

PA TIMES

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Homeland Security Secretary Announces New Agenda for DHS

Chertoff Lays out Six-Point Plan for Guiding DHS, Safeguarding Country

Washington, DC—Secretary Michael Chertoff today announced a six-point agenda for the Department of Homeland Security designed to ensure that the Department's policies, operations, and structures are aligned in the best way to address the potential threats—both present and future—that face our nation.

“Our Department must drive improvement with a sense of urgency. Our enemy constantly changes and adapts, so we as a Department must be nimble and decisive,” said Secretary Michael Chertoff.

The announcement reflects conclusions drawn as a result of the Second Stage Review, a careful study of the Department's programs, policies, operations and structure. The Review examined nearly every element of the Department of Homeland Security in order to recommend ways that DHS could better manage risk in terms of threat,

vulnerability and consequence; prioritize policies and operational missions according to this risk-based approach; and establish a series of preventive and protective steps that would increase security at multiple levels.

“DHS must base its work on priorities driven by risk,” said Secretary Chertoff. “Our goal is to maximize our security, but not security at any price. Our security regime must promote Americans' freedom, prosperity, mobility, and individual privacy.

The Secretary's six-point agenda will guide DHS in the near term and result in changes that will:

- Increase overall preparedness, particularly for catastrophic events;
- Create better transportation security systems to move people and cargo more securely and efficiently;

- Strengthen border security and interior enforcement and reform immigration processes;
- Enhance information sharing with our partners;
- Improve DHS financial management, human resource development, procurement and information technology; and
- Realign the DHS organization to maximize mission performance.

Secretary Chertoff announced that details of new policy initiatives in these six areas will be announced in the coming weeks and months, including:

- A new approach to securing our borders through additional personnel, new technologies, infrastructure investments, and interior enforcement—coupled with

See **HOMELAND SECURITY**, pg. 2

British and Italian Police Arrest Last Bombing Suspects



EPA/Hugo Philippot

An armed metropolitan police officer patrols the streets of central London after security levels were raised to the maximum level following the recent terrorist attacks on the London transport system. Nine men were arrested by British anti-terror squads early Thursday, July 28, 2005, one week after the failed attacks. On July 29, British police arrested two more of the suspected bombers in West London. Separately, Italian police said they had arrested, on July 29, the fourth man suspected of being involved in the July 21 bombings.

Boston Makes Reducing Racial Health Disparities a Priority for the City

\$1 Million to Focus on Patient Care, Healthcare System and Training

Boston, MA—Following a two-year process that included input from hundreds of experts and residents, Mayor Thomas M. Menino stood with many of those involved to launch a city-wide "Disparities Project" aimed at reducing disparities that exist in health based on race and ethnicity.

As part of the announcement, the Mayor released three different reports and \$1 million in funding for implementation of recommendations found in two of the reports.

The documents released include:

- Mayor's Task Force Blueprint: A plan to eliminate racial and ethnic disparities in health.
- Hospital Working Group Report: Action steps and recommendations for Boston hospitals.

- Data Report: A presentation and analysis of disparities in Boston

The Blueprint, the Project's signature piece, lays out a map for the healthcare community to follow for better health for all racial groups. “This is a forward-looking project that builds on the incredible healthcare resources we have in Boston,” said Mayor Thomas M. Menino. “With the highest levels of leadership involved in this process, expect the Blueprint will become a national model. It sets out to correct disparities in every part of the health care system a consumer touches, from community health centers to hospitals to insurance providers.”

The Blueprint represents the work

See **BOSTON**, pg. 6

Six-Point DHS Plan Restructures Department, Creates New Initiatives

From **HOMELAND SECURITY**, pg. 1

efforts to reduce the demand for illegal border migration by channeling migrants seeking work into regulated legal channels;

- *Restructuring the current immigration process* to enhance security and improve customer service;
- *Reaching out to state homeland security officials* to improve information exchange protocols, refine the Homeland Security Advisory System, support state and regional data fusion centers, and address other topics of mutual concern; and
- *Investing in the Department's most important asset—its people*—with top-notch professional career training and development efforts.

Secretary Chertoff also announced two common sense changes to improve the way the Department does business.

- *Require 10-Fingerscan Standard for Foreign Visitors.* DHS will strengthen the US-VISIT program to require a one-time 10-fingerscan capture upon enrollment, with continued use of two-print verification during later entries, to ensure the highest levels of accuracy in identifying people entering and exiting our country.
- *Eliminate 30-minute Rule for DCA Flights.* As a result of numerous security measures established to protect passengers and air travel, DHS will eliminate the 30-minute rule preventing passengers from standing up within thirty minutes of takeoff or landing for flights to or from Ronald Reagan National Airport.

Organizational Initiatives: Structural Adjustments to DHS

The Secretary also announced details of his proposal for realigning the Department of Homeland Security to increase its ability to prepare, prevent, and respond to terrorist attacks and other emergencies. These changes will better integrate the Department, giving DHS employees better tools to help them accomplish their

mission. These management tools will:

- *Centralize and Improve Policy Development and Coordination.* A new Directorate of Policy, ultimately led by an Under Secretary upon enactment of legislation, will serve as the primary Department-wide coordinator for policies, regulations, and other initiatives. This Directorate will ensure the consistency of policy and regulatory development across various parts of the Department as well as perform long-range strategic policy planning. It will assume the policy coordination functions previously performed by the Border and Transportation Security (BTS) Directorate. It will also create a single point of contact for internal and external stakeholders by consolidating or co-locating similar activities from across the department. This new Directorate will include:
 - ~ Office of International Affairs;
 - ~ Office of Private Sector Liaison;
 - ~ Homeland Security Advisory Council;
 - ~ Office of Immigration Statistics; and
 - ~ Senior Asylum Officer
- *Strengthen Intelligence Functions and Information Sharing.* A new Office of Intelligence and Analysis will ensure that information is gathered from all relevant field operations and other parts of the intelligence community; analyzed with a mission-oriented focus; informative to senior decision-makers; and disseminated to the appropriate federal, state, local, and private sector partners. Led by a Chief Intelligence Officer who reports directly to the Secretary, this office will be comprised of analysts within the former Information Analysis directorate and draw on expertise of other DHS components with intelligence collection and analysis operations.
- *Improve Coordination and Efficiency of Operations.* A new Director of Operations Coordination will enable DHS to more effectively conduct joint operations across all organizational elements; coordinate incident management activities; and utilize all resources

within the Department to translate intelligence and policy into immediate action. The Homeland Security Operations Center, which serves as the nation's nerve center for information sharing and domestic incident management on a 24/7/365 basis, will be a critical part of this new office.

- *Enhance Coordination and Deployment of Preparedness Assets.* The Information Analysis and Infrastructure Protection Directorate will be renamed the Directorate for Preparedness and consolidate preparedness assets from across the Department. The Directorate for Preparedness will facilitate grants and oversee nationwide preparedness efforts supporting first responder training, citizen awareness, public health, infrastructure and cyber security and ensure proper steps are taken to protect high-risk targets. The directorate will be managed by an Under Secretary and include:

~ A new Assistant Secretary for Cyber Security and Telecommunications, responsible for identifying and assessing the vulnerability of critical telecommunications infrastructure and assets; providing timely, actionable and valuable threat information; and leading the national response to cyber and telecommunications attacks;

~ A new Chief Medical Officer, responsible for carrying out the Department's responsibilities to coordinate the response to biological attacks—and to serve as a principal liaison between DHS and the Department of Health and Human Services, the Centers for Disease Control, the National Institutes of Health, and other key parts of the biomedical and public health communities;

~ Assistant Secretary for Infrastructure Protection;

~ Assets of the Office of State and Local Government Coordination and Preparedness responsible for grants, training and exercises;

~ U.S. Fire Administration; and

~ Office of National Capitol Region Coordination.

Other Department Realignments

- *Improve National Response and Recovery Efforts* by Focusing FEMA on Its Core Functions. FEMA will report directly to the Secretary of Homeland Security. In order to strengthen and enhance our Nation's ability to respond to and recover from manmade or natural disasters, FEMA will now focus on its historic and vital mission of response and recovery.
- *Integrate Federal Air Marshal Service (FAMS) into Broader Aviation Security Efforts.* The Federal Air Marshal Service will be moved from the Immigration and Customs Enforcement (ICE) bureau to the Transportation Security Administration to increase operational coordination and strengthen efforts to meet this common goal of aviation security.
- *Merge Legislative and Intergovernmental Affairs.* This new Office of Legislative and Intergovernmental Affairs will merge certain functions among the Office of Legislative Affairs and the Office of State and Local Government Coordination in order to streamline intergovernmental relations efforts and better share homeland security information with members of Congress as well as state and local officials.
- *Assign Office of Security to Management Directorate.* The Office of Security will be moved to return oversight of that office to the Under Secretary for Management in order to better manage information systems, contractual activities, security accreditation, training and resources.

The Homeland Security Act of 2002 (HSA) provides certain flexibility for the Secretary of Homeland Security to establish, consolidate, alter or discontinue organizational units within the Department. The mechanism for implementing these changes is a notification to Congress, required under section 872 of the HSA, allowing for the changes to take effect after 60 days.

Other proposed changes will require Congressional action. The Department will work with Congress to accomplish these shared goals.

For more information visit www.dhs.gov.

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1120 G Street NW #700
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(703) 209-0560 (phone)
(703) 991-4916 (fax)
patimes@aspanet.org (e-mail)

On the Internet:
<http://www.aspanet.org>

Editor-in-Chief: Antoinette Samuel

Editor: Christine Jewett McCrehin

Editorial Board: Russell Williams, chair; Michael Gershowitz, James Heichelbech, Jonathan Justice, Mary Kweit, Audrey Mathews, Saundra Reinke, Gloria Simo, Robert W. Smith, William E. Soloman, James Ward.

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Freedom of Speech in Public Places

SPECIAL SECTION

Public Parks as Venues for Free Speech

Steven N. Waller, Sr.

Public parks continue to be one of the premier venues for exhibiting the power of public assembly and promotion of our right to free speech. As a child, one of my fondest memories remains seeing former president John F. Kennedy speak in a public park in my hometown. Slain civil rights and moral leader Martin Luther King, Jr. delivered one of the most powerful addresses of the twentieth century, the "I Have A Dream" speech, on the grounds of the Washington Monument, a public park.

Protests against some of the most volatile issues of our time are conducted on public parklands. Organizers of anti-war, anti-abortion, anti-discrimination, labor protest and religious services continue to utilize public parks as viable gathering places. Withstanding the popularity of parks as sites for protest, the inherent challenge to park administrators is to implement policies that serve the public good, protect public resources and are correctly grounded in the law to restrict violation of First Amendment rights.

The Constitutional Right of Free Speech in Public Places

The First Amendment of the U.S. Constitution states that: "Congress shall make no law respecting an establishment of religion, or prohibiting the free exercise thereof; or abridging the freedom of speech, or of the press; or the right of the people peaceably to assemble, and to petition the Government for a redress of grievances." The right of free speech protects more than the right to converse openly. It protects expression and communication of all sorts, including

spirited protesting, picketing, leafleting, and gathering signatures.

Something as simple as the distribution of religious literature in a public park falls under the protection of the First Amendment. In *Sauchelli v. Ocean County*, filed in U.S. District Court for New Jersey in 2003, Carmine Sauchelli, a resident of Bayville, NJ, sued Ocean County, NJ, government officials over the right to distribute religious literature in public parks. County officials denied Sauchelli's request on more than one occasion stating, "although the right to freedom of speech is certainly applicable within the Parks' system, it is not absolute and may be subjected to restrictions."

In justifying their refusal to allow Sauchelli to distribute religious literature in the park, county officials reasoned that their regulations serve a government interest that is "designed to promote peace, tranquility, order and respect within the park system. The suit settled in October 2003 mandated that Ocean County parks department officials amend their park expression regulations to allow leafleting in the park except at designated times and places restricted for special users.

Free speech protections apply not only to speech that the government considers to be truthful and valid, but also to speech that is unpopular, strange or even sometimes hateful. Our nation's founders believed that the best protection against ideas society believes are wrong, is to have a free exchange of opposing ideas, not to censor wrong ideas.

The right of free expression is not, however, an absolute right to express ourselves at any time, in any place, in any manner. For example, we do not necessarily have a right to hold a large rally, at midnight, in a neighborhood park. While citizens may have the right to assemble and protest in a public park, government retains the right to determine the exact time or specific location within the park. Government reserves the administrative and constitutionally protected authority to invoke reasonable restrictions on the time, place and manner of certain

speech activities when there is a compelling reason to do so.

Policy Guides Required to Protect First Amendment Rights

The Supreme Court has indicated that in the context of protests, parades and picketing in public places such as streets and parks, "...citizens must tolerate insulting, and even outrageous, speech in order to provide adequate breathing space to the freedoms protected by the First Amendment."

Both park administrators and law enforcement officials face difficult constitutional and operational issues when tasked with the dual responsibility of maintaining public order and protecting the First Amendment rights of protesters. Periodically, the nature of assemblies and protests in public parks may be volatile. History has shown that public gatherings anchored in race, class, war and human rights issues may become charged with emotion and potentially erupt. Park administrators must have a series of objective policy guidelines available to avert both potential mishaps and violating the constitutional rights of protesters.

Three general First Amendment principles must guide departmental decision-making in managing public protest. First, political speech in traditional public forums, such as streets and parks, is afforded a very high level of First Amendment protection, and blanket prohibitions of such speech are generally unconstitutional. Second, reasonable time, place and manner restrictions on such speech are permissible if they are content-neutral, narrowly tailored to serve substantial government interests, and leave ample alternative ways for the speech to occur. Third, speech or expressive conduct can be restricted because of its relationship to unlawful conduct, such as disorderly conduct or trespass. The principle means to avoiding potential policy problems and violations of the law is to utilize a content-neutral permit system.

Content-Neutral Permit Requirements
Public parks agencies serve as stewards of leisure resources and have the authority and responsibility to promulgate policies

that require reservations or permits for large demonstrations, rallies or for the use of special amenities such as shelters, scenic areas of a park or select pieces of equipment. The government may limit activities of extremely long duration, if the regulations are designed to ensure that the park is not unduly monopolized or damaged. In the case of *National Council of Arab Americans v. City of New York*, the New York Parks Department actions epitomize the appropriate use of content-neutral permits. The Parks Department ultimately denied the use of the Great Lawn in Central Park based on "the capacity of the Great Lawn, the high risk of damage to the lawn and the displacement of pre-existing uses."

The First Amendment permits the government to impose a permit requirement for those wishing to engage in expressive activity on public property, such as streets, sidewalks, and parks. Any such permit scheme controlling the time, place, and manner of speech must not be based on the content of the message, must be narrowly tailored to serve a significant governmental interest, and must leave open ample alternatives for communication. The Supreme Court has held that any permit regulation that allows arbitrary application is "...inherently inconsistent with a valid time, place, and manner regulation because such discretion has the potential for becoming a means of suppressing a particular point of view."

The Supreme Court has ruled unconstitutional permit schemes that vest government decision-makers with uncontrolled discretion in deciding whether to issue a particular permit. Ideally, a permit scheme should include the following elements:

- A written description of the permit/license application process.
- Comprehensive and unambiguous standards for implementation and the objective criteria officials will use in determining whether to grant or deny a permit application.
- A time frame for the application process and for decision-makers to consider an application.
- A provision for notifying the applicant that a permit request has been denied and the reasons for the denial.
- An established route to appeal a denial of an application.
- Language that avoids inherently vague terms, the meaning of which are not self-evident or easily discernible, such as "First Amendment activities," "special or unique circumstances," "unique hardship," "public nuisance" or "detrimental to public health and safety."
- The identity of the person or persons with the authority to grant or deny a permit request.

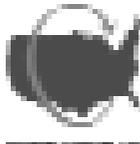
Public parks will continue to be primary venues for public expression and free speech. The primary challenge for public administrators is to understand the policy

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Freedom of Speech in Public Places

SPECIAL SECTION

Should Students be Encouraged to Exercise Right to Free Speech?

Abraham David Benavides

Free speech is the bedrock of any democratic society. It is a fundamental principle and ingredient in maintaining the rights of individuals and securing good governance. John Stewart Mill once wrote: "If all mankind minus one were of one opinion, and only one person were of the contrary opinion, mankind would be no more justified in silencing that one person, than he, if he had the power, would be justified in silencing mankind." For MPA faculty, teaching free speech is necessary to ensure that public service values including representation of all community interests are present in the public service workforce.

Yet, free speech often does not come about without controversy. The dilemma that confronts a free society built on civil rights and civil liberties is that differing opinions about policy and programs are not just common, they are the norm. In January, on the University of North Texas (UNT) campus a student organization – the Young Conservatives of Texas (YCT) held a demonstration entitled "Catch an Illegal Immigrant Day." Members of the group dressed in orange shirts that read "Illegal Immigrant" on the front and "Catch Me if U Can" on the back. Fellow students could "capture" the mock immigrants and return them to the Young Conservatives' table, where they would receive a 100 Grand candy bar as a reward. The purpose of the demonstration was ostensibly to inform the student body about immigration issues.

