOVERNMENT POSITION

Legislative Analysts Joint Legislative Audit and Review Commission Richmond, VA

JLARC is recruiting for entry and/or mid-level legislative analysts.

The Joint Legislative Audit and Review Commission (JLARC) provides rigorous analytic and evaluative research for the independent oversight function of the Virginia General Assembly. Consideration is being given to the employment of an entry- and/or mid-level legislative analyst in the Richmond, Virginia area.

Applicants must possess demonstrated analytic, statistical, and software skills for research and report preparation. Familiarity with the use of software packages such as SAS, Access, and Excel is required. Strong writing skills are mandatory. At least one year of applied research experience and a masters or doctoral degree in a public policy-related discipline are preferred. Applicants should have the ability to interact effectively in a multi-disciplinary team environment and with state agency personnel. Some overnight travel and fieldwork are required.

More information on JLARC is available on our web site: <http://jlarc.state.va.us>

JLARC offers a competitive salary and benefits package. Starting salaries are commensurate with education and experience levels. The starting salary for entry-level analysts begins in the mid-thirties. The starting salary for mid-level analysts is in the mid-forties. Highly qualified applicants will be hired as they become available. The position(s) will remain open until filled.

To apply for a position, send a letter and resume with salary history and a list of references to Staff Recruitment, Joint Legislative Audit and Review Commission, Suite 1100, General Assembly Building, Capitol Square, Richmond, Virginia 23219. Letters and resumes of four pages or less may be faxed to (804) 371-0101. When responding to this ad, please refer to the open legislative analyst position number "LA2006." Letters and resumes may also be emailed to jlarc.jobs@leg.state.va.us

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Contact: Christine McCrehin
cjewett@aspanet.org

Walden ad

CONFERENCE CALENDAR

April 2006

- Mar. 31-Apr. 4 67th Annual ASPA National Conference
Denver, CO
www.aspanet.org
- 2-9 European Spring Institute 2006 (ESI 2006)
The Future of Europe: Lobbying in Brussels
Prague, Czech Republic
<http://www.cpvpcz/esi/>
- 9-11 2006 IPE CONFERENCE: World Ethics Forum
Keble College, University of Oxford, UK
<http://www.iipe.org/events.htm>
- 20-23 Midwest Political Science Association 64th National Conference
Chicago Palmer House Hilton Hotel
www.mwpsa.org

June

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

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

July

- 10-11 Excellence in Government 2006
Washington Hilton
Washington, DC
www.excelgov.com
- 28-30 World Future Society Conference
City: Toronto, Canada
Sheraton Centre Hotel
www.wfs.org/2006main.htm

November

- 7-10 XI International Congress of CLAD on State and Public Administration Reform
Guatemala City, Guatemala
www.clad.org.ve

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

www.aspanet.org

AMERICAN SOCIETY FOR PUBLIC ADMINISTRATION

VOL. 29 NO. 4

APRIL 2006

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