ASPA **INSIDE:**

PA TIMES

AFTER THE RECOVERY ACT

A Boost to AmeriCorps: Success of Stimulus in Washington State 3
*One of the programs aided by the stimulus funding was the Advancement Via Individual Determination (AVID) program. A 20-member team in Federal Way, Washington, served as tutors and coaches for students without a college-going tradition in their families. –**Mary Van Verst, Debbie Schuffenhauer***

Improving the Corruption Perception Index Rank for United States 5
*In the recently released 2010, Transparency International's Corruption Perception Index (CPI), which measures the perception of corruption in the public sector, the United States received a score of 7.1 (ranking the United States 22nd among 178 surveyed countries). This is the lowest ranking for United States since the index's inception in 1995. –**Alexandru V. Roman***

Business as Usual? 6
*New collaborations, led by motivated and innovative public employees, have been created to manage the crisis and the unique demands placed on city government by receiving stimulus funds. –**Josephine Gatti***

Where is Accountability and Transparency in State, Local Gov.? 7
*State and local governments have begun to encounter unprecedented spending and budget problems. The trend line points in a downward direction with revenues and expenditures. While the federal budget is permitted to move into a deficit, state and local budgets do not possess this luxury.–**Adam Wiliams, Daniel Bauer and Alexandru Roman***

Transformation of Real-time Reporting: The Recovery Act 9
*The American Recovery and Reinvestment Act of 2009 (ARRA) challenged state agencies to meet the Act's new reporting requirements and prompted some remarkable transformations in response.–**Donna S. Canestraro, Natalie Helbig and Alison Heaphy***

Insights on Strategic Management 11
NEW COLUMN! Emerging Issues 13
An Ethics Moment 16
Where Things Stand 17

ASPA TIMES

SECoPA Conference Coverage 19
SHARE Publishes Book 19
PRESIDENT'S COLUMN 20
Chapter/Section News 23
National Council Election Candidate Statements 24
Career Center 28-29
Recruiter 32

AMERICAN SOCIETY FOR PUBLIC ADMINISTRATION VOL. 33, NO. 6 NOVEMBER/DECEMBER 2010

PA TIMES

33 Years • 1977-2010

A Powerful Voice for Public Service . . .

Health Care, a 50-State Challenge for Nation's Public Administrators

Elections and Fiscal Woes Combine with New Legislation to Create Challenges

California Governor Arnold Schwarzenegger is joined by Assembly Speaker John Pérez and Senator Elaine Alquist for the ceremonial bill signing of AB 1602 and SB 900, creating the California Health Benefit Exchange, an entity that will help California consumers and small businesses shop for and buy affordable health insurance. Photo courtesy of CA Governor's Website (gov.ca.gov).

Elizabeth K. Kellar, President & CEO, Center for State and Local Government Excellence

Imagine that you are a state official, perhaps a Medicaid administrator or an insurance commissioner. Your state is dealing with the greatest sustained fiscal challenges in more than 50 years just as the Patient Protection and Affordable Care Act (ACA) is signed into law in March 2010. And if that were not enough, the November 2010 elections added political upheaval to your overfull plate. It is an historic change. Not since 1928 have Republicans controlled this many state legislatures, adding 675 seats to their side of the aisle.

Now that the dust has settled, state officials are adjusting to the new landscape. Some will be leaving office shortly; others expect

See HEALTH CARE, pg. 2

Responsible and Responsive Public Governance

Emergence of DuPage Airport Authority in County West of Chicago

Paul M. Green, Roosevelt University; Peter A. Creticos, Institute for Work and the Economy

Illinois is legendary for the blurry line separating government service from personal gain. While Illinois politics may provide great theater, the public grows cynical as it witnesses the constant parade of public officials in criminal court. It is little wonder that the press and government watchdog groups look warily at any unit of government that is rich in jobs and lucrative contracts. What is remarkable about the DuPage Airport Authority (DAA) is that in less than a decade it developed a well-deserved reputation as a reliable steward of the public trust.

The lesson is that an agency, when guided by the right leadership and by adhering to policies of customer service, transparency, professional management, sound financial oversight, and competent leadership, can overcome the cultural norm and be held in high regard irrespective of whatever else is happening around it.

See PUBLIC GOVERNANCE, pg. 12

Visit the PA TIMES Website!
patimes.eznuz.com

Obama Appoints ASPA Members

Condrey and Facer Selected by President for Administration Posts

Washington, DC–President Barack Obama has appointed two ASPA members to positions on the Federal Salary Council. Stephen E. Condrey has been appointed Chairman of the Council and Rex L. Facer has been appointed as a member of the Council. The Council's recommendations

See ASPA MEMBERS, pg. 19

Many States See Health Care Reforms as Opportunity to Tackle Problems

From HEALTH CARE, pg. 1

to stay in their jobs but are unsure what policy changes may be in the works. It's clear that some states will shift gears in their approach to health care reform while others expect smooth transitions, even if a new governor was elected.