This type of in-your-face political activism can be expected to generate a quick response fueled by emotions. Hispanic student organizations on campus were outraged as were Hispanic faculty. The student response began with an open meeting called to decide how to respond. As one of only a few Hispanic faculty members on campus I decided to attend

and understood the hurt feeling of students and some faculty members. As an American first and Hispanic second, I belong to a group that because of the color of our skin can readily be judged as not being a U.S. citizen. In today's post 9/11 world this judgment is even more magnified – my citizenship is suspect. The majority of Hispanics in this country are legal not illegal. Nevertheless, no other minority group in this country undergoes more scrutiny in terms of their legal status, than do Hispanics. Because the demonstration by the YCT did not inform passers-by about immigration issues it seemed to serve only to poke fun of a group of people earnestly seeking to carve out an existence. Is there an illegal immigration issue? Yes. Does something need to be done? Yes. Did the game by the YCT have an impact on the issue? No. Eight months later the issue remains to be discussed with cool heads and thoughtful arguments. The politics of "making a point" by the YCT outweighed the desire of working collaboratively to achieve some type of positive results.

As I sat in the meeting listening to a number of comments as to why students were offended and hurt. I did not anticipate the comments that began to surface after about an hour. Comments like limiting student organizations free speech, placing constraints or restrictions on free speech, amending the universities free speech policy, and allowing school administrators a veto over what would constitute an appropriate demonstration and what would not. As I heard these remarks I pondered the fine line that exists between a faculty members getting involved and voicing an opinion, or allowing students to work out their own problems. I rationalized that other adult leaders were in attendance including representatives from LULAC, university officials, and Richard Sambrano, a U.S. Department of Justice mediator involved in community relations. He was

apparently ready to investigate if a "hate crime" was involved. In a later meeting he indicated that there was not.

I finally decided to say something because the tone of the meeting was going down a path that would have been regrettable. As a Hispanic faculty member I understood the student's outrage, I complimented their passion and solidarity and I implored them to keep all three alive. The dangers of seeking to silence those with whom one disagrees are great. I reminded them that one day their own free speech rights might need to be protected from those that would censor their point of view. It is difficult to balance constitutional values when deep emotions challenge, shock, and offended a sense of justice and fair play. However, as faculty members we can help students appreciate the balance and teach them to restrain emotions that would jeopardize foundational and constitutional values. Although my comments were unpopular, they were eventually embraced.

Faculty can take a role in encouraging speech. Much like "empowering employees" in organizations to effectively

exercise free speech requires training, practice, and tolerance that can be encouraged in the classroom. Messages that are often ill phrased or inflammatory (whether by design or accident) can sometime defeat the purpose of honest and clear debate. Nevertheless, they should not be silenced. Thus, exercises in communications, debates, and effective rhetoric are skills that can be taught. At times "real life" experiences as the one these students encountered at UNT can be ideal for teaching fundamental principles that will help crystallize a concept in their minds. Professionals, too, can create organizations that welcome free speech contributions by being tolerant of diverse ideas. Students should soon understand that management in the 21st century will be more collaborative than dictatorial, and tolerant than narrow minded.

So the answer is a resounding YES! We all are better off when free speech is exercised.

ASPA member Abraham David Benavides is with the department of public administration at the University of North Texas. E-mail: benavides@unt.edu

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Freedom of Speech in Public Places

SPECIAL SECTION

Religion, Values and Freedom of Speech in Public Places

Marie Eisenstein

Andy Warhol's infamous 15 minutes of fame has become a reality and as a consequence any meaningful distinction between the private and public sphere has evaporated. For the 21st Century the central issue of speech in the public arena is no longer centered on ideological conflict as the previous millennium was characterized. Rather it is a return to some of the very founding issues of the Republic revolving around religion and value choices.

The claim that free political expression is being denied is now rarely espoused by communists, anarchists, or even the fringe groups like the Ku Klux Klan. The individuals who believe that they are denied freedom of expression are individuals of divergent religious values.

This is the result of the private sphere of behavior, encompassing objectionable values, becoming part of—and central to—the public sphere. As part of the public sphere it now becomes incumbent upon all citizens to accept and support (or reject), especially in terms of legal equality, the new public values. The resulting incompatibility of orthodox religious values with liberal democracy's acceptance of varied personal lifestyles is exacerbated by the contradiction between the demands for religious expression to remain in its private space while simultaneously secularism is always accepted as democratic speech in the public arena.

Religious Speech as Hate

The contradiction is now no longer a

matter of being allowed to express ones views but rather the fact that expressing ones legitimate religious views may be perceived as a form of "hate speech," at worst, or insulting and offensive, at best.

A recent example helps demonstrate this point. On October 10, 2004, 11 protesters of Philadelphia's OutFest event, which is a gay pride event, were arrested. The charges? Among others, ethnic intimidation. This charge is based on Pennsylvania's hate crime legislation (Ethnic Intimidation and Institutional Vandalism Act), which recently added "sexual orientation" as a protected category.

Although the hate crime charge of ethnic intimidation was eventually thrown-out, some of those arrested were still required to defend themselves against charges that they used "fighting words," which means what they said was likely to provoke a riot. The "fighting words" were signs carried by the protesters, four of which read: "Ye must be born again," "Prepare to meet thy God," "Jesus Christ died to save sinners," and "Thou shalt not lie with mankind as with womankind; it is abomination." These are all verses from the universally accepted Christian Bible. A fifth sign read: "Homosexuality is a sin; Christ can set you free."

Philadelphia's experience strikes one as a harbinger of things to come. There is a real concern that this type of legislation is leading to the eventuality that anyone holding religious views that advocate the immorality of homosexuality (or any other new lifestyle brought to the public domain), may have their views deemed "hate

speech." Since many believers base their faith upon the Judeo-Christian Scriptures, it also opens the door to have literature, such as (or based on) the Bible, deemed "hate literature." Such concerns were expressed last year as Canada, in April 2004, passed a law making "sexual orientation" a protected category under Canada's genocide and hate-crimes legislation.

While the particular religious views and Bible quotes mentioned above may be outrageous or offensive to some, even many, individuals, one cannot deem this public speech hate. This is especially the case when it represents a legitimate (and majority) interpretation of what private life should look like, according to a particular religious teaching.

The crux of the problem is that a secular view of alternative lifestyles is accepted in the public square, while the religious view is not and is deemed solely acceptable in the private sphere. Thus, there is no problem with those who advocate for things such as homosexual marriage, while there is an inherent problem—due to lack of acceptance of the legitimacy of what is inherently a social policy position—with those who disagree with homosexual marriage based upon their religious values.

This conflict between the public and private sphere for speech cannot be maintained freedom of speech, and in this particular instance religious speech, does not require acceptance of one's values or perspective. Rather, it requires tolerance.

If one accepts a point of view, then one agrees with it or condones it. Tolerance is altogether different. It asks that a citizen endure or forbear something with which he or she disagrees. For those who vociferously disagree with the social-moral-policy positions of others—others who rely on their religious values to direct their policy positions—the required response in a liberal democracy is to practice tolerance.

No Eliminating Religion and Politics

While many individuals struggle with how to balance freedom of speech with religious speech that they dislike, religious speech and the values on which it is based, is a legitimate component of the American national discourse, even when, especially when, it involves matters of public policy.

First, factually and practically, there is no way to eliminate it. One can pursue an absolute separation of church and state, but one cannot ask for and pursue, within a liberal democracy, separation of religion and politics. These are two radically different pursuits; the first is institutional, and the later is behavioral.

It is at the individual level that religious speech and political will is exercised. It is counter-intuitive to think that a religious individual can, in any meaningful way, divorce themselves from their beliefs when behaving as a political actor. The reverse is also true. Would one ask Representative Barney Frank to "separate" himself from his perspective that the homosexual lifestyle is legitimate when he functions in any (public or private) role as a political actor? Since the answer to Representative Frank is usually

"no", then why expect something different from religiously inclined citizens?

Second, the first amendment guarantees us freedom of religion, not freedom from religion. When this is coupled with freedom of speech (and also press and assembly), then religious views must necessarily enter the public marketplace of ideas. The first amendment does state that "Congress shall make no law respecting an establishment of religion," but while some believe that means we are free from religion that is not how this clause has been interpreted, particularly since it is married to what follows, which is "or prohibiting the free exercise thereof."

As everyone has the right to free exercise of religion, this means at the very minimum that the practice, i.e. following ones religious conscience, must be permitted in the public arena. This is the case even though others may be "bothered" by those religious observances or religious views voiced in matters of policy.

Individuals in the public arena are not free from those who voice their opposition to homosexual marriage or stem cell research just because they base their opposition on their religious values. These are public policy values, whose interpretation individuals were never given the right to be free from. Agreement cannot be forced but tolerance can be compelled. Whether one likes it or not, there is no constitutional right against someone believing what others think is offensive or insulting.

Thirdly, what does become of religious values, or any common values, when there is no longer a private sphere of action and only a public one? Especially with mass media and communication, assisted by the celebrity culture, the private realm has become political and therefore the religious realm has also become political.

There is no way of returning to the 19th and most of the 20th Century when private communal behavior shielded conflict over lifestyles because there was a recognition of a unique private realm where certain conflicting values (both religious and none religious) could be kept out of the public arena. Today everyone's values are shared publicly and there are no more "natural" protections of space and time.

Tolerance in the Public Arena

Since it is inevitable that every society gets to choose its values, every generation wages its own particular struggle in shaping and defining those values. It is equally inevitable that not everyone is going to agree on what those values are. But the hallmark of republican liberal government is the freedom to enter and exit the marketplace of ideas at will. The religiously inclined citizens among us are just as much a part of that struggle.

Tolerance is based on the idea of giving public space to those ideas and messages one disagrees with; not just giving public space to ones allies.

ASPA member Marie A. Eisenstein is an assistant professor of political science at Indiana University Northwest.
E-mail: maeisens@iun.edu.

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



City Leaders Issue Tax Reform Recommendations and Call for a National Economic Summit

Washington, DC—The National League of Cities (NLC) recently issued a set of recommendations regarding tax reform that emphasized broadening the tax base while eliminating private-sector, special-privilege tax exemptions. NLC also called on the federal government to convene a National Economic Summit to address economic and tax issues.

At a news conference held in conjunction with NLC's Board and Leadership Meeting, city officials called on the Administration, the Congress and the Commission on Tax Reform to strip unfairness from the current tax system while supporting the inherent need of cities to respond to rapidly changing technologies and increasing public demands for services. The Commission is expected to issue its report later this summer.

"We want tax reform, but not at the expense of providing adequate revenues for our cities," said NLC President Anthony A. Williams, mayor of Washington, DC. "We need tax reform, but we don't want to see critical tools lost or changed in such a way as to hogtie our ability to do our jobs."

Indianapolis, IN, Mayor and NLC 2nd Vice President Bart Peterson outlined several key tax reform recommendations, including:

- Design a fairer way to raise revenues by broadening the tax base and eliminating private-sector, special-privilege tax exemptions;
- extend sales tax to mail-order catalogues and to e-commerce conducted through the Internet;
- eliminate the Alternative Minimum Tax or adjust it so that it serves its original intent;
- maintain the tax-exempt status of municipal bonds to continue to attract investors in cities; and
- prevent the elimination of state and local tax exemptions, which the League characterized as a potential tax increase for millions of people who itemize.

"We are not asking for more federal revenue; we are asking for a fairer tax system where all businesses and industries are treated alike," Peterson said. "The economy has changed and we can no longer rely on the creation and sale of manufactured goods. We need to recognize that as the economy relies more on information-based technology and sales, so should our ability to tax."

"To insure more fairness, we need to extend sales to e-commerce. Millions of copies of the latest Harry Potter books

will go on sale tonight," Peterson said. "A large percentage of them will be sold on the Internet so states and municipalities will not see any revenues from these sales—revenues that could go to help schools teach kids to read."

Williams called on the President and Congress to convene a National Economic Summit on Regional Economies and the future of the United States. "The so-called national economy is really the linked system of local economic regions, and as the local economies go, so goes the national economy," said Mayor Williams.

The NLC also released a report, "Local Budget and Tax Policy in the U.S.: Perceptions of City Officials." Based on a survey of local elected officials, the report found that city officials overwhelmingly disapprove of the way that budget and tax issues are handled by their elected counterparts at the federal and state levels. Three out of four officials said that the tax system is in need of change, with one-third citing the sales tax as the fairest way to distribute tax burdens. Almost half see the property tax as being the more desirable revenue generator because of its reliability and relative stability. Nearly all city officials said that the federal deficit is a problem for cities.

"We are the keepers of hometown America—our roads and bridges, our water and sewer lines, our business, our residential communities—and we must alert our federal and state compatriots that what they do in Washington or in our State capitols in the coming months and years will truly affect the quality of life for all of us," said NLC 1st Vice President and Clarksburg, WV Councilmember James Hunt.

For more information visit www.nlc.org.

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Boston Unveils Plan to Reduce Racial Health Disparities in the City

From BOSTON, pg. 1

of the Mayor's Task Force on Racial and Ethnic Disparities.

Appointed in April 2004, the Task Force was chaired by American Red Cross CEO Deborah Jackson and Brigham & Women's Hospital CEO Dr. Gary Gottlieb. After careful analysis of the issue, the Task Force members developed a comprehensive set of recommendations—12 in all—which focus on healthcare related, as well as environmental and societal changes that could be made in the city. Each of the twelve includes a sweeping goal which the Task Force felt must be addressed in order to eliminate disparities. Within each recommendation, short-term and intermediate action steps provide a starting point for each category. The report was written by the Boston Public Health Commission with research and writing contributed by Northeastern University's Bouve College of Health Sciences.

"With this project, we have gone beyond analyzing and talking about the issue of racial disparities to setting forth a realistic strategy for reducing them," said John Auerbach, Executive Director of the Boston Public Health Commission. "That's what makes this project stand out as a model for other parts of the country."

\$1 Million in Funding Released to Fund Recommendations

To ensure that "these reports don't sit on a shelf," Mayor Menino raised \$1 million to

fund community-based programs to implement the recommendations. The \$1 million Request for Proposals (RFP) was funded primarily by:

- Blue Cross Blue Shield of Massachusetts
- Boston Foundation
- Brigham & Women's Hospital
- Harvard Pilgrim Healthcare Foundation
- Massachusetts General Hospital

The RFP was released at the morning event and is available to hospitals, health centers, insurers and community groups. The recommendations in the Blueprint will be used as a guide to fund initiatives that meet prioritized goals of the Blueprint. It can be downloaded at www.bphc.org/disparities.

Hospital Working Group Report Gives Guidance to Area Hospitals

Because hospitals are the centerpiece to healthcare in Boston, special attention was paid to their needs with the creation of a Hospital Working Group. Members of this highly-specialized group met over the course of two years to determine concrete action-steps that can be met by hospital systems.

Twenty-two recommendations are included in the group's report and cover all areas of hospital operations including:

- Data collection
- Translation services
- Patient satisfaction
- Internal analysis of data
- Workforce diversity
- Board composition

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Commentary

Responding to Crisis Which Exceed Imagination

C. Lloyd Brown-John

There is a parable about a little boy who cried 'wolf' and having cried once too often and when actually threatened, the wolf came up victorious. Governments, almost by definition, are afraid of crying 'wolf' too often for fear that when the wolf does appear the public response will be negligible or even indifferent.

Two recent events have reminded me of the parable and, when one thinks a moment, several other parallel examples come to mind.

Among the comments made at the time of the commemoration of the Holocaust and the 60th anniversary of the liberation of humans at Auschwitz, questions were asked and debate ensued on a key historic subject. Why did the Allies not bomb the railway lines and, indeed, even the killing chambers? It is argued that had the railway lines been severed that lives might have been saved.

In responding to the question a former British Air Marshall noted that those rail lines were not a high tactical priority given that the Allies were engaged in a strategic bombing war. The priority was to win the war and, it would seem, that the saving of lives was a peripheral tactical issue. History vividly tells us that something was very badly missed, but how?

I am not in a position to dispute or even contest the Air Marshall's observations for much of what we do now in respect to the horror of Auschwitz is retrospective—what might have been.

The same type of debate has occurred over the years about the decision of US President Truman to drop atomic bombs on Japan. And, to some extent, the hypothesis I shall submit momentarily addresses the same issue of hindsight vs. foresight in respect to major, crisis, public policy decisions. But, first I shall comment upon the second event.

On December 26, 2004, an earthquake and massive tidal wave devastated the coasts of the Indian Ocean. The scale of death was massive, although did not exceed other natural disasters such as the estimated 500,000 people who died in Bangladesh's monsoon flood of 1970. But that aside, the December earthquake-tsunami disaster was a catastrophe.

But how did governments respond to the disaster? In the United States President Bush announced an aid package on December 27. In Canada Prime Minister Paul Martin announced a Canadian aid package on December 27. In several other countries (Germany, Sweden, France, Britain) aid packages were likewise announced on December 27.

Within 48 hours, however, critics in almost every country were criticizing their respective governments for their failure to respond sufficiently and, indeed, to appear parsimonious at best. In the days which followed, and as video and details of the disaster emerged, governments seemed to try to outdo each other in proffering aid and assistance to the affected region. And then a form of competition seems to have emerged between the public and their governments as private assistance agencies (Red Cross, Doctors Without Borders, UNICEF) were deluged with public donations.

Governments responded by matching donations and thereby increasing their aid packages. Perhaps never before in history has there been such a spontaneous outpouring of voluntary financial assistance such that the volume appears to have embarrassed some governments. The reasons for this generosity is a subject for another occasion as are questions surrounding the focus of donations when other disasters around the world beg similar concern and assistance. Darfur in western Sudan; or the Caribbean island of Grenada or even western Haiti both of which were devastated by hurricanes in the autumn of 2004 come to mind. Others may wish to mull over the phenomena of almost boundless public donations for tsunami victims while caution and often indifference appears to bedevil other global human tragedies. Perhaps it was the tourists and their videos in Phuket, Thailand which drove home the instant reality of a tidal wave.

