

**PA TIMES**

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*These last months, we note the passing of friends and colleagues who have been important to us in many ways. And, given the cycle of life, we will say goodbye to many others as time goes on. But we also have the opportunity to welcome new comers to the field and to explore concepts new and old that inspire us in the field we love.—Wendy A. Haynes*

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*I have been an elected city council member for five months now and everything still seems new to me. I have always been much more focused on state, national and international politics. Local issues always seemed so mundane and uninteresting. While they may be mundane—they are far from uninteresting.*

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# PA TIMES

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## 22 States Join National Health Information Collaboration

### Agreements Pending with Additional 12 States, U.S. Territories

Research Triangle Park, NC—RTI International announced today that 22 states have signed agreements to join a national collaborative effort to address privacy and security policy questions affecting interoperable health information exchange. Twelve additional states and U.S. territories are

expected to sign agreements soon.

The privacy and security project is a component of the U.S. Department of Health and Human Services' (HHS) strategy to identify variations in privacy and security practices and laws affecting electronic

clinical health information exchange, develop best practices and propose solutions to address identified challenges, and increase expertise about health information privacy and security protection in communi-

See COLLABORATION, pg. 2

## Fourth of July on the National Mall



public domain photo

Once again Washington, DC, will host Fourth of July fireworks on the National Mall, launched from the Lincoln Memorial Reflecting Pool and lighting up the sky over the Washington Monument. One of the most popular events of the year, the day also brings the annual Fourth of July Parade on Constitution Avenue along with the traditional live concert by the National Symphony Orchestra and several pop artists performing patriotic music on the West Lawn of the U.S. Capitol Building.

**Above: 4th of July fireworks on the National Mall, view from the Martin Building (Federal Reserve).**

**Fun Facts:** Did you know: 150 million hot dogs (all varieties) are expected to be consumed by Americans on this holiday. (That's one frankfurter for every two people.)

The value of fireworks imported from China in 2005 was \$201.9 million, representing the bulk of all U.S. fireworks imported (\$211 million). U.S. exports of fireworks, by comparison, came to just \$14.9 million in 2005, with Australia purchasing more than any other country (\$4.4 million)

## Former PAR Editor Larry Terry Dies



Larry Terry, former editor of ASPA's journal *Public Administration Review*, passed away June 17. Terry presided over ASPA's journal during one of its most innovative and financially lucrative periods.

See pages 17-18 of this issue to read ASPA members' tributes to Terry.

## America's Image Slips Globally

### According to International Survey by Pew Trust

Washington, DC—As President Bush made a surprise visit to Iraq, a new global survey showed the continuing toll the war has taken on America's global image. The United States' global image has slipped again, even as Americans and publics of U.S. allies express common concerns over Iran's nuclear program and the Hamas Party's victory in Palestinian elections. And despite growing worries over Iran's nuclear ambitions, America's presence in Iraq is cited at least as often as Iran—and in many countries much more often—as a danger to world peace.

The 15-Nation Pew Global Attitudes Survey, by the Pew Global Attitudes Project, conducted among nearly 17,000 people in the United States and 14 other nations from March 31-May 14, finds:

See AMERICA'S IMAGE, pg. 2

# Several States Participate in Health Information Network

From **COLLABORATION**, pg. 1

ties.

States and territories selected to participate are charged with bringing together a broad range of stakeholders to develop consensus-based solutions to problematic variations in privacy and security business policies, practices and state laws.

The participating states include: Alaska, Arkansas, Colorado, Iowa, Illinois, Indiana, Kentucky, Massachusetts, Maine, Michigan, Minnesota, Mississippi, North Carolina, New York, Ohio, Oklahoma, Rhode Island, Utah, Washington,

Wisconsin, West Virginia and Wyoming.

Twelve additional states and U.S. territories also have been invited to join the project.

The project, being managed by RTI in cooperation with the National Governors Association under contract to HHS, is a public-private collaboration that seeks to reduce variations in business policies and state laws related to the privacy and security of health information. RTI is working with the Agency for Healthcare Research and Quality and the Office of the National Coordinator for Health IT at HHS (ONC).

“Current policies and laws governing the

security and privacy of health care information vary considerably nationwide,” said Linda Dimitropoulos, RTI’s project director. “This collaborative effort among experts will help us work through the myriad security and privacy issues so that policy makers at the state and federal levels can begin to address the concerns that will allow Americans to benefit from improved sharing of health care information.”

To make it possible to fund all proposals with technical merit, the ONC will add \$5.73 million to the existing contract, bringing its total value to \$17.23 million.

The participating states and territories will finish state-level interim assessments and

analyze solutions by fall 2006, completing the project by March 2007. At that time, representatives from each region will discuss implementation plans that will allow electronic sharing of health information across states and territories.

The governors of all 55 U.S. states and territories were invited to submit proposals to participate in the privacy and security project. The subcontracts were awarded as part of a competitive process based on an evaluation of proposals against technical and cost criteria and the ability to meet the requirements of the project.

## Survey Measures Global Attitudes

From **AMERICA’S IMAGE**, pg. 1

- Positive views of the United States have declined sharply in Spain (from 41 percent to 23 percent), India (71 percent to 56 percent), and Turkey (23 percent to 12 percent). Even in Indonesia, where U.S. tsunami aid helped lift America’s image in 2005, favorable opinions of the U.S. have fallen (from 38 percent to 30 percent).
- Support for the U.S.-led war on terror, with few exceptions, is either flat or has declined; confidence in President Bush has fallen ever lower in Europe; and majorities in most countries believe that the U.S. will not achieve its objectives in Iraq.
- Americans and Western publics are increasingly concerned over Iran. Nearly half of Americans (46 percent) view the current government in Iran as a “great danger” to stability in the Middle East and to world peace, up from 26 percent in 2003. In Germany, Spain, France and Great Britain, the percentage of people who see Iran as a great danger has roughly tripled compared with three years ago. But Muslim publics are far less alarmed by Iran and its nuclear program.

- Divisions between the West and Muslim nations are even wider in opinions of the Hamas Party’s victory in Palestinian elections. On balance, Americans and Western Europeans—except for the British—feel the Hamas victory is bad for the Palestinian people. Muslim publics generally disagree.
- Majorities in 10 of 14 foreign countries surveyed say the war in Iraq has made the world a more dangerous place. In Great Britain, 60 percent say the war has made the world more dangerous, compared with 30 percent who say it has made the world safer.
- The bird flu disease has attracted overwhelming interest in every country surveyed. But for the most part, concerns over the bird flu are limited to Asia.
- Global warming concerns are widespread in India and Japan—roughly two-thirds in each country say they worry a great deal about global warming. But in the U.S. and China, only about one-in-five say they worry a great deal about global .

For more information visit the *Pew Global Attitudes Project* website at <http://pewglobal.org/>.

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## PA TIMES

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# Protecting People and Property in the 21st Century

**SPECIAL SECTION**

## Are We Doing Enough, Fast Enough? Planning for People, Property and Environment

*Deniz Leuenberger*

It has been 32 years since Christopher D. Stone wrote his work "Should Trees Have Standing?" As we continue to struggle with environmental degradation and resource depletion, the ownership, management and rights of nature and natural resources continues to be a highly charged issue.

The current administration of environment is embedded in private property rights protection, market-based economic correction for resource scarcities, legal standing based on human impacts, and assignment of property rights based on regulation of externalities.

Current policies, plans, and action have not done enough to protect the environment or people. They have protected individual property rights in the short-run, while placing right holders in greater jeopardy in the long-run. Farm land without accessible and affordable water, the logging industry without trees, and the fishing industry without fish are examples.

The role of public administrators in planning, managing, and allocating resources is increasingly promoted by sustainability, smart growth, and sustainable development movements. Is the increased emphasis on environment and ecology truly promoting the type of

changes we want to implement in public administration and are those changes coming quickly enough to make a difference? Certainly there is no shortage of environmental issues to tackle in public administration.

We struggle with global warming, pollution, biodiversity depletion, oil and water shortages, deforestation, soil erosion, nuclear and solid waste, and food scarcity all across the globe. We have tried to manage our resources and have attempted technological, economic, and social intervention and have had many failures and some successes.

Disasters such as Chernobyl and Hurricane Katrina grab our attention, as they should, but the large-scale disasters we face are symptoms of slow moving environmental degradation. Salmon, blue fin tuna and thousands of other animals slowly move toward extinction, the 2.5 percent of the world's water that is non-salinated becomes increasingly undrinkable, agricultural seed increasingly loses its diversity, fertile land becomes desertified, air becomes harder to breathe, and resources for transportation and heating our homes disappear.

Even sustainable development and smart growth planning may not be enough to turn us in the right direction because they are often implemented outside of the organization's larger planning system and without consideration of impact on external organizations, resources, peoples, animals, ecosystems, societies, and networks.

In acknowledging all there is to do, it is easy to feel helpless and apathetic. Many of us and many of our citizens do. The role of public administration, however, in helping resolve these issues is significant and we can make a difference

as public administrators.

The following suggestions are part of the on-going dialogue on how to better address environmental issues within the practice of public administration. Sustainable environmental planning needs to include—but move beyond—individual property rights.

- *Integrate Sustainability into Planning*—Many departmental and agency plans add environmental and sustainability goals as part of a strategic plan or create a separate plan for sustainability. Viable sustainability planning needs to be integrated within every objective and goal of the agency plan. Resources allocated to each objective must consider long-run and short-run environmental impacts. Resource and sustainability planning cannot occur in isolation of other planning functions.
- *Involve the Citizens*—Because time and place knowledge is so critical to more efficient and effective management of resources, citizens must be engaged in planning their own environmental solutions. Public administrators can assist citizens by providing the forums and the technical/scientific knowledge to make better informed decisions. Public administrators may also serve in the role of mediator and help citizens to design creative solutions with the unique characteristics of the local environment in mind.
- *Consider Issues Using a Systems Approach*—Many planning approaches do not consider the impact of resource decisions on other systems. Viable sustainability planning requires consideration of the relationship social, economic, political, and environmental systems.
- *Encourage Small Steps as Well as Big Ones*—Often individual stakeholders are discouraged from making positive environmental impact because they feel that their contribution is too small to be

of importance. Because of the severity of many of our environmental problems, it is important to encourage small steps as a precursor to bigger ones.

- *Include Public, Non-Profit and For-Profit Stakeholders in Decisionmaking*—When the problems we face become severe enough, we can't afford to exclude contributing players in environmental engagement.

The long-run interest of private and public entities may be similar; it is the short-run we argue over. Certainly, long-term and complete depletion of environmental resources, of biodiversity, and human quality of life is not preferable to sustaining strong economic, social, and environmental systems.

- *Invest in Public Sponsored Research*—Because the cost of transforming local plans into sustainable ones is very high, government can play a significant role in reducing the transaction costs of environmental planning through public sponsored research. Governments can assist in providing education and information and reducing the cost of translating knowledge to local environments.

Public administration and the global community are increasingly focused on the state of the environment and solutions for improved resource management. Much of the history of environmentalism has been focused on the protection of individual property rights and human impact.

With continued emphasis on systems approaches, inclusion of stakeholders, and comprehensive planning, perhaps we can come to understand that our individual, environmental, and community interests do not need to be in conflict. These are big problems we are facing, problems that may take all of us to solve.

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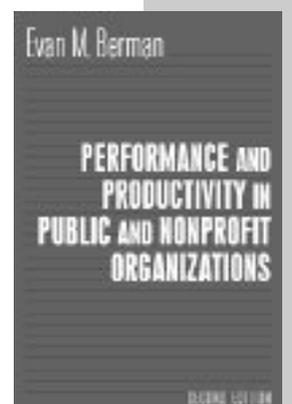
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# Protecting People and Property in the 21st Century

**SPECIAL SECTION**

## Protecting People and Parks: Crime Prevention Through Environmental Design

Steven N. Waller, Sr.

I recently viewed back-to-back episodes of NBC's Law and Order: SVU in which the crime scene was an urban park or green spaces. A corpse found in a wooded area adjacent to a paved running path; and detectives interviewing a victim of a brutal assault while on a leisurely evening run were the focal points of the episodes. Crime in urban parks is frequently glamorized in the mass media to the detriment of the local governmental unit.

Serious crimes against persons and properties generate considerable fear within the community.

Crimes like theft, assaults, graffiti and vandalism represent serious threats to the safety and positive perceptions of the community. The subsequent fear of crime itself can restrict people's freedom of movement and deter them from fully participating in the community.

### Re-Thinking Crime Prevention and Parks

Meaningful crime prevention mandates new and creative ways of thinking. Historically, the community has turned to park and recreation administrators, law enforcement officials and the judicial system to protect them by deterring criminals and punishing offenders.

Proponents of Crime Prevention Through Environmental Design (CPTED) posit that local government officials, working in tandem with the community, can play a greater role in protecting the community from crime by integrating CPTED design principles and concepts into the design and management of parks and green spaces.

Assessing the impact of crime in parks and green spaces must be an on-going activity for government administrators and researchers. Parks and green spaces provide a number of design challenges for personal safety, as they are typically large and used by a variety of people. Research and anecdotal evidence suggest that "it takes more than police to police parks."

Setting higher design and maintenance standards for parks and green spaces will provide both regenerative, attractive, natural-looking areas while maintaining safety and peace of mind for the public. Implementation of CPTED is the appropriate point of departure to meet the aforementioned objective.

### Principles of the CPTED Design Model

C. Ray Jeffreys in his book *Crime Prevention Through Environmental Design* defines CPTED as the "proper design and effective use of the built environment that can lead to a reduction in the fear and the incidence of crime and an improvement in the quality of life." Joel McCormick in his article "Designing Against Crime" contends, "CPTED principles provide park users a comforting, safe feeling while discouraging potential criminals, therefore reducing crime proactively and unobtrusively."

CPTED is not a checklist, nor is it a panacea for all situations. Good CPTED

for one area may be completely inappropriate in another area. For example raising the crown of a tree in one area may open up the field of vision in a trail, but in another area it could kill the tree. A remedy for the latter area would involve diverting the trail instead of trimming the tree. Therefore, CPTED is site and situation specific.

### Effective CPTED rests on the following foundational principles:

**Natural Surveillance:** This is keeping the environment maintained so that people can be easily seen by other users, staff and anyone who may pass by the park, trail or playgrounds. Surveillance or the placing of "eyes on the street" increases the perceived risk to potential offenders.

**Natural Access Control:** You want natural access ingress and egress controlled by some the means, such as a fence or a flower bed. In other cases, a hedge or a path could work. The important thing is that something should signal "walk here" and "do not walk" there. Therefore, a person in a walking area should not look out of place.

**Territoriality:** Territorial reinforcement is used to distinguish public and private spaces. This can be done by a number of means, including signage, flower beds and mowing. The idea is to show that someone owns and cares about this space. A space that is not used for legitimate park entertainment can quickly be used for some illegitimate, illegal or unwanted activity.

**Maintenance:** Parks administrators and residents should only build what they can maintain. Without timely and proper maintenance, a public area is inviting criminal behavior.

CPTED works best when it is not intrusive. A safety design strategy works when it is convenient for the citizen. Citizens establish territoriality over crime by being present in an area and making their presence known. Crime takes over an area is when it gains territoriality through graffiti or other means.

Through collaborative planning efforts, several communities across the nation have successfully implemented CPTED. Sarasota and Gainesville, FL; Tempe, AZ.; Knoxville, TN; Houston, TX; Cincinnati, OH; Gainesville, FL.; and Henrico County, Lynchburg, Richmond and Virginia Beach, VA., have documented the successful utilization CPTED principles in their communities. CPTED principles have been put to use by parks and recreation, planning, law enforcement and community development professionals throughout North America for years and are now utilized on a global basis.

### Virginia CPTED Model for Parks, Trails and Open Space

The Virginia Crime Prevention Association CPTED Committee (VCPA-CPTED) is one of the forerunners in enabling communities to successfully implement CPTED for parks, trails and open space. Their award winning publication *CPTED Guidelines—Safety by Design: Creating a Safer Environment in Virginia* is a useful tool for park and recreation administrators,

planners, design professionals and crime prevention practitioners that illustrates how to incorporate planning, design and management practices into the community development process to reduce the opportunity for crimes and terrorism. The VCPA CPTED guidelines are endorsed by the Virginia Chapter of the American Planning Association and the Virginia Main Street Program.

Toward the end of designing against crime, the VCPA-CPTED guidelines suggest the following design practices for municipally operated parks, trails and open space:

#### Natural Surveillance

- Locate parking lots, picnic areas, trailheads and facilities used at night near streets and other activity centers so they are easily observable by police patrols and other park users.
- Locate children's areas and public restrooms near staffed areas to make observation of these areas easier.
- Positioning some bike trails and walking paths near areas of park activity or at places where parks meet commercial or residential uses, or pairing them with

active streets can make users more observable by others.

- If parks are used at night, provide good lighting for areas that can be safely used at night.
- Position benches in areas where intended users will be able to provide Natural Surveillance and demonstrate territoriality. Benches offer periodic resting for trail and open space users.

#### Natural Access Control

- Gate off vehicular entrances when parks are closed.
- Provide clearly visible entries to park buildings. Light them if used at night.
- Provide a clear distance of at least 10 feet between the trails and wood-lines to offer sight lines and distance from potential attacks.
- Provide a clear separation between regional trails and private property. The separation should permit leaving the trail in an emergency.
- If a particularly attractive portion of the

See ENVIRONMENTAL DESIGN, pg. 9

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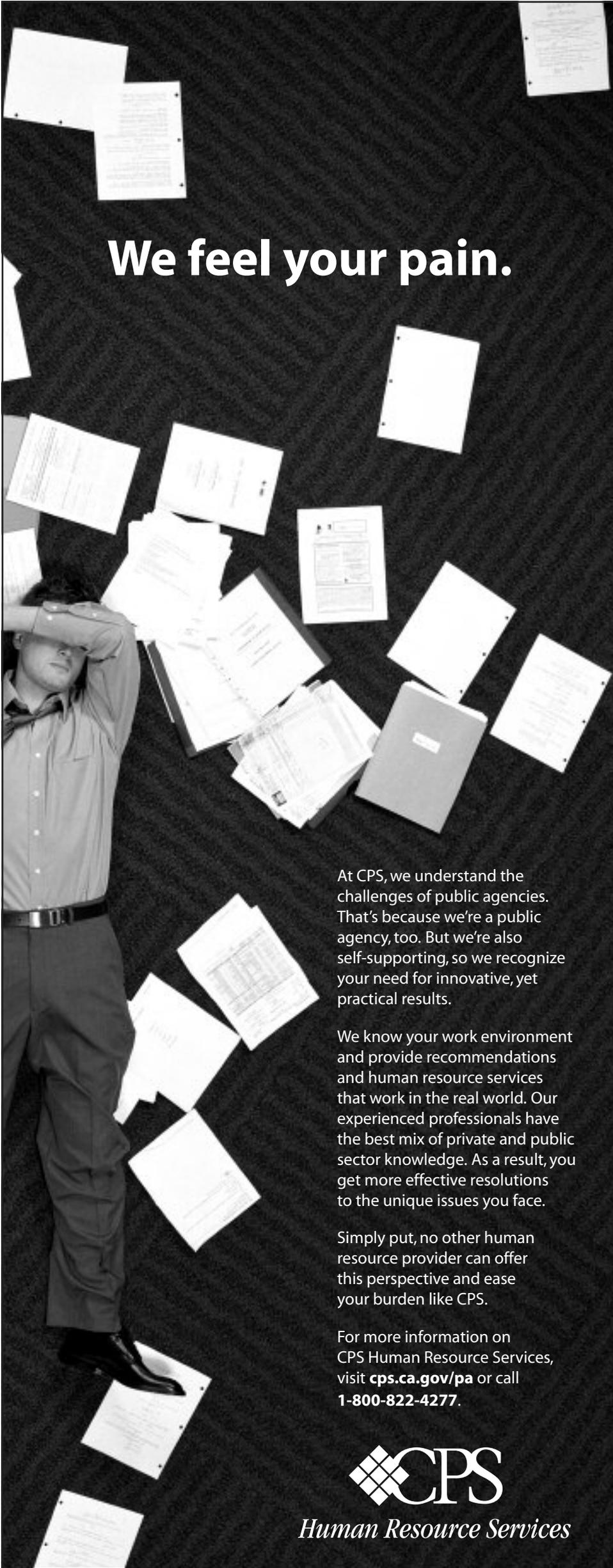
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## International Commentary

# African Underdevelopment: From Policy Failure to Policy Failure

*Moye Godwin Bongyu*

The African administrators have stumbled from crises to another and have become permanent crises managers. First by themselves and second with the help of the international community, with few exceptions, there have been generalized and regular policy failures.