Some quick facts set the stage: 11 of 13 incumbent governors were reelected. Of the 37 governorships up for grabs, 23 states elected Republicans and 11 states elected Democrats. Democrats took governorships from Republicans in California, Hawaii, Connecticut, and Vermont; the Democrat edged out the Republican candidate in Minnesota with a vote recount underway; Republicans took seats formerly held by Democrats in Iowa, Kansas, Michigan, New Mexico, Ohio, Oklahoma, Pennsylvania, Tennessee, Wisconsin, and Wyoming. Independent Lincoln Chafee was elected governor in Rhode Island.

The bottom line: Republicans hold the governor's seat and the state legislature in 20 states; Democrats control in 11 states; control is divided in 17 states.

An Intense Workload and a Sense of Urgency. What does this mean for the people on the front lines working to implement the new health care reform law? In most cases, public administrators will carry out their responsibilities with the same sense of urgency as they did before. That is what the Center for State and Local Government Excellence learned when we interviewed state officials in Connecticut, Michigan, Massachusetts, North Carolina, and Washington for the Kaiser Family Foundation in the summer of 2010.

At the time of the interviews, all states were struggling to meet deadlines associated with the federal health care reform law, the Patient Protection and Affordable Care Act (ACA). They had to meet immediate requirements in the law, even as they considered how best to expand Medicaid enrollment, upgrade eligibility systems and set up new health insurance exchanges.

In Connecticut, for example, where the incumbent governor was not running for reelection, state officials were working at a fast pace to meet deadlines and ensure a smooth transition to a new administration. State officials expected to establish a health care reform policy framework before a new governor takes office in January 2011. Top priorities for the Connecticut Health Care Cabinet are to involve career service employees extensively to ensure continuity with the new administration. In July 2010, Governor Rell named Deputy Public Health Commissioner Cristine Vogel to serve as Special Advisor for Health Care Reform and to oversee the integration of health reform initiatives.

Similarly, in Michigan, where a new governor will take office in January, Governor Granholm appointed Michigan Department of Community Health Director Janet Olszewski, a long-time public health director, to lead the state's efforts.

Help from Universities and Nonpartisan Institutes. The law provides much-needed funding for grants that states can use to upgrade their technology and streamline their eligibility systems. Without the funding that federal grants offer, state officials say they will not have enough people or resources to get the job done. But it takes time and expertise to apply for grants. Some states found consultants who could help them prepare grant applications. Others found help from universities, medical schools, and research institutes for grant writing and other assistance.

The North Carolina Institute of Medicine staffs the state's health care reform advisory committee and serves as a central information resource for the state. Massachusetts has relied on medical schools and foundations for project management and analytic support. The Michigan Public Health Institute has provided a range of assistance, including grant writing.

Aging Workforce and Competition for Expertise. States say they have expertise they need to do the job–just not enough of it. Agency and division directors were quick to describe their highly skilled staff, who have been thinking creatively, asking the right questions, and handling heavy workloads. Although many states have not undertaken a workforce analysis to assess what they need to implement health care reform, they are concerned that many of the people they rely on today are eligible to retire now or in the near future.

Another problem is that salary schedules in state government for highly skilled professionals have fallen behind similar positions in the private sector. A Washington state personnel survey found that while entry and lower level jobs in the state pay 10 percent or more than comparable jobs in the private sector, higher level positions are paid as much as 20 percent less. State officials say that their biggest recruitment challenges are for information technology professionals, nurses, physicians, health instructors, social service case workers, financial analysts, procurement/acquisition specialists, agency directors, and other senior managers.

In response to an online national survey, "The Great Recession and the State and Local Workforce," published by the Center in January 2010, 90 percent of state human resources officials indicated that their governments had implemented hiring freezes, 65 percent had instituted pay freezes, and 46 percent had furloughed employees. Employee layoffs had been implemented by 39 percent of governments, while 28 percent had used retirement incentives to trim their workforce.

State officials fear that ongoing publicity about state budget challenges will make state employment less attractive, even if funding for new or frozen positions becomes available. Job security, once a hallmark of government employment, is no longer a selling point.

Daunting Challenges and Silver Linings. Many state leaders see opportunities in the health care reform law to tackle problems that they need to address. There are good reasons for them to do so. States already have lean administrative resources to operate Medicaid. Staff capacity and expertise will be stretched to create more sophisticated information systems needed to expe-

See HEALTH CARE, pg. 16

PA TIMES

Volume 33, Number 6
November/December 2010

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

1301 Pennsylvania Ave., NW,
Ste. 840, Washington, DC 20004
(703) 209-0560 (phone)
(703) 991-4916 (fax)
patimes@aspanet.org (email)

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

Subscriptions: Domestic subscriptions are available at $50 per year first class delivery. Foreign subscriptions are $75 per year international air delivery. (Subscriptions must be prepaid, U.S. dollars). Contact Jeannie Jeffries at jjeffries@aspanet.org.