My question pertains to the apparent inability of governments to respond to perceived crises with a sufficiency which meets and often inchoate public perception of need.

Two contradictory tendencies are at play. First, if governments do seek to alert the public to crisis and the crisis fails to materialize or is much less a crisis than predicted, governments are condemned

for needless haste or for sowing 'the seeds of fear and panic.' Last year, for example scientists monitoring Washington State's Mount St. Helen's volcano were predicting an impending explosion if not another major eruption. If this type of scientific prediction occurs too frequently, how then do we really know when the volcanic wolf is really about to really devour us?

A similar type of almost panic rolled across the United States last autumn when public health officials widely predicted a massive flu outbreak and vaccine was in short supply. Canadians had the same predictions but no shortage of flu vaccine so whether Canadian provincial public health officials had needlessly aroused the public or not is largely immaterial. In the United States, however, dire warnings of impending crisis resulted in thousands of elderly people waiting for hours for their flu shot.

I am not intending in any manner here to disparage any of the decisions be they about impending flu outbreaks or volcanic eruptions. The point is simply that governments, seeking to act in the public interest in what is perceived by the best available information providers to be a crisis, stand to make major errors and to be ridiculed—which elected politicians simply do not enjoy—because they acted in a pre-emptive manner. What risk levels should governments assume when perceived crisis loom?

The second point and the contradiction is that if governments fail to take action when a crisis looms, occurs or overwhelms their immediate capacities, they are equally condemned. So, when the wolf suddenly does appear and you fail to cry wolf sufficiently loudly, then you very well may be consumed at worst and condemned at best.

There are dozens of examples of governments being attacked and condemned for the apparent failure to respond early, sufficiently and effectively to crisis. And, conversely there are numerous examples of condemnation—usually described as 'government waste and mismanagement—when governments have responded to an apparent crisis which never materialized. For the record consider the 1950's and nuclear civil defense and bomb shelters!

Returning again the Auschwitz and to the December 2004 tsunami to develop my simple hypothesis.

Perhaps it is the sheer scale and magnitude of a crisis event that carries the consequences of that crisis beyond our collective capacities to "imagine" the magnitude of the events taking place.

Is it possible that, despite widespread rumors and some evidence, the military and political decision makers simply could not have imagined the scope of the murderous operations being conducted by the then 'enemy', the German Nazis. Could any sane person have imagined such boundless horror especially so systematically applied by a nation which has been part of the fabric of European civilization and culture?

On December 26 and 27, 2004, while engaged in the rest of Christmas vacation,

could senior government officials—political and career—have imagined the overwhelming catastrophe rolling across the Indian ocean?

The scale of the horror of Auschwitz and other killing camps may simply have exceed the capacity of reasonable decision makers imaginations. Can one assume the absolutely worst case scenario under every real or apparent crisis situation? Should governments err on the side of caution and then be condemned for fear mongering?

Hindsight, of course, is a wonderful guide "to what should have been done."

Hindsight offers a learning curve and governments do have collective learning capacities. But the application of that learning capacity to new and often unimaginable situations takes, of itself, a leap in imagination. The horror of "9/11" might have been anticipated had those with imagination been able to listen to and heed the assorted warnings.

On an island off the west coast of Sumatra, only seven persons died in a village which itself was wiped off the map by the December tsunami. One village leader explained that many years ago the people of his village had learned that when the earth shakes they should seek higher ground. Thus, when they felt the earthquake virtually the entire population of the village instantly took to the hills and survived.

If governments are to be expected to respond the dreadful crises then, perhaps, governments need to begin to pay greater to collective imaginations. Consider the following questions?

- How flexible is your local, state/provincial or federal government in entertaining informed opinions on virtually unimaginable scenarios? (Flexibility);
- Given that there might be a capacity, to what extent is verification required before prospective responses are themselves imagined? (Reliability);
- Is a 'fail-safe' capacity necessary before an immediate response to a crisis is taken or are there clear levels of exercisable discretion? (Confirming);
- What is the clear decision, action and reporting structure, and response time-frame, should an unimaginable crisis occur? (Action).

One is tempted to conclude by suggesting that "governments are only collectively human" and, indeed, that is probably obvious. But governments can muster enormous intellectual talent and that talent has a capacity to apply human knowledge, reason and intuition to develop prospective responses to unimaginable situations. defense and weapons planning, in the event of real or threatened war, is a demonstrable example of the capacity to imagine the unimaginable as part of routine public policy analysis. You never know when an hungry wolf may threaten the flock.

ASPA member C. Lloyd Brown-John is a professor of public administration at the University of Windsor, Windsor, Ontario, Canada. E-mail: lbj@uwindsor.ca

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Commentary

Retention and the Power of Teamwork

Ron Adams

The University of Rochester, my undergraduate alma mater, has been celebrating the 50th anniversary of its Symphony Orchestra, and as part of the ongoing festivities, the Orchestra presented a performance of Beethoven's Symphony Number 9 in D, Opus 125 ("Choral"). The concert was held at the stately Eastman Theatre.

Now I would pay almost any price to see a live performance of the Ninth but this concert was free, so this here coupon clipper was thrilled! The Boston Symphony Orchestra (www.bso.org) charges a top price of close to \$100 per person for its annual performance of the Ninth at its summer Tanglewood festival in western Massachusetts, and that is in the Koussevitzky Music Shed, open on three sides to the wind, heat, humidity and insects of August. And from my experience over the last few years the best seats go quickly.

You may have guessed that the Ninth is my favorite of all music, and among the best pieces ever written. It is the prime rib of music, or the filet mignon. For those of you who are vegetarians, it would be comparable to the best, um, well, I guess the best lima bean dish you ever had! According to the concert's program notes, the European Union has adopted the final movement (Ode to Joy) as its anthem. Not only that, but the amount of data that could be held on a compact disk (CD) was defined by the necessity of being able to hold the entire Ninth Symphony.

In addition to having only three days' notice of the concert, I was a bit behind time and it was a cold and snowy evening. Had that State Trooper parked on the curve on the interstate into town not been distracted I would have really been late!

As you might (or might not) expect for a free Beethoven concert, the parking garage was nearly full and concert time was only about ten minutes away as I went up floor after floor looking for a parking spot. Other drivers were quite aggressive. No fewer than three cut ahead of me by going the wrong way. Only minutes to go. Moreover, they dissuade latecomers from stumbling for a seat until the end of the first movement. Horns blew. Tempers flared. Tires screeched. It was every man for himself (or every woman for herself, but that darn testos-

terone means it was probably a man doing the blowing, flaring, and screeching).

I found a spot and made it into the auditorium with two minutes to spare. Fortunately for those still coming in, the concert was preceded by a lively talk by a university vice president, so all of the oopses, sorrys, excuse mes, and thuds in the dark were at his expense.

Thereafter, I was treated to a piece of heaven. In addition, I did not have to sit through antecedent pieces such as a concerto by a 20th or 21st century composer you never heard of, or a sophomore music major giving her first bassoon solo performance.

The orchestra numbered about 90 musicians. Behind them for the first three movements sat (and for the fourth movement stood) another 180 or so singers from four different groups: the University of Rochester Chamber Singers, the University of Rochester University Choir, the Nazareth Concert Choir, and the Nazareth College Concert Singers. Add the four soloists, the conductor, and all of the musical instruments and you had one crowded stage.

But Oh! the music. And Oh! the teamwork. For most of the symphony, they played as one. Close to 300 people concerting as one. Occasionally a person with exceptional talent would go solo; occasionally the piece would call for a more noticeable effort from a subset of the group (e.g., violinists); at times the score called for higher female voices, sometimes lower male voices; at times all effort stopped (between movements); and all the while the conductor coordinated. Each person contributed her or his special talent to the finished product so that the result was superb. Every time I attend a classical music concert, I think that humankind is at its best when it makes music and when it does mathematics. (Sorry, my undergraduate degree is in math.)

No one singer or musician could have played the entire piece of music and have it be a symphony. The conductor did not make music but delegated it to the singers and musicians. He gave them instructions in rehearsal, telling them how he wanted it played, and then coordinated the efforts of the hundreds. He could not make music without them, and their music could have been more cacophonous without his coordination. At the end, each and every person on the stage took a bow. The

conductor pointed to the group and clapped toward them, thanking them. They in turn applauded him (or stomped their feet or rapped their violin bows on their music stands) when he returned to the stage for an encore bow. Each knew they needed the other; each thanked the other; each knew the other contributed to the final product.

Some of you by now see where I am going with this. Compare the concert to your team at work. Does one person do all of the work? No. Are there subgroups with their own specialty? Are some called upon to use their exceptional talents on occasion and then back off when not needed as critically? Does your team's output need all of its members to contribute? Is there an overarching coordinator or leader who helps make the cacophony into a symphony? Do the players look to the coordinator for direction? Does the coordinator appreciate her players? Does the whole team thank and appreciate each other? And just as the musicians and singers smiled broadly at the sustained standing ovation by the audience, does your team take pride and pleasure in its quality output?

All of this teamwork onstage must have had an effect upon the audience. It was remarkable, actually. The temperament of the drivers leaving the parking garage was dramatically different from when they entered. There was teamwork. Cooperation. The growls, horns, screeches and cutoffs were replaced by smiles; relaxed attitudes; patient, quiet waiting for the traffic to move; and hands waving OKs to others to go ahead and pull out of their parking spots in front of them.

Oh, the power of teamwork! Ought not members of such an ideal team want to remain such? You bet!

Now there may be readers who are saying, "Well, one would expect a big attitude difference just from having five minutes to get into a concert hall compared to having no deadline to get home afterwards." I am willing to accept such pragmatic criticism if said readers are willing to concede that my reasoning could be correct.

ASPA member Ron Adams is the treasurer of the Greater Rochester ASPA Chapter, and is with the Monroe County (NY) Department of Human Services. E-mail: GRCASPA@aol.com.

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**Contact
Christine McCrehin
cjewett@aspanet.org**

Public Parks Will Always be Free Speech Venue

From PUBLIC PARKS, pg. 3

and administrative implications of the First Amendment.

As attorney James C. Kozlowski noted in his article "protesters in Public Parks," "while groups may request to protest in public parks, the department has the right to deny them with fair restrictions." The penultimate aim is to allow citizens maximum use of tax-supported facilities

such as public parks without violating their constitutional rights. Policies are necessary to ensure consistent application of regulations governing stewardship of public resources. Meaningful and functional policies must be grounded in the law, reflect the current state of practice and factor in the rights of the citizenry. An unknown author once penned, "the right to seek to change minds and hearts on public issues in public places has been clearly established

throughout American history. Public parks are sacred ground, and the ability to discourse in such places is indispensable and vital to an informed democracy."

Steven N. Waller, Sr. is vice president for programs and operations with the Columbus Compact Corporation (Columbus, OH Empowerment Zone). E-mail: swaller@colcompact.com.

The END Was Near: Results-Oriented, Collaborative Network Shows Its Success

What are the Characteristics of the Incident Command System?

- *Common terminology*
- *Modular organization*—the incident-command develops in a top-down fashion in accordance to the needs of the incident and based on the decision of the incident commander. If the incident expands different command units can be created.
- *Management by objectives*—actors should begin an Incident Command System by identifying overarching objectives, creating assignments, plans, procedures, and protocols to achieve these goals, identifying specific objectives, and documenting the results.
- *Reliance on an incident action plan*
- *Manageable span of control*
- *Pre-designated incident location and facilities*—preplanning usually involves likely locations and facilities for Incident Command System operations.
- *Comprehensive resource management*—clear processes for categorizing, ordering, dispatching, tracking, and recovering resources that give a timely account of resource utilization.
- *Integrated communications*
- *Establishment and transfer of command*—clearly established at beginning with the agency holding primary jurisdictional authority for establishing leadership.
- *Chain of command and unity of command*—clear lines of authority where everyone has a designated supervisor.
- *Unified command*—unified command necessary for effective coordination where multiple organizations are involved.
- *Accountability*—to ensure accountability, all responders must check in via procedures established by the Incident Commander; the Incident Action Plan must be followed; everyone reports to a specific supervisor; limited span of control, and procedures in place to track resources.
- *Deployment*—personnel or equipment respond only when requested or dispatched by an authority.
- *Information and intelligence management*—a process must be established for gathering and sharing incident-related intelligence.

Source: Donald Moynihan, "Leveraging Collaborative Networks in Infrequent Emergency Situations," 2005, and Department of Homeland Security. National Incident Management System, Washington, DC: Government Printing Office, 2004. pp. 9-12.

John Kamensky

October 1, 2002, was a bad day in the chicken industry. That day, the U.S. Department of Agriculture officially announced the detection of Exotic Newcastle Disease (END) in California. It hadn't been seen in 30 years in the United States. But in days, it quickly spread to Arizona, Nevada and Texas. The Department of Agriculture swung into action.

Within days, the department's Animal and Plant Health Inspection Service (APHIS) was on site. It is their job to eradicate animal and plant related diseases. But the problem required a great deal of coordination and manpower. APHIS turned to the Forest Service. Why? The Forest Service had developed a crisis-response organizational structure, called the Incident Command System, to fight forest fires. They knew how to organize and respond to emergencies, and they had a lot of experience.

A new report by Donald Moynihan, at the University of Wisconsin-Madison, describes the effort: "The disease was tracked, contained and ultimately eradicated by a taskforce that involved 10 major state and federal agencies, local governments, as well as temporary employees from the private sector."

It wasn't easy. First, existing APHIS contingency plans assumed an outbreak of poultry disease would occur on large-scale commercial poultry farms. But in this case, it erupted in illegal cock-fighting coops in the backyards of immigrant Mexicans in Southern California. This not only made it difficult to track the disease, but the cultural and language barriers made it challenging to gain access to backyards to "depopulate" their prized chickens. Adding to the challenge was the fact that the inter-agency task force rotated staff every three weeks from other parts of the country to help out. This created a continuity challenge in terms of on-the-ground team cohesion and sharing lessons learned.

The 1,600-person taskforce, however, adapted the Forest Service's Incident

Command System to share learning, codify experience and communicate standard operating procedures for daily operations. Moynihan also notes that technology played a key role:

"During the outbreak, the taskforce developed a rapid diagnostic test for END that reduced the delay between testing and results from over a week to a matter of hours. This innovation proved an enormous benefit in tracking the disease and efficiently targeting resources to contain it. A second technological innovation was the use of tasking software called the Emergency Management Response System. The system was still in development at the beginning of the outbreak, but became essential to the rapid flow of information from field workers to the incident commanders." The availability of on-demand technology helped the taskforce to stay abreast of the fast-moving disease.

The use of the Incident Command System, however, is not limited to the Agriculture Department. Its success in serving as a results-oriented and collaborative management structure for project-oriented initiatives has led to its adoption by the Federal Emergency Management Agency for hurricanes and other disasters. In fact, in 2003 the President designated this network management approach to serve as the framework to be used in any homeland security incident as well. Dubbed the National Incident Management System, it "...represents a core set of doctrine, principles, terminology and organizational processes to enable effective, efficient and collaborative incident management at all levels. It is not an operational incident management or resource allocation plan," notes the Department of Homeland Security. All federal agencies are required to use this approach; states and localities are encouraged to adopt the approach as well. Oftentimes, the specific operational tool they use is the Incident Command System, because there is now extensive training material and a wide understanding of how it is used within the emergency response community.

But what about its potential use beyond infrequent emergencies? In the traditional approach to forming networks, trust and

common understanding are key attributes and they tend to evolve over time. But in emergencies, there isn't time to develop these informal bonds. The reason the Incident Command System works is that all partners would use a common language, a common operating structure and have a common understanding of roles. The other reason is that there is a real burning platform around which all the network members can rally (sometimes, almost literally!). The other reason it works is that, in addition to a common operating system, there is substantial flexibility and autonomy of the members. Individual agencies do not give up their existing authority, they just lend it to the network for the duration of the incident. In the END incident, Congress appropriated a special fund to cover the costs, but in other networks, contributions come from a number of sources, especially in the form of staff and technical resources.

Donald Kettl, from the University of Pennsylvania, in his keynote address to the ASPA conference this past April, talked about the challenges of governing in the 21st century. He described the increased focus on results and how the expanded use of networks are a key strategy for getting there. He described in vivid detail the attempts by Julie Gerberding, the director of the Center for Disease Control and Prevention (CDC), to shift her organization from a functional to a mission-focused organization. He described her success in emergency situations where CDC used an approach similar to the Incident Command System.

The real challenge for public leaders, however, is how to find a way to move from network-based projects to network-based services. This requires a new way of defining accountability, that reaches beyond the use of hierarchical controls. As Kettl notes, possibly the Baltimore CitiStat or the Virginia Department of Transportation's dashboard approaches might be pioneer efforts in bridging the gaps in accountability that the traditional hierarchical authorities have provided in the past. Like the CitiStat approach, the Incident Command System may provide lessons for how to organize to get results that matter.

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

For additional information, visit ASPA's website for hotlinks to references cited in this PA TIMES article.

Donald Moynihan's report, "Leveraging Collaborative Networks in Infrequent Emergency Situations," sponsored by the IBM Center for The Business of Government, can be downloaded from www.businessofgovernment.org.