After independence, the African continent witnessed spectacular and unprecedented rate of economic growth which was to blindfold the African administrations of the task before them.

According to the World Bank Research Policy report (1994), paradoxically "economic growth shocks were just as costly as stagnation." This led to irrational loan agreements, misinvestments and rising expectations. Consequently, the euphoria of "independence honeymoon" quickly dissipated with a gradual end to the "eldorados."

The development was not real, it was an illusion. The truth is, nearly all African economies are not progressing they have been regressing. One witnesses a situation generally known as "development of underdevelopment". Africa has been sinking, drowning and becoming less and less important to the global economy. During the 20th summit of the O.A.U. in 1984, it was concluded that Africa was in an "all-round disaster." In contradiction, other developing continents especially Asia are presenting startling success.

Yet the problem of Africa is not the lack of resources. If the information from "Institut Universitaire de Haute Etudes de Geneve"(1986) is anything to go by, Africa possessed 70 percent of world cocoa, 50 percent of palm oil, 30 percent of coffee, 97 percent of platinum, 65 percent of manganese, 25 percent uranium, 13 percent copper, 60 percent gold etc.

But, due to bad policies, these resources are not well managed. There is a vicious circle of stagnation of industry, growth of public sector, rural exodus, debts etc which has not transformed spontaneously to a virtuous circle as hoped. On the contrary, new negative feedbacks appear notably environmental degradation and over-exploitation of exhaustible resources. Giri Jaques comments and rightly too that the quasi-totality of Africa has "broken down".

There are three theories that attempt to explain this turn of events: evolutionary, dependency and policy failure.

The evolutionary theory states that development is a process and the states have to evolve gradually from tradition to modernity. But through policy, the Japanese have demonstrated that there are possible shortcuts to development.

The dependency theory holds that the African problems were created by colonialism and accentuated by neo-colonialism. But it is the responsibility of the policy makers to create self-reliant

systems that can withstand exploitation.

The stagnation in Africa therefore is largely due to misgovernment or crisis of governance. As Hugh L. Keenleyside (H.L.), Director General of the United Nations Technical Assistance Administration prophesied in 1952, "of all the characteristics of national underdevelopment, administrative inadequacy is the most prevalent, the most difficult to overcome and the least likely to be recognized, to be admitted by government authorities." And this administration, determines the turn of events in the whole system.

Mismanagement can be demonstrated by irrational policies, misinvestments, weak private sector, misplacement of priorities, misallocation of resources, exorbitant privileges of the elites, excessive corruption, anarchical recruitment, capital flight, brain drain and generalized poverty.

These underdeveloped administrations have also been inflexible and unresponsive, consequently have become obsolete. The African administrators procrastinated actions, resisted change and this led to the aggravation of administrative problems. For quite a long time, African administrations have been piling demands without attempting to foresee or respond to them. The opinion that Africans do not care to foresee a "breakdown", but only attempt to repair a "machine" when it is difficult to repair or beyond repairs has some germs of truth.

Because of these, the African administrations became plethora, costly, and indeed ruinous. With generalized failure the ineffective and inefficient politico-administrative structures remained in place with continuous preaching of "independence" "national unity", "anti-imperialism" "socialism" "self-reliance" "social justice" "peace" etc, but all these were/are strategies or slogans which hide failure and ensure the continuous exploitation of the masses.

When the African public administrators became entangled by a series of pathologies, they were obliged to reform. This was due to internal crises and above all the World Bank Group intervention which imposed reforms as condition for further aid. The independence of the African countries was mortgaged as a price of or sanction for more than thirty years of mismanagement.

This led to the imposition of conditionalities by these international institutions under the structural adjustment programs (SAPs) in the 1990s and later the introduction of the poverty reduction strategy papers (PRSP) and the Highly Indebted Poor Countries (HIPC) Initiative. These reforms have been focusing on the training of state employees, administrative decentralization, political and public commitment, poverty alleviation, downsizing of public services and anti-corruption.

But generally, the administrative reforms have their own limitations and problems. In

## INSIGHTS ON STRATEGIC MANAGEMENT by CHRISTINE GIBBS SPRINGER

# Strategic Reconstruction of Silos

The concept of “silos” has become synonymous with the red tape that separates work teams, departments and divisions. Silos are nothing more than barriers that surface between departments within an organization and agencies within a governmental unit, causing people who are supposed to be on the same team to work against one another.

Whether this phenomenon is called departmental politics, divisional rivalry or turf warfare, it is one of the most frustrating aspects of working in any sizable organization. In most situations, silos are not created intentionally but rather due to leaders failing to provide themselves and their team with a compelling context for working together.

Without that context, employees at all levels lose their way. Even the most well-meaning, intelligent people get distracted and confused as they are pulled in different directions without a compass. Over time this confusion turns into disappointment, resentment and resistance.

Tearing down those silos and building a cohesive leadership team requires strategic management through the establishment of WEGETIT goals, defining objectives, standard operating objectives and then tracking success with metrics or completion dates.

A WEGETIT goal is not a long term vision or a big, hairy, audacious goal but it is a single, qualitative focus that is shared by the entire leadership team and ultimately, by the entire organization which applies to a specified period of time—usually six months to a year.

While it is important that organizations have both a vision to motivate people and a set of tactical objectives to guide daily activities, the WEGETIT goal lies somewhere in between and is more important because it bridges the two by making the vision doable and by giving tactical objectives greater context.

Key elements of a WEGETIT goal are that it be a single and compelling goal, that it be qualitative not quantitative, that it be time bound and that it be shared by the entire leadership team, regardless of their expertise or interest.

As an example, a two-year-old nonprofit that provides social services in a growing community doubles its budget and service load due to a government grant and another agency in the community going out of business. Its WEGETIT goal becomes: establish an infrastructure for continued growth; defining objectives become: install a more scalable and comprehensive accounting system, upgrade client tracking system, establish policies and procedures for human resource management and hiring, hire an administrative assistant and a volunteer coordinator. Its timeframe becomes: six months. Its standard operating objectives become: make revenue numbers, maintain cash flow, retain key stakeholders and donors, develop and roll out a volunteer support program, achieve positive assessments from government analysts, and get positive public relations hits.

Defining objectives provide the WEGETIT goal with actionable context so that members of the team know what must be done to accomplish the goal.

These are called defining objectives because they are the building blocks that serve to clarify exactly what is meant by the WEGETIT goal.

Typically, objectives are composed of three elements. They are qualitative, shared and time bound. It is always tempting for leaders to want to over-quantify defining objectives or to define them in a way that meets a funder's expectations because that provides the leaders with a sense of closure and certainty.

However, assigning numbers and dates to the objectives only serves to limit the involvement of leadership team members who cannot see how they might directly impact a numerical target. Even when the objective seems to be geared to one member of the team, it is critical that all team members assume a very real sense of accountability and responsibility for achieving it by exploring every angle and avoiding every distraction because often the best approaches about how an issue can be dealt with come from people not closely involved in that issue.

It is critical to acknowledge the existence of other key objectives that the leadership team must focus on and monitor. These are the regular, ongoing objectives that don't go away from period to period. Standard operating objectives include topics such as revenue and expenses as well as other items such as community involvement, client satisfaction, productivity, quality processes.

The danger for an organization lies in mistaking these operating objectives for a rallying cry because most employees struggle to rally around “making the numbers” or “cutting costs” or “cutting red tape.” That's not to say that the WEGETIT goal cannot involve one of these categories. It is to say that leaders should resist the temptation to only focus on numbers because using operating objectives as rallying cries too often provoke cynicism and lethargy among team members. Calling revenue a standard operating objective should diminish the importance of achieving it.

Once the WEGETIT goal, defining objectives and standard operating objectives have been established, a leadership team can now start talking about measurement. Without these three other areas, metrics have little or no context and team members, including executives, will not be nearly as motivated for hitting those metrics as they could be.

Metrics are not always quantifiable numbers. Often, they are dates by which a given activity will be completed. Trying to artificially assign specific numbers to immeasurable activities is unwise because it encourages the achievement of arbitrary outcomes that may or may not contribute to the WEGETIT goal.

Managing and organizing around the WEGETIT goal requires keeping information about how it is going alive in the course of running the organization. The place where it is often reviewed and discussed is during regular staff and team meetings. There are two steps that help to establish a real-time agenda and the



process need not take more than ten minutes.

First, go around the table and give every member of the team thirty seconds to report on his or her three top priorities for the coming period. Then, review the team scorecard which is nothing more than a to-be-graded list of items

that make up the defining object and the standard operating objectives rating the objectives by color—red, yellow or green—based upon the judgment of the leadership team.

Once the ratings are done, team members decide where to spend their time and energy. This is the time when someone on the team who is planning to spend time on an unimportant issue to the WEGETIT goal or on an area that is already doing well is challenged by the team. This kind of peer accountability about how team members are prioritizing their precious time and resources is key to an organization's ability to focus on the WEGETIT goal and to strategically tear down silos so as to reconstruct strategically successful organizations.

When a WEGETIT goal runs its course and is largely accomplished, the organization must come up with another and then another. Successful organizations achieve

a delicate balance between predicting what is going to happen over the long term and responding to unexpected circumstances along the way. This call for a planning approach provides the right amount of context without imposing unnecessary restrictions.

The WEGETIT goal provides that context because it exists within the framework of six to twelve months which is a time horizon that can be managed.

Organizations find that their plans become irrelevant or stale after twelve months and shorter-term goals don't provide enough time for people to address something difficult and feel a sense of success. This does not mean that weekly metrics are completely abandoned but it does mean that those metrics are reported on within the context of the WEGETIT goal.

When the WEGETIT goal is clearly established and communicated, all employees should be able to look up from their work at any given time and see how they are contributing to an outcome that is far enough away to give them the ability to succeed but not so far away that they cannot imagine ever being finished. More importantly, they GET IT as to how they fit and what success truly means.

*ASPA member Christine Gibbs Springer is principal with Red Tape Limited in Las Vegas, NV, and a former ASPA president. Email: cggs@aol.com*

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## Solutions for Public Managers

# 12 Tips For Collaborative Leaders

Seth Kahan

In 1996 five people in a large, multi-national organization, had a radical idea for refocusing the core business. As a first step they brought together the 60 people they considered critical to success. The goal: the group of five wanted to become the de facto owners of the implied change initiative, garnering the support of everyone in attendance. The biggest obstacle: many of the 60 had competing, even hostile, agendas and there was a complete lack of unifying vision. After everyone had filed in, the quiet, emotional tension in the room was palpable.

Just after welcoming everyone and stating the topic at hand, each person was asked to tell the story of how they came to be in the room. Any kind of story would do, as long as it was true. People could play it safe and describe how they got up that morning and made it from the metro to work, or they could put some of their cards on the table, drawing the connection between their career and this meeting's importance. Within minutes there was a dramatic change in the atmosphere the room. The tone became rambunctious and fun-filled as people took successive trips down memory lane. Others chimed in to add their two cents. By the time the exercise was over, just 30 minutes later, the tone of the room had been transformed, from tension and quiet to enthusiasm and laughter. The hard work had been done.

Next each person was asked to describe their ideal future for the organization. The details of these "future stories" were captured on flipcharts. At the meeting's

conclusion the group of five had established itself as the shepherds of the fledgling initiative.

The effort made rapid progress over the next two years, from an unfunded idea to a worldwide program with \$60 million in annual resource allocation. Engendering collaboration throughout the organization played a pivotal role for the success of the initiative. I was a member of the group of five, and I learned first-hand how creating collaboration can work miracles, engaging people in the hard work of positive change.

Leaders today are faced with a paradigm shift: moving from the old style of command-and-control leadership to the new, collaborative approach. Until recently executives were solely responsible for crafting their organization's mission, strategy, and objectives. As directives they rolled down from on high, throughout the organization where the workers were expected only to execute.

Today a different type of leadership is being called for. This new leadership requires a leadership skill set that can activate participation, releasing the knowledge, experience and contribution of every person to inform and support goals. To sum up this culture shift: it is the move from command-and-control to connect-and-collaborate.

It is a difficult transition. Many leaders work hard to improve their collaborative competencies. I have worked closely with CEOs and executives in world-class, public-sector organizations and associations, helping them build the skills that produce increased engagement of their staff and key stakeholders. I help them get

everyone involved in making success a reality. Here are twelve tips I can offer to leaders who have made the commitment to run a collaborative organization.

**1. Leverage Social Networks**—When people come together to learn they form communities. These social networks exist both on and off the org-chart. They are dynamic, in constant flux, coalescing and dissipating based on interest, resources and need. Communities are learning in action. Collaborative leaders seek them out, listen to their interests, work with them face-to-face, and optimize their capacity to contribute.

**2. Learn to tell stories**—If you want people to remember your ideas and be inspired to act, tell them stories. I was speaking with Harvard Business School expert on organizational change, John Kotter. He said to me, "I am often approached by former students or people who have seen me speak. When this happens I make a habit of asking, 'What do you remember about that session?' It's amazing how often it is a story as opposed to anything that is conceptual or numerical."

**3. Express appreciation to all stakeholders**—First know who your stakeholders are: everyone who is part of your future. If you have a dream, it will take a myriad of relationships to bring it into the world. Each of the people involved in bringing your dream to life is a stakeholder, whether or not they are a beneficiary, client or member. Stakeholders can include policy makers, researchers, students and faculty, families, vendors, partners, even competitors. Know how they will impact your future, and let them know you appreciate their contribution.

**4. Use social activities effectively**—All leaders benefit by interacting with stakeholders in gracious and accommodating formats. Some of the most important transactions take place over meals, coffee, and in the presence of entertainment. When you meet with your partners in a social environment, you set the stage for an added dimension of interaction.

**5. Make business-casual your modus operandi**—Of course, there are times that mandate formal attire. But, they are far fewer than they once were. In today's world combining serious intentions (business) with informal rapport (casual) is the magic combination for building rapport and getting work done.

**6. Consistently and repeatedly communicate the context for major decisions**—Help people understand where you are coming from, why you are doing what you are doing, and where you are going. Be infinitely patient with their questions, and work hard to make sense in their world. Communication is the key behind collaboration. When people are provided with what they want and need to know, they will engage with you on the terms of the change you propose. Then their contributions will assist you in creating success, even if they are detractors. Once people are speaking to you in terms of your efforts, they are providing valuable information which can be used to move things forward.

**7. Bring key stakeholders inside**—Create opportunities for the people who matter the most to meet you and the people of your organization. Make them feel welcome.

Take the time to understand the world from their perspective and show them how things really work. You will cultivate loyalty and understanding as well as deepen their appreciation of your efforts.

**8. Make it easy for people to speak up**—Leaders speak up, and they often forget that it can take great courage simply for another person to open their mouth and speak their mind. Yet, without honest concerns being voiced, leaders lack the feedback they need to be successful. Cheer people on when they make a move to contribute. Acknowledge their capacity to contribute, and appreciate their effort even if the views they bring seem counter to what you are trying to do. Welcoming people's input can change minds, win support and open doors.

**9. Turn your staff members into leaders**—Provide them with the best opportunities to learn. Bring in thought-leaders to challenge their thinking. When all people in the system are engaged, each staff member must be as skilled as possible. This means developing a leadership culture in your organization which. Use training, learning, reflection, and provide regular opportunities for personal and collective excellence.

**10. Leverage your managers**—Middle management is often caught between worlds, trying to appease their supervisors and align their subordinates. They are the unsung heroes in today's organization. Invest in management, with both resources and your time. Teach them how to engage staff members and business partners.

**11. Give staff members the chance to reflect together**—Time can be set aside during meetings in which people reflect through writing rather than thinking. Ask people to meet in small groups and think together. Reflection is a critical part of the learning process that is often overlooked. Many leaders want to pack in as much information as possible, so that people will feel full with information. A short reflective experience provides the necessary leverage to turn information into useful applications, or "takeaways."

**12. Highlight magic moments**—When a powerful moment transpires, be prepared to draw everyone's attention to it. If your project is well-programmed, it is easy to be carried along by the pace and run right over a noteworthy incident. Yet, this is a golden opportunity for transformation to be cultivated. It should not be overlooked. It can be simple as a short word or two in a public setting, or an email devoted to acknowledging a unique contribution, an exceptional act of teamwork, or an external achievement. Your attention means a great deal to the people who are following you. Use it to bless their good intentions and sincere efforts. You will be rewarded with contribution and understanding.

Executives, managers and change agents recognize collaboration and engagement as powerful ways to demonstrate leadership, effective change management, and quality communication. Use these twelve techniques to bring collaboration to life.

*Seth Kahan is an executive collaboration specialist and speaker. He is the author of Building Beehives: Creating Communities that Generate Returns. More information can be found at [www.SethKahan.com](http://www.SethKahan.com). E-mail: [Seth@SethKahan.com](mailto:Seth@SethKahan.com)*

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## Commentary

# Managing for Results: Neotaylorism Doesn't Fit

Frederick Thayer

I emphasize at the outset that this is not an attack on Frederick W. Taylor, but only the elaboration of a connection between Taylorism and what members of the public administration community have been led to believe that "Managing for Results," or MR, is really about.

As a management creature turned loose in the public sector by our brethren in the private sector, MR promises something quite different from its use in the corporate world. Financial results reported to the SEC and IRS are the lifeblood of corporations, but they are not the same as the precise mission or output results that public administrators have in mind. Similarly, it turns out that "cost-benefit" analysis is subject to unusual distortions and hidden agendas.

**MR, Mission Results and "Pay for Performance": Disconnects Everywhere** If "mission results" are to be a useful yardstick, they must be related to largely routinized tasks that have a body of historical knowledge associated with them.

If "quantifiable measures of performance" are to serve as a yardstick for Pay for Performance (POP), such a search requires measurable improvement over specified time periods.

To suddenly insert something like "body count" as a first-time measure during the Vietnam War does not provide evidence for promotion of military personnel, nor

for the award of pay increases or "bonuses" to civilian superiors.

The two gigantic challenges of the recent moment are the management of the Iraq War and the handling of the flooding disasters in Louisiana and Mississippi, especially New Orleans, a city last flooded in 1927, an almost forgotten historical event.

Such infrequent events simply do not lend themselves to Taylorism, the "productivity" fad of the late 1960s, "Zero Defects" or "Total Quality Management." No matter the explanation of any one of these concepts, it ultimately depends upon efforts to increase efficiency, and to specify in advance precisely the quantitative increase considered desirable, possible and necessary.

Some of the measures are linked with improvements in both output and quality, a form of "multi-tasking" in today's jargon. In sum, however, the concepts are most useful when they relate to their origins on automobile assembly lines, quotas for salespersons, requirements that police officers issue prescribed numbers of traffic tickets or, as *The Wall Street Journal* once suggested, the number of inguinal hernia surgeries that a surgeon should be expected to perform each day.

MR, as a major aspect of New Public Management (NPM) is usually discussed by experts in the "best practices" of corporate America in ways that tend to obscure its own origins (purely financial

results) and its connections with the historical concepts of mission performance that are almost exclusively linked with pure efficiency.

TQM, for example, began on shop floors and assembly lines, and its transfer to higher levels of management proved an elusive target. This larger pattern is also exemplified by the long-term necessity to link corporate programs in "organizational development and change" to precise measures of improved efficiency, a necessity for justifying the expenses of such programs.

These connections are seldom mentioned because it is always desirable to insist that the current "innovation" is entirely different from all that have preceded it, a normal argument that in this case suggests that public administrators have never ever been interested in "results" before now. MR is also buried in a number of other agendas that many of its advocates may not even know about.