Single Copies: of *PA TIMES* are available for $1.50 each (1-10) and 75¢ each (over 10). Contact Jeannie Jeffries at jjeffries@aspanet.org.

Reprint Requests: Contact Christine Jewett McCrehin at cjewett@aspanet.org.

Article Submission/Author Guidelines: Contact Christine Jewett McCrehin at cjewett@aspanet.org.

AFTER THE RECOVERY ACT: TRANSFORMATION OR BUSINESS AS USUAL?

A Boost to AmeriCorps: Success of Stimulus in Washington State

Mary Van Verst, Debbie Schuffenhauer

Using service as a strategy to support those affected by the nation's economic crunch isn't exactly a revolutionary concept. In 1933, America was in the grip of the Great Depression. More than 25 percent of the population was unemployed, hungry and without hope. Out of this economic chaos emerged the Civilian Conservation Corps (CCC). Its purpose was two-fold–to preserve our natural resources and to offer work to Americans in a time of great instability. But more importantly, it offered citizens the chance to improve the nation's future, while strengthening their own dignity.

The spirit of the CCC lived on in 2009 when Congress authorized American Recovery and Reinvestment Act (ARRA) dollars to the Corporation for National and Community Service to deploy more than 15,000 AmeriCorps members. Members provided vital services to people and communities in need and helped to strengthen the capacity of nonprofits and social service organizations to meet the increased demand for services. Just like when the CCC was created more than 75 years ago, service was considered a viable strategy to keep citizens engaged during this economic downturn.

In Washington State, the Recovery Act provided approximately $3.5 million to support 284 AmeriCorps members. Members offered job counseling and placement services; provided foreclosure prevention and financial counseling; weatherized homes; strengthened food banks; supported health care and independent living services; and provided other assistance to people facing unemployment, poverty, or other economic challenges.

One of the programs aided by the stimulus funding was the Advancement Via Individual Determination (AVID) program. A 20-member team in Federal Way, Washington, served as tutors and coaches for students without a college-going tradition in their families. AmeriCorps members helped students meet college eligibility requirements, and helped level the playing field for minority and low-income students. AVID has proven to be a successful approach and these members expanded its reach to give many at-risk students the chance to succeed in life and obtain viable employment.

AmeriCorps member Araminta Noreska serves at Totem Middle School through the AVID program in the Federal Way Public Schools.

"My motto is to be the change behind the change," said Sarah Swihart, a three-term AmeriCorps alum who served with the AVID program at the middle and high school levels. "I was able to see the whole process of AVID, with kids who were getting excited about college, going through the scholarship process, 'upping' their own expectations." In many ways, Swihart went through this process along with the students she coached. Her own story included dropping out of high school as a sophomore, getting a GED at 19, and an associates degree from a community college. But Swihart said she wasn't ready to complete college. She admits that she didn't know how to study, plus "something in my life was missing." She heard about AmeriCorps from a friend and applied to the AmeriCorps program in Federal Way.

In 2007, Swihart tutored children in an elementary school. She knew her journey was just beginning. She elected to do a second year of AmeriCorps in 2008 with the AVID program in a middle school. "It was a tough class. They were very naughty," Swihart said with a chuckle. But through team-building exercises, and building relationships with the students, she noticed that she and the other AmeriCorps members were getting to the hearts of the students. In 2009 Swihart was selected to serve a third year as an AmeriCorps*VISTA volunteer. By this time, she was deeply committed to helping her students succeed. "In their lives they've had a lot of people let them down." Swihart and her AmeriCorps colleagues made sure that the students would feel fully supported. She worked with seventeen students, thirteen of whom went to college after graduating. Many received full scholarships. Swihart recounted how she and the students worked for hours on essays, financial aid information and forms. "We even visited a community college, and the students were blown away!" Swihart said that they also explored other options besides college, and some of the students chose to join AmeriCorps.

Swihart is now fully enrolled at Seattle University studying public affairs and government policy. In two year she hopes to enter an accelerated Master's program in public affairs. She also serves as the Leadership Coordinator in the university's Leadership Development Office. Swihart remarked, "My AmeriCorps experience got me here. I want to be a positive leader in my community."

A primary success of the Recovery Act in Washington State was a large majority of target outcomes that were met and exceeded by the AmeriCorps programs with ARRA funding. Among these outcomes were: 8,839 hours of tutoring and literacy services provided; 21,756 clients receiving information on health insurance, health care access and health benefits programs; 722 clients receiving services related to financial literacy; 934 clients receiving employment skills training and counseling; 10,833 clients receiving housing rehabilitation, weatherization and efficient-energy services; and 3,221 existing homes and structures rehabilitated, weatherized, or made more energy-efficient.