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Reader Response

Performance, Results and Outcomes: Another Perspective

Thad Juszcak

Reading Professor Miller's commentary in the June edition of *PA TIMES* revealed someone who is clearly exasperated by some of the success and benefit claims of results-management. However, his incomplete explanation of the process and his focus on examples where public administrators have perverted the process begs for another perspective.

We Want Results

What do citizens want from their government? They want services that are responsive to their needs and effective in meeting their needs. They want the right job done, and they want it done right. They want public administrators who are accountable for their actions. In summary, they want and, indeed, demand results. The public administration focus on results management is a legitimate, reasonable and appropriate response to this demand.

Historical Context

The current focus on results management did not arise overnight; it evolved over time, and it is probably not going away anytime soon. At the federal level, we can reach back to the 1960s and the implementation of the Planning, Programming and Budgeting System (PPBS), which encouraged public administrators to focus their attention on programs rather than the individual items of a budget, such as payroll, travel, rent, equipment, etc. The 1970s saw Management By Objective (MBO) and Zero-Base Budgeting (ZBB). MBO helped to focus attention on achieving objectives and ZBB included recognition of the mission of the organization.

In 1993, Congress passed the Government Performance and Results Act (GPRA) that brought together many different aspects of this results movement, including strategic planning, performance budgeting and measuring performance. Also in the 1990s, Vice President Gore instituted his National Partnership for Reinventing Government, whose mission was "In time for the 21st Century, reinvent government to work better, cost less and get results Americans care about." President Bush published his President's Management Agenda in 2001, in which he stated, "What matters in the end is completion. Performance. Results. Not just making promises, but making good on promises."

In States and localities, results management has been growing in a similar fashion. The experience of public administrators in Sunnyvale, CA was the immediate cause for GPRA. The US Government Accountability Office reports that all 50 States now have performance budgeting requirements that include both strategic planning and performance information. No one is mandating that States and localities implement results management; they have come to this conclusion on their own, often in advance of federal recognition.

Results Management Tasks

Professor Miller says, "Results-oriented government means that budgets and decisions are to be based on performance." It's easy to agree with this broad statement, but depending on how you

define "based," it can be misleading. Performance budgets are not "units of performance" times "unit cost." The reality is much more complicated. Performance decisions reach into basic assumptions about how government operates to achieve its purposes: What activities should government be doing and how should they do them?

The problem with this generalization becomes more evident with Professor Miller's assertion that "Accordingly, the first administrative task is to develop performance indicators to measure outcomes." Unfortunately, this is trying to jump to the results management bottom line without first doing all the hard work inherent in it. Performance indicators are important, but they are hardly the first task.

The first administrative task of results management is strategic planning and the first step in strategic planning is defining the mission of the organization. Why does the organization exist? Government transportation departments do not exist to build roads; building roads may be something that they do, but it is not their reason for being. Here is the mission statement for the Virginia Department of Transportation: "VDOT will plan, develop, deliver and maintain—on time and on budget—the best possible transportation system for the traveling public."

Once the mission statement is clear, the second administrative task is to identify the organization's goals. Goals are those medium- to long-range, broad, general intentions that, when taken together, will accomplish the mission. Goals are typically expressed as broad outcomes, e.g., improve the health of Americans, but they begin to segment the mission into increasingly manageable pieces as we move through the planning process. Goals for our transportation department might include ensuring that commuters can drive their cars to destinations without unnecessary delays.

When developing goals, the critical question is "how does the goal contribute to mission accomplishment?" This is where public administrators really have to expend some intellectual capital. It's critical that the sum of the goals should be the mission. Have you ensured that you are doing the things you need to do to accomplish the mission? By the same token, goals that don't contribute to the mission should not be included, even if they represent activities that the organization currently performs.

The third administrative step is developing objectives. Some people have problems distinguishing goals from objectives, so I propose this brief approach. Goals are broad, long-term and typically expressed as outcomes. Objectives are more specific, shorter-term and often expressed as outputs. Objectives relate to individual goals and are supported by specific activities that, when taken together, will achieve the goal. Objectives are often expressed as outputs, e.g., increase the percentage of travelers using multi-passenger vehicles or public transportation.

As with goals, this is a critical step where public administrators have to ensure that

the objectives they identify will actually contribute to goal achievement and the specific activities they design will actually meet the objective. Will increasing the percentage of travelers using multi-passenger vehicles actually contribute to ensuring that commuters reach their destinations without unnecessary delay? What activities might a transportation department undertake to increase the percentage of travelers using multi-passenger vehicles or public transportation?

The fourth administrative step is construction of a strategic hierarchy. This is where public administrators pull together all of the preceding information into a unified whole. The hierarchy starts with the mission, leads down to goals and objectives and is based on activities. At this step, public administrators demonstrate that the activities will lead to objectives which will lead to goals which will lead to the mission. This might be viewed as creating a logic model or as process analysis or process re-engineering and it is a key benefit of results management. Going through this process is probably going to mean changes in the way that the organization does its work. And isn't that what this is all about? What are the chances that the way that all government organizations currently operate is the optimal way to achieve results? Therefore, we should not be surprised that changes will be required. The strategic hierarchy process gives public administrators a framework for analyzing work streams to answer the question, "Does each proposed activity build up to mission accomplishment?"

Performance Measures

With the creation of the strategic hierarchy, public administrators are finally ready to develop performance indicators or measures. The basic purpose of a performance measure is to define success: How will we know if the objectives have been met, the goals achieved, or the mission accomplished? As with the other steps in this process, this is difficult. While it is essential that the people who actually do the operational work be involved in this step, it is also highly useful to involve experts in performance

measures and performance management. Together, this team can produce performance indicators that accurately define success and are capable of being measured at a reasonable cost.

Objectives are often measured by output measures, which tend to be the easiest to develop and actually measure. That is not to say that the measurement is easy or inexpensive. If one of our objectives is to increase the percent of travelers using multi-passenger vehicles, we need some way to measure the number of multi-passenger vehicles. Performance indicators must include sufficient information about the measurement, so that it is not susceptible to manipulation or knavery.

Goals are usually measured by outcome measures, which more accurately reflect results. For example, the transportation department might be able to increase the number of multi-passenger vehicles, but that might or might not improve transit times, which is the goal. Outcomes are more difficult to measure and should not be measured too often because they take time to change.

Sometimes the inability to measure or to measure accurately is regarded as a legitimate reason for not measuring. Whatever the problems of measuring, we have to balance what we should be measuring with the cost of measuring it. Is it really acceptable to decide that we are not going to measure (i.e., determine success) because it is difficult? If we are not measuring performance, how do we know that the government programs are working?

Measuring performance includes defining the measures, determining the timing of measurement and ensuring data validation. Most importantly for results management, there has to be subsequent reporting of integrated financial and performance data to allow public administration decision-makers to use the data to make a difference. This is the heart of results management; everything else is just preliminary.

Gaming the System

Professor Miller devoted much of his

See **PERFORMANCE**, pg. 11

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The Implementation of US-VISIT Creates Challenges

Entry-Exit Tracking Software Can Only be Small Part of Counterterrorism Toolkit, Says New Report

Washington, DC—The US-VISIT program can only be a small part of the counterterrorism tool kit even when fully deployed, concludes a new report, raising questions about whether the program's potential benefits justify the necessary investments.

US-VISIT may deter terrorists from attempting to enter the United States through legal channels but it alone probably will not catch them, according to report author Rey Koslowski.

The entry-exit tracking system for foreign nationals traveling to the United States was initially designed as an immigration enforcement tool and then recast into a counterterrorism role after September 11, 2001. Though not yet fully implemented, its budget through FY2005 is well over \$1 billion, with DHS officials estimating its cost through FY2014 at \$7.2 billion and the Government Accountability Office (GAO) calculating its 10-year cost at twice that. Koslowski argues that the program will need a clearer mandate and serious investments of political and economic capital to provide more than an illusion of national security.

The report, available at http://www.migrationpolicy.org/pubs/Koslowski_Report.pdf, finds that the US-VISIT program is contending with a number of technical, physical, political, and economic challenges in its implementation. Among them are: multiple missions (immigration enforcement and anti-terrorism); the sheer number of travelers (with 433 million DHS inspections in FY2004); thousands of miles of land and sea borders whose official ports of entry can be circumvented; limited infrastructure capacity at ports to deal with entry and exit requirements; a system that is not designed to catch people with no record of terrorist related activities; a dependence on nearly 20 legacy database systems, many of which were notorious for inaccurate data

and poor interoperability; and new radio frequency and biometric technologies.

The US-VISIT program processed 16.9 million foreign visitors by the end of 2004, adding an average of only 15 seconds to the entry process at air and seaports. However, enrollment is only required of those traveling with regular visas or entering under the Visa Waiver program, which in FY2002 was 6.3 million of the 358.3 million total land border entries. According to the report, "If current entry rates follow recent historical patterns, only 1.5 to 2 percent of those people entering the United States over land borders are being enrolled by US-VISIT."

Koslowski finds that for the system to function as envisioned, it will ultimately take greater investments in areas including: border infrastructure, data acquisition, and human resources. It also may require political will and contributions on the part of U.S. citizens. He writes, "Policymakers are often reluctant to ask their own citizens to sacrifice—to wait longer for proper inspections at borders, to pay more for international travel, to submit biometrics for more secure travel documents. It is much easier to envision a technological solution and promise that it will have little, if any, impact on citizens' lives and their pocketbooks. It is not yet clear what US-VISIT will be able to accomplish, but this largely depends on the willingness of Congress and the president to ask the American people to make a few sacrifices."

Key Recommendations:

- Reconsider policy and/or revise implementation expectations. If US-VISIT is primarily a counterterrorism tool, it must be measured against other possible investments, such as "improving information sharing on stolen passports, better incorporation of stolen passport data into watch lists, intelligence

programs to better identify travel document fraud associated with terrorists, and other intelligence measures."

Alternatively, if the primary goal of US-VISIT is to reduce visa overstays and enforce immigration laws, it should be weighed against investments such as an employment eligibility verification system as part of interior enforcement. Koslowski concludes it may ultimately be better to scale back the requirements and expectations of the program than to develop a problem-ridden, partially deployed system that cannot accomplish the unrealistic goals set out for it.

However, if the administration and Congress continue to support the US-VISIT program after a policy reassessment of the opportunity costs, they should make a commitment to a full deployment of a complete system that registers all entries and exits, including all US citizens, Canadians and Mexicans.

- Use technology appropriate to the task. "DHS must resist letting US-VISIT become the answer to an increasing range of homeland security problems for which it may not be the optimal tool. This becomes especially tempting as US-VISIT becomes a big budget item before Congress every year." DHS must also guard against allowing inspectors to become "overly dependent on biometric scans and automated watch list checks and fail to develop or retain interviewing and document inspection skills."
- Hire more inspectors to maintain a balance between information technology and human resources. Deployment of US-VISIT should not be a substitute for more inspectors.
- Use port modeling and simulation to better phase in system deployment. "DHS could gain a better understanding of the likely impact of US-VISIT on the

throughput at each individual port and enable policymakers to plan accordingly, whether in terms of staffing, building infrastructure, or scheduling system implementation or policy changes." Such planning also could minimize potentially negative repercussions.

- Explore alternative inspection options. The physical limitations of US-VISIT implementation imposed by deficient land border crossing infrastructure, particularly in binational urban areas, may be partially overcome by intensified bilateral cooperation, such as joint US-Canadian exit-entry inspections. Another alternative would be to move inspection areas away from border choke points several miles into Mexico, the United States and Canada.
- Initiate a national debate on fingerprints in U.S. passports, and if legislation is not enacted requiring fingerprints in U.S. passports, drop that requirement from US-VISIT.
- Ensure database security to prevent identity theft or use by terrorists.

This is the first in a series of three reports that will be released by MPI this summer "Assessing Selected Border Control Measures After September 11." Upcoming reports will address the merger of border inspection agencies through "One Face at the Border" and changes in visa procedures and requirements.

The full text of Real Challenges for Virtual Borders: The Implementation of US-VISIT is available on the Migration Policy Institute website at http://www.migrationpolicy.org/pubs/Koslowski_Report.pdf

The

FREDERICKSON
PERSPECTIVE

A Column by H. George Frederickson

**will not be published this month, but will
return to this page in the September issue of
PA TIMES.**

Reader Responds to June Article

From **PERFORMANCE**, pg. 10

commentary to examples of perverted results management where public administrators tampered with data to demonstrate "improved" performance or where they simply lied. I start with this premise: public administrators are sufficiently creative to game any performance management system that we create. Therefore, let's not spend time trying to create an un-gameable system; rather let's create transparency in results management so that any gaming that does occur is easy to spot. Certainly, a transparent measurement system is not going to allow those doing the measuring to change definitions without notice as they go along. A transparent measuring system requires data validation so that public administrators cannot make up data. The fact that some public administrators game the system, lie or cheat, does not invalidate the benefits of results management.

Results management is not the latest organizational management fad; it is the

current evolution of an ongoing effort by public administrators to do their jobs well. Professor Miller asserts that one of the consequences of results management is that it's more important to show that you did your job than to actually do your job. A nice sound bite, but it misses the point. The real question is: How do you know that you're actually doing your job if you can't demonstrate that you're getting results? How do citizens know that they are getting the results that their tax dollars are supposed to be financing? Results management not only answers these questions but also generates an analytical process that allows public administrators to ensure that they are getting the best possible results.

*ASPA member Thad Juszczak consults on budget and performance issues with Grant Thornton LLP. He is a retired federal budgeter, a past chair of the Association for Budgeting and Financial Management (ABFM) and a past chair of the ASPA Finance Committee.
Email: Thad.Juszczak@gt.com*

Congressional Ethics: Missing in Action!

The Committee on Standards of Official Conduct, a 10 member bi-partisan committee, is the ethics enforcer in the U.S. House of Representatives. Complaints brought to the Committee are investigated if a majority finds probable cause to do so. In the event of a 5-5 Republican-Democrat deadlock, investigations automatically resume in 45 days.

Several highly visible members of the House have been investigated and punished over the years. They include Newt Gingrich, Republican Speaker of the House 1994-1997, and Representative James C. Wright, Jr., Democrat of Texas who resigned in 1989 over improper lobbying on behalf of a constituent. Flamboyant Representative Adam Clayton Powell, Jr., Democrat of New York, was fined \$25,000 and excluded from his seat following his re-election to the 91st Congress in 1967. He appealed the House's action to the U.S. Supreme Court which ruled that his exclusion was unconstitutional.

Alas, a new candidate for investigation has arrived on the scene—Representative Randy “Duke” Cunningham (R-San Diego). It seems that Duke has been quite successful in profiting from real estate and boating transactions. In November 2003, a defense contractor, MZM, purchased Cunningham’s Del Mar house for \$1,675,000, put it back on the market for the same price where it sat for nearly nine months until it sold for \$975,000—a nifty \$700,000 loss or gain depending on your point of view. Duke sits on the House Defense Appropriations Subcommittee and acknowledges supporting MZM's bid to win federal contracts.

Cunningham also demonstrated business acumen when he bought a riverboat in 1997 for \$200,000 that he lived aboard in the Nation's capital and sold it in 2002 for \$600,000 to a businessman convicted in a bid-rigging scheme.

Another successful business enterprise launched by Duke Cunningham is a commercial website that advertises memorabilia, including a \$595 10-inch buck style knife that is purportedly emblazoned with the official seal of the United States Congress. Under federal law, any member of Congress can be fined and imprisoned if he or she “knowingly uses, manufactures, reproduces, sells, purchases for resale . . . any likeness of the seal of the United States Congress” without the approval of the clerk of the House. No one knows for certain if Duke violated the law. Calls to the clerk’s office and the ethics committee at the end of June 2005 when this story became newsworthy went unanswered.

Congressional ethics—missing in action? You betcha.

Source: <http://www.signonsandiego.com/>

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



Announcing a new book in the ASPA classics series from M.E. Sharpe

Marc Holzer, Editor-in-Chief
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Just published **Public Administration and Law**

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This collection from the pages of *Public Administration Review* has been edited for use as a supplement for both undergraduate and graduate courses in Administrative Law. The contents follow the standard pattern established by the field’s major textbooks, and each main section begins with introductory text and study questions followed by relevant readings from PAR that will illuminate lectures and textbook material.