### Civil Service Reform Since 1978

President Carter's 1978 reform was announced as necessary in order to make it easier to fire civil servants, the president very clearly asserting that far too many employees were rated "satisfactory." This has been a continuing agenda of policy-makers ever since, and it remains a wholly bipartisan and fast moving agenda. The creation of the Senior Executive Service, an elite cadre of experienced civil servants, elevated careerists to new positions of prominence, but it was also

understood that SES members would compete with each other to retain their status, some of them ultimately to be demoted or otherwise punished for disagreeing with their political supervisors. Over time, this practice has increased again and again, and lists of the victims often appear in the print media.

### "Earmarked" Appropriations

The enforced decline of professional influence has led to a huge expansion in the use of comprehensive legislation that collects the favorite "projects" of legislators that are not carefully reviewed by the implementing agencies and have no easy identification except "pure pork." For legislators, these projects are the "spoils" that ensure their continued support and reelection by home states and districts. These "earmarks" often take precedence over upgrading of the equipment provided military personnel in war, or so Senator John McCain has observed.

### Contracting Procedures Discarded

Given widespread political influences, and given the nature of current crises, it is understandable that hasty contract awards, often with no bids and often to firms who never had done such work before, have raised questions. A senior SES procurement official in the Army Corps of Engineers protested such procedural abandonment, adding that one major contractor was permitted to design the contract in advance. This senior African-

See **MANAGING FOR RESULTS**, pg. 10

## If Politics Aren't Right, Development Won't Help

From **AFRICA**, pg. 5

some cases, they can be rightly termed to be window-dressing or deceitful. At times the reform goals are not clearly defined and consequently unattainable.

The scope of administrative reforms in many African countries has not been profound. The impact of the reforms largely fall on the masses, the superordinates are generally untouched or slightly affected. These conservative and discriminatory approaches are simply because security is valued more than growth or development.

Consequently, many problems become displaced rather than solved. It is surprising that the reform policies have done little or nothing as regards electoral fraud, informal economy and capital flight. Some countries simply do cosmetic reforms in order to meet the conditionalities.

The World Bank Group and other aid donors are based in the developed countries. Done or masterminded from abroad, the reforms should be costly and slow. Because of rampant corruption and the leakages in the systems, policies might aggravate the situation by sinking these poor countries into more debts. Further as many policy procedures are lengthy, this can lead to the intervention of other variables. For example, under the HIPC initiative the country must go through the decision and completion points.

As the policies are remote-controlled from abroad, generally the national realities and

the cultural traits are not given due analysis. Some countries just imitate or are imposed what has succeeded elsewhere. Peter Fuseini Haruna comments that the moral, cultural and political context of the administration is taken for granted and socio-cultural difference, community role and indigenous institutions are over-looked.

Not surprisingly, attempts are made to tackle the problems not from the causes, but from the consequences. The policy reform is seen as a magic tonic to cure all countries in problems regardless of their local realities. This has proven unworkable and some people have proposed "adjustment with a human face".

Besides, the reform institutions generally emphasize on market-based policies such as trade liberalization and privatization. The African countries at their present level of development might not be ready for such policies. Moreover, the private sector models may not necessarily be suitable mindful of the distinctiveness and the complexity of the public administration and the role it has to play at the early stages of the country's development.

Further, there is lack of political will as the authorities at times obstruct action or the implementation of the proposals by World Bank Group. If politics are not right, no amount of development aid can help any country. Many of these problems arise because the advisers simply give their opinions, they are not decision-makers. The technical rationale at times is not in line with the political. The government has

to be serious about the reforms and really involve the masses, the would-be beneficiaries. If the masses do not know and are not associated in the reform machine, there will be great problems of implementation. The problem is that many people have lost confidence in our existing institutions.

At times, reforms are counterproductive, troublesome, disruptive or have adverse effects. With the insufficiency or absence of precautionary or follow up measures, the social effects of adjustments have not been pleasing. Social problems have increased with the reforms. Some scholars have called the attention of the policymakers to the so-called "social dimensions of structural adjustments"

Positive management is one that is conscious of its problems, insufficiencies and makes timely reforms. It should not wait to be overtaken by challenges. African policymakers have to take time, study the realities, plan, take precautionary and follow up actions.

When an administration is sufficiently flexible, it predicts and adapts to changes without any problem. Its functions, as is the case with any healthy organism, are accomplished effectively. To avoid the vicious poverty cycle the policy makers have to create self-reliant systems with checks and balances and massive commitment. If not, sustainable development will be a nightmare in this era of globalization.

*ASPA member Moyo Godwin Bongyu is a graduate student at Jackson State University. Email moyebo@yahoo.com*

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## Letters to the Editor

### PA TIMES Article Exposes Fallacy of Linear Thinking

I read with great interest [the] article, entitled "Oil for Food Program: International Public Administrators

Respond" published in *PA TIMES* (April 2006). I want to thank [the author] for [his] insight and courage. The article exposed the fallacy of the linear thinking in public policy and is alarming us to the complex nature of this policy and multiple dimensions.

We are in the process of establishing a new section in ASPA that emphasizes these points by shifting our thinking toward complexity analysis in public policy and administration. The proposed name of our section is The Complexity and Systems Studies Network (CSSN). Thus far, we have 117 members and we submitted our proposal for recognition.

Sincerely,  
Alexander Dawoody

### Author Puts Interesting Spin on Walking the Social Equity Walk

I have to admit I agree with much of what Prof. Oldfield says ("ASPA Should Walk the Social Equity Walk," *PA TIMES*, June 2006). It would indeed be encouraging if conference planners took to heart George Frederickson's charge to close the gap between social classes in America, although I question whether Frederickson had Oldfield's interpretation in mind.

Holding a conference in an expensive hotel and charging a large conference fee certainly limit the kinds of members who can attend. Either they earn large salaries, have few family obligations, or have generous travel accounts.

While it is pleasant to enjoy the luxurious facilities of a first-class conference hotel, those surroundings are not conducive to thinking about the kinds of people public

administrators are supposed to serve. Modest accommodations on a college campus would create an entirely different atmosphere, more in keeping with the priorities public administrators' should keep in mind. This article was indeed well placed in an issue that raises questions about ethical behavior!

One matter which Prof. Oldfield does not address, and which always bothers me, is the practice of having some or many conference expenses underwritten by corporations in the area in which the conference is held. To me, this is also an ethical issue, in the same category, perhaps, as questions about campaign funds for elected officials.

I do disagree with Prof. Oldfield on one point, however, his last, in which he urges that ASPA headquarters should move out of expensive Washington, DC, and into some small community where rents are cheap. Despite the ease of communication from anywhere now that we have high tech access to each other, it is still important for an organization to have a physical presence in DC for purposes of personal access (yes, lobbying) and being taken seriously by our national decision-makers. This may be unfortunate, but it is a fact of life.

Prof. Erika E. Pilver  
Westfield, MA



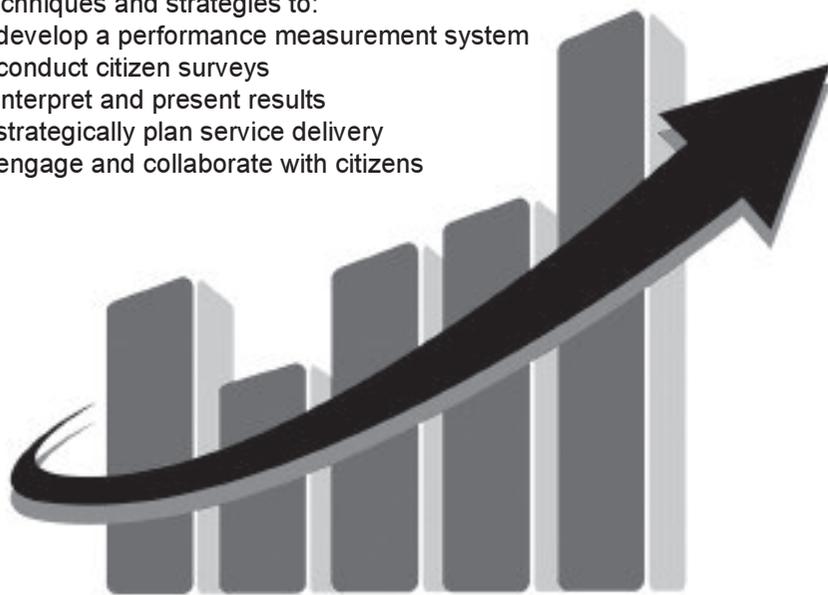
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## Parks an Invaluable Asset in Every City

### From ENVIRONMENTAL DESIGN, pg. 4

trail is isolated, making its users vulnerable, create and clearly mark an alternate, observable path that gives users a choice for safer mobility.

- Clearly mark the hours the park or trail is open to the public. Well-placed entrance signs or gates should be used to notify the public and to control access into the park or area.

#### Territoriality

- When people see certain facilities they receive certain cues as to which uses are appropriate. Providing children's play areas encourages family use of a park.
- Clearly define paths between parking lots and other facilities.
- Erect maps to provide a sense of where one is and where one can go. These maps should clearly identify trail names, distances to facilities, emergency phones and the characteristics of trails, e.g., "this is an isolated walking trail."
- Post park rules at access or gathering points in the park. Rules give the ability to designate acceptable uses and discourage unacceptable uses of the park.

#### Activity Support

- Encourage planned activities in passive recreation areas and parks, i.e. senior walking groups at specific times each day; elementary school trips, etc. Add programs in areas and at times when the space is not busy or typically used.
- Avoid conflicts in design and intended use. For example, illuminating a park

that closes at sunset may encourage illegal and unintended use.

#### Maintenance

- Prune trees and shrubs to keep paths open and to eliminate the potential for areas of entrapment and concealment.
- Design parks to make maintenance easier by locating an adequate number of trash receptacles in areas where people congregate and by using durable, vandal-resistant materials.
- Provide prompt removal of trash, graffiti and invasive landscaping species.
- If park benches are planned, choose benches that have seat dividers to discourage long term usage, such as sleeping or skateboarding.

Parks are an invaluable asset to every city. They serve as a catalyst for community revitalization and tourism. The negative stigma of crime in public parks and green spaces threatens the "well being" of urban environments. If parks are not well designed for safety and properly maintained, they become a haven for negative activities and a liability to the municipality. Despite the advances in security technology available to protect people and parks, the least expensive and most effective security strategy is simply the "built environment." Preventing crime by designing a better space is a win-win situation for everyone.

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# Companies Need a Global, Holistic Approach to Prepare for Potential Avian Flu Epidemic

*New York*—An avian flu pandemic, which would unleash disaster across many areas of the world, requires global, holistic planning by companies, according to a new report from The Conference Board, the global research and business membership organization which is celebrating its 90th anniversary this year.

Companies failing to create detailed crisis management and business continuity plans are likely to find themselves at peril.

The avian flu virus, which has spread rapidly in wild-bird and fowl populations through Asia, Europe and Africa, has killed about half the people who have contracted the virus from birds. While the timing and severity of a worldwide pandemic are difficult to predict, the report warns that “to gamble that it won’t happen or its impact will be minimal could prove catastrophic for businesses.”

Responding to a flu pandemic requires a different kind of business response than natural disasters and other crises. “Unlike most business continuity planning efforts, coping with a pandemic requires a more holistic response,” says Ellen Hexter, Director of The Conference Board Integrated Risk Management Program and author of the report. “Most crisis management and business continuity plans are built on the expectation of loss of infrastructure or data, for example. An

avian flu pandemic would be nearly the opposite, impacting the workforce in one’s own company and throughout the supply chain.”

The H5N1 avian flu virus first infected humans in 1997 in Hong Kong. Since then, it has spread via the bird population throughout Asia and into parts of Europe and Africa. Humans have contracted the disease primarily through improper handling of infected birds.

## Managing Potential Disaster

Pandemic crisis management requires a range of tools, from scenario planning to creating global, company-wide strategies to deal with potential disasters. The creation of crisis management and business continuity planning can help transform risk mitigation strategies into business processes to manage extraordinary events.

The development of risk mitigation plans are transferable to other risk management areas and functions. Because a real pandemic would likely cause high employee absenteeism and damage a company’s ability to produce goods or services, an avian flu pandemic would have a global rather than a single-area impact.

## Balancing Human Needs with Corporate Needs

The threat of a severe pandemic has driven many companies to develop

detailed crisis management and business continuity plans. While first tending to the human needs of employees, their families and others, companies are now developing plans to deal with periodic and extended business interruptions.

“At the very least, companies ought to consider how to continue when work practices must be altered to reflect the reality of a changed environment,” says Hexter. “Meetings, travel, and even office environments can spread infection through an extensive population. Because of this, companies can play major roles in containing the spread of the virus if they plan adequately.”

For example, in October 2005, the Netherlands-based global bank ABN Amro set up a task force to plan company-wide strategy to deal with a potential flu crisis. It created plans to educate all employees about symptoms and appropriate responses; made the decision to not purchase anti-viral medication as a matter of principle; and emphasized ethical considerations of stockpiling drugs in light of their current scarcity. The group also recommended setting up a task force team in each country where the company operates to monitor the health environment.

After considering human needs, managers must face the challenge of assessing risks

to the continued health of their businesses. Identifying key people and processes is necessary to sustain business in the face of a pandemic. Many companies are choosing to run scenarios of how to get work done with 20 percent to 30 percent of their workforce incapacitated—and even greater losses of workers in certain areas.

One global hotel chain is considering closing its properties in locations where the virus has spread. Other companies are considering shutting down non-critical processes or producing only key products. Roche has determined that it will attempt to continue to produce its anti-viral medication along with other life-saving medications.

## Entire Supply Chains Might be Affected

“The interconnectedness of the global economy suggests that a business slowdown in one sector is likely to have an impact across many sectors,” says Hexter. “If travel comes to a standstill, airlines, hotels, restaurants, and convention businesses will start a ripple effect though local economies. Some companies may be hard pressed to make lease payments to their lenders, and financial institutions could face liquidity problems. Companies must consider the impact not

See AVIAN FLU, pg. 12

# Civil Servants Need to Be Experts on “Mediated Corruption”

From **MANAGING FOR RESULTS**, pg. 8

American woman was demoted before an investigation was completed. Her fate was and is not unusual.

## Fakery in Program Evaluation and No Accountability

The Office of Management and Budget has been implementing since 2001 a new evaluation system labeled PART (Program Assessment Review Tool) that is used on some 1,300 federal programs.

Despite the ever-increasing use of private contractors since the late 1970s, only OMB and agency officials participate in these evaluations, and there is no review of contractor performance. In the recent New Orleans disaster, the Federal Emergency Management Agency (FEMA) sent a private mercenary force of security police (no uniforms, no license plates on cars) into the cities to help maintain order. These police were highly armed (Blackwater, Ltd.) and such forces take no prisoners. In Iraq, this and other organizations provide security police for contractors, but they are not under the control or supervision of the American civilian and military forces there.

## Is “Overcharging” Rampant?

The Department of Defense has stated that major contractors in Baghdad have overcharged the government, but there are indications that the Department never will be able to establish the extent of the overcharging. One subcontractor went on national television more than a year ago to claim that the contractor owed him \$80 million for food services already provided. He said that if the funds were

not forthcoming, he would have to stop feeding hot meals to U.S. troops (a nationally televised example of the slogan “support our troops”).

After the hurricanes, a firm in Mississippi claimed that a FEMA contract for temporary school buildings had been awarded to the subsidiary of an Alaskan firm that never had done such work before. The local firm claimed it could have performed the task for less than half the cost of the contract.

## Union-busting and “At Will” Employment

The major issue of the 2002 Congressional elections turned out to be the creation of the Department of Homeland Security and the increased authority of the president to terminate government employees with few or no appeals.

Ironically, Democrats first proposed a DHS department, the president opposed it but then adopted the proposal and connected it with reducing the influence of public unions and making it easier to fire employees. While Democrats did not mount a furious response, a number of them criticized the president’s proposal, became electoral targets and lost their Congressional seats.

Since that election, DHS has produced new personnel regulations, unions have taken the department to court, a judge has decided that some of the regulations go beyond the legislation authorizing DHS, and the dispute will take some time to resolve. In the meantime, a number of state governments have decided to end all negotiations or discussions with public unions or to make all “new hire” government employees into “at will” employees

who can be terminated at any time and who have no prospects of a public service career.

## Ethics? Who’s Kidding?

The dominant bipartisan agenda since 1978, in my view, has been to remove the influence of the federal civil service that was created in 1883 to use ethical standards to counter the pervasive “spoils systems” of that era. Given the increasing financial demands of modern elections, it is no surprise that politicians would see civil servants as obstacles to what they, the politicians, feel they must accomplish. The definition of “spoils” is the connection between politicians and contractors that requires the exclusion of civil servants from decision processes and the throwing around of public funds in ways that simply remove any real notion of accountability.

If civil servants (or “despised bureaucrats”) are to become members of a new “iron triangle” of politicians, contractors and public administrators, they will have to become in-house experts on the “mediated corruption” in which campaign contributions become “kickbacks” embedded in contract awards or, if you will, vice versa (with contracts including the funds to be donated to campaigns).

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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. E-mail: cjewett@aspanet.org*

## PAR Announces New Feature: Public Documents

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# FREDERICKSON PERSPECTIVE

A Column by H. George Frederickson

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

## The Public Administration Nation

Knute and Thor, the public administration twins, wish to remind us of the distinctions between states and nations. The United States, Canada and even France are states with borders, laws and sovereignty. They are also nations with shared languages and cultures.

But, there are nations that are not states, such as the EBay Nation, or the NFL Nation, nations without borders but with strong cultures and shared languages.

Thor is, for example, an actual citizen of the United States, and also a proud member of the Skin Illustration and Body Piercing Nation, the Harley Nation and the Coors Nation. Although Knute subscribes to National Geographic, that commitment does not rise to the level of belonging to a nation.

As long time city managers, Knute and Thor are passionate members of the Public Administration Nation (PAN). Together they believe that PAN and those of us who are members of PAN can strengthen our nation by agreeing on the right set of national symbols. Here is their list of suggested PAN symbols.

Colors are very important to all nations. Knute suggests blue for the Public Administration Nation because blue is cool. Those who are cynical about public administration and who use the word bureaucracy a lot probably prefer gray. Those who are enemies of PAN (all nations have enemies) suggest either yellow or pink. Of course environmentalist members of PAN advocate green. Some favor red but red may suggest a particular political ideology. Thor settled the matter with the choice of white, for innocence and virtue, and tan because it is natural, unobtrusive and blends well.

Almost as important as the national colors, is the national bird. Because the eagle has been taken, Knute suggests the owl, a symbol of wisdom and an efficient means of rodent control.

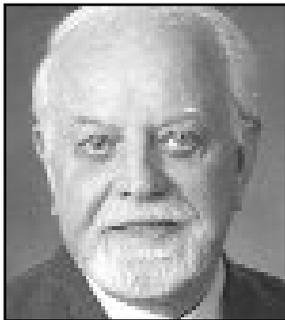
Thor suggests the turkey because it can barely fly and looks like it was put together by a committee.

But the turkey, like the chicken, duck and pheasant, is edible and is, therefore, probably inappropriate.

The pigeon is hardy, colorful, multiplies rapidly and has much to recommend it. But, because the members of PAN from the United Kingdom think of the pigeon as a tasty dinner, it was dropped from consideration. Finally, because it is very fast, requires virtually no nutrition, has no visible means of propulsion, and is beautiful, the hummingbird was chosen as the national bird of Public Administration.

Without discussion Knute and Thor agree that duct tape is the official tool of the Public Administration Nation. Although duct tape ordinarily comes in silver, it is available in red, a far more suitable color for the official tool of PAN.

Selecting the national food for PAN was far more difficult because the doughnut has been taken by the police and the hot dog by organized baseball. The bean, Thor suggests, is better suited to the Nation of Politics. Other staples such as bread, rice and corn, while filling, do not capture the imagination. Like public administration itself, reason suggests that the official food of PAN be an amalgam of ingredients, such as fruitcake, gumbo, goulash and casseroles. In the end,



because it includes many ingredients, is efficient, inexpensive and nonthreatening, Knute and Thor have chosen meatloaf to be the official food of the Public Administration Nation.

One associates wine with France, beer with Germany, whisky with Scotland, and all alcoholic beverages with

Ireland. Spirits, as everyone knows, are embraced by the Nation of Politics, but because of our inclinations toward sobriety, spirits should not be associated with the Public Administration Nation. Thor, being from California, prefers orange juice, but Knute insists that the official public administration drink must include caffeine because it helps fight fatigue, an important matter to public administrators. Thor noted that caffeine may be added to a drink, but is not itself a drink. Finally, because it is colorful, tangy and nutritious, they chose cranberry juice with a just a dash of caffeine to be the official beverage of PAN.

All self-respecting nations have an official tree. Willow and birches are attractive but have shallow roots and a short life; indeed are not so much trees as tall weeds. Evergreen trees are a Christmas favorite and a primary source of wood for construction, but in the interest of strict neutrality regarding holidays, pines are not suited to represent PAN. Trees that flower in the spring may be decorative but draw attention to them selves, not a desirable public administration quality.

Oak trees are noted for their long lives, but are not suited to represent public administration because such a symbol suggests that bureaucracies too have long lives. One member of the laurel family is noted for strength, resilience, longevity and for its remarkable capacity to repel threats to its well being—the stinkwood, an ideal official tree for the Public Administration Nation.

For its perfect reconciliation of order and beauty, the chambered nautilus edged out the cuttlefish as the official PAN mollusk as well as the subject of the official poem of the Public Administration Nation, Oliver Wendell Holmes, The Chambered Nautilus (here is the last stanza):

*Build thee more stately mansions, O my soul,  
As the swift seasons roll!  
Leave the low-vaulted past!  
Let each new temple, nobler than the last,  
Shut thee from heaven with a dome more vast,  
Till thou at length art free,  
Leaving thine outgrown shell by life's  
unresting sea!*

Because it adapts effectively to changing environments, a highly desirable bureaucratic capability, the chameleon is the official reptile of PAN.

All fruits are desirable, but after much deliberation Knute and Thor selected

the nectarine because the nectarine suggests compromise (“half a peach, half a plum, hell of a fruit”—Carl Reiner and Mel Brooks, “2,000 Year Old Man”), as the national fruit of the Public Administration Nation.

What would a nation be without a national song? Canada may or may not be a great nation, but everyone agrees that “Oh Canada” is a really terrific song. The United States has an equally terrific song; “America the Beautiful,” unfortunately it is not our national anthem.

The lesson is that the national song of the Public Administration Nation must be very carefully selected. Knute likes an adoption of “Mama Don’t Let Your Babies Grow Up to be Cowboys,” substituting the word Bureaucrats for the word Cowboys. Based on his knowledge of the politics-administration dichotomy, Thor suggested the winner; “The Country’s in the Very Best of Hands,” from the score of *Lil’ Abner*. For those unfamiliar with Johnny Mercer’s lyrics, here are three verses:

*The Treasury says the national debt is  
climbin’ to the sky.  
And government expenditures have never  
been so high.  
It makes a fella get a gleam of pride  
within his eye,  
To see how our economy expands,  
The country’s in the very best of hands!*

*Them GOPs and Democrats, each hates  
the other one.  
They’s always criticizing how the country  
should be run.  
But neither tells the public what the  
other’s gone and done.  
As long as no-one knows where no-one  
stands,  
The country’s in the very best of hands!*

*The money that they taxes us is known as  
revenues,  
They compounds the collateral, subtracts  
the residues,  
Don’t worry ‘bout the principal, or  
interest that accrues,  
They’re shippin’ all that stuff to foreign  
lands.  
The country’s in the best of hands,*

*The best of haaaaands,  
The best of hands.*

*The Caine Mutiny* is the official book of PAN and “Being There” is our national movie.

Knute and Thor are confident that this initial list of national symbols will quicken our collective sense of identity with the Public Administration Nation and will add to the high levels of esteem in which bureaucrats are held by others.

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](mailto:gfred@ku.edu)

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# Sticks and Stones . . .

Do you recall the childhood saying that “sticks and stones may break my bones but words will never hurt me?” Surely you do. It is often used as a defense against unwanted name calling and taunting. But words of course can be hurtful. Consider London Mayor Ken Livingstone, who uttered a few words in February 2005, that landed him a 30 day suspension from office.

Mayor Livingstone, in response to sharp questioning by *The Evening Standard* reporter Oliver Finegold, asked him what he did before he worked for newspaper—“Were you a German war criminal?” Finegold replied: “No, I’m Jewish. I wasn’t a German war criminal.” Then the Mayor retorted, “Well you might be, but actually you are just like a concentration camp guard. You’re just doing it ‘cause you’re paid to,’ aren’t you?”

Three days later the Board of Deputies of British Jews filed a complaint with the Standards Board of England setting in motion an investigation of whether the Mayor had breached the code of conduct of the Greater London Authority.

The Standards Board was formally established in 2001 by the Local Government Act of 2000. The Board’s main task is to ensure that standards of ethical conduct are maintained across local government authorities and to deal with complaints of misconduct against individual members.

After a year-long investigation that cost British taxpayers more than \$83,000, the findings were handed over to the independent, non-elected Adjudication Panel for England that ruled the Mayor had broken the Local Government Code of Conduct. The Chairman of the panel said that the mayor “does seem to have failed, from the outset of this case, to have

appreciated that his conduct was unacceptable, was a breach of the code and did damage to the reputation of his office” (*New York Times*, February 25, 2006). The Mayor’s four week suspension was to begin on March 1, 2006, but was postponed pending an appeal for judicial review of the Panel’s decision.

#### Questions:

- Are “words” sufficient to call into question an elected official’s ethics?
- Should a non-elected body have the authority to remove an elected official who has not committed a crime but may have behaved in a manner that “brought disrepute to his or her office?”
- Are the ethics of local elected officials in Great Britain different than their counterparts in the U.S.?

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## Companies Need Holistic Approach to Avian Flu Prep

From AVIAN FLU, pg. 10

only on their business, but on their entire supply chain.”

#### A Global Cash Squeeze and Liquidity Crisis?

When developing scenarios and possible mitigation plans, companies must think about extra costs, loss of production or service delivery capabilities, and impacts to their cash flow and income. Companies are likely to continue to pay people as long as they are able—even when not producing or selling goods—contributing to a potentially significant cash squeeze and possibly a global liquidity crisis.

“Realistically, companies are unable to mitigate every potential risk because the costs are simply too high,” says Hexter. “But understanding the possible implications is important, and building enough financial flexibility in the form of additional liquid assets or access to increased lines of credit can cushion a temporary disruption of a normal business environment.”

Employee engagement is important when developing action plans. Besides ethical concerns, companies need to consider a vast range of issues, from increased security for IT systems, to supporting those working from home, to designing communications plans and back-up

alternatives for employees and their families. Companies also must engage their suppliers and customers to ensure the viability of their supply chains, particularly for critical goods and services.

Human resources functions must remain intact in the event of an avian flu pandemic. Policies for continuing to pay employees, for adequate sick leave, and for when infected employees can return to work all need to be considered.

Establishing teams and plans to develop educational materials and policies for a potential pandemic is a way to help ensure the continuity of a business. The first line of communications may be to point employees looking for information to the World Health Organization’s website. Local emergency management teams should be the communications conduit to employees in specific areas. Protocols for interfacing with local health officials to accurately track infection and offer guidance should be developed.

“This kind of business continuity planning effort will lay the foundation for companies to begin thinking about expanding these policies into enterprise risk management,” concludes Hexter.

*For more information on avian flu preparedness visit: [http://www.conferenceboard.org/knowledge/resources/resource\\_avianFlu.cfm](http://www.conferenceboard.org/knowledge/resources/resource_avianFlu.cfm)*

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### Featured Report:

**“Taxing Problems: Municipalities and America’s Flawed System of Public Finance”**—Our nation’s system of public finance is woefully out of date. It is time for a public discussion of the need for far-reaching changes in how we pay for essential government activities at all levels. These are the conclusions of a multiyear process of research and deliberation led by the National League of Cities. With this report, NLC is calling on public officials at all levels of government—as well as citizens, community and business leaders, and others—to initiate a wider dialogue focusing on ways to reform America’s 19th- and 20th century fiscal system for the realities of the 21st century economy. The report provides three windows into these issues— understanding the problem by analyzing key trends and challenges affecting the system, identifying a set of principles that can be used as pathways to solutions, and key questions that need to be asked about potential reforms.

[www.nlc.org](http://www.nlc.org)

### GAO Reports:

- “Data Quality: Expanded Use of Key Dissemination Practices Would Further Safeguard the Integrity of Federal Statistical Data”
- “Elections: 2005 Survey of State Election Officials”
- “Elections: The Nation’s Evolving Election System as Reflected in the November 2004 General Election”
- “Government Auditing Standards, 2006 Revision”
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- “H-1B Visa Program: Labor Could Improve Its Oversight and Increase Information Sharing with Homeland Security”

[www.gao.gov](http://www.gao.gov)

### Other Reports:

- “An Assessment of Balance in NASA’s Science Programs” (National Academies Press) [www.nap.edu](http://www.nap.edu)
- Bob Behn’s Public Management Report - June 2006 [www.ksg.harvard.edu/TheBehnReport/June2006.pdf](http://www.ksg.harvard.edu/TheBehnReport/June2006.pdf)
- “Designing for Results: Integrating Monitoring and Evaluation in Conflict Transformation Programs” (Search for Common Ground) [www.sfcg.org](http://www.sfcg.org)
- “Enhancing Competitiveness: A Review of Recent State Economic Development Initiatives--2005” (NGA Center for Best Practices) [www.nga.org](http://www.nga.org)
- Global Development Finance 2006 (World Bank) <http://econ.worldbank.org/>
- “Keys to Collaboration: Building Effective Public-Private Partnerships” (National Association of State Chief Information Officers) [www.nascio.org](http://www.nascio.org)
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If you have a press release for this column, contact Christine McCrehin at [cjewett@aspanet.org](mailto:cjewett@aspanet.org).

# Stand Where Things



## Survey of State and Local Government IT Officials Finds Avian Flu Preparation Underfunded

*Fort Lauderdale, FL*—Citrix Systems, Inc. recently announced the findings of its survey of state and local government Information Technology (IT) officials on preparedness for an avian flu pandemic. The survey reveals that just 40 percent of officials said they had disaster recovery and business continuity plans in place to address a potential avian flu pandemic, while 24 percent were unsure if their agencies had such plans.

Sixty-five percent of respondents said budget constraints represented the biggest hurdle to implementing effective agency continuity of operations. Technology infrastructure, management focus, and remote access to data and applications also represented significant hurdles for state and local agency IT officials.

The White House estimates that a severe avian flu pandemic could last 18 months, rolling across the country in multiple waves and actively infecting communities for six to eight weeks at a time. Approximately 40 percent of U.S. workers could be kept off the job for a few weeks. An outbreak could shut down any government facility where even one case of the flu has occurred. To increase social distance, employees could be restricted to their homes or temporary shelters indefinitely.

Despite increasing concern in the public and private sectors about an avian flu pandemic in the United States, just 27 percent of survey respondents said they were concerned about the impact of an avian flu outbreak on their daily agency operations. Sixty-seven percent said they were not very concerned about the effects of an outbreak on agency operations.

At the same time, however, more than half of the survey respondents said their agency business continuity plans provide for secure, anytime, anywhere access to critical business applications over any computing device and over any network—a critical capability to enable ongoing agency operations in the event that agency offices are closed in response to an avian flu outbreak.

## ACLU Urges House to Pass Clean Reauthorization of Voting Rights Act

*Washington, DC*—The American Civil Liberties Union urged the House to pass legislation to renew and restore the Voting Rights Act and to oppose amendments that would weaken the law. Tomorrow, the House is expected to consider the bipartisan and bicameral measure, “Fannie Lou Hamer, Rosa Parks and Coretta Scott King Voting Rights Act Reauthorization and Amendments Act of 2006” (H.R. 9). The act renews three key provisions that are set to expire in 2007. The House Judiciary Committee

approved the legislation, in a near-unanimous vote last month.

The following can be attributed to Caroline Fredrickson, Director of the ACLU Washington Legislative Office:

“The Voting Rights Act has helped transform the dream of democracy into reality for millions of U.S. citizens. H.R. 9 represents a tremendous bipartisan commitment to the continuation of that goal. The House Judiciary Committee sent this measure to the floor with only one dissenting vote—a clear sign of the commitment to protecting this fundamental American right.

“We urge Congress to support the reauthorization of the Voting Rights Act and reject any attempts to weaken one of the most important pieces of civil rights legislation in history. Indeed, at a time when Americans are witness to the growing promise of democratic freedoms around the world, we must ensure nothing less for all American citizens.”

To read more about the ACLU’s campaign to renew the Voting Rights Act, go to: <http://www.votingrights.org>

## Parents, Students, Teachers and Administrators Say Standards Not Enough, School Environment and Funding Bigger Priorities

*New York*—In a sign of the success, but also the limits, of the standards and testing movement in public education reform, new research released today by Public Agenda concludes that key elements of the public believe high standards and testing are necessary but not enough by themselves to lead to further progress.

In “Reality Check 2006: Is Support for Standards and Testing Fading?” (the third report issued this year in the Reality Check 2006 series), Public Agenda found that, five years into the implementation of the No Child Left Behind Act and over a dozen years into the so-called standards movement in American education, the public now sees these reforms as “necessary, but not sufficient.”

This is consistent across a number of indicators among all groups surveyed by Public Agenda—parents, students, teachers and administrators.

Reality Check 2006 shows that relatively few parents, teachers, principals or superintendents see more of the same as the best course for the future. Jean Johnson, executive director of Public Agenda’s new initiative Education Insights and an author of the report said, “It is important to remember that much of the public’s initial support for raising standards grew out of anxiety over basics and the fear that too many youngsters were floating through the system without mastering even fundamental reading and math skills. But as promotion standards toughened, as graduation standards were raised, as parents began to see their own

children doing harder work than they did when they were in school, the problem of ‘low standards’ began to lose its edge.”

For the full report go to: [http://www.publicagenda.org/research/research\\_reports\\_details.cfm?list=100](http://www.publicagenda.org/research/research_reports_details.cfm?list=100).

## Pro Bono Assistance Available to Support State & Local Governments with Clean Energy Purchasing

### Initiative Helps Jurisdictions Combat Climate Change by Using Clean Energy

*Takoma Park, MD*—State and local governments have an excellent opportunity to help steer America toward clean, renewable energy by applying for purchasing assistance through the Responsible Purchasing Network. This initiative, launched by the non-profit Center for a New American Dream, has teamed up with Think Energy, Inc. to provide three jurisdictions with professional advice and assistance in making a large purchase of clean, renewable energy.

“By establishing programs that reduce the use of energy generated with fossil fuels, jurisdictions are leading by example to influence larger markets and other institutions. We’re looking for a few governments willing to take the lead by shifting 25% of their portfolio to clean, renewable energy supplies. New technologies and existing incentives now make this practical,” says Chris O’Brien, director of the Responsible Purchasing Network.

Selected state and local governments will receive a detailed evaluation of clean energy products available, including a review of costs and benefits, a look at case studies from other jurisdictions, and a practical timeline for concluding a purchase. Participating jurisdictions will also engage in direct consultations with the Responsible Purchasing Network and Think Energy.

Jurisdictions can apply by visiting <http://www.newdream.org/procure/energyapp/index.php>. To qualify, applicants must be a state or local government and represent a minimum of 1,000,000 kilowatt-hours of electrical energy use annually. Furthermore, they must have political support and an appropriate level of funding for purchasing clean energy. Qualified candidates will be chosen that represent a diversity of geographic locations, jurisdiction sizes, scales of purchase (total MWh), and desired types of renewable energy products.

If you have a press release for “Where Things Stand,” contact Christine McCrehin at [cjewett@aspanet.org](mailto:cjewett@aspanet.org).

## New ASPA Members

**ASPA welcomes the following new members in the month of May 2006.**

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

Brian Ashton	Alaska	Loretha McIntyre	Gold Coast	Michael Magnant	Massachusetts	Karen Thomas	Research Triangle
Robyne Clark	Arizona	Charlotte Presensky	Gold Coast	Neal Piersol	Metro Louisville	Kimberly Angarella	Rhode Island
Madeline Clemann	Arizona	Vinola Rada	Gold Coast	Lance R. Cook	Michigan Capital	T. Ross Clayton	Sacramento CA
James Timney	Arizona	Kelly L. Whittles	Gold Coast	Shelia Hutchinson	Michigan Capital	Jerri L. Dale	Sacramento CA
Jimmy Woods	Arkansas	Anne P. Williamson	Gold Coast	Laura K. Murphy	Michigan Capital	Sue Johnsrud	Sacramento CA
George Ackerman	At Large Member	Jaunae Carter	Greater Akron	Laurie Guilbault	Milwaukee	Denise Malvetti	Sacramento CA
Reta Alphin	At Large Member	Issac Ejila	Greater Birmingham	Brett E. Klein	Milwaukee	Brenton Stevens	Sacramento CA
Dondra Cook	At Large Member	Angielina Stewart	Greater Birmingham	Stella Hegg	Minnesota	Christopher Burrell	San Diego
Wesley Powell	At Large Member	Pamela Goines	Greater Cincinnati	Leonia Johnson	Mississippi	Karen Gordon-Brown	SF Bay Area
Terri Melinda Sumner	At Large Member	Monica Keenon	Greater Cincinnati	Jayson Scaccia	Mississippi	Chana Pederson	SF Bay Area
Shurong S. Zhao	At Large Member	Howard Foard, Jr.	Greater Kansas City	Rebahka Scaccia	Mississippi	Colleen Sepulveda	SF Bay Area
Xiaoning X. Zhu	At Large Member	Erin K. Nelson	Greater Kansas City	Sheata Southern	Mississippi	Frances Almazan	Santa Clara Valley
Clovia English	Centex	Terry Probst	Greater Rochester	Rozlyn Zuber	Mississippi	Mark A. Curfman	South Carolina
Candace Ferguson	Centex	William Sheahan, III	Greater Rochester	Jasper Cummings	Nat. Cap. Area	Margaret Moore	South Carolina
Julie L. Martin	Centex	Heather Stewart	Greater Rochester	Michelle Haywood	Nat. Cap. Area	Leah K. Still	South Carolina
Christine MacEwing	Central CA	Wanda Barnard-Bailey	Hampton Roads	Carlos E. Hazera	Nat. Cap. Area	Keisha A. Dunn-Pettis	South Florida
Jason Ansley	Central Florida	Marcieeila Mcdougall	Hampton Roads	Eugene Hopkins	Nat. Cap. Area	Tanika Williams	South Florida
Alfred B. Rosin	Central Florida	Jennifer Davis	Hawaii	Christian Okonkwo	Nat. Cap. Area	Eric Edwards	Southern Arizona
Katherine Coyle	Central Illinois	Judy Caldwell	Houston Area	Scott Pool	Nat. Cap. Area	Heather Kramer	Southern Nevada
Jeanie Cury	Central Illinois	Joan Thomas	Houston Area	Lister Smith	Nat. Cap. Area	Dorothy Oriondo	Southern Nevada
Lea Walker	Central Illinois	Rose Udeh-Nwosuocha	Houston Area	Joseph R. Sturm	Nat. Cap. Area	Kimberly Payne	Southwest Georgia
Yuping Li	Central New York	Miriam Williams	Houston Area	Michael Williams, Jr.	Nat. Cap. Area	Donna Wall	Southwest Georgia
Rise Respes	Central Ohio	Elizabeth Autumn	Hudson Valley	Kimberly Blue	New Jersey	Pierre Williams	Southwest Georgia
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Marci Fureman	Central Pennsylvania	Michael Keller	Indiana	Jodi Myrick-Clyburn	New Jersey	Muriel Loney	St. Louis Metropolitan
Thurman Howell	Central Piedmont	Jamie Shockley	Indiana	Thomas McLeod	New Mexico	Gregory Myles	St. Louis Metropolitan
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Michael McAfee	Chicago Illinois	Michael Moody	Kansas	James Murdaugh	North Florida	Maureen Francois	Treasure Coast
Marilyn Morales	Chicago Illinois	Clyde Smith	Kansas	Diane Napier	North Florida	Stephanie Stevens	Upstate South Carolina
Natalie Chrastil	Colorado	Salvador Ferro	Kentucky	Maria Santos	North Florida	Adetayo Agboke	USC LA Affiliate
Scott Collins	Colorado	Kelli Frakes	Kentucky	Janet Hurley	North Texas	Robinson Mata	USC LA Affiliate
Samuel Delp	Colorado	Dana Patton	Kentucky	Steven Price	North Texas	Kevin Greer	Utah
Robert Kammerzell	Colorado	Brandi Rhoades	Kentucky	Steve Brandt	NE Florida	Kenton Mattingley	Utah
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Anita White	Colorado	Negest Legesse	LA Metro Area	Stephen Cole	NE Florida	Earl Mathers, Jr.	Virginia
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Christian Paul	Empire State Cap. Area	Stacie Austin	Maryland	Johnny Couch	Northern Virginia	Gerald Huber	Wisconsin Capital
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Alicia Brown	Georgia	Rick Humphress	Maryland	David Jarvis	Oregon/SW Washington		
Juan Gordon, Sr.	Georgia	Alpha-Banu Huq	Maryland	Barbara Bole	Philadelphia Area		
Deatrice Haney	Georgia	Roopan Jeyaruthan	Maryland	Alexis Brown	Philadelphia Area		
Yolanda Marshall	Georgia	Justice Mbuh	Maryland	Cecil Butler, III	Philadelphia Area		
Mutinta Mazoka	Georgia	Teresa Mixon	Maryland	Jeffrey Kinsky	Philadelphia Area		
Natalie McClean	Georgia	Revelie Niles	Maryland	Jeffrey Kinsky	Philadelphia Area		
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		Leon Gaumond, Jr.	Massachusetts	Tijuana Locus	Research Triangle		
		Carole Johnson	Massachusetts	Shoshannah Seighman-Smith	Research Triangle		

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# ASPA TIMES

Advancing excellence in public service. . .