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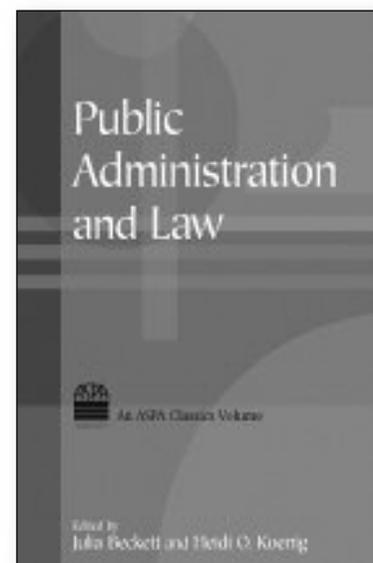
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Reports on the Web

Featured Report:

“State Budgets: Recent Trends and Outlook.” In an article published by the Council of State Governments in the 2005 edition of the Book of the States, Donald Boyd notes that states are recovering from the recent fiscal crisis, but many will need to cut spending further or increase taxes to bring spending and revenue into line. The article, State Budgets: Recent Trends and Outlook also explains that states must confront fiscal pressures in Medicaid, elementary and secondary education, and other areas, and will face risks from actions to reduce the federal budget deficit. Boyd's article is available on the Rockefeller Institute's new fiscal website, Rockefeller Fiscal Studies, at

<http://rfs.rockinst.org>

GAO Reports

- “Aviation Security: Transportation Security Administration Did Not Fully Disclose Uses of Personal Information During Secure Flight Program Testing in Initial Privacy Notices, but Has Recently Taken Steps to More Fully Inform the Public”
- “Border Patrol: Available Data on Interior Checkpoints Suggest Differences in Sector Performance”
- “Data Quality: Improvements to Count Correction Efforts Could Produce More Accurate Census Data”
- “Defense Health Care: Improvements Needed in Occupational and Environmental Health Surveillance During Deployments to Address Immediate and Long-Term Health Issues”
- “Economic Performance: Highlights of a Workshop on Economic Performance Measures”
- “Energy Savings: Performance Contracts Offer Benefits, but Vigilance Is Needed to Protect Government Interests”
- “Information Technology Management: Census Bureau Has Implemented Many Key Practices, but Additional Actions Are Needed”
- “Mail Order Pharmacies: DOD's Use of VA's Mail Pharmacy Could Produce Savings and Other Benefits”
- “Military Personnel: DOD Needs to Improve the Transparency and Reassess the Reasonableness, Appropriateness, Affordability, and Sustainability of Its Military Compensation System”
- “Oil and Gas Development: Increased Permitting Activity Has Lessened BLM's Ability to Meet Its Environmental Protection Responsibilities”

Reports listed above may be found at <http://www.gao.gov>

Other Reports

- America's Children: Key National Indicators of Well-Being, 2005 (Federal Interagency Forum on Child and Family Statistics) <http://www.childstats.gov/americaschildren/index.asp>
- “The Hiring Process” (Partnership for Public Service) http://www.ourpublicservice.org/research/research_show.htm?doc_id=285810

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

Stand Where Things

Top 10 Digital County Governments Showcased

Rhonda Wilson, CDG

Information technology (IT) is being deployed on a grand scale by county governments across the United States to better serve citizens, according to the 2005 Digital Counties Survey, an annual study by the Center for Digital Government (Center) and National Association of Counties (NACo).

First-place winners in each respective category are Fairfax County, VA; Prince William County, VA (three-time first-place winner); Roanoke County, VA (repeat winner from last year); and Charles County, MD (three-time first-place winner).

2005 Top 10 Digital Counties

500,000 or more population:
 1st place: Fairfax County, VA
 2nd place: Fulton County, GA (tie)
 2nd place: San Diego County, CA (tie)
 3rd place: Orange County, FL
 4th place: King County, WA
 5th place: Montgomery County, MD
 6th place: Oakland County, MI
 7th place: Westchester County, NY
 8th place: Ann Arundel County, MD
 9th place: Alameda County, CA (tie)
 9th place: Tulsa County, OK (tie)
 10th place: Miami-Dade County, FL

250,000-499,999 population:
 1st place: Prince William County, VA
 2nd place: Loudoun County, VA
 3rd place: Dakota County, MN
 4th place: Boulder County, CO
 5th place: Sedgwick County, KS (tie)
 5th place: Seminole County, FL (tie)
 6th place: Utah County, UT
 7th place: Richland County, SC
 8th place: Dutchess County, NY
 9th place: Washtenaw County, MI
 10th place: Marin County, CA

Many of the winners attribute their success to the hard work put forth by their leadership and staff. Roanoke County Administrator Elmer C. Hodge said the staff in the county's IT department is the best you'll find “They are committed to providing the highest level of service available for our citizens and businesses.”

As a three-peat winner, Charles County government leaders are pleased to retain their top position, even with the stiff competition, officials noted. “This honor is a credit to our very professional IT staff and our board of commissioners who have been consistently supportive in providing the resources necessary to realize the advances in the use of technology we are being recognized for today,” said Eugene Lauer, county administrator.

Fairfax County, VA, has worked diligently over the years to provide citizens with greater access to their government. “It is gratifying to see our success in e-access recognized in this way,” said Chairman Gerald E. Connolly, of the Fairfax County Board of Supervisors.

For more information on the 2005 Digital Counties Survey, contact Janet Grenslitt at jgrenslitt@centerdigitalgov.com.

HCI Leadership Excellence Journal Launched

Washington, DC—The Human Capital Institute (HCI), a non-profit think tank, professional association and educator in talent management strategies announced today the August premier of its new publication, Leadership Excellence: the Journal of Human Capital Leadership. HCI has teamed with Executive Excellence Publishing to produce the professional journal. Executive Excellence was founded by Stephen Covey and Ken Blanchard to help professionals find a wiser, better way to live life and lead their organizations.

HCI's journal of human capital leadership will provide a monthly digest of creative, value-centered ideas and strategies for talent management, organizational and leadership development. Each issue will feature up to 20 of the world's most recognized thought leaders and practitioners who will share innovative thoughts, strategies and next-practices relevant to managing top talent. Beginning in late July, the printed publication will be sent monthly to a select list of HCI professional members and key constituents. The online version will be available to all members and affiliates of the Human Capital Institute.

Several Organizations Launch Online Initiatives and Websites

• *The Commonwealth Association for Public Administration and Management (CAPAM)*—The new CAPAM site is located at www.capam.org and features new and updates news about CAPAM and its programs.

• *Human Capital Institute Announces Launch of Talent-Focused Blogosphere*—The Human Capital Institute (HCI), a non-profit think tank, educator and professional association, announced today the launch of the most comprehensive Blogosphere for the new business science of human capital. HCI's Blog initiative integrates over 75 Internet Weblogs relating to all aspects of talent management, including: Talent Strategy, Acquisition, Development and Management.

On a daily basis, HCI's analysts review and publish Blogs from the Web that provide the most current and insightful thoughts about the human capital arena.

For more information visit <http://www.humancapitalinstitute.org>.

• *Army Reserve Unveils New Web Portal to Connect Families*—The Army Reserve recently unveiled a new web portal to support deployed soldiers and their families. The Army Reserve Family Programs Portal is a “one-stop shop” that provides Army Reserve families with information and services and enhances communications between Soldiers, their families, and Army Reserve staff. There are more than one million Army Reserve

Soldiers ready to support Active Duty Soldiers and serve the nation when called upon by the President. The Army Reserve has nearly 62,000 soldiers deployed worldwide. (information courtesy of Government Technology and ASPAnet This Week)

For more information visit <http://www.arfp.org>

• *Park University's new International Center for Civic Engagement (ICCE)* has launched a web site, located at www.park.edu/icce. The Center has been established to advance the University's global mission, establish linkages with international efforts across campus, and provide innovative educational opportunities for learners within the global society, while establishing an outlet for channeling community outreach efforts in the Kansas City metropolitan area. The Center will commission a series of white papers this coming year and will develop an online clearinghouse of University civic engagement projects and Kansas City-area international activities.

Please contact ICCE Director Erik Bergrud at (816) 584-6412 or erik.bergrud@park.edu for additional information.

Governors, Gates Foundation Announce State High School Reform Grants

Washington, DC—The National Governors Association (<http://www.nga.org>) has announced the selection of ten states for the first phase of its Honor States Grant Program, an effort to dramatically increase high school graduation rates for all students in the United States.

The selected states—Arkansas, Delaware, Indiana, Louisiana, Massachusetts, Maine, Michigan, Minnesota, Rhode Island, and Virginia—will each receive up to \$2 million in two-year, matching grants from the Bill & Melinda Gates Foundation (<http://gatesfoundation.org/>) to implement new policies and tools to help more young people graduate from high school prepared for college and work success.

Each state submitted both short- and long-term strategies for high school reform through efforts such as improving standards, aligning curricula and assessments, and increasing the rigor of graduation requirements. Additional state strategies vary based on the specific needs and circumstances of a particular state.

According to a recent Manhattan Institute report, nearly one-third of America's young people fail to graduate, and nearly half of those who do graduate leave high school unprepared for college-level work. Moreover, only about half of African-American and Hispanic youth make it to graduation day, and fewer than 20 percent are ready for college-level academics.

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



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ASPA TIMES

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Members Propose Section on Native American Governance

Nels Lindahl

Everyday in the United States of America over one hundred federally recognized tribes and hundreds of tribes that are not federally recognized interact with local, state, and national government. Sharing emergency response services, water treatment infrastructure facilities, or collaborating on community initiatives are all parts of the dynamic relationships that are currently a part of public administration in action. A rich landscape of interaction on the local, state, and federal level provides hundreds if not thousands of topics for scholars in the field of public administration.

Announcements have been circulating about ASPA Members seeking to establish a Section on Native American Governance, and the initial response has been compelling. Almost half the members necessary to make the section official are already involved sharing personal stories about life experiences in the field of public

administration and building the foundation of a rich exchange of knowledge. Members heard about the new section from reading the *PA TIMES*, visiting www.aspanet.org, and even using internet search engines like Google. Thanks to the growing level of interest, the Proposed Section on Native American Governance is functionally starting to provide a forum for dialogue ensuring the free and open discussion of this very important issue. An open dialogue would help define different public administration styles, provide information about the issue of sovereignty, and other various issues that have not historically had a place for discussion.

Achieving the goal of focusing the attention of scholars on Native American Governance will require building a strong research community that can engage in proactive collaboration to increase understanding and awareness of important issues. Dialogue is only the first step toward building a community for researchers interested in Native American

Governance that can develop into an officially recognized section in the field of public administration, building toward the goal of holding conferences, and starting an academic journal.

Currently, the section is in the process of recruiting members to move from provisional status to a permanent section. If you are interested in being a part of this developing section, then please take the time to visit <http://nativeamericangovernance.org> and sign the membership list. In the spirit of encouraging collaboration, a collection of live documents and a discussion board is available online to facilitate discussion and raise awareness.

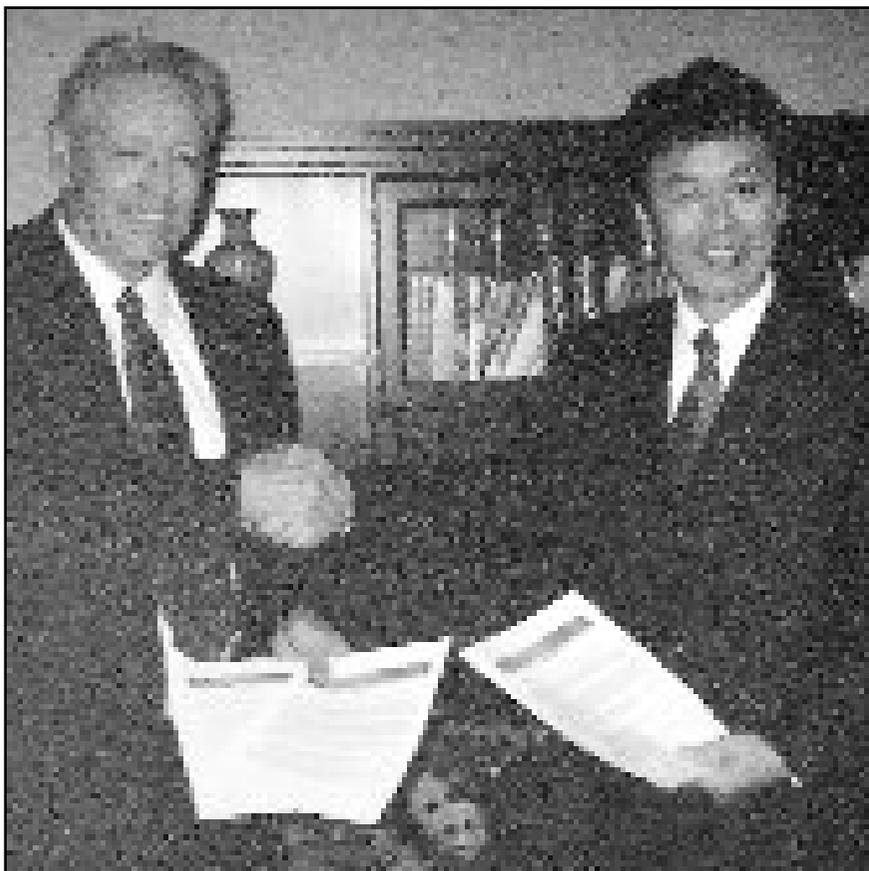
Right now, ASPA has the Conference of Minority Public Administrators and the Section for Women in Public Administration and they are alive and actively contributing to positive social change. Why should the discussion not include Native American Governance or Native American issues in public adminis-

tration? To encourage dialogue and open discussion a provisional section publicly opens the door enhancing education, increasing understanding, and raising awareness to issues. Thanks in part to the positive and optimistic suggestions that are fueling this vibrant discussion positive social change is possible and dialogue is the best way to continue moving in the right direction.

Now is the time to get involved and help build the momentum necessary to accomplish the short-term goal of nativeamericangovernance.org to gather the signatures necessary to move from a provisional section to an official section. Starting a provisional section will test the waters and build a forum for the free and open exchange of ideas. Please feel free to exchange ideas or provide input to help the section move forward.

ASPA member Nels Lindahl is an enrolled member of the Choctaw Nation of Oklahoma. E-mail: nels@nelslindahl.net

Chinese Delegation Visits ASPA



On July 8, 2005, ASPA hosted a delegation from Beijing, China. Leaders from the State Administration of Foreign Experts Affairs (SAFEA) met with ASPA President Don Menzel and ASPA Executive Director Antoinette Samuel to discuss their organizations' current partnership. The Chinese agency facilitates the exchange of ideas between China and other countries by arranging for opportunities for the exchange of expertise. Deputy General Director of SAFEA Zhang Jianguo and Menzel signed a joint agreement whereby the American Society for Public Administration will be regarded as a primary source of expertise in public management.

ASPA Publishes Collection of *PA TIMES*' "Frederickson Perspective" Columns

Public Administration with an Attitude is a Compilation of Key Columns Written by H. George Frederickson

For many years H. George Frederickson's monthly column has informed, provoked, and entertained the readers of the *PA TIMES*. When he was approached by ASPA with the idea of a book comprising some of his most penetrating and thought-provoking columns, he enthusiastically agreed. He only asked that the book be an ASPA publication and that it be reasonably priced.

In *Public Administration with an Attitude*, Frederickson takes on the issues facing today's public administrators with the intellectual integrity that established him as a leader in the field. If there is something wrong or right with the way public policy is being administered, Frederickson lets you know. Like his column, *Public Administration with an Attitude* is easy to read and jargon-free, and, of course, it is often witty.

Students preparing for public service careers will benefit not only from the

wisdom and insight in *Public Administration with an Attitude*, but from the pervading theme of the honor and dignity of public service. Practicing public servants will enjoy the rich use of examples, the telling of great public administration stories, and especially the descriptions of public administration heroes and heroic moments. This book is a lot more interesting than a spreadsheet (and more accurate)!

The price, \$14.95*, was derived with students in mind.

*plus shipping

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For a review copy or to order, e-mail: John Larkin at jlarkin@aspanet.org.

To view the table of contents and two sample chapters visit the ASPA website at www.aspanet.org.

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www.aspanet.org

Donald C. Menzel

PRESIDENT'S COLUMN**ASPA International: What's Ahead?**

ASPA International?—you might be asking yourself. Was not ASPA founded to bring together American academic and practitioner communities interested in public administration? Unquestionably. ASPA's roots are deeply planted in the American experience but even the intellectual founders understood the worldwide significance of administration. "The future of civilized government, and even, I think, of civilization itself rests upon our ability to develop a science and a philosophy and a practice of administration competent to discharge the public functions of civilized society," wrote Charles Beard in 1937.

ASPA international is building the same bridges as ASPA America has done since 1939. Indeed, in the decade following ASPA's founding two ASPA affiliated groups, the American Section of the International Institute of Administrative Sciences (IIAS) and the Comparative Administration Group, made their presence felt in the affairs of the Society. Darrell Pugh's rich history of ASPA, *Looking Back Moving Forward* (1989), describes the substantial contributions of these groups, especially in the 1960s. In fact, it is no accident that the Section on Comparative and International Administration (SICA) was established as the first ever ASPA section in 1974.

Nonetheless, ASPA's internationalization has waxed and waned. In the early 1990s, the American Section of IIAS was withdrawn when the Clinton Administration pulled financial support for U.S. membership as part of the "reinvention" of the federal government. Thus ASPA members as well as other Americans who have retained an interest in attending IIAS conferences and participating in the affairs of the IIAS are discouraged from doing so as they must pay higher conference fees and do not have country membership standing. SICA membership has also experienced a fall off in recent years. There were 189 members as of February 2005, down from 299 members five years ago. Some attribute this decline to a sharp increase in dues when SICA began offering to members subscriptions to the *International Public Management Journal*.

Still, the internationalization of ASPA has picked up considerable speed over the past decade as a result of globalization, the flourishing of democratic regimes in all parts of the world, and the recognition that professional administration is a necessity for sustainable growth and development. Currently, ASPA has Memoranda of Understanding (MOUs) with thirteen countries and international organizations. (ASPA's MOUs can be found at <http://www.aspanet.org/script-content/intl.cfm>.) The purpose of the MOUs is to develop cooperative relation-

ships with PA academic and practitioner communities worldwide. The implementation of ASPA's MOUs is the responsibility of university/chapter partners and ASPA, as approved by ASPA's National Council, working under the umbrella of an International Secretariat composed of ASPA, the National Academy of Public Administration, and the National Schools of Public Affairs and Administration. Further progress in this area motivated the ASPA National Council to establish the position of International Coordinator in 2004. Immediate Past President Cheryle Broom appointed Professor Donald Klingner at the University of Colorado the first International Coordinator. Professor Klingner has assembled a task force to identify ways to incorporate ASPA's international mission and vision into ASPA's Strategic Plan and to develop concrete proposals for how ASPA's international activities should be reported and evaluated.