## Evergreen Chapter Members Travel to Japan's Hyogo Prefecture, Speak at Seminar

David Broom

In early March 2006, a delegation from Washington State visited the Hyogo Prefecture of Japan at the invitation of the University of Hyogo and the Hyogo Administrative Policy Studies Association (HAPSA).

The delegation included Mary Van Verst, immediate past president of the ASPA Evergreen Chapter, and program development and evaluation coordinator, Washington Commission for National and Community Service; ASPA member Sandra Archibald, dean and professor, Evans School of Public Affairs, University of Washington; and Chantal Stevens, executive director, Sustainable Seattle.

The delegates spoke at a seminar titled, "Public Policy Research and Education for Communities in the Era of Globalization," hosted by the University of Hyogo, HAPSA and other partners from the Hyogo Prefecture.

Van Verst gave an overview of ASPA followed by a presentation titled, "AmeriCorps and Civic Engagement: Sustaining and Creating Habits of the Heart." Sandra Archibald's presentation was "Public Policy Research and Education in a Networked World," which included innovative directions taken by the Evans School. Chantal Stevens spoke about indicators of a sustainable community in her presentation "Sustainable Seattle: From Measuring Progress to Changing the Future."



The Washington State delegation meets with Hyogo Prefecture's Governor and Professors from the University of Hyogo's Center for International Relations. From L to R: Chantal Stevens; Mary Van Verst; Sandra Archibald; Governor Toshizo Ido; Yasuo Sakamoto, Vice President and Director; and Matsuyo Makino, Vice Director.

The seminar was well attended by faculty, students and government employees. Masatomi Funaba and Matsuyo Makino, primary organizers of the seminar, provided strong statements supporting the collaboration between ASPA and HAPSA during a panel discussion. A reception for all attendees was hosted by HAPSA following the seminar. The delegation was later treated to a dinner cruise—a gift from Vice President Sakamoto of the University of Hyogo.

The delegation had an extended visit with Hyogo Prefecture's Governor Toshizo Ido, who thanked Washington State for its

support following the Great Hanshin-Awaji earthquake that devastated Kobe in 1995. He recalled his visit to Washington State in 2003 and meeting Van Verst, at which time a commitment was made to form a relationship between ASPA and a similar organization in the Hyogo Prefecture.

Governor Ido mentioned agreements that were made during Governor Christine Gregoire's trade mission to Japan in September 2005. Sandra Archibald was part of that delegation when a formal agreement was made to move forward on a partnership between the Evans School

and the University of Hyogo. Governor Ido praised efforts toward meeting those goals. He spoke of ASPA and thanked the Evergreen Chapter for fostering the relationship that has developed with HAPSA.

Additional meetings were arranged for members of the delegation. Van Verst met with HAPSA staff; Archibald met with administrators from higher education institutions; and Stevens met with directors of nonprofit organizations.

The delegation also visited the Human Renovation Museum, dedicated to the victims of the Kobe earthquake and to disaster reduction in the future. The exhibits were powerful reminders of the vulnerabilities that are similarly shared by Western Washington and other portions of the United States. While in Kobe, the delegation agreed to begin planning a conference, most likely on emergency preparedness that could further develop the relationship between members of ASPA and HAPSA.

Washington and the Hyogo Prefecture have had a sister-state agreement for over 40 years. In October 2003, the Evergreen Chapter entered into a formal collaboration with HAPSA.

ASPA member David Broom is the District V representative to ASPA's National Council and a program supervisor at the Energy & Utility Assistance Programs in the Seattle Mayor's Office for Seniors. E-mail: David.Broom@Seattle.Gov

New e-mail or mailing address?

Update your membership record online.

[www.aspanet.org](http://www.aspanet.org)

## Pride SG Calls for Active Volunteers

Audrey Mathews

The Pride Steering Group seeks ASPA members who are eager and willing to assume leadership roles in executing the Pride Steering Group's work during the year 2006-07.

Our mission is outlined in the ASPA Strategic Plan 2004-2008, which is available to all members on the ASPA website [www.aspanet.org](http://www.aspanet.org).

The first telephone conference meeting for this group will be in July, the date to be determined based on response to this call for participants. Most of our work will be done via email and teleconferencing.

There will be a physical meeting of this group in September at ASPA's Leadership mid-year meetings and also at the 2007 conference, March 23-March 27. Both meetings will be held in Washington, DC.

For the remainder of 2006-07, we wish to focus on what can be accomplished that is

visible and gains participation of ASPA's sections, chapters, other associations and government organizations. What is that? How can we insure the plans we develop are carried to fruition? That is our challenge.

We wish to note that recommendations on activities that will assist the Steering Group in executing its mission are welcome. The Group's actual activities will be decided at our July meeting.

The suggested activities below are broad in nature, yet may allow us to accomplish our mission in the short term, ie. by March 2007.

### Suggested Activities

Build on the Donald Stone lecture from last year by establishing Rubin's paper as a national theme to be discussed at chapter and section meetings, as well as other associations and government agencies, with the results of those discussions to be presented at the national conference. This initiative could incorporate these strategies:

- Cover Rubin's paper and ASPA's major "drumbeats": social equity; ethical administration, performance and accountability; and professionalism
- Focus on the issues of the day
- Use as a marketing theme to other organizations, sections, chapters, government agencies.
- Create "District Reach-Out" by asking local government and universities to participate in the debate
- Involve more members in action teams
- Use ASPA's website and electronic communications effectively and efficiently.

Academy Awards Night or Afternoon. Find an auditorium or hall that is set up in theatre style with a foyer for a reception. Awards are presented and photographs or videos are taken during the ceremony. Highlights of the Academy awards would

# PRESIDENT'S COLUMN *Wendy A. Haynes*



## Stewardship: The Attitude that Unites Us in Public Service?

These last months, we note the passing of friends and colleagues who have been important to us in many ways. And, given the cycle of life, we will say goodbye to many others as time goes on. But we also have the opportunity to welcome new comers to the field and to explore concepts new and old that inspire us in the field we love. In doing so, we celebrate the memory of those who have lighted our way before and the rich potential of those bright lights yet to come.

Elsewhere in *PA TIMES* you will find a column that honors my earlier commitment to keep you apprised of initiatives we're pursuing under ASPA's 2004-2008 strategic plan. That's important information, to be sure. But I cannot pass up this fine opportunity to muse with you about the importance of public administration "with an attitude" of stewardship. (Thank you, H. George Frederickson.) Bear with me. I'm out of my comfort zone, but willingly go there in fulfillment of my role as your president.

Throughout a multi-decade career in what Comptroller General David Walker refers to as the "accountability profession," I've had the privilege of examining how effectively, efficiently, and equitably publicly funded programs do what they were charged to do. My newer role as a full-time faculty member, however, requires that I imbue my graduate students with an appreciation for the obligations of public administrators to promote and pursue the values that we as a profession hold dear.

And now, as your president, part of my duty entails inspirational observations about the state and future of public administration and ASPA's voice in that

marvelous undertaking. Fortunately, our compatriots in the field provide a wealth of material on the topic and the journey requires more harvesting than planting.

This month, *PA TIMES* features a special section on protecting people and property in the 21st century. At this writing, I do not know what will ultimately be included in this July edition. Nonetheless, I'm confident that the articles reflect what Fredrickson and Hart identified as the primary duty of public servants: "[T]o be the guardians and guarantors of the regime values for the American public...[that is,] the absolute values which all elected officials and public servants are sworn to protect."

Fredrickson and others, echoing the Minnowbrook dialogues and before, note that the ideal of American democracy embodies the notion of a special relationship between public servants and citizens—"that all public administration must rest upon, and be guided by, the moral truths embodied in the enabling documents of our national foundation." Surely, this patriotism of benevolence guides and constrains us in our public stewardship roles. And, perhaps, marks a significant difference between public stewards and private actors.

The topics could easily encompass the disturbing implications for exercise of eminent domain powers in the 2005 U.S. Supreme Court case *Kelo v. City of New London*, whereby private property was "taken" and transferred to another private party. In the view of many, including the stinging dissenting opinion of Justice O'Connor, no property is now safe from transfer to another private owner "under

the banner of economic development."

We might also read of the recently disclosed tale of the theft of Veterans' Administration (VA) data. According to AP reports, nearly all active-duty military, Guard, and Reserve members—about 2.2 million—may be at risk for identity theft because their personal information was among the data stolen from a Virginia employee in May. We do not know how the story will play out, but it should serve as a wake-up call to the vulnerabilities created by what may be a lag between technological advancements and our exercise of stewardship duties to safeguard sensitive information.

Note, however, that the problem crosses sectoral lines, as evidenced by Atlanta-based ChoicePoint's 2005 disclosure that criminals posing as legitimate business gained access to their databases, which reportedly contained a "treasure trove" of social security numbers and other consumer information.

The Supreme Court's May 30, 2006 ruling to limit whistle-blower rights certainly merits inclusion in a discussion about protecting people and their individual rights. The majority opinion evoked a dissent from Justice Souter, who wrote: "Private and public interest in addressing official wrongdoing and threats to health and safety can outweigh the government's stake in the efficient implementation of policy, and when they do, public employees who speak on these matters in the course of their duties should be eligible to claim First Amendment protection." His deceptively simple declaration goes to the heart of our stewardship obligations as we pursue excellence in public service.

I urge you to read the impassioned message delivered by Professor Emeritus Irene Sharp Rubin on the occasion of the 2006 Donald C. Stone Lecture at our national conference this year in Denver, Colorado (access full text at [www.aspanet.org](http://www.aspanet.org)). She speaks to "the eroding components of democratic governance" and urges public administrators to take steps to repair the damage: "Academics can help, but how career officials respond to this crumbling infrastructure is key because the process by which they carry out their daily tasks gives substance to or denies democracy. Democratic governance comes not just from the top down, but also from the bottom up."

Rubin's words also go to the heart of our stewardship role in public service. Her passionate admonition—and the concerns expressed by others—moved the National Council to question whether ASPA is fulfilling its mission, which includes being a recognized voice on important policy issues. To that end, I will this summer be convening a group of public service leaders to explore ways and means for creating ever-better arenas for lively dialogue on the issues of the day and the ideals we promise to protect and defend as citizens and public service professionals. Please step forward with your thoughts and assistance. (See related article on Pride Steering Group plans for the coming year.)

Warm wishes for an adventurous and restorative summer.

*ASPA member Wendy A. Haynes is ASPA's president and an associate professor and MPA coordinator at Bridgewater State College. E-mail: [whaynes@aspanet.org](mailto:whaynes@aspanet.org)*

## Pride SG Seeks Volunteers

From *PRIDE SG*, pg. 15

be posted on ASPA's website. Recipients, families and organizations could purchase a copy of the video or photos for a reasonable price as a remembrance.

Consistent with the 2004-2008 Strategic Plan, we could:

- Use as a marketing theme to other organizations, sections, chapters, government agencies, members and families and friends
- Involve more members in action teams
- Make effective and efficient use of ASPA's website and electronic communications
- Be creative with conferences and other programs to meet the needs of a broad

range of members

- Focus on ASPA's accomplishments by recognizing the contributions of our members to the field

The strategies for executing our contribution to ASPA's mission will be decided by the appointed action team members and leaders of the Pride Steering Group.

To participate in Pride activities, please contact Audrey L. Mathews, Steering Group Chair, at [audmathews@aol.com](mailto:audmathews@aol.com) or 909-881-8618.

*If our mission and strategies do not push your "volunteer button" then look into joining Performance SG or Capacity SG. Contact ASPA President Wendy Haynes with questions or comments, [whaynes@aspanet.org](mailto:whaynes@aspanet.org).*

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## In Memory

## ASPA Remembers Larry Terry, PAR Editor 1999-2005



Larry Terry (second from left) poses with a few of his PAR team members (Shelly Pepper, Camilla Stivers and Jae Moon) as well as former PAR editor Chester Newland during the the 2005 ASPA national Conference.

Larry and I got to know each other 20 years ago at the Center for Public Administration and Policy at Virginia Tech. It happened that we took our prelim exams at the same time. I'm not sure why we hit it off the way we did. We were at opposite ends of the political spectrum and I was more than half a generation older. Larry told me he was a Black Republican and they met in a phone booth. (How times change.) We valued each other's perspective on the subtleties of making it through doctoral education successfully, and it just grew from there, especially after we were both at Cleveland State. We listened to one another a lot over the years. I believe Larry was savvy about academic politics beginning in his crib.

In the mid-80s I asked Larry to participate in an ASPA panel I was organizing on gender and leadership. Always game, Larry said yes. His presentation was the highlight of the panel. As an exemplar of masculine leadership, Larry offered Harriet Tubman; of feminine leadership, Martin Luther King.

Working with Larry on *PAR* was somewhat like holding onto a jet plane as it soared into the air. He had endless good ideas: the Building Bridges tour, the special issue on September 11, the Rapid Response system of manuscript reviews, the editors' choice awards, the affiliation with Blackwell. His vision of what *PAR* could do was completely clear to him almost from the day he took over. His political savvy made him a master at negotiating the various minefields that are the special challenge of a journal editor.

He made *PAR* a great many friends and I believe virtually no lasting enemies. His center of gravity was his sense of the field and its significance. He was the kind of leader he wrote about: a conservator, one who preserves and protects the core values of the enterprise so that it can develop coherently. He was someone who took traditions seriously and at the same time was never afraid of new ideas.

Larry was intrigued by the historical roots of the field. The last time I talked with him, he spoke enthusiastically about his work on a re-discovered document connected to the Brownlow Committee. He talked about getting back to the work on Lorenz von Stein he had set aside in order to become editor of *PAR*. He had a lot left to write. The quality of the work Larry did produce hints at what public administration scholarship has lost because he didn't get a chance to bring the rest of his ideas and

intellectual plans to fruition. Yet his intellectual legacy is rich.

Larry was always larger than life. His death has torn a hole in the fabric of the field and a hole in the hearts of his friends and colleagues. We treasure what he gave us and mourn, beyond words, what we have lost.

**Cam Stivers**  
Past *PAR* Associate Editor  
Cleveland State University

Larry wrote a significant number of articles that were published in prestigious journals, one book, which is in its second printing, and another that will be published posthumously. The volume of his writings, however, is smaller than that of some of his peers. I once asked him why he didn't write more. His response was simple. He did not write just for the sake of writing, because he did not believe that his writings would be his legacy; instead, he believed that his legacy would be his students.

I was privileged enough to know Larry as a professor, a boss and a friend for over 13 years. In all of that time and in all of those roles he never stopped teaching. He taught me to be a better student, a better scholar and a better teacher.

I remember the first class that I was assigned to teach and the terror I felt at the prospect. Larry coached me and gave me several of his patent motivational talks to help me prepare. After the first class, I went to his office almost in tears and proceeded to tell him that he was wrong about me—I was not up to the task of facing 40 undergraduate students who just stared blankly at me. He grilled me—not about what I taught—but about how I approached the class. I said that I did it just like he did. He immediately started laughing and said that was the problem. I was trying to be him and it wasn't natural.

Of course the class saw right through that. Larry taught me to embrace and use my own strengths (and quirks, as Larry put it) to engage the class and get them on my side. After the second class I went to his office with a smile on my face and said those dreaded words: "You were right."

Larry had a true love for his students. He felt a pride in his students' accomplishments that was greater than that of his own accomplishments. He was constantly encouraging his students to reach for goals that they had never before thought possible. He was there for students when they faltered and when they eventually

achieved those goals. In either case he let you know that he was proud of you. In the end you worked that much harder to ensure that his pride was not misplaced. I think that for myself and for all of Larry's students, we will continue to work hard to be worthy of his pride and to ensure that his legacy—the one he cared so deeply about—is secure.

**Shelly L. Pepper**  
Past *PAR* Managing Editor  
The University of Texas at Dallas

Larry Terry positively touched an incredible number of lives. Professionally, he was many things to many people—stellar contributor to the field of public administration, superb teacher, leader, exceptional mentor and role model, generator of opportunities for students and colleagues at home and abroad and much more.

Socially, he was a close friend to many of us. We will all fill our great sense of loss with different memories and aspirations to fulfill Larry's expectations of us. My own memories will be mostly wrapped up in *Public Administration Review (PAR)*. Mel Dubnick's and my decision to ask Larry to be book review editor was surely among our very best. Larry treated the book review editorship as an apprenticeship for potentially becoming *PAR*'s editor-in-chief—a position in which he later excelled, bring the journal to its highest level to date. While editor-in-chief, Larry often called to discuss editorial problems, including those with authors and reviewers, and opportunities to ratchet *PAR* up a notch or two.

The calls that best captured Larry's essence for me, though, came earlier. During one of the years when he was book review editor, I stayed home in the mornings with my youngest daughter before taking her to half-day, afternoon kindergarten. She loved to play a board game called "Stop Light." Larry often called on *PAR* business during those mornings. The conversation went like this:

LDT: Is this an ok time?

DR: Yes.

LDT: What are you doing?

DR: Stop Light.

LDT: Is she winning or losing?

If I responded, "winning," he'd say, "Ok, I'll call later." If she was losing, he'd talk—often long enough to ensure that we'd be unable to finish the game. That was pure Larry—neither he nor *PAR* would interfere with a child's victory, but if he could legitimately and productively use *PAR* to prevent her loss, he would. Larry's positive outlook and balance permeated his writing, editing, teaching, collegiality and friendships. They are what I will remember and treasure most about him.

**David H. Rosenbloom**  
Past *PAR* Editor  
American University

Larry Terry was one of the giants in public administration. His impact on our field through his highly-acclaimed book, *Leadership of Public Bureaucracies: The Administrator as Conservator*, and through his six years as editor of *Public Administration Review* earned a place for him as one of the leading scholars of this era. His death created a void not only in scholarship but in leadership in our societies and journals. Larry was always

one who could be counted on to make a difference. Steve Ott wrote to me recently that he knew Larry was too busy to accept a position on the board of Pi Alpha Alpha, but he was not surprised when Larry cheerfully accepted because he knew the value of Pi Alpha Alpha to our profession.

I have known Larry for many years both as a friend and a colleague. From service on the *PAR* board for many years, I admired his ability to get things done. When he recruited me to join him at UT-Dallas, he conveyed excitement about building a special program in public affairs. Once I arrived here, he was the greatest supporter of the program from his position in the Provost's Office. He made sure that the president, provost and dean understood how important our field is to producing leaders for our democracy.

Not long ago, Larry left his position as executive vice provost to become the vice president of business affairs. We joked that he was the "city manager of the university" now and he liked the title. Following his death, the University president held a meeting to celebrate Larry's life. Approximately 100 seats were set up for the meeting. To no one's surprise who knew Larry well, 400 people from the University alone were present, all very sad because he had touched all of them in different ways. Present were distinguished scholars, members of the upper administration and hundreds of secretaries, maintenance workers and others who Larry knew by name.