A few years earlier, in 2001, ASPA was invited by the United Nations to lend support to the newly established UN Online Network in Public Administration and Finance (UNPAN). UNPAN promotes the sharing of knowledge, experiences and best practices throughout the world in sound public policies, effective public administration and efficient civil services. Former staff member, Erik Bergrud, volunteered to serve as ASPA's UNPAN liaison. He subsequently attended international conferences in China, Senegal, and Greece and was asked to serve as the editor of the UNPAN Newsletter, a quarterly publication highlighting the activities of all the associations which comprise the Network. He also launched the E-Newsletter ASPA International in 2002.

In 2003, ASPA established a new International Public Administration Award to honor a distinguished foreign scholar or practitioner for significant contributions to public administration in other nations. The first award was presented to Oscar Oszlak of the Buenos Aires-based Centro de Desarrollo y Asistencia Técnica en Tecnología para la Organización Pública at ASPA's 2004 National Conference. The 2005 winner was Dr. Peter Boorsma, Professor of Public Finance at Twente University in the Netherlands.

In addition, ASPA has pursued an international agenda that includes an initiative by past president Professor Marc Holzer at Rutgers University to establish a section on China along with an endorsement by the ASPA Executive Officers of a subscription discount rate for ASPA members to receive the *Chinese Public Administration Review*. An agreement has also been signed with the Chinese Association for International Exchange of Personnel (CAIEP) to develop and

implement a training and technical assistance programs for Chinese and U.S. public officials. CAIEP is a nationwide and government institution engaged in the international exchange of specialized technical and managerial personnel. Its main tasks are to invite foreign experts to work in China, designate Chinese managerial and technical personnel to go abroad for practical training, assist Chinese and foreign organizations in developing friendly exchange and business relations, and arrange for foreign friends to engage in research, training and study in China.

ASPA sections are also active on the international front. The Section on Ethics joined with the European Group of Public Administration (EGPA) to co-sponsor the first trans-Atlantic conference on "Ethics and Integrity in Governance" which was held in Leuven, Belgium, in June 2005. More than 25 ethics section members were among the 125 conference participants who presented papers and exchanged views. A second trans-Atlantic conference involving the EGPA and the Section on Public Performance and Management is planned for 2006.

ASPA's international agenda, as these developments suggest, is indeed a growing reality. Also, given ASPA's long and distinguished history of spawning new professional organizations—the National Academy of Public Administration and the National

Association of Schools of Public Affairs and Administration come to mind—it would not be surprising if yet another professional organization evolves from ASPA's accomplishments in the international arena. It may not be too much of a stretch of one's imagination to envision the growth and development of an International Society for Public Administration (a story to be continued).

There is little doubt, at least in my mind, about the need for an international organization of academics, students, and practitioners to 1) advance the theory and practice of public administration, 2) serve as an advocate of professionalism in public service, and 3) develop a real sense of community among practitioners and academics. Do these goals sound familiar? They should; they are exactly the goals set forth by ASPA's founders 66 years ago.

I would like to thank the following individuals for their insights and suggestions for this column: Toni Samuel, Mary Hamilton, Erik Bergrud, Don Klingner, William Richter, Arie Halachmi, Marc Holzer, and Jim Bowman. None, of course, are responsible for errors of omission or commission on my part.

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



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Chapter News

Northern Virginia Chapter Recognizes Public Servants



The Honorable William H. Pickle, sergeant-at-arms of the United States Senate, addresses members of the Northern Virginia Chapter following his acceptance of one of the Chapter's Public Service Awards for 2005.

Gene Bacher

The Northern Virginia Chapter held its annual meeting and public service recognition awards banquet. This event provides the opportunity to renew professional acquaintances, gain insights into public service issues and pay tribute to outstanding public employees.

This year's event, attended by some 40 local public administrators, was highlighted by remarks about the "politics/administration" dichotomy from a much-honored local elected official, the Honorable Jack F. Herrity, former

chairman of the Fairfax County, VA, Board of Supervisors. As a leader in one of Northern Virginia's fastest growing counties which happens to be adjacent to the Nation's capital city, Herrity was deeply engaged in the classic tensions between rapid growth and development and desires to retain the county's bucolic, pastoral setting. As such, he depended upon the professional staff for the information and data from which the elected officials could craft policies. In his remarks he stressed the need for competence and integrity in the career employees. He said that elected officials

are only human, come to their positions without comprehensive knowledge about all the issue they are liable to face, and depend upon the staff to fill in the gaps. He admonished the career staff, however, not to try to read the minds of the elected officials. He looked to the staff for information, not for decisions. In short, he made a compelling case for neutral competency, one of the hallmarks of classical public administration.

The Chapter presented two Public Service Awards. The first was to William H. Pickle, sergeant at arms of the United States Senate. Pickle has devoted his life to public service. He served in Vietnam as a member of the 1st Cavalry Division as an infantry sergeant and MEDEVAC helicopter door gunner, receiving a Bronze Star, seven Air Medals, a Purple Heart, the Army Commendation Medal and the Combat Infantryman Badge.

Following his tour in the Army, Pickle worked for 26 years as member of the Secret Service in various positions including deputy assistant director for human resources and training and as special agent in charge of the Vice Presidential Protective Division. In the latter position he maintained daily contact with Vice President Gore and coordinated all aspects of security for the Vice President's 2000 Presidential Campaign. He was sworn in as the 37th U.S. Senate Sergeant at Arms March 17, 2003. Throughout his career, Pickle has served with dedication, selflessness and unyielding integrity and represents the very best of those in public service.

The second Public Service Award was given to Sandra Steiner Lowe, the senior executive in Fairfax County Office of Partnerships. Lowe is the executive director of the Fairfax County Office of Partnerships and has been the driving force in the establishment of programs and services for low income communities in Fairfax County.

Among her numerous accomplishments, she has fully developed and implemented budget programs for each of the five partnerships within the Office of Partnerships. She also was instrumental in the implementation of the Medical Care for the Children Partnership using a Pediatric Nurse model as well as utilizing a core of volunteers from the corporate community, marketing, and public relations. Additionally, Lowe opened a new Computer Learning Centers Partnership and secured corporate funding to serve a profile of 101 different languages and 600+ underserved children. Her involvement in Project Discovery was fundamental in providing equal access to post-secondary low-income students and first generation college families. Lowe has demonstrated significant and varied achievements in assisting low-income families in the community.

The Chapter also presented its Hodding Carter Journalism Award to two local journalists. This award recognizes the invaluable contribution to governance of the fourth estate and pays tribute to those members of the news profession that help maintain informed citizens. The first of these awards went to Nicholas F. Benton,

publisher of the Falls Church, VA, *News Press*. Benton founded the paper in 1991 and shortly thereafter spearheaded the passage of a state law that allowed bona fide free distribution newspapers to publish official legal notices. His paper then became the first free distribution newspaper in Virginia to be so certified and permitted it to qualify for full membership in the Virginia Press Association.

But, Benton has not limited his contributions only to the newspaper. In addition, he has served two terms as president of the Falls Church Chamber of Commerce, serves on the Board of Directors of the Falls Church Education Foundation, sponsors an annual scholarship for graduating seniors at Falls Church High School and has contributed generously to a number of projects providing emergency housing. His commitment to the community and dedication to informing the public reflect the highest standards in the field of journalism.

The second Hodding Carter Journalism Award was given to Vanessa Harrington, editor of the *Gazette Newspapers*. Harrington, who holds a degree in Journalism from Howard University, previously worked on the *Air Force Times* and the *National Journal*. In her current job, she oversees the editing, production and deadlines of a group of 10 weekly community papers covering most of the jurisdictions in the Washington, DC, metropolitan area.

As managing editor and editor, Harrington has been a strong supporter of all entities in the public service sector. She has assured a diversity of viewpoints, has provided a forum on her editorial page for academic and practical debate on public issues and has challenged the community to become proactive change agents for local government. She has paid particular attention to issues of public safety and printed key pieces on gang violence, fire safety, domestic violence and victim's issues. In addition to her journalistic contributions, Harrington serves a mentor of young women, participates in reading programs and career days at local schools, and helps oversee school supply collections for low-income students. Her dedication, commitment and scope of activities make her uniquely qualified for this award.

The Chapter also made two awards for contributions to the Chapter. The first of these was the Kathy Hensley Award for Distinguished Chapter Service to Karen Bune. Bune has given unstintingly of her time and energy for over seven years, serving in a variety of Council positions, most recently as past president. Of her many contributions, most notable were the organization and implementation of a very timely panel discussion on gang violence and the organization and implementation of a panel discussion of careers in public service conducted for high school student newspaper editors. Both events received local press coverage as well as coverage in this publication. As a victim's specialist in local government, a spokesperson for local issues, an adjunct professor at

ASPA Contributors

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Andrew R. Laufer
Wilton, CA

Bonnie D. Hall
Los Angeles, CA

Costis Toregas
Chevy Chase, MD

David E. Guthrie
San Diego, CA

John Chowning
Campbellsville, KY

Lewis D. Fisher
Ocean, NJ

Mark L. Weinberg
Athens, OH

Mary M. Timney
Peekskill, NY

Mortimer L. Downey
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Richard E. Hill
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Stephen E. Bacher
Vienna, VA

Stephen E. Condrey
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Sylvester Murray
Cleveland, OH

Thomas Vocino
Montgomery, AL

Sustaining Contributors

Francis T. Kain
Ormond Beach, FL

Glen Hahn Cope
Saint Louis, MO

Individual Contributors

Thomas Vocino
Montgomery, AL

Endowment Fund

Jack Underhill
Falls Church, VA

Public Service Profile

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

Ramon E. de Arrigunaga



What is your job? I am a full-time member of the faculty in the political science department at the University of Miami, Coral Gables, FL. I teach political science and public administration

courses at both the graduate and undergraduate levels.

From 1962 to 1982, I was a pilot in the U.S. Air Force, retiring as a lieutenant colonel, having served in Southeast Asia (1969-70), and in a variety of command and staff positions. During my USAF career, I obtained a masters degree in public administration. It seemed like a good idea since I was already serving in the public sector, albeit the military. Shortly after retirement, I applied for and received a mid-level executive position with the Metro Dade County Government.

Between 1984-1994, I was an executive with the Miami-Dade County government, rising to the position of assistant director of the Miami-Dade Transit Agency. Concurrently, I began my studies for the doctorate in public administration from NOVA Southeastern University, which I completed in 1992. I retired from the Miami-Dade County position in 1995 and became the assistant general manager of

the transit agency in San Antonio, TX. I relocated back to Miami, FL, in 2001.

What do you like best about your job? The fact that I am informing and advising young minds interested in political science and/or public administration, on real world perspectives, based on my 40 years of government service at both the federal and local levels.

I am also involved in the South Florida Chapter of ASPA, having served as president in 1992-93 and many years on the board of directors. After a hiatus of eight years living and working in San Antonio, I returned to the Miami area and was elected to a two year term on the board. I am on the program committee and responsible for our monthly luncheons which typically involve a prominent local speaker.

What motivated you to pursue a career in public administration? My interest in a public sector career began with a desire to pilot airplanes in the USAF, which I did for 20 years after obtaining my bachelor's degree in physics from Louisiana State University in 1962. I feel very fortunate to have had the opportunity to have four careers in the public sector, the first three as a practitioner and the last as an academician.

What advice would you offer to others who might be interested in a public service career? It can be an extremely rewarding career, with great personal and professional benefits. To be successful:

- Be loyal to your boss and his/her boss.
 - Know how to communicate, both orally and in writing. (I cannot overemphasize the importance of this.)
 - Do what you are asked to do to the best of your ability.
 - Know how to perform numerical analyses, to include budgeting and cost control.
 - If you must complain about work, complain to your spouse or significant other, or to your minister, rabbi or priest. Do not complain to your co-workers!!! Do not be negative at work, nor in the company of other professionals.
 - Do not engage in gossip.
 - Learn all you can about your job, the jobs of your co-workers, and your bosses. Become the "go to" person in your work unit. If you are asked about something and you do not know the answer, say so, and then go find the right answer.
 - If you do not have a bachelor's degree, get one. If you do have one, enroll in a master's degree program. (Most governments will pay for a portion of your tuition.)
 - Treat everyone with dignity and respect. Above all, be fair in everything that you do!
 - Don't be late to work and don't be a clock watcher, ready to leave at 15 minutes before the end of the work day. Don't take extended lunch breaks unless there is a special occasion and you get permission. There will be requirements for overtime; be a team player and volunteer for these special assignments. There will be rewards for this behavior.
 - Get your assignments done on time; early is better than late!!!
 - Dress appropriately for the environment in which you work. Conservative is better than flashy!!!
 - Get involved in a professional development organization. (ASPA comes to mind!!!) Participate in the organization's activities.
 - Have a sense of humor about your job, and don't take yourself too seriously.
 - Do not subscribe to the old saying, "Good enough for government work." When you are performing an assignment, give it your best.
 - There will be occasions when your boss does not know how to solve a problem, and will ask you and your co-workers for opinions. Do not shy away from providing your input, but it should be well-thought out and logical.
- These are some some thoughts and ideas that have evolved over the past 40 years. Most are not new, but I think that they are extremely valid.

NoVA Chapter Honors Public Servants

From NOVA, pg. 17

George Mason University, and a contributor to the theory of public administration, she represents the very highest standard for aspiring public administrators.

The second Chapter award was a Chapter Special Achievement Award presented to Kenneth Hunter, one of the Council's newest members. Hunter is a budget analyst with the City of Manassas, a fast growing jurisdiction that used to be on the outskirts of the Washington metropolitan area but is now part of the mainstream development area. He undertook to migrate the Chapter website to the ASPA host, reinitiated the publication of a Chapter newsletter and developed a way

to conduct Chapter elections via a website. His technological and writing skills were instrumental in affording increased visibility, timeliness and awareness of Chapter activities.

The event also marked the passing of the baton to the 2005-2006 Council and concluded with remarks from incoming President George Hohmann. With a new strategic plan well underway and Council elections complete, the Chapter is looking forward to a very productive year. He invited all Chapter members to become engaged and participate in Chapter events.

ASPA member Gene Bacher is a past president of the Northern Virginia Chapter. E-mail: GeneBacher@aol.com

ASPA Member Meets Chinese Public Administration Icon



ASPA member Ari Halachmi (far right) visits with Prof. Xia (center), the "Father of China's modern Public Administration" as he is called there. Prof. Xia graduated from Harvard in 1948 and survived the "cultural revolution" after the death of Mao. Also in the picture (far left) is Prof. Wang VP of Zhongshan University and Director of the Center for Public Administration—the only Center for Public Administration at the National Level. Zhongshan University published the Chinese version of Halachmi's book on performance measurement which was translated by ASPA member Mengzhong Zhang of the National Center for Public Productivity at Rutgers. The translation was part of the programs taken under the MOU between ASPA and the Chinese Society for Public Administration.

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ASPA Thanks Members Who Have Participated in the 2005 Member-Get-A-Member Campaign

Patricia Yearwood



The 2005 ASPA Member-Get-A-Member campaign launched on January 20.

Success of the program relies on the participation of ASPA's membership. Each member was asked to recruit one non-student member by using the FIND.ASK.JOIN application, which has run on page 14 of the *PA TIMES* for several months, by requesting applications from ASPA staff, or by visiting ASPA's website at <http://www.aspanet.org/scriptcontent/PDFs/05MGMAPPP.pdf> and downloading the form.

As of July 28, 58 members have used the application to recruit a new non-student member to the Society. Cheers go out to all of the members listed below... with a great round of applause for **Mark A. Tipton**, of the San Francisco Bay Area Chapter, who recruited 12 new members and will receive a free registration to ASPA's 2006 National Conference in Denver, CO, March 31-April 4, 2006.

These members have taken the lead in helping ASPA reach its goal of doubling the number of non-student members by the end of 2005. Thank You!

2005 Member-Get-A-Member Campaign Participants as of July 28, 2005:

Aijun Nie
Ajala Oluwabenga

Ambrose Alli Edo
Anne Kilpatrick
Archie Tuttle
Bill Solomon
Carol Watson
Charles Smyre
Chris Knight
Christi Floyd-2
Christopher Hiryak
David Lane
Dean Thompson
Derick Brinkerhoff
Howard Balanoff
Chester A. Newland
Dan O'Toole
James Garnett
Jeff Raffel
Jeremy Plant
Lenneal Henderson
Marsha Guffey
Stephen Condrey
Tom Barth
Eric Reading
Frank Oviedo
Glenn Sutton
Helen Koger
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Luke Reven
Marc Holzer
Mark Tipton-12
Martha Rogers
Micah Maxwell
Pamela C. Axsom
Peter Kobrak
Robert Sorensen-2
Greg Mills
Ralph C. Young
Ralph Hummel
Rick Callahan
Robby Ashton
Rosita Felicano-Brown
Steve Crate
Suzanne Beaumaster
Terrance Piekaz
Tom Catlaw

Members on the Move

James P. Bolden—has been appointed Assistant Business Administrator, for the city of Jersey City, New Jersey.

Cheryle Broom—has been unanimously approved for reappointment to a second four-year term as King County Auditor by the Metropolitan King County Council, Seattle, WA.

Chang-hyun Cho—of the Republic of Korea Civil Service Commission (CSC) has been reappointed by President Roh Moo-hyun for another term of office, expiring May 23, 2008. It was by President Kim Dae-jung that Cho was initially appointed. As CSC Chairman, Cho continues his career in the Korean government, having served from 2000-2002 in the Presidential Commission on Government Innovation as the chairman.

Martha J. Dede—was honored as a recipient of the campus' 2004-05 Distinguished Faculty Teaching Award at California State University, Long Beach. She is currently an assistant professor in the Graduate Center for Public Policy and Administration.

Paul B. Demitriades—has just published his first international book reviews—*Against All Enemies-Inside America's War on Terror*, by Richard A. Clarke and the *9/11 Commission on Terrorist Attacks upon the U.S.* The book note (review) appears in the Spring 2005, Vol. 48, Num. 1 issue of *The Journal of the Institute of Public Administration of Canada-Canadian Public Administration*. Demitriades is a member of the University of Washington Evans School Visiting Committee.

Roger E. Hartley—was appointed by Arizona Governor Janet Napolitano to the Commission on Trial Court Appointments, Pima County. If confirmed by the State Senate, he will serve the three years remaining of a four year term. He was also re-appointed to a three-year term by the

Arizona Supreme Court to the position of Public Member of the Board of Legal Document Preparers. Hartley is currently an assistant professor of Public Administration and Policy of the University of Arizona's Eller College of Management.

Eva C. Johnson—was appointed to the City of Murrieta Community Steering Committee by the City Council, Murrieta, California. She is currently a doctoral student (ABD) in the department public administration at the University of La Verne, La Verne, CA.

Nicholas P. Lovrich—longtime member of ASPA and former Editor-in-Chief of the Review of Public Personnel Administration, has been appointed Claudius O. and Mary Johnson Distinguished Professor of Political Science at Washington State University. Lovrich served as Interim Chancellor of Washington State University Spokane in 2004 and 2005, and has returned to Pullman to his former position as Director, Division of Governmental Studies and Services.

Kenneth J. Meier—has been appointed the inaugural holder of the Charles H. Gregory '64 Chair in Liberal Arts. He is currently a professor of political science at Texas A&M University.

Tom Pavlak—formerly associate director of the Carl Vinson Institute of Government at the University of Georgia retired this past September. On June 24th he underwent a successful heart transplant operation at Emory University Hospital in Atlanta. Tom is doing well and is expected to be back home in Athens by Labor Day. ASPA friends and well wishers can call him at 706 255-2707 or email him at tjpavlak@yahoo.com.

If you have a information appropriate for "Members on the Move," contact cjewett@aspanet.org.

LOOKING FOR USEFUL INFORMATION ON PERFORMANCE MEASUREMENT AND MANAGING FOR RESULTS?

CAP HAS WHAT YOU NEED!

ASPA's Center for Accountability and Performance



Meeting the Challenges of Performance-Oriented Government brings together the experience and insights of practitioners and academics who are active participants in performance measurement initiatives at all levels of government and in the nonprofit sector. This volume addresses the opportunities and challenges that managers, elected officials and citizens face as governments and nonprofits focus more on performance measurement and reporting. *Meeting the Challenges of Performance-Oriented Government* includes articles by **Cheryle Broom, Sharon Caudle, Paul Epstein, Stuart Grifel, Michael Hendricks, Edward T. Jennings, Jr., Philip G. Joyce, Cheryl Simrell King, Allen Lomax, Martha Marshall, Christopher Mihm, Kathryn Newcomer, Beryl A. Radin, Susan Sieg Thompkins, Joseph S. Wholey, and Lyle Wray.**

Ordering Information:

Copies are \$25 each and may be ordered on-line through the ASPA store or by contacting Delores Toye at 202-585-4319, dtoye@aspanet.org, or Darryl Townsend at 202-585-4308, dtownsend@aspanet.org. Minimal shipping and handling charges also apply.

SPECIAL OFFER!

First published in 1998, *Performance Measurement Concepts and Techniques* brings together the experience of some of the country's top performance measurement consultants and trainers in a workbook especially designed for MPA classroom instructors, workshop trainers, and managers who manage for results. Copies are \$15 each; orders of 12 or more are only \$9 per copy.

Order both *Meeting the Challenges of Performance-Oriented Government* and *Performance Measurement Concepts and Techniques* for \$37, a savings of \$3 off the individual prices.

ASPA In Brief

ASPA Section Eliminates Dues, Welcomes New Members

ASPA's Executive Committee approved a proposal by the Section on Environmental and Natural Resources Administration (SENRA) to eliminate its membership dues, meaning that any ASPA member can join SENRA at no additional charge. SENRA members receive an electronic newsletter and can participate in an ongoing discussion about current topics via the Section's listserv. ASPA members wishing to join SENRA at no charge should contact Patricia Yearwood at pyearwood@aspanet.org. For additional information about the Section, please contact David Davis at DDavis@UTNet.UToledo.Edu.

Dates for ASPA Mid-year Council and Committee Meetings Announced

ASPA's mid-year meetings will be held November 11-13, 2005, in Washington, DC at the Marriot Washington. Detailed information will be posted to ASPA's website as it becomes available.

ASPA Delegation Will Travel to Chengdu, China

A fifteen member ASPA delegation led by President Donald C. Menzel will travel to Chengdu, China, for the International Conference on Public Administration October 21-22, 2005. The conference will provide a forum for distinguished speakers from academia, government and industry to discuss problems and new ideas, share experiences of success and failure in public administration, explore the changes that public administration poses for all aspects of governance, and promote international co-operation in the field of public administration. The conference is co-sponsored by ASPA, the Chinese Public Administration Society, and the School of Public Administration, Moscow State University, Russia, and the University of Electronic Science and Technology of China.

ASPA Signs Agreement to Develop Training Program for Chinese Government Officials

ASPA is pleased to announce an agreement has been signed with the Chinese Association for International Exchange of Personnel (CAIEP) to develop training and technical assistance programs. CAIEP is a nationwide and government sponsored institution engaged in the international exchange of specialized technical and managerial personnel. Its main tasks are to invite foreign experts to work in China, designate Chinese managerial and technical personnel to go abroad for practical training, assist Chinese and foreign organizations in developing friendly exchange and business relations, and arrange for foreign friends to engage in research, training and study in China. The aim of the Association is to promote exchange and cooperation between China and other countries in industry, agriculture, finance, science and technology, education, medicine and culture, through the international exchange of personnel, so as to

contribute to China's reform, opening up and modernization as well as to the advance of human civilization in general. A five member Chinese delegation will visit ASPA headquarters on July 8 to discuss specific steps to launch the training program. The delegation will meet with ASPA President Donald C. Menzel and Executive Director Antoinette Samuel.

ASPA Issues RFP for International MOU Coordination

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

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

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

ASPA Offers Technical Assistance Teams to Chapters and Sections

In an effort to provide additional technical support to its chapters and sections, ASPA has established two teams of volunteers consisting of members who have demonstrated expertise in key management areas. If your chapter or section needs technical support in a specific area, please contact the appropriate team member listed below:

Chapter Technical Assistance Team

Awards Programs

Bill Ciaccio
wciaccio@aspanet.org

Financial Management

Francine Maldonado
fmaldonado@aspanet.org

Membership Development

Todd Argow
targow@aspanet.org

Newsletter Development

TBA

Organizational Enrichment/Stability

James Nordin
jnordin@aspanet.org

Program Development

Ann Hess
ahess@aspanet.org

Website Development

Leslie Beauregard
lbeauregard@aspanet.org

Section Technical Assistance Team

Awards Programs

TBA

Conference/Seminar Development

Delores Strain
dstrain@aspanet.org

Financial Management

Larry Walters

lwalters@aspanet.org

Membership Development

Carole Jurkiewicz
cjurkiewicz@aspanet.org

Newsletter Development

Russ Williams
rwilliams@aspanet.org

Website Development

TBA

Chapters Run Risk of Forfeiting Rebate Checks

Each year, ASPA provides a rebate check to "compliant chapters" based on their total membership. Chapters are deemed to be in compliance if they have submitted their annual financial statement and officer list and all their officers are current ASPA members. By ASPA policy, chapters have a one-year grace period to submit their forms before forfeiting any funds. The following chapters have yet to submit all 2004-5 forms and must do so before December 31, 2005.

Bakersfield
Central Illinois
Colorado
Delaware
East Georgia
Empire State Capital
Greater Akron
High Plains Texas
Houston Texas
Inland Northwest
Kentucky
Lowcountry
Metropolitan Louisville
Milwaukee
Minnesota
Mississippi
New Jersey
North Texas
Northeast Florida
Northwest Indiana
Orange County
Oregon/SW Washington
Philadelphia Area
Rhode Island
San Diego
Southwest Georgia
Southwest Virginia
Suncoast
Treasure Coast
University of Central Florida
University of Pittsburgh
Upstate South Carolina
Vermont
West Michigan
Wisconsin Capital

For your convenience, ASPA has posted the reporting forms on its web site. You can either return them via mail or fax or submit them directly online. If you have any questions or if you believe your chapter was listed here in error, please contact Patricia Yearwood at pyearwood@aspanet.org or (202) 585-4309.

URL: http://www.aspanet.org/scriptcontent/index_chapsec.cfm

If you have an item appropriate for inclusion in "ASPA In Brief" contact Christine McCrehin at cjewett@aspanet.org.

ASPA Staff Contact Information

Antoinette Samuel

Executive Director

tsamuel@aspanet.org

(202) 585-4307

Heidi Salati

Senior Director of Professional

Development

hsalati@aspanet.org

(202) 585-4306

Patricia Yearwood

Senior Director of Member Services

pyearwood@aspanet.org

(202) 585-4309

Pharelda Scott

Office Manager

pscott@aspanet.org

(202) 585-4311

John Larkin

Marketing and Communications

Manager

jlarkin@aspanet.org

(202) 585-4313

Jeannie Jeffries

Membership Associate

jjeffries@aspanet.org

(202) 585-4310

Delores Love-Toye

Accounting Associate

dtoye@aspanet.org

(202) 585-4319

Chapter News

Maine Chapter Names Public Administrator of the Year

Augusta, ME—The Maine Chapter of ASPA is pleased to name its 2005 Public Administrator of the Year and Maine Public Service award winners.

This year, Denise Lord from the Maine Department of Corrections is honored as the Public Administrator of the Year. The Maine Public Service award goes to Phil Meldrum, a member of the Maine Occupational Safety and Health Board.

A resident of Belgrade, ME, Denise Lord has been in state government for 26 years. She started her career as librarian at the Maine State Planning Office and now serves as associate commissioner in the Department of Corrections. While at the State Planning Office, Lord was instrumental in creating Maine's growth management and waste management programs; both landmark pieces of legislation that changed the face of how Maine communities protect and manage their resources.

The field of corrections is also changing and Lord has helped transition Maine's

correction system to one where victims are respected and included in the sentencing of their perpetrators and to one that incorporates a "what works" philosophy into inmate treatment programs; where treatment is designed to reduce recidivism based on research regarding what programs work and what programs don't work.

Time and again, Lord has demonstrated vision, leadership and skill as she works on policy and programs issues within state government.

Phillip Meldrum of Lewiston has been a member of the Maine Occupational Safety and Health Board for over 30 years. On the board, he represents the public. He has been very active over the years, having served as both chair and acting chair. His knowledge of safety and health standards has been invaluable to Maine. Most recently, he assisted the Board with adopting a penalty structure for safety violations in public sector workplaces, which has proved to increase safety awareness and protect employees

without causing undue financial hardships for employers.

Meldrum has also been active in local affairs having served on the Lewiston Fire Commission and the Lewiston Historical Preservation Board.

Meldrum was the Plant Engineer at Bates College for 24 years. He brings both knowledge and professionalism to the board and represents the finest qualities of civic leadership.

Since 1975, the chapter has honored government managers—from federal, state, local or nonprofit organizations—who have demonstrated leadership, dedication, ability and exemplary public service. The award is granted to an individual who has made outstanding contributions on a sustained basis rather than those who have performed a single, exceptional public service deed. Past recipients include: Dana Connors, former commissioner MaineDOT; Christopher Lockwood, executive director, Maine Municipal Association; Chancellor Robert

Woodbury; Jeffrey Jordan, city manager, City of South Portland; Sanford Blitz, U.S. Department of Commerce and Diane Tilton, executive director, Sunrise County Economic Development Council.

Effective government depends upon the sustained contributions of its citizens. From town meetings, service on not-for-profit boards, volunteering in social service and other types of organizations, to membership on state government task forces, citizens make inestimable contributions to the quality of governance and civic life. The chapter's Maine Public Service award recognizes those volunteers. Past recipients include: Don Nicolls of Portland; Gerald Talbot, president of Black Education and Cultural History, Inc.; Geneva Kirk, president of Maine State Retired Teachers; John McCathern, Eastern Maine Development Corp and Richard Ingalls, Portland Board of Harbor Commissioners.



NOW AVAILABLE BY ASPA MEMBERS

- *Handbook of Public Administration and Policy in the European Union* is a book by ASPA member **M. Peter van der Hoek** and is published by Taylor and Francis CRC Press. ISBN: 0824759141
- Presents a comprehensive treatment of EU public administration, EU Institutions, and the most important EU policies
- Discusses legal dimensions, finances, the internal market, the relationship between the EU and national, regional, and local governments, and the community dimension
- Covers agricultural, energy, environmental, transport, regional, social, development, and enlargement policy
- Examines the history and development of the Economic and Monetary Union, the European Central Bank and the Euro.

While most of the existing literature regarding the European Union is either policy or law/institution oriented, this book takes a uniquely comprehensive approach, discussing EU public administration, institutions, and policies. Divided into five parts, it provides an overview of EU integration and development; deals with most of its institutions as well as its two advisory bodies; focuses on the public administration aspects; covers the important areas of EU public administra-

tion, including agricultural, social, and energy policy; and concludes with the history of the monetary and economic system. This stand-alone reference is ideal for graduate courses in public administration and public policy.

NOW AVAILABLE FROM OTHER SOURCES

• *The Power of Ideas: Five People Who Changed the Urban Landscape* is a book written by Terry J. Lassar and Douglas R. Porter and published by the Urban Land Institute. ISBN: 0874209307

This book profiles the winners of the ULI J.C. Nichols prize, given by Urban Land Institute. This prize—which honors the legacy of legendary developer Jesse Clyde Nichols (1880-1950) and is funded by the Nichols family—was established in January of 2000. It is given once a year to recognize "individuals and representatives from institutions who provide unique leadership by inspiring enlightened urban development that enhances the overall quality of life in American communities."

"Every one of the Nichols Prize winners is a citizen whose mission is to use ideas to improve the quality of life, and they are all driven by a deep and passionate belief not only in the value of cities, but in their urgency," writes Paul Goldberger, dean of Parsons School of Design and architecture critic for *The New Yorker*.

• *The Complete Idiot's Guide to American Government, Second Edition* is a book written by Mary M. Shaffrey (Washington, DC) and Melanie Fonder (Madison, WI) and published by Penguin Group (USA) Inc. ISBN: 1592573282

For almost two hundred and twenty-nine years the American government has checked and balanced its way through history. What keeps this country running is a lot of offices, agencies, and bureaucrats and understanding the role and

functions of the Executive, Legislative and Judicial branches can be a little confusing. *The Complete Idiot's Guide to American Government, Second Edition* is a comprehensive and up-to-date general reference book that details the history and structure of the United States government—all its major institutions and agencies, the election process and the creation and passing of laws. The updated edition also includes the results of the 2004 presidential election; the latest information on campaign finance reform, fundraising and homeland security plus a completely updated resource section including the latest government websites.

• *Emerging Land and Housing Markets in China* is a book edited by Chengri Ding and Yan Song and published by Lincoln Institute of Land Policy. ISBN: 1558441565

Land and housing policies are of fundamental importance to sustainable economic growth and the well-being of the rapidly growing Chinese population. Since 1949 China has been pursuing a centrally planned economy and for many years was reluctant to inject market mechanisms into its policy framework because of debates over socialist orthodoxy or other political issues.

Today, much has changed. China's reform efforts since 1978 have been considered a successful example of addressing land and housing policy issues, and a careful analysis of these reforms may pertain to other countries. This book organizes current research on China's land and housing policy reforms in a way that is accessible to a wide audience of decision makers, nongovernmental organizations and academics; it is one of the few records of this kind available in English.

• *Partnerships for Smart Growth: University-Community Collaboration for Better Public Places* is a book edited by Edited by Wim Wiewel and Gerrit-Jan Knaap and published by M.E. Sharpe,

Inc., in cooperation with the Lincoln Institute of Land Policy. ISBN: 0765615606

Linking the worlds of community development, higher education administration and urban design, this accessible guidebook offers useful information on how universities and communities can best develop partnership projects. Its focus on smart growth projects enhances its value for those interested in how urban, suburban and rural growth can be accommodated while preserving open spaces and quality of life.

The book includes 13 case studies of university-community collaborations on smart growth initiatives, grouped in four categories: smart growth in the curriculum; smart growth in research centers; smart growth by collaboration; and smart growth in the community.