While listening to stories about the love and affection that people of all levels held for him, I realized what a great administrator he was. When Larry went to the offices of the various deans on campus, he always spoke to each person in the office and he knew their names. He inspired the people who worked for him to feel that they were doing something very important in the life of the university, something that they had not felt before. He was a distinguished scholar, but he was just as comfortable giving high fives to the maintenance workers who worked for him as he was presenting his scholarly research.

We have lost a wonderful and true friend. The field has lost one of its giants. UTD has lost its best administrator.

**Douglas Watson**  
University of Texas, Dallas

I have been thinking of nothing but Larry Terry in the past few days. If I had to sum up my impression of him overall, it would be as a serious scholar, with equal emphasis on serious and scholar. He sought intellectual legitimacy for himself and the field as a whole, thoroughly researching and deeply considering every project he touched. He had a respect for the founders of our field and its major intellectual contributors that showed in everything he did.

He took every assignment seriously. When I was editor of *PAR* and asked him if he would edit the book review section, he accepted with the hope that it would lead to an editorship of the journal in the future. The job was perhaps less than he wanted at that time, but he did a stellar job of it, and he did later become editor of the journal.

Nothing stopped him. He had allergies and

## In Memory

# ASPA Remembers Larry Terry, PAR Editor 1999-2005

From LARRY TERRY, pg. 17

asthma, and travel was especially difficult because he never knew what he might encounter that would make breathing difficult. But he kept on traveling, taking his administrative responsibilities as seriously as his intellectual ones. Maybe because he never knew exactly when his breath might give out, he lived with intensity and an awareness of consequence.

I am stunned by his early death, and keep remembering that he insisted on calling me "chief," short for editor in chief, on the one hand a tongue in cheek reference to a title that was perhaps over the top, but on the other, a recognition of rank and hierarchy that structured his view of the world. Deeply conservative in the best sense of the word, Larry Terry always gave people their due respect. And he will always have ours in return. I know that meant a lot to him.

**Irene Rubin**  
Past PAR Editor  
Northern Illinois University

Larry Terry's memorable professional life was that of an exemplary bridge builder. He practiced deep and sustained faith in shared discipline of constitutional democracy: an authoritative rule of law in support of human dignity. As a thoughtfully informed builder, he vigorously encouraged practices and scholarship to advance responsible governance ideals within and among varied communities locally, regionally, nationally, and globally.

Distinguished leadership as editor in chief of the *Public Administration Review* for two three-year terms and exceptional service as *PAR*'s book review editor during five earlier years demonstrated Larry's unswerving devotion to responsible practices of politics and public administration and to connectedness of academic inquiry in their support. In his first *PAR* editorial in January/February 2000, he identified the inception of the journal with the challenging 20th Century struggles against totalitarianism. He headlined *PAR*'s "Sixty Years of Strengthening and Preserving Democracy," and he pledged to sustain that large purpose throughout his service.

Facilitative leadership through broadly shared, high-involvement processes became the hallmark of Larry Terry's style during the Fall 1999 Building Bridges Tour, as he, Cam Stivers, Larry Luton, and what became hundreds of others engaged in shared searches for ways to enhance the field of public administration through *PAR* and ASPA.

From those initial efforts and throughout the next six years, two themes predominated in the journal's work and in much else in Larry's professional life: needed connectedness among practitioners and academicians (an endeavor that earlier characterized editorial efforts of Dwight Waldo, among others) and attentiveness to past and current lessons and on-going aspirations of responsible civilization.

Publishing was undergoing epochal changes when Larry Terry became *PAR*'s editor in chief, and, with assembled colleagues, he devoted enormous intellect and informed efforts not simply to transition but to transform the Review into a

thoroughly digital-era publication. Editorial, production, distribution, and marketing processes were all revised to fit electronic publishing requirements.

Reviews of manuscripts were targeted at 30 days, and an average of 33 days was achieved (a major contrast to less responsible standards of most journals). *PAR* became electronically archived by JSTOR, reaching back to 1940 and through all issues. Enhanced resources facilitated an increase in *PAR*'s pages per volume from 96 to 128 and then to 160 beginning in 2006.

In November/December 2005, in his outgoing editorial report in *PAR*, Larry Terry wrote what may serve as a tragically early but splendidly fitting epitaph: "I linked the journal [in 2000] to larger aims and aspirations. I made the case that, since its inception, *PAR* has participated in the ongoing process of strengthening democracy at home and abroad. . . . Good administration is inextricably linked to the preservation of a political regime. I strongly believed this then, and I believe it even more so now as I end my tenure as editor in chief. Farewell—it has been an honor to serve.—LDT." Larry's words are, genuinely, a personal epitaph of his exemplary life as a bridge builder who advanced the discipline of constitutional democracy as a shared blessing for humanity.

Farewell indeed, sadly. But treasured blessings live on from Larry Terry's sustained professionalism and expertise, devoted to responsible governance to facilitate human dignity.

**Chester Newlad**  
Past PAR Editor  
University of Southern California

With a lot of tears we bid farewell to Larry Terry at his funeral, Friday afternoon, June 23, 2006, at the Full Gospel Family Ministries in Tulsa, Oklahoma. The large church, decked with flowers, was packed with his many family, friends, and colleagues whom he had touched throughout his much too short life. There were moving tributes from his 1972 classmate at Booker T. Washington High School., Doris McKnight; from a relative who was the Church Elder, Kenshun Davis; from the President of the University of Texas at Dallas, David Daniels; and from each of his sons: Larry II, Feliz, Jacob, and Gavin. The music throughout the service was deeply moving: a petite, young vocalist, Theresa McHenry, awed us by singing a powerful, old-time gospel spiritual; a combo playing an electronic keyboard, trumpet, and drums performed several musical tributes that mixed jazz, blues, with traditional hymns. Even Bishop Harold Jones's eulogy was delivered by a blend of modern, street hip-hop and syncopated, ragtime, vocal rhythms but with a clear, potent, Protestant Message: Larry's life was lived with passionate love. We should fashion our own lives according to his example because in the Bishop's singsong refrain, "You don't ever see hearses with u-hauls attached!" Within our own public administration community, we tend to forget that Larry's life played not just one melody but rather many. We were privileged to hear one line of Larry's rich music, or rather his life's magnificent symphony, that brought love, joy, and

inspiration to so many in so many different walks of life. Yes, with a lot of tears we bid farewell to Larry Terry. ....

**Richard Stillman**  
Current PAR Editor  
University of Colorado, Denver

Larry believed in the power of "big ideas." Big ideas, according to Larry, engaged a broad range of intellectual minds; they sparked debate, conversation, but most importantly, they served to broaden human understanding and provide a more thoughtful, constitutionally grounded foundation for the ways in which the Administrative State should be conserved.

Larry's work, as well as his role as editor-in-chief of *Public Administration Review*, focused largely on ways to improve democracy and democratic institutions within the American Constitutional Republic. His work changed—and vastly improved—our theoretical and practical understanding of public administration.

The field has lost one of its brightest stars; I have lost the most important person in my life; but Larry's work lives on and will be read, admired, and cited for years to come—and in the darkest hours of the night, when the rest of the world sleeps, I find extraordinary comfort in the legacy and contribution Larry left behind.

**Stephanie Newbold**  
Virginia Tech &  
University of Texas at Dallas

I am writing on behalf of a group of emergent scholars who met in Texas last December at a symposium. As might be guessed, Dr. Terry figured prominently in our experience. I will not elaborate on Dr. Terry's importance as a leader in our field, as one of the theorists to best capture the ethical and principled agent perspective on the role of the public administrator, and as living proof that people of color can rise to prominence so deserved in the academy. To us, Dr. Terry was also a generous and supportive mentor.

Larry Terry welcomed 20 emergent scholars to a conference dedicated to the exploration of our community and what it means to be public administration. In co-sponsoring the Emergent Scholars symposium, Dr. Terry demonstrated his never-ending dedication to the empowerment of students, the inspiration of intellectual exploration, the perpetuation of the field, and the trust and confidence he felt toward those who share a vision and mission to create meaning and a sense of purpose in public administration.

During the planning of the symposium, Dr. Terry fully empowered the student conveners (Trish Nickel and Larry Terry II) to explore whatever format would be most fruitful without question. Almost to a fault—his response to most queries was, "It's your conference." He really understood the meaning of our effort and helped us to live into it—never doubting our abilities to pull it off. Yet, he was an energetic champion to bring the necessary resources to host up to 25 graduate students for a three-day stay. He firmly believed in fostering a new generation of passionate scholars.

At the welcoming reception, he was inspiring and effervescent, yet unassuming, warm and caring in nature. He made us

feel part of a supportive family; a long line of equally passionate people struggling with the meaning of public work. He assured us that our voices count in our academic field, just like the voices of citizens make a difference in our practice.

His leadership and guidance will resonate in our minds and hearts as we grow within our careers. We all hope to live up to his expectations, and hope that we will be a part of his living legacy. Larry Terry was not only what he created, but what he enabled to happen. Because his support of our effort is so exemplary of his ethos, several of us are starting a conversation about establishing a doctoral student scholarship to the annual ASPA conference in Dr. Terry's name.

**Margaret Stout**  
Doctoral Student  
Arizona State University

I knew Larry Terry as the editor who stopped a young scholar in the hallway at a conference. As I watched, Larry smiled and asked her, "Are we still friends, even though we didn't accept your paper?" As the faculty member smiled and the distance melted, I saw one of Larry's great qualities, not only as an editor, but also as a leader in public administration nationally. He brought a great humanity to the research and practice of public administration.

The core value I saw expressed in each meeting or conversation I had with Larry was his great love of people. He had the wonderful quality of bringing out the best in each person, whether as a scholar, researcher, teacher, editorial board member, or practitioner.

As Larry started his term as editor in chief of *Public Administration Review*, his nation-wide set of meetings with the public administration community in various cities demonstrated one of his notable leadership values of inclusion.

In editorial board meetings, he moved the discussions along with high effectiveness. Significantly, the leadership distinction I experienced was one of his embrace of accountability for the quality of *Public Administration Review* and for the timeliness for responding to writers.

I remember Larry Terry as a man of action, leading with integrity, embracing accountability, and connecting with splendid humanity. I feel his loss deeply and embrace deep responsibility to advancing his life work by building communities of public administration through connectedness of humanity and a commitment to inclusion and integrity.

**Rich Callahan**  
University of Southern California

For those who might wish to recognize Dr. Terry, the Terry family suggests that donations be made to the following fund:

**Larry D. Terry Emerging Leaders  
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## Theory vs. Practice

# Mad Professor on Local Issues

*Icarus\**

*\*Please note that the author has requested anonymity in order that he may write freely about his experience serving on his local city council.*

I have been an elected city council member for five months now and everything still seems new to me. I have always been much more focused on state, national and international politics. Local issues always seemed so mundane and uninteresting. While they may be mundane—they are far from uninteresting. They have their own complexities and political dynamics.

Each week there are more issues and more constituencies to deal with. I am also the only person on the Council who hasn't lived here at least several decades. I am definitely NOT part of the good-old-boy network, and I do not know the traditional cast of characters. Sometimes my colleagues take positions and only later do I discover there was some long term political or personality issue going on.

### Big Box Land Dollars

Woo Hoo! Another Big Box is coming to town and they are going to buy a chunk of city land for some \$4 million bucks. There hasn't been opposition as there was towards Wal Mart—even though it certainly will force out some small businesses. And since nobody has complained, the sale has

just moved forward. At this level, elected reps (including me) really respond to citizens' complaints.

When we sell land it goes into something called our "Lands Fund" which is used to purchase other land or properties. So now certain groups are salivating over a new pot of money. I met with Betty Nelson, chair of the ad hoc committee for a proposed new Performing Arts Center.

Betty wants to use the Big Box money to buy the old Gannett building and designate it as the site for a new Performing Arts Center. A string of arts people lined up to advocate this use. The Council (myself included) is interested in acquiring the Gannett building—which is right next to our convention center—but we are not ready to dedicate it to a particular use.

I immediately started thinking about competing demands for money and for space. The new high school still needs money. The airport wants money for remodeling. The advocates of a water park want their proposal advanced. But since there is no need for the Council to decide anything immediately, the whole issue just sort of slips into the background. We address things that are "urgent."

### Senior Citizen's Tax Exemption

Senior citizens have been exempted from sales tax for years, but now with the percentage of seniors rising—and seniors living longer—there is a move to rescind

that exemption. It was proposed by the Finance Tax Policy Subcommittee, postponed, and now the mayor has appointed a task force to hold hearings on the issue. That was a surprise to me. It was announced out of the blue—a mayoral fiat—and I vented some frustration in our last public meeting. Afterwards, the mayor apologized and otherwise stroked me. He also followed up the next day with an apology to the whole Council about doing this without notifying us.

### Bicycle Helmets

Last Council Meeting I held the short end of the stick on several votes. One of them was an ordinance requiring bicycle helmets for riders under the age of 18. I was opposed for several reasons. While of course we should try to protect our kids, I have libertarian tendencies and resist government usurping parental authority or protecting us from ourselves.

I also had a concern about implementation. How do you actually enforce this? What happens when the police pull a kid over? Do they ask the kid where their house is and drive there? Do they haul the kid into the station? What if the kid is riding miles from his house? A kid doesn't have a drivers license and a bike has no license plates to check ID.

I suppose it just gives police the opportunity to stop kids and lecture them. They probably will never write a ticket. But implementation is not the Council's concern, it seems. Is that the way it should be? Should legislators not concern themselves with issues of implementation, but simply leave that to public managers?

Since we don't have anything similar for roller blades, skateboards, or even four wheelers (ATVs), I moved to have the ordinance sent back to the Committee of the Whole to amend and revise. That motion was defeated 5-4 with the mayor providing the deciding no vote. Then the whole ordinance was voted on and it was passed 7-2.

What was interesting was that my individual rights argument did not resonate with the supposed conservatives on the Council. The only no votes were from two supposed liberals!! That puzzled me.

### Heating Oil Sales Tax Exemption—Implementation

A few months back, with fuel prices climbing, the Council approved waiving sales tax for heating fuel for the winter. Residents on several islands are effectively excluded because of difficulties in implementation. With residents on the mainland, you implement the tax relief through the bulk fuel delivery retailers. But there is no bulk delivery to island residents. Those individuals collect their fuel, however they can, and boat it over to their residence. Because of implementation problems, they are deprived of equality under the law. Our tax people are reluctant to give the waiver to anybody filling up five gallon jugs in their boat.

Let's say we want to extend the sales tax waiver to folks on Goose Island. The ordinance says it will waive sales tax on "bulk fuel used for home heating"—How do public managers in charge of administering the program define bulk fuel when island residents come to the dock and want to fill fuel containers.

What does "bulk" mean? Is it above a

certain number of gallons? Not really—anyone would get the tax waiver for their home fill-up regardless of number of gallons. We just want to ensure it is used for home heating and not for some other purpose. I suggested we might ask people to sign an affidavit affirming it was for home heating.

If we did decided to change the policy how would we let citizens know about it? Which citizens? We can call up the guy who complained—but what about others who are affected? We could get a list of everyone living on Goose Island (maybe 13 houses) and notify them by mail.

What about others who live off the mainland? There are a number of scattered houses at the south of George Island. And what about those who live off the road system, but still on the mainland? And what about people who live on boats?

All of a sudden, I realize there are a lot of people who aren't getting the benefit. How could we find them and how could we notify them? Should we just give the benefit to complainers? Should we take out a big ad in the paper? All of a sudden, the mechanics of implementation are much more complex than I originally thought—shades of Wildavsky! I back off, telling the city manager I will trust his judgment.

### No-Smoking Ordinance

Last Monday was about the quickest meeting we have had—not much more than an hour. No controversial hearings and no public participation. Last month we passed a resolution 8-1 (me opposing) to table a protest about several bar/restaurants who were not abiding by the current no-smoking ordinance. The motion was to table until the city manager could consult with the establishments to "work out a compliance plan," and the city attorney could report on interpretation of the ordinance.

So tonight I asked staff to give me a status report on their progress. The city attorney said he had been out of town— but would "get at it." And the city manager said he "forgot about it." Lesson? To "table" really means "forget about" unless someone makes an issue of it.

The no-smoking ordinance provides more lessons for me—both in implementation and in politics. The current ordinance bans smoking immediately for restaurants and other establishments, but delays enforcement for bars until January 1, 2008. However, there is a disagreement about the definition of "bar." A number of dining establishments that have liquor licenses are calling themselves bars and say they do not have to comply until 2008. I complained that the city is allowing this loophole.

But how would the police enforce it? Would they only respond to complaints? Would they "patrol?" Would they send out undercover agents? If they responded to another call in a bar would they ignore someone who was smoking?

Because of the confusion I tell the city attorney I may propose to move up the date of total compliance. Shortly thereafter, I received several calls from irate bar owners accusing me of revising a compromise that was negotiated by all parties several years ago. I also get a call from the anti-smoking leader, Sarah, pushing me to move up the

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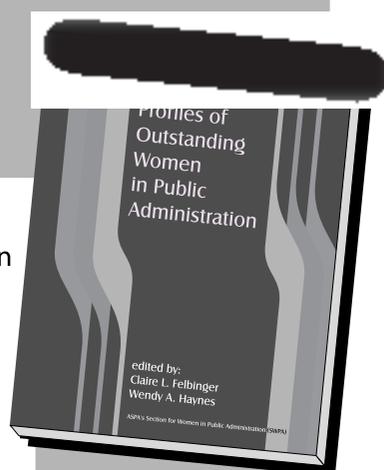
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## ASPA Commentary-Point

# ASPA Should Take a Stand Regarding Policy Issues

Reuben Leslie

I take the "yes" position on this issue because I believe ASPA cannot, in good conscience, do otherwise. Currently, our top strategic goal is to be a recognized voice for issues and values in public policy, management and practice.

The ASPA that I know and love aspires to lead the profession in new theory and practice and to be the voice for public administration values addressing the issues important to our profession. In other words, ASPA strives to be the conscience and inspiration for democratic governance as well as the trailblazer for efficiency in government.

To be silent, as ASPA has for too long, on public policy issues and actions that threaten ethical public administration is to fail to fulfill our organization's purpose: upholding the integrity, ethics, and professionalism of public service.

This part of ASPA's mission can cause the discomfort of role conflict for individual members who may need to be silent on some issues in some forums, even ASPA, for many reasons. Some question whether ASPA should take on any controversial issue lest it alienate any current or potential members.

Many members attend national conferences while working for governments that prohibit employees' political activities while on duty. Many travel at their own expense on personal time to ASPA conferences and are not so constrained, offsetting the burden on personal finances with freedom to express opinions. But such an individual finds ASPA's current organizational policies, procedures and practices hostile to considering, much less issuing, position statements. Consider the current theoretical process, if you can find and follow it through. Or consider its output.

For decades, through the mid-nineties, ASPA issued many policy statements. Since the elimination of the policy issues committee and national assembly as a forum for consideration of policy resolutions at national conferences, ASPA has issued none. Critical issues did not stop arising; ASPA's facility in addressing them did.

In March 2003 at ASPA's national conference in Washington, DC, Marc Holzer disturbed the annual membership (business) meeting by introducing a resolution for U.S. reliance on the U.N. and against the pre-emptive rush to war on Iraq. That example came to mind when I heard Irene Sharp Rubin's lecture and Q&A that included the "We can do this!" message on what individuals and ASPA as an organization can and must do to correct widespread unethical and unconstitutional practices.

That's why with apologies to colleagues who believe ASPA should not take on controversial issues, I proposed a resolution at the business meeting in Denver to address allegations by credible sources and the President's own assertion of powers not provided for in the U.S. Constitution by asking the U.S. Congress to begin impeachment proceedings against President Bush for abuse of power. The debate that resulted, while inconvenient because of a tight schedule, was collegial, passionate and participatory. The result, after friendly amendment, was a near consensus vote to "ask the National Council to consider public expression of concern about possible violation of the U.S. Constitution by the President tomorrow."