• *The University as Urban Developer: Case Studies and Analysis* is a book edited by David C. Perry and Wim Wiewel and published by M.E. Sharpe, Inc., in cooperation with the Lincoln Institute of Land Policy. ISBN: 0765616416

University-based property development is an important element of urban formation. Integrating topics in urban development, real estate, higher education administration, urban design and campus landscape architecture, this is the first book to explore the role of the university as urban developer. It offers a rich array of case studies and analyses that clarify the important roles that universities play in the growth and development of cities in the U.S. The cases describe a host of university practices, community responses and policy initiatives surrounding university real estate development.

If you or someone you know has published a book appropriate for "Just Published" contact Christine McCrehin at cjewett@aspanet.org.

New ASPA Members

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

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

Carmen Clelland	Arizona	Rashad See	Houston Area	Tracy A. Healy-Barker	Niagara Frontier
Kirk M. Fitch	Arizona	Rosemary Clements	Inland Northwest	Tod Kniazuk	Niagara Frontier
Dan Hunting	Arizona	Yan-Yi Chang	Intl. Electronic Membership	Kimberly McFaddin	Niagara Frontier
Jess Koldoff	Arizona	Tsai Chih Hsiung	Intl. Electronic Membership	Nicole J. Schneider	Niagara Frontier
Janet McNaughton	Arizona	Chaomeng Huang	Intl. Electronic Membership	Sydneta Cuba-Holman	North Texas
Mark Sanford	Arizona	Jiro Naito	Intl. Electronic Membership	Reginald Ibe	North Texas
Tona L. Swart	Arizona	Mohammad Sohail Rajput	Intl. Electronic Membership	Michael Lewis	Northeast Ohio Regional
Carole Knuth	Arkansas	Larry Fain	Kansas	Travis Middleton	Northeast Ohio Regional
Daniel Chapman	At Large Member	Marl Renfro	Kentucky	Nicholas Zingale	Northeast Ohio Regional
Elvis O. Iyawe	At Large Member	Lucy L. Bagai	Los Angeles Metro Area	Brian Henshaw	Northern Virginia
Jennifer L. Olsen	At Large Member	Shakari Cameron	Los Angeles Metro Area	Bruce Hillman	Northwest Indiana
Kevin Roche	At Large Member	Auleria Eakins	Los Angeles Metro Area	Julie Greilsheimer	NYU - Wagner Chapter
Cory Sczech	At Large Member	Jacqueline Fealy	Los Angeles Metro Area	Olesya Tkacheva	NYU - Wagner Chapter
Leslie Smith	At Large Member	Kim Fitzpatrick	Los Angeles Metro Area	Richard Frank	Oklahoma
L'Tanga Watson	At Large Member	Hilda Grigorian	Los Angeles Metro Area	Lucy L. Bagai	Orange County
Brian Whitehall	At Large Member	Kathleen Guerrier	Los Angeles Metro Area	Laurie Dart	Oregon/SW Washington
Kay Robert	Bakersfield California	Amy Knestaut	Los Angeles Metro Area	Robin Whittaker-Martin	Oregon/SW Washington
Brad Schacherl	Centex	Anthony Santos	Los Angeles Metro Area	Jacqueline Caniglia	Philadelphia Area
Barron Danette Wendy	Centex	Michele D. Wade	Los Angeles Metro Area	Audriene Payne	Philadelphia Area
Keith Wildes	Centex	Timothy Scanlan	Louisiana	Vernon Pressley	Philadelphia Area
Robert Woodward	Centex	Eric Johnson	Lowcountry	Courtney Bryant	Pittsburgh Area
Tom Tillotson	Central California	Richard Palmer	Lowcountry	Everett Tademy	Pittsburgh Area
Jennifer Boulet	Central Florida	James Jurdak	Maine	Tashia Trowery	Pittsburgh Area
Diana Laguna	Central Florida	Bryan Alston	Maryland	Peter B. Wilbur	Rhode Island
Williams LaKieva	Central Florida	Shameka Cheeks	Maryland	Kathryn Finney	Sacramento California
Donald Post	Central Florida	Jacob Faibisch	Maryland	Alexandra Miller	Sacramento California
Kellie Sweat	Central Florida	Keenon James	Maryland	Natalie Gerken	San Diego
Lorenda F. Volker	Central Florida	Tonya Manago	Maryland	James Lhotak	San Diego
Sandra Lapoint	Central New York	Whitney Markham	Maryland	James Sytsma	San Diego
Brett Gerke	Central Ohio	Julia Mensah	Maryland	Michael Harrison	San Francisco Bay Area
Michael A. Glen	Central Ohio	Sylvia Pauling-Williams	Maryland	Jennifer Bishop	South Carolina
G. Gregory	Central Ohio	Isabella Redding	Maryland	Sabrina A. Kidwai	South Carolina
John McCauley, DPA, MBA	Central Ohio	Brian Cook	Massachusetts	Kevin Liles	South Carolina
Robert D. Vespi, Jr.	Central Ohio	Richard Gregg, II	Massachusetts	Martin Smith	South Carolina
Megan Barto	Central Pennsylvania	Veronica Looney	Massachusetts	Royanne Mitchell	South Florida
Ronald Hale	Chicago Illinois	Bradley Plante	Massachusetts	Karen M.T. Poyser	South Florida
Yehiel Kalish	Chicago Illinois	Alicia Rampulla	Massachusetts	Warren Lee	Southeastern North Carolina
Richard Kurka	Chicago Illinois	Stephen Smith	Massachusetts	Theresa Malone	Southern Nevada
Alan Zais	Chicago Illinois	Michelle Sullivan	Massachusetts	Rodney Brundidge	Southwest Georgia
Nicholas Zingale	Cleveland State University Affiliate	Christopher Jenkins	Memphis/Mid South	Marlinda Monroe-Johnson	Southwest Georgia
Kristine Beisel	Colorado	Monique Odom	Memphis/Mid South	Robin Bachman	Southwest Virginia
Donald Warn	Colorado	Mary Higginbottom	Michigan Capital	Valeria Garcia	Suncoast
William Nicholson	Delaware	Lisa Lashley	Michigan Capital	Noel Hike	Suncoast
Michael Belleman	Detroit Metropolitan Area	Douglas Merriam	Michigan Capital	Chuks Ibekwe	Suncoast
David Mailloux	Detroit Metropolitan Area	Nikki Schlaishunt	Milwaukee	Monique Odom	Tennessee
Patrick Nebafabs	Detroit Metropolitan Area	LaMonique Fairbanks	Minnesota	Sharon K. Hatz	Utah
Carolyn Lanier	East Georgia	Jlator Gewlah	Minnesota	Christopher Miles	Utah
Taejun Cho	Empire State Capital Area	Anne Moryc	Minnesota	Ray Nelson	Utah
Andrew Franz	Evergreen	Corina Sparrow	Montgomery Area	Debra A. Smith	Utah
Bernard Thompson Ikegwuoha	Evergreen	Laura Cook	National Capital Area	Cynthia Darville-Grimes	Virginia
Ronald Salesberry	Evergreen	Shelly Thieme	National Capital Area	Ryan C. Davidson	Virginia
Latanga Allen-Felder	Georgia	Doug Christensen	Nebraska	Kino Keo	Virginia
Marshall Crawford, Jr.	Georgia	Doug Heineman	Nebraska	Patrick Thornton	Virginia
Bethany McDonald	Georgia	Brian Kirchoff	Nebraska	James Watkins	Virginia
Shundreia Neely	Georgia	Renee Bayton	New Jersey	Rhonda Ellison	West Michigan
David Pinckney	Georgia	Elena Ford	New Jersey	Jo House	West Michigan
Jerry Presley	Georgia	Gwendolyn Harris	New Jersey		
Carolyn Robinson	Georgia	Taran Shearer	New Jersey		
Nora Stocks	Georgia	Phelosha Collaros	New Mexico		
Sequoia Washington	Georgia	Martin Keathley	New Mexico		
Elizabeth Bent	Gold Coast	Laurence Bropleh	New York Metropolitan		
Patricia A. Campbell	Greater Birmingham	Sandra Brown-Holmes	New York Metropolitan		
Jack Grubb	Greater Cincinnati	John Burns	New York Metropolitan		
Randall L. Cole, III	Greater Kansas City	Alicia Joy Gentolia	New York Metropolitan		
Sherry Fontaine	Greater Kansas City	Eurah A. Gordon-Goss	New York Metropolitan		
Jill Porter	Greater Kansas City	Derrick L. Kearney	New York Metropolitan		
Larry Allen	Hampton Roads	Joanne Maniscalco	New York Metropolitan		
Sabrina S. Carr	Hampton Roads	Floyd Myers	New York Metropolitan		
Meghan Hartley	Hampton Roads	Enid Ocasio	New York Metropolitan		
Sabrina Y. Jones	Hampton Roads	Shirley Roman	New York Metropolitan		
M Allyzabethe Ramsey	Hampton Roads	Richard Rotanz	New York Metropolitan		
Dana Berry	Houston Area	Stacy B. Sammy	New York Metropolitan		
James Palmer, III	Houston Area	Abate Sebsibe	New York Metropolitan		



The Recruiter

WHERE EMPLOYERS AND JOB SEEKERS MEET.

UNIVERSITY POSITIONS

Assistant Professor School of Urban Affairs & Public Policy University of Delaware

The School seeks candidates for a tenure-track position with emphasis in nonprofit management and leadership. Appointment to begin September 1, 2006 and is for nine or eleven months per year. The School has interdisciplinary graduate programs enrolling more than 200 students annually in M.P.A., M.A. and Ph.D. programs and is conveniently located along the northeast corridor between Washington D.C. and New York City. Visit <http://www.udel.edu/suapp> for further information on the school. The position bears primary teaching responsibilities within our nationally-ranked, NASPAA-accredited M.P.A. program. In addition to the ability to contribute to our growing nonprofit management and leadership program (ranked 14th in the nation in 2004), the successful candidate will bring expertise in one other area. Opportunities will be provided for the successful candidate to join one of the School's affiliated research and public service centers. Depending on candidate interests and qualifications, opportunities may also be available for participation in the School's M.A. and Ph.D. program in Urban Affairs and Public Policy and/or its newly-affiliated undergraduate Leadership program. Successful applicants must hold an earned doctorate in an appropriate field by time of appointment, and demonstrated potential for excellence in teaching and in scholarship. Strong commitment to active research and publication is expected. Send by September 30, 2005, cover letter identifying research and teaching interests, a curriculum vitae, one sample of scholarly writing and names and contact information for at least three references to Dr. Pamela Leland, Chair, MPA Search Committee, c/o Ms. Diana Simmons, Faculty Search Assistant, School of Urban Affairs and Public Policy, University of Delaware, Newark, DE 19716. Further inquiries should be directed to Diana Simmons at (302) 831-1687, and by email to dwalls@udel.edu. The curriculum vitae and letters of reference shall be shared with departmental faculty.

The UNIVERSITY OF DELAWARE is an Equal Opportunity Employer which encourages applications from Minority Group Members and Women.

Assistant/Associate Professor of Public Administration Feinstein College of Arts and Sciences Roger Williams University

Roger Williams University is seeking a dedicated individual to teach within the Master of Public Administration Program in its Feinstein College of Arts and Sciences.

The ideal candidate will also contribute to the University's undergraduate Program in Public Administration and Political Science. A Doctorate in Political Science, Public Administration, Public Affairs, or a closely related field is required. Applicants must show a strong commitment to teaching, applied research, and interest in working with the professional community in New England.

The College of Arts and Sciences is the largest and central academic unit of Roger Williams University. We challenge and broaden the experience of all undergraduate students through an innovative Core Curriculum. We encompass more than 1700 undergraduate majors and more than 80 full-time faculty members in the humanities, performing arts, and the social and natural sciences. Our majors range from an ACS-accredited Chemistry major to a BFA in Creative Writing. The design of our majors allows students to explore other areas within the College and the professional schools and construct programs that fit their needs and interests. The College offers an MPA and plans to initiate a master's degree in Forensic Psychology in 2005. We encourage all students to be creative, to conduct research independently and with their faculty, and to critically examine their own ideas and the ideas of others.

Interested applicants should send cover letter and resume to: Roger Williams University, One Old Ferry Rd., Bristol, RI 02809 or human_resources@rwu.edu indicating Ref. #PAT06-005. Roger Williams University is an Equal Opportunity/Americans with Disabilities Act Employer.

Preliminary interviews will be conducted at the APSA Annual Meeting.

Assistant/Associate Professor of Public Administration School of Public Affairs Penn State Harrisburg

Penn State Harrisburg, School of Public Affairs, invites applications for a tenure-track position in Public Administration with appointment at either the Associate Professor or Assistant Professor rank, beginning August 2006. Areas of teaching and research expertise must include Organizational Theory, Organizational Behavior, and Organizational Change and Development. Ability to teach courses in Public Sector and Nonprofit Human Resources Management and Public-Private Contracting is desirable but not necessary.

Qualifications include an earned doctorate in Public Administration or a related discipline. Associate Professor candidates should demonstrate a record of sustained scholarly productivity and teaching excellence. Preference given to Assistant Professor candidates with scholarly promise and teaching experience. The primary assignment is the Master of Public Administration (MPA) and Ph.D. in Public Administration programs. For more information on the School, its programs, and its faculty, visit our web site at <http://www.hbg.psu.edu/spa>.

Please send letter of application, curriculum vitae, with names and addresses of five professional references to: Public Administration Search Committee, c/o Mrs. Dorothy J. Guy, Director of Human Resources, Penn State Harrisburg, Box ASPA, 777 West Harrisburg Pike, Middletown, PA 17057-4898. Application review will begin immediately and continue until the position is filled. Penn State is committed to affirmative action, equal opportunity, and the diversity of its work force.

Assistant Professor Public Administration and American Government Augusta State University

The Department of Political Science at Augusta State University invites applications for a tenure-track teaching position at the Assistant Professor level, beginning August, 2006. Specialization is open. The successful candidate will be teaching at both the graduate (MPA) and undergraduate level. A doctorate in Public Administration, Public Policy or the Ph.D. in Political Science with a strong concentration in public administration is required; ABDs will be considered. Augusta State University is an affirmative action/equal opportunity employer. Send a letter of application, curriculum vitae, graduate school transcripts and three letters of recommendation to Dr. Sandra Reinke, Chair, Public Administration Search Committee, Augusta State University, Augusta, Georgia 30904-2200. Review of applications will begin November 14, 2005.

Director and Assistant Professor School of Public Affairs University of Baltimore

School of Public Affairs, University of Baltimore. Pending budgetary approval, the School of Public Affairs (SPA) is seeking to fill two positions in its well-recognized and expanding program effective August 2006. The school offers a full range of programs at the undergraduate, MPA (conventional and web-based), and DPA levels, as well as BS/MS programs in Health Systems Management (HSMG). In addition, an integral component of the school includes the Schaefer Center for Public Policy, a comprehensive research center that, for FY 2005, generated approximately \$5 million in grants and contracts under the guidance of a full-time director and staff.

The two positions are:

- 1). Director of the SPA. Senior associate or full professor. Must demonstrate a leadership capacity capable of guiding and integrating the SPA's range of programs as listed above. Areas of concentration are flexible, although candidates whose interests are congenial with the SPA's management/public affairs mission are especially encouraged to apply.
- 2). Assistant professor. PhD in-hand by starting date is required. Areas of concentration are flexible but demonstrated competency in any combination of the following areas would be highly desirable: public management, advanced analytical techniques, information resource management.

For all candidates, experience in web-based instruction is required. Send vita and list of references to:

Ms. Nancy L. Haynsworth
Search Committee Coordinator
School of Public Affairs
University of Baltimore
1304 St. Paul Street
Baltimore, MD, 21202
nhaynsworth@ubalt.edu

Screening for all positions will begin 15 September 2005 and will continue until positions are filled.

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CONFERENCE CALENDAR

August 2005

- 1-5** Seventh Annual CAPAM Senior Public Executive Seminar
Location: University of Cape Town, Cape Town, South Africa
Contact: CAPAM at capam@capam.ca
- 15-18** Society of American Indian Government Employees (SAGE) 2nd National Training Conference
Theme: Strengthening the Circle: Mind, Body, Spirit and Community
Location: Holiday Inn Capital, Washington, DC
Contact: www.sage.org
- 28-31** Institute of Public Administration of Canada (IPAC) 2005 Annual Conference
Theme: "Public Service in a Borderless World"
Location: Regina Conference Centre, Regina, Saskatchewan
- 31-Sept. 3** European Group of Public Administration (EGPA) Annual Conference
Theme: "Reforming the Public Sector: What about the citizens?"
City: Bern, Switzerland

September 2005

- 5-7** Annual Conference of the UK Public Administration Committee
Theme: "Public Policy, Administration & Management 2005"
Location: University of Nottingham, Nottingham, UK
Contact: Colin Talbot at Colin.Talbot@nottingham.ac.uk
- 20-23** IIAS 3rd Specialised International Conference
Theme: "Public Administration and Private Enterprise: co-operation, competition and regulation"
City: Berlin, Germany
Contact: Catherine Coninckx at coninckx@iiasiisa.be
- 21-23** VII Congreso de la AECPA (Asociación Española de Ciencia Política Y de la Administración)
City: Madrid, Spain

- 30-Oct. 1** 2005 ASPA District 4/Texas State Conference
City: Austin, TX
Contact: Ken Matwiczak at kmat@mail.utexas.edu

October 2005

- 5-8** SECOPA 2005 Annual Conference (Southeast Conference on Public Administration)
Location: Little Rock, Arkansas
Theme: Transforming Public Service in the 21st Century
Contact: David Sink at dwsink@ualr.edu

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

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