The next item of business was another near consensus vote, after noting that ASPA's steepest decline in membership has coincided with its failure to speak out on issues, to revisit how ASPA taps its conscience and finds its voice when

needed. I am grateful to the National Council for responding appropriately to the immediate issue and for reassessing the policy resolutions process.

There is no better way to be recognized as the voice for our profession than to speak up when the circumstances demand. That's what ASPA is for. Just read the Bylaws, Article I, quoted below:

*ASPA BYLAWS, Article I: Purposes (see highlighted portion)*

The American Society for Public Administration ("Society") is a corporation under the general not for profit corporation act of the State of Illinois, incorporated September 13, 1945. From 1939 to 1945, there existed an unincorporated association known as ASPA. Upon incorporation of ASPA in 1945, members of the unincorporated association became members of the ASPA corporation.

The Society is organized for the following educational and scientific purposes, as stated in its articles of incorporation:

- To facilitate the exchange of knowledge and results of experience among persons interested or engaged in the field of public administration
- To encourage the collection, compilation, and dissemination of information on matters relating to public administration

tion

- To encourage the improvement of public service
- To advance generally the science, processes, and art of public administration

Consistent with those purposes, the Society undertakes its professional and educational activities to advance and advocate excellence in public service by:

- Upholding and promoting integrity, ethics, and professionalism in the public service
- Promoting the equality of opportunity of all persons through public administration
- Taking positions on (1) policy issues dealing with professional standards and the image of the public service, (2) policy issues with implications for the management of public organizations and the workplace environment, and (3) policy issues relating to major program areas of public agencies.

*ASPA member Reuben Leslie has been a member since 1990. E-mail: rlsd@io.com*

*The opinions stated in this article do not reflect the official position of ASPA or the organizations they represent. If you wish to respond to this article or submit questions email [cjewett@aspanet.org](mailto:cjewett@aspanet.org).*

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## ASPA Commentary—Counter Point

# ASPA Should Not Take a Stand Regarding Policy Issues

Ken Matwiczak

Since becoming a member in 1998, I have considered ASPA to be a “professional” organization, dedicated to advancement of the public service “profession,” in whatever form that takes.

As a professional organization, ASPA has an obligation to its membership, its constituents, and its stakeholders to be a leading proponent for the profession. In this role, it cannot afford to take sides or assume potentially controversial positions in what some might consider “political” debate.

In fact, the ASPA mission, (copied below), says nothing about representing the public service or the profession in national debate or on issues of national concern, (e.g., how the President of the United States conducts his business, etc.)

### ASPA’s Mission

ASPA is the leading public service organization that:

- Advances the art, science, teaching, and practice of public and non-profit administration.
- Promotes the value of joining and elevating the public service profession.
- Builds bridges among all who pursue public purposes.
- Provides networking and professional development opportunities to those committed to public service values.
- Achieves innovative solutions to the challenges of governance.

There is nothing in ASPA’s mission statement that calls for the organization to “take a stand” in public debate. Calling for a congressional investigation of the president, to me, is not “elevating the public service profession”. It is “taking a position.”

Just raising the question of potentially improper conduct by a sitting president appears to be politically motivated, is

unprofessional in its tone, and not a question that should be raised by a “professional” public service organization. There are other avenues for that debate.

Yes, ASPA does have a Code of Ethics that it expects its membership to abide by, not only in letter, but also in spirit. According to one section of the ASPA Code of Ethics, “ASPA members are committed to... Encourage and facilitate legitimate dissent activities in government...”

That does not mean that ASPA should be, or become, a “watch dog” of all public employees, (to include, for example, the President, Congress, etc). That’s not its job! ASPA has a responsibility to facilitate the debate, through processes, etc., not to initiate the debate. Facilitating a debate implies neutrality in that debate. The call for an investigation of a sitting president wrecks of political motivation, regardless of the intent. It is simply not a “neutral” position.

So, should ASPA request that Congress call for an investigation to determine whether or not President Bush committed impeachable offenses during his term? My answer would be a resounding “NO!” ASPA should maintain its “professionalism” and avoid “politically charged” debate of any type.

*ASPA member Ken Matwiczak is a former National Council member and ASPA vice-presidential candidate, past-president of CenTex ASPA Chapter, and current CenTex ASPA Board member.  
E-mail: kmat@mail.utexas.edu*

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## Mad Professor Gets a Reputation

From MAD PROFESSOR, pg. 19

date for total enforcement.

How did the bar people know I was thinking about this? I don’t think I mentioned this to more than Sarah and the city attorney. The word got out REAL quickly, and I received a number of long, ranting phone calls.

The bar people said they agreed to the anti-smoking ordinance with the caveat that it would not go into effect for several years. If I revised that, it would violate that compromise. While the bar owners ranted about how terrible the ordinance was—they also agreed to go along with the 2008 date, but I was betraying the compromise. That was convincing to me. Controversial issues require compromises, and this was one of them.

Sarah calls me and says if we don’t move the date up people are going to die! She talks about all the horrible things that are going to happen to people because of two more years of smoke. She is right! BUT, there still was a process that I need to respect. I think she heard the reluctance in my voice.

### Dealing with Anger

Now I have to deal with people who are ticked off with me. I have always read that politicians need to be able to accept that people will be angry with them—regardless of whether that anger is justified. People are now agitated with me and I am sure there will be more. Can I let it go?

### More on smoking!!

The city attorney and the city manager made their reports on the ordinance. The attorney waffled about the legal definitions. One of my colleagues talked about “respecting the political process.” I said I agreed with him and was not proposing to change anything—only to clarify the definitions in the ordinance. I thought figured the bar owners would be pleased that I came around to their perspective. I also thought Sarah and the anti-smoking

folks would be ticked off because I didn’t propose a change. Surprise surprise!!!—it was the other way around!

At the end of the meeting a string of bar owners castigated the Council—(implicitly me) for re-opening this issue and talking about changes. They kept talking about “those damn politicians.” I was taken aback because I thought they would be happy I had not proposed changes. Later in the week I received an e-mail from Sarah thanking me for my stands. So people evidently heard me differently than I intended.

\*\*\*\*\*

David, chair of Finance (of which I am vice-chair) announced he had appointed a sub-committee to review and revise the annual League of Women Voters survey. I got frustrated because #1 I had not been consulted and #2 Survey research is something I know something about—I teach Research Methods for heaven’s sake.

After the meeting I mentioned this to David and asked to be kept in the loop. He sort of brushed me off. But later that week the manager called—and said David did not mean anything bad, and that I was also appointed to the committee. Very interesting—another role for the city manager—smoothing feathers between Assembly members.

\*\*\*\*\*

### Postscript

I continue to feel I have a lack of real power. So much goes on without my knowing about it. The City does things and makes recommendations and the Council often just approves. The Planning Commission makes zoning decisions that never come to us. And then many issues that do come before City Council get dealt with in the two committees from which I was left off—Lands and Public Works.

I am getting a reputation as one who squawks and wants inclusion. I am an annoyance!

Good for me!

# PAR Adds Public Documents Feature

## What is the Purpose of Public Documents?

The purpose of Public Documents is to call attention to seminal public documents, executive orders, legislative initiatives and statutes, court opinions, governmental web sites and think tank reports that are expected to have a significant impact upon public administration.

This new feature of *PAR* serves as a focal point for description and analysis of critical documents that inform dialogue and debate over matters of public concern.

## What is the Format for Public Documents?

A standard review is approximately three to six pages in published length (or 8-15 manuscript pages). At the minimum it includes three basic components:

- A short summary identifying the document under review and its major themes, issues or points of interest.
- The reviewer's assessment of the document's strengths and weaknesses.
- The implications for public administration that, from the reviewer's perspective, derive from the document.

We also encourage non-standard formats in terms of size and scope:

- Book-length documents requiring more extensive reviews.
- Multi-document reviews pulling together a series of related documents.
- Debates between and among reviewers on a document's interpretation and implication for public administration.

## How Academically Rigorous is the Review Process for Public Documents?

Public Documents is a regular feature of

*PAR* and adheres to its blind peer-review standards and criteria for quality and publication. In addition, while the associate editor recommends publication, *PAR* editor-in-chief Richard Stillman makes the final determination about publication in the journal based on his own reading of the manuscript, the recommendations of the associate editor and the manuscript reviews.

The style guidelines for Public Documents are the same as those listed on the *PAR* website for all articles.

## How do I Submit a Review to Public Documents?

Public Documents has its own submission processes, procedures and formats. We encourage submissions from faculty, students and practitioners of public administration and affiliated disciplines. Our interests are interdisciplinary and all topics and areas of interest pertinent to public administration will be considered.

The associate editor invites inquiries from potential contributors if they are uncertain whether the document in question fits within the overall framework of the Public Documents Section.

## Whom Do I Contact about Public Documents?

All inquiries, submissions, concerns, or commentary should be emailed to:

*Nancy C. Roberts*  
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*Public Administration Review*  
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## Section News

# Strides Made in Formation of Section on Native American Governance

*Nels Lindahl*

Thanks to a groundswell of support at the 67th Annual ASPA Conference in Denver, CO, the dream of developing a Section on Native American Governance is quickly becoming reality. During the last year, recruiting enough members to move the section from provisional status to a permanent section has been the primary section goal.

Now is the time for ASPA members to get involved and help build on the current momentum. The number of members in attendance at the 67th Annual ASPA Conference in Denver, Colorado, helped accomplish the necessary short-term goal of gathering the signatures necessary to move from a provisional section to an official section.

The next step in the process toward creating a permanent section involves preparing a letter of application with the names of over one hundred ASPA members. If you are interested in participating in the development of the Section

on Native American Governance, then please take the time to visit [www.nativeamericangovernance.org](http://www.nativeamericangovernance.org) or contact Nels directly at [nels@nelslindahl.net](mailto:nels@nelslindahl.net). ASPA members have the power to make a positive contribution to the developing Section on Native American Governance by joining the section, encouraging other people to join the section, or engaging in active dialogue.

A permanent Section on Native American Governance will help establish a forum for the free and open exchange of ideas ensuring discussion of this very important issue. The long-term section goal involves focusing the attention of scholars on Native American Governance to build a strong research community.

A strong research community will help enhance education, increase understanding, and raise awareness of important issues within the field of public administration. Understanding Native American Governance within the context of public administration requires bringing together at least three perspectives: local, state, or federal government working with Tribal

governments; Tribal governments working with local, state, or federal government; and collaborative combinations that include NGOs.

Developing a Section on Native American Governance will allow academic dialogue and discussion in the form of journals, conferences, and newsletters.

After preparing a letter of application with the names of over one hundred ASPA members, the attention of the developing Section on Native American Governance will shift to building consensus and encouraging participation.

During the course of the next year members of the Section on Native American Governance will need to develop a program plan, draft a budget, elect officers, and create section bylaws. At any point in the process, ideas about how to generate awareness, promote understanding, and facilitate discussion of this important issue are always welcome.

*ASPA member Nels Lindahl is an enrolled Member of the Choctaw Nation of Oklahoma. E-mail: [nels@nelslindahl.net](mailto:nels@nelslindahl.net)*

## Chapter News

# ASPA Network Connects the Dots to Get Information for Newly Elected Local Government Officials

Lyn Holley

The ASPA/NE and Pi Alpha Alpha Annual Awards Luncheon at the University of Nebraska at Omaha was the occasion for the launching of a guide to local governing for newly elected local government officials in very small municipalities.

While providing technical assistance to small local governments, leaders of the multidisciplinary team that developed the guide had seen first-hand how communities missed economic development opportunities due to the lack of basic, readily accessible information about governing.

This, as small rural communities face a variety of escalating challenges that include aging public infrastructure systems, budget constraints, levy lids, economic transition, out-migration, declining property values and changing demographic characteristics. How to help? What to do?

As professionals, they knew that persons elected to Village Boards and Municipal Commissions in communities with populations under 5000 typically do not have the information they need.

Existing local governance information materials are more relevant for larger communities. Larger communities also are more likely to have professional managers or administrators able to provide a wealth of information to elected officials. In smaller communities, many elected officials must piece information together through a trial and error approach.

The approach to meeting the need grew from a successful experience with customized and accessible information. In 1997, the Nebraska Chapter of ASPA, the Community Development Society and the University of Nebraska at Omaha had helped the Village of Weston (pop. 300) initiate a strategic planning process. Weston has moved from a history of \$0 grant funding in 1997 to \$3.5 million and

growing. The strategic process designed for Weston is described in a booklet that has been used with similar success by other small communities in Nebraska. A booklet of information targeted specifically to small communities.

In 2002, the project leaders (an MPA Economic Development Specialist, and a Community Development Specialist) revisited their ASPA connections to recruit two other professionals (a PhD in PA college professor and an MPA Small Business Development Assistance Specialist), and the project to develop a booklet of information about governing for newly elected local officials was begun. The multidisciplinary team is incorporated as The Nebraska Local Government Information Program (NELGIP).

At the 2004 ASPA Midwest Regional Conference, NELGIP conducted an interactive session to discuss the outline of the booklet. After a year and a half of drafting, review by experts and local

officials, and re-drafting, the finished booklet was introduced at the 2006 ASPA Nebraska Chapter/ Pi Alpha Alpha annual awards luncheon.

ASPA provided the network that permitted concerned individuals to "connect the dots" that led to a little booklet that could help small communities in Nebraska survive and prosper.

### Contacts for the Nebraska Local Governing Information Program:

Rick Noyes, Economic Development (402) 499-9074, rnoyes1348@aol.com

Terry Meier, Community Development (402) 475-2560, terrymeier@hotmail.com;

Marjorie Miscek, Small Business Development, (402) 554-4939, mmiscek@mail.unomaha.edu;

Lyn Holley, (402) 554-4814, lmholley@mail.unomaha.edu

## Greater Cincinnati Chapter Honors Public Servants



**L to R: Support Services, Small Organization: Susan Hamm, City of Montgomery; Early Careerist, Small Organization: Matthew Vanderhorst, City of Montgomery; Early Careerist, Large Organization: Dawn Rothe, Hamilton County Board of MR/DD; Innovator, Small Organization: Christian Moeller, Hamilton County Probate Court; Innovator, Large Organization: Timothy Koenig, City of Erlanger; Career Achievement, Small: Robert L. Obermeyer, Hamilton County Community Mental Health Board; Career Achievement, Large Organization: Paul Brehm, City of Forest Park**

Each year the Greater Cincinnati Chapter of ASPA honors outstanding individuals for their work in the field of public administration in a number of organizations including government, educational institutions, and non-profits. Winners of the 2006 Public Administrator of the Year Awards for 2006 were recognized during GCC-ASPA's annual lunch banquet and on Centennial Plaza as part of Public

Service Recognition Week. We had about 125 individuals at the banquet this year.

Many thanks to the Seasongood Good Government Foundation which supports the banquet and the chapter through grants. David Altman represented the Foundation at the banquet once again this year.

## Orlando Hosts Second Annual Florida ASPA Conference



**John Topinka speaks to attendees. He served on the panel on "alternative Directions in Public Service" with (seated at table L to R) Ralph Brower, Craig Donovan and Kim Loutzenhiser.**

Steven Bobes, Bill Solomon

The second Florida ASPA Conference was held on Friday, May 5, 2006, in Orlando, Florida. In honor of Public Service Recognition Week, 77 practitioners, academics and students from around the State of Florida participated in a full day of panel sessions.

The conference committee, Claire Mostel and Steven Bobes, put together a well-rounded program containing panels on emergency management, e-governance, nonprofit management, ethical issues and emerging trends in public administration, performance measurement, Florida's higher education system and alternative directions in public service. Two professional development workshops were also conducted by Steve Liebowitz, managing partner of Wisdom at Work.

Registered conference attendees were treated to a bountiful continental breakfast, enormous sandwiches at lunch and spectacular desserts for coffee break in the afternoon. During lunch, participants had

the opportunity to network and tour the history center. Sponsors for the conference included the University of Central Florida, Miami Transfer Company, Orange County Clerk of Courts and the Central Florida Chapter of ASPA. National ASPA donated ASPA Ceramic coffee mugs, ASPA travel mugs, an ASPA polo shirt and ASPA publications which were raffled off at the conclusion of the conference.

After the conference, participants had the opportunity to celebrate Cinco de Mayo at a block party adjacent to the history center in downtown Orlando. Planning for next year's conference is already in the early stages. Be on the look out for additional information as it develops.

ASPA member Steve Bobes is the for hire inspection manager, Miami-Dade County, FL, and a current member of ASPA's National Council.

E-mail: BTV@miamidade.gov

ASPA member Bill Solomon is chief of the procurement & warehouse management division, Miami-Dade Park & Recreation. E-mail: PBS@miamidade.gov

# CAREERCENTER

## Shrink Student Loans with Public Service

Elizabeth Kountze

New grads who want to change the world often find that fighting poverty begins at home, as they contemplate their first measly paycheck and Kilimanjaro-size student loans. One solution: With assistance programs that repay student loans in return for work in underserved areas, you can do good and still make a big dent in that debt.

Brian McDonald's first job out of college, with a bank in Rochester, N.Y., followed a traditional career path in corporate finance. But when he was laid off several months later, he made a radical switch and became an AmeriCorps volunteer in Albuquerque.

McDonald, 24, worked for a nonprofit organization that makes microloans to low-income entrepreneurs, primarily minorities and women. During his yearlong stint, he earned a stipend of less than \$10,000. But thanks to AmeriCorps' loan-repayment education awards, he still managed to pay off 25 percent of his \$19,000 in student loans. Afterward, he began a career in community-development finance with the federal government.

### Less pay, more payback

Public-interest jobs in underserved areas generally pay lower salaries than comparable private work in more competitive locations. To recruit qualified workers, a number of programs—mostly governmental—offer loan-repayment

assistance plans in return for a commitment of at least a year or two. Funding can change, so the number of awards fluctuates from year to year. To put your best foot forward, you'll need to send in your application early, be flexible about relocating and be committed. To qualify for full loan-repayment assistance, you must fulfill your entire service period.

The biggest and most diverse program is AmeriCorps, which offers more than 75,000 positions each year, including the highly competitive Teach for America program. As a corps member, you can defer your student loans and receive a taxable grant of \$4,725 per year for up to two years toward repaying them.

The Peace Corps, AmeriCorps' international cousin, has more than 7,000 volunteers working around the world in fields such as business development, health, agriculture and education. In return for a two-year commitment, you can defer your federal student loans. Perkins loan borrowers may have 15 percent of their loans forgiven for each year of service.

### Health care

Brian Petrovich, 34, is a psychologist in Aurora, MO, where 80 percent of his patients receive Medicaid. He earns about \$25,000 a year less than he could be making in a practice in Minneapolis, his hometown, where he would have fewer patients on public assistance. But over

three years he has also earned \$85,000 toward student-loan repayment through the National Health Service Corps.

Each year the NHSC pays 4,000 health-care professionals to work in underserved communities. Health-care professionals qualify for loan-repayment assistance of up to \$50,000 for a two-year commitment. But as in Petrovich's case, the agency may encourage practitioners to stick around by continuing financial support even after the initial service period ends.

In return for a two-year stint in areas where there's a shortage of nurses, RNs can wipe out 60 percent of their student-loan balances with awards from the Nursing Education Loan Repayment Program. In addition, 38 states offer loan-repayment programs to retain primary-care personnel. And some private hospitals use loan repayment as a recruiting tool. For information on health-related programs, go to the Bureau of Health Professions.

The National Institutes of Health offers up to \$35,000 per year in loan-repayment aid to researchers with doctoral-level degrees who study clinical, pediatric, infertility and health-disparities topics.

### Lawyers

As a lawyer with the Legal Assistance Foundation of Metropolitan Chicago, 28-year-old Renai Rodney gives free legal advice to low-income-housing tenants facing relocation. Equal Justice Works pays \$37,500 of her \$42,000 annual salary

and will also give her \$14,500 in assistance this year to help pay off her student loans. As a bonus, says Rodney, "I've gotten more litigation experience than I would have in a large firm." About 90 law schools give loan-repayment awards to graduates who work in public service or other low-paying fields.

### Teachers

Once you have taught full-time for five consecutive years in an elementary or high school that's been designated as serving children from low-income families, the Department of Education will let you cancel up to \$5,000 (and in a few cases up to \$17,500) in federal Stafford or direct loans. You may also qualify to have 100 percent of your Perkins loans forgiven if you're a full-time teacher of low-income students or are in a field where teachers are scarce.

### Government

To recruit and retain highly skilled employees, some federal agencies, including the departments of State and Justice and the Securities and Exchange Commission, offer employees a maximum of \$10,000 per year (up to a total of \$60,000) in student-loan repayment. Enlisting in the Army National Guard qualifies you for \$3,000 a year in student-loan forgiveness, up to a total of \$20,000.

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## FYI...

### Inflation Index Used By Colleges and Universities Will Jump 5.0 % in Fiscal 2006

Wilton, CT—The official calculation of the Higher Education Price Index (HEPI) shows that inflation for colleges and universities will jump 5.0 percent in fiscal year 2006 ending June 30 according to Commonfund Institute. This compares with a HEPI increase of 3.5 percent in 2005, and average annual increases of 3.8 percent in fiscal years 2002-2005. By comparison, the Consumer Price Index rose an average 2.3 percent in fiscal years 2002-2005. For the past ten years, annual HEPI inflation increases have been an average 3.6 percent vs. CPI annual average increases of 2.5 percent.

HEPI 2006 reports that colleges and universities experienced the steepest price increase in the utilities category—which rose 27.1 percent over the price increase for 2005, and was nearly triple the average annual increase of the preceding four years. The other sharp increase for 2006 was in materials and supplies, which rose 8.2 percent compared with a 4.8 percent rise in 2005.

"HEPI shows that the strong rise in the costs for higher education in 2006 resulted largely from the spike in energy costs" said Verne Sedlacek, President & CEO, Commonfund. "HEPI is an

extremely important measure of inflation for colleges and universities for their current operations, for budget hearings, and as a guideline for trends on other areas of expense, such as faculty salaries."

### Colleges and Universities Are Struggling to Diversify Faculties, Report Finds

Colleges and universities are struggling to diversify their faculties, in part because under-represented minority faculty members are leaving almost as fast as they can be hired, a new report from the James Irvine Foundation finds.

The report, "The Revolving Door for Underrepresented Minority Faculty in Higher Education," part of the foundation's Campus Diversity Initiative, analyzed faculty hiring and retention data at twenty-seven private colleges and universities in California between 2000 and 2004.

Coordinated by the Association of American Colleges and Universities and Claremont Graduate University, the report found that under-represented minority faculty—particularly those who are African American, Latino, or Native American/Alaska Native—increased from 7 percent to 9 percent during the period. But according to researchers, the increase was limited by the high turnover rate among minority faculty. In addition, the report

found that nearly three of five newly hired under-represented minority faculty are simply replacing minority faculty members who had moved on.

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### CampaignTalent.com Introduces National Political Jobboard Site

Los Angeles—Campaign Talent recently launched the first ever "all political" jobboard site that is designed to address campaign staffing needs. Never before has a dedicated service existed where political candidates are able to post jobs and then pre-qualify campaign jobseekers and volunteers online.

Campaign Talent solves one of the most difficult challenges in running for political office by delivering staff to the candidate. The site showcases thousands of talented political science, pre-law, social science, and business students from over 4,168 colleges and universities in the United States, while maintaining a database stocked with seasoned political staffers with prior campaign competencies.

For additional information on Campaign Talent, please visit [www.campaigntalent.com](http://www.campaigntalent.com).

## Internship News

### Partnership for Public Service Fellows Program

Each semester, The Partnership for Public Service offers a unique opportunity for public-service minded students and graduates to join our fellowship program. Fellows are assigned to one of the Partnership's "teams" based on skills and interests. During their tenure, fellows are fully integrated into these teams' projects and meetings. Each student that enters our program is eligible to receive a monthly stipend.

Visit [www.ourpublicservice.org](http://www.ourpublicservice.org) to download the fellows program guidelines.

### Summer Intern Event

Do you have students interning in Washington, DC this summer? The Partnership is hosting the fourth annual intern event July 26, featuring Tim Russert of NBC's "Meet the Press" and Senator Barack Obama (D-IL). Students will also have a chance to network with federal recruiters from a variety of agencies before and after the program.

Visit [www.ourpublicservice.org](http://www.ourpublicservice.org) for more information.

# CAREER CENTER

## University of North Texas Prof. Offers Innovative Teaching on the Impact of State Government on Local Municipalities



**Abraham David Benavides, North Texas Chapter ASPA president (back row left), is shown in the legislative quarters of the State of Texas Capitol Building in Austin Texas with UNT MPA students in May 2006. Benavides designed and teaches an innovative "on the road" course on State Government and Local Management that introduces students to elected officials, state level administrators and the formal and informal processes of policy making at the state and local levels.**

Abraham David Benavides, assistant professor at the University of North Texas, uses an innovative teaching approach that takes his students out of the academy and into the offices of administrators and state and local policy makers in Texas.

The "Austin Seminar"—State Government and Local Management—is an MPA course offered by the department of public administration at the University of North Texas. The course is designed to expose students to the relationships and policy making processes that occur among officials at the state and local level. Students learn to appreciate the impact that state governments have on local municipalities and how that impact influences policy.

The course is conducted in a conference room at the Texas State Capitol in Austin Texas. The environment helps set the stage for the students to acquire information about Texas state government, lobbying, intergovernmental relations, and an in depth knowledge of a number of state government agencies.

Learning takes place through seminars, readings, presentations by government

officials, debates, tours, formal and informal conversations with elected and appointed officials, lectures by Benavides, and other experiential learning activities. One of the highlights of the course is a formal dinner with UNT program alumni and friends of the university.

Students' responses to the course have been universally positive. "The sessions with the Texas Municipal League, the Austin City Manager and both the public and private meetings with Texas Department of Transportation really captured for me how state and local governments interact and how their actions affect one another." Said another, "I chose the Comptroller's Office for my final project. I work with the agency almost daily on tax issues, etc. However, I had no idea they provided so many other services to cities. Also, being in the gallery during legislative sessions is 1,000 times better than reading about debate in the morning newspaper."

*For more information about this course or the UNT MPA program contact the program coordinator at 940-565-2165 or Benavides at [benavides@unt.edu](mailto:benavides@unt.edu).*

## U. of Tennessee Introduces Masters Course on Managing Small Towns

### Students Receive Practical Knowledge and Advice from UT's Municipal Technical Advisory Service

*Queena Jones*

The University of Tennessee has implemented the State of Tennessee's first master's level course designed specifically to address the needs of managing small towns.

Consultants of UT's Municipal Technical Advisory Service (MTAS) are teaching students in the master of public administration program how to become skilled, ethical and professional public managers. The curriculum of the 562 Public Management course mirrors the information MTAS consultants provide to Tennessee's city leaders in the Elected Officials Academy.

"It's a wonderful way to combine practical and academic experience—to have a really strong foundation for service in public administration," said David Folz, UT political science professor. Folz offered the Fall 2005 class and expects the course to become a core requirement in UT's MPA program.

"Public management training is viewed now as a particular area of expertise in the MPA program," Folz said. "After completing the course, students can market their skills in this area and be better qualified for career opportunities in city management."

Students receiving their MPA often take administrative jobs in state, federal and local government. Typically, the students

are "in-service," meaning they already serve as an employee of local government and they usually prefer to stay in Tennessee, Folz said. UT's public administration program reduces the need for city governments to recruit employees from out of state and equips UT students for career opportunities in Tennessee, Folz explained.

One of the program's graduates, Honna Rogers, received her MPA last fall after completing the 562 course. "This class sparked a lot of interest in city government and management," she said. "It brought new light to the services offered by cities, such as police and fire protection. We learned a lot about city services, in addition to the business management aspects of city government."

Rogers said the class was pretty intense, condensing a normal eight-hour professional course into a two-hour class period. Despite the intensity, she enjoyed learning from the MTAS' consultants "real-life experiences."

Using the Elected Officials Academy curriculum as a guide, Folz worked with Sally Thierbach of MTAS to prepare the classes. Ten of the class sessions were led by an MTAS consultant who has expertise in: charters, codes, finance, risk management, personnel, planning and zoning, police and fire protection services, public works, legislative issues, or grant proposal writing. MTAS consultants who lectured for the class were: Al Major, Mike Tallent,

Richard Stokes, Rex Barton, Sharon Rollins, Gary West and Melissa Ashburn.

Based on the students' class evaluations, every MTAS instructor earned a B+ average grade. The students rated each lecture for the effectiveness of the teaching, relevance and usefulness of the presentation materials and handouts, and helpfulness of the assigned readings.

"It took me years to learn what they learned in a matter of 15 weeks. It was gratifying to see students appreciate the value of the expertise and experience of the MTAS consultants," said Folz.

Required course readings included: the American Society for Public Administration Code of Ethics; the International City/County Management Association Code of Ethics; and *Managing America's Small Communities: People, Politics, and Performance*, co-authored by Folz and P. Edward French. The book examines communities with populations under 25,000, a field that had not been studied in particular before, Folz said.

The dynamics of the decision-making process, differences between forms of government, and the measurable impact of decision making in small communities are addressed, with research indicating professional managers can offer a better level of service to their cities.

In Tennessee, no other program in higher education focuses on training future

leaders in local government, Folz said. "It's the responsibility of a land-grant institution to offer this training."

Rogers agreed, saying "MTAS is a great resource for UT. No other school would have that resource with that level of expertise."

Bob Schwartz, executive director of MTAS, also sees the class as a great opportunity for UT students and faculty, MTAS and city governments to work together. "The course is an example of increased cooperation between the public service agencies and the academic departments of the University of Tennessee. It gave the students a chance to hear from practitioners, and it gave our consultants a chance to talk with people who could end up working for city government in Tennessee in the future," Schwartz said.

Based on her class experience and under the advice of one of her UT professors, Honna Rogers plans to pursue career opportunities in city management. She recently accepted a post-graduate management internship with the Tennessee cities of Cleveland, Athens, East Ridge and Red Bank. She will work in every department of city government, rotating every four months among the cities. The two-year assignment is being coordinated and sponsored by MTAS.

*Queena Jones is an information specialist for the Institute for Public Service. E-mail: [queena.jones@tennessee.edu](mailto:queena.jones@tennessee.edu)*

## Know Your Code

This column is a continuation of a semi-regular feature in PA Times. Under the auspices of ASPA's Section on Ethics, readers will be given the opportunity to consider how ASPA's Code of Ethics might be applied to "real world" scenarios of interest, hence the name "Know Your Code." The goal is to make all ASPA members more aware of our code of ethics and how it can be interpreted and utilized. Responses to this specific column are encouraged. Readers are also invited to submit questions about specific situations for possible consideration in future columns.

# Respect the Constitution and the Law

Jack D. Kem

### Two Illustrative Situations

The first week of class at the Army Command and General Staff College is always an interesting time; many of the officers in the class have just returned from deployments to Iraq and Afghanistan. All of the officers have been in the military for 10-12 years, and have made a serious commitment to serve a career of service to their country. All of the officers, as well as the civilian instructors have taken an oath of office to "support and defend the Constitution of the United States."

During the first week of class I ask all of the officers in the class to take out a blank piece of paper and to mark the paper one through ten. I then ask each of the officers to write down a basic description of each of the first ten amendments to the constitution – the Bill of Rights. This last year, after about ten minutes, one of the officers told me that "I had made my point." Most could come up with a few of the ten, but only one officer (out of 16) knew all ten.

The Iraqi Center for Values, Principles, and Leadership is a new initiative to change the culture of the Iraqi military as it works to become a part of a democratic country. The Iraqi military—working with coalition representatives—is in the process of defining the core values of the Iraqi military and then write doctrine and design training to reinforce those values.

The proper role of a military in a democracy and civilian-military relations are two of the immediate areas that are being addressed by the Center for Values, Principles, and Leadership. The new Iraqi Constitution provides an excellent values framework, by stating that the Iraqi Military "shall be subject to the control of the civilian authority, shall defend Iraq, shall not be used as an instrument to oppress the Iraqi people, shall not interfere in the political affairs, and shall have no role in the transfer of authority".

Officers in the Iraqi military take an oath to uphold the Iraqi Constitution; the image of millions of Iraqi citizens courageously voting and pointing in the air with ink-stained fingers is a powerful incentive for Iraqi military officers to uphold their new Constitution.

### What the Code Says

Both of these situations point to the importance of public servants understanding and adhering to government constitutions and laws. The ASPA Code of Ethics provides guidance on how ASPA members should also respect and support government constitutions and laws. The second major section of the ASPA Code of Ethics is to "Respect the Constitution and the Law." The code states that ASPA members should:

Respect, support, and study government constitutions and laws that define responsibilities of public agencies, employees, and all citizens. ASPA members are committed to:

- Understand and apply legislation and regulations relevant to their professional role.
- Work to improve and change laws and policies that are counterproductive or obsolete.
- Eliminate unlawful discrimination.
- Prevent all forms of mismanagement of public funds by establishing and maintaining strong fiscal and management controls, and by supporting audits and investigative activities.
- Respect and protect privileged information.
- Encourage and facilitate legitimate dissent activities in government and protect the whistleblowing rights of public employees.
- Promote constitutional principles of equality, fairness, representativeness, responsiveness and due process in

protecting citizens' rights.

### How to Use What the Code Says

There are four general themes that are included in the ASPA Code of Ethics concerning Respect for the Constitution and the Law. The first theme is to "study" governmental constitutions and the law. Public Administrators should have a solid working understanding of the Constitution and applicable legislation and regulations. As professional public administrators, there is a continuous obligation to stay abreast of current legislation and regulations. Senator Harry Byrd is famous for having a copy of the US Constitution in his breast pocket at all times; public administrators should also have a solid working knowledge of the Constitution in their heart.

The second theme is to work diligently to ensure that laws and policies remain relevant and productive. Public Administrators, as public servants, also have an obligation to change those laws and regulations that need change – within the system. Legitimate dissent is not only tolerated, it should be encouraged and facilitated by public administrators. Whistleblowing rights should be vigorously protected to encourage legitimate dissent with counterproductive or obsolete laws and policies.

The third theme is to faithfully apply the laws and regulations that are in effect. The ASPA Code of Ethics identifies three specific areas relating to applying laws and regulations: eliminating unlawful discrimination; preventing mismanage-

ment of public funds; and protecting privileged information. Each of these areas highlights responsibilities for maintaining the public trust that public administrators enjoy.

The fourth theme is to promote constitutional principles of "equality, fairness, representativeness, responsiveness and due process in protecting citizens' rights." The Constitution provides not only specific rights for citizens, but also principles that help to guide the "Spirit of Public Administration." Public administrators should not only follow the "letter of the law," but should also promote the "spirit of the law" as public servants.

Military officers have an obligation to remain well-grounded in the Constitutions that have taken an oath to uphold. Public Administrators also have a similar obligation to respect, support, and study the Constitution and the Laws. Knowing and applying the ASPA Code of Ethics provides excellent guidelines for "Respecting the Constitution and the Law."

*ASPA Member Jack D. Kem is an Associate Professor at the U.S. Army Command and General Staff College and a member of the ASPA Ethics Section. E-mail: jdkd6@aol.com.*

*The opinions stated in this article do not reflect the official position of ASPA or the ASPA Ethics Section. If you wish to respond to this article or submit questions about specific situations for possible consideration in future columns, please email KnowYourCode@aspanet.org.*

**What do you think about the ideas/situations discussed in the column Know Your Code?**

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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.

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## UNIVERSITY POSITIONS

**Assistant Professor (Environmental Law and Policy)  
Political Science Department  
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**Job Description:**

The Political Science Department invites applications for a tenure track position beginning spring 2007 or fall semester 2007. Candidates will be expected to teach graduate courses in the core curriculum of the department's growing Master of Public Administration program and some undergraduate political science courses. Research and teaching interests in environmental law and policy are desirable. Candidates will be expected to work closely with graduate students.

**Minimum Qualifications:**

Requires earned Ph.D., commitment to teaching excellence, and evidence of scholarly activity.

**Preferred Qualifications:**

Candidates with strong methodological skills and some practitioner experience preferred.

Applicants should be strongly committed to excellence in teaching and advising, and to working in a multicultural environment that fosters diversity. They should also have an ability to use technology effectively in teaching and learning, the ability to work collaboratively, evidence of scholarly activity, and a commitment to public higher education.

**Special Instructions to Applicants:**

Applicants should submit three letters of recommendation directly to the Department of Political Science. Direct letters to Chair, Environmental Law and Policy Search Committee, Department of Political Science, Bridgewater State College, 180 Summer Street, Bridgewater, MA 02325.

For complete description of this position and to view new positions as they are posted, please visit: <http://www.bridgew.edu/HR/JobList/>

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**Assistant Professor  
Political Science Department  
Bridgewater State College  
[www.bridgew.edu](http://www.bridgew.edu)**

**Job Description:**

The Political Science Department invites applications for a tenure track position in public administration beginning fall semester 2007. Candidates will be expected to teach graduate courses in the core curriculum of the department's growing Master of Public Administration program and some undergraduate political science courses. Research and teaching interests in human resource management (including leadership and public personnel) and intergovernmental and intersectoral relations are desirable. Candidates will be expected to work closely with graduate students.

**Minimum Qualifications:**

Requires earned Ph.D., commitment to teaching excellence, and evidence of scholarly activity.

**Preferred Qualifications:**

Candidates with strong methodological skills and some practitioner experience preferred.

Applicants should be strongly committed to excellence in teaching and advising, and to working in a multicultural environment that fosters diversity. They should also have an ability to use technology effectively in teaching and learning, the ability to work collaboratively, evidence of scholarly activity, and a commitment to public higher education.

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# CONFERENCE CALENDAR

## July 2006

10-11 Excellence in Government 2006  
Washington Hilton  
Washington, DC  
More Info.: [www.excelgov.com](http://www.excelgov.com)

16-20 2006 Third Regional International  
Conference-IIAS  
The conference will be hosted by the  
Governor of Nuevo Leon Province, Mr.  
Gonzalez Paras, and the main theme is  
Transparency for Better Governance.  
More Info.: [www.iiasiisa.be/iias/aiconf/monterrey/aimexico.htm](http://www.iiasiisa.be/iias/aiconf/monterrey/aimexico.htm)  
Location: Monterey, Mexico

28-30 World Future Society Conference  
City: Toronto, Canada  
Sheraton Centre Hotel  
More Info.: [www.wfs.org/2006main.htm](http://www.wfs.org/2006main.htm)

### August

19-20 Planning and Organizational Strategy for  
Public Sector Executives: Building Your  
Organization's Capabilities for Creating and  
Executing Its Strategic Plan  
More Info.: [www.leadership.opm.gov](http://www.leadership.opm.gov)  
Location: Washington, DC

21-24 Building High-Performance Organizations  
for the 21st Century: Understanding the  
Theory and Practice of Organizational  
Change  
More Info.: [www.leadership.opm.gov](http://www.leadership.opm.gov)  
Location: FEI, Charlottesville, VA

### September

15-17 ASPA's Mid-Year Leadership Meetings  
Washington, DC  
[www.aspanet.org](http://www.aspanet.org)

27-30 2006 Southeastern Conference of Public  
Administration (SECoPA) Conference  
Location: Athens, GA  
More Info.: [www.secopa2006.org/](http://www.secopa2006.org/)

### October

5-6 2006 International Conference on Public  
Administration (2nd ICPA) Government  
Innovation and Reform  
Location: Warwick University, Coventry, UK  
Call for Papers Deadline: July 15  
Contact: Don Menzel,  
[donmenzel@tampabay.rr.com](mailto:donmenzel@tampabay.rr.com)

22-24 Community is a Contact Sport, symposium  
on city-university relations  
Location: Clemson University  
More Info.: [www.clemson.edu/town-gown](http://www.clemson.edu/town-gown)

### November

7-10 XI International Congress of CLAD on State  
and Public Administration Reform  
Guatemala City, Guatemala  
More Info.: [www.clad.org.ve](http://www.clad.org.ve)

### March 2007

24-27 ASPA's 68th National Conference  
"Monumental Possibilities: Capitalizing on  
Collaboration"  
Washington, DC  
Omni Shoreham Hotel  
[www.aspanet.org](http://www.aspanet.org)

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

[www.aspanet.org](http://www.aspanet.org)

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