A major theme coming from the ARRA Recovery process was that it led to many AmeriCorps members finding jobs after their term of service, and sometimes being hired by sites where they served. From the many stories submitted by ARRA programs, it is not easy to describe or measure the number of individual lives touched by the ARRA grants in its yearlong existence. Among the ARRA AmeriCorps members, many had been unemployed or laid off workers, veterans including many with disabilities, recent college grads, and others who made a tremendous difference in their communities during the time that they served. We get to the heart of the impact with stories like that of Sarah Swihart, above, and this next story of Gary Gray.

In August 2008, Gary Gray found himself in a position he never thought he'd be in–homeless–due to the economic conditions facing his community and the country. He remained homeless for nine months. In May of 2009, his life began to change. Gray received services from the Senior Community Service Employment Program, which led him to the Longview Housing Authority (LHA). The organization eventually became the host site for his AmeriCorps position (created with ARRA funding).

Gray enrolled as a full-time AmeriCorps member on June 1, 2009. The LHA felt that Gray's veteran status and first-hand experience with homelessness made him an ideal candidate to provide services to the increased number of homeless veterans. Among Gray's many responsibilities were to conduct outreach to homeless veterans and inform them of the available housing programs; assist unemployed veterans with job readiness and work search through the Vet Works program; and help connect veterans with services available through the Veterans Administration.

As part of his outreach activities, Gray encouraged other veterans to volunteer. "Serving alongside others is a great way to connect to the community. It's good for the soul and your self-worth. Being idle doesn't help you move forward in life. I was embarrassed to be homeless, but the AmeriCorps experience awakened me and made me a better person; a more engaged citizen; it turned my life around.

ASPA Member Mary Van Verst is program development and evaluation coordinator for the Washington Commission for National & Community Service. Email: Mary.Van-Verst@ofm.wa.gov

Debbie Schuffenhauer is the associate director for the Washington Commission for National & Community Service. Email: Debbie.Schuffenhauer@ofm.wa.gov

AFTER THE RECOVERY ACT: TRANSFORMATION OR BUSINESS AS USUAL?

Improving the Corruption Perception Index Rank for United States

Alexandru V. Roman

In the recently released 2010, Transparency International's Corruption Perception Index (CPI), which measures the perception of corruption in the public sector, the United States received a score of 7.1 (ranking the United States 22nd among 178 surveyed countries). This is the lowest ranking for United States since the index's inception in 1995. This represents a decrease from a score of 7.5 (ranked 19th) in 2009 and a 7.7 score (ranked 16th) in 2000. Iceland, Hong Kong, Chile, Barbados and Qatar all received higher scores. While CPI's accuracy and methods could be debated, it is clear, that at least trend-wise, the public sector in United States, despite transparency initiatives, is losing the confidence of citizens by raising concerns of integrity.

The loss of confidence is as much a result of the economic downturn as of the public sector's inability to convince that it can effectively contain the issue. With public servants and public administration academics stuck somewhere in between citizen dissatisfaction and promise-filled electoral speeches, it is more important than ever that citizens trust the integrity of public servants.

The visibility and publicness of public servants will guarantee, fairly or not, that they will have to carry a great part of the blame for perceived failures. Doing more with less is an imperative that the citizens believe is naturally and morally theirs. Thus, there is little room for vagueness in defining critical issues. Flexible and vague definitions are of little administrative use. In order to improve public perception, public servants would need a practical and administratively useful definition of corruption.

An administratively useful definition of corruption, that is currently not present, would help clarify the reality of the role of financial considerations as a leading motive behind corrupt acts; it would also allow public servants to distinguish corrupt acts from fraudulent acts or unethical behavior. Such a definition would assist public servants delineating public corruption through emphasis on constitutional expectations (differently from private sector corruption); and it will also clarify the role third party interests play in deeming an act as being corrupt or not.

Paradoxically, increased academic attention to corruption in the last few decades only added to the illusiveness associated with defining corruption. The lack of consensus in regards to what represents a corrupt act leads to definitions that are very broad and at times tailored to the philosophy of the field that defines it. Corruption is almost a you'll-know-when-you'll-see-it type of issue. It is usually defined as the use of public power for private gains, which alludes to material gains. The International Anti-Corruption and Good Governance Act of 2000, set its purpose to help establish good governance by fighting corruption. The indirect intriguing assumptions of the Act seemed to be that corruption only happens somewhere else, in the developing world, and that it is not necessary to define corruption or good governance, as it is self-evident. However, this is far from being so.

The loss of confidence is as much a result of the economic downturn as of the public sector's inability to convince that it can effectively contain the issue.

Jain Arvind in her 2001, "Corruption: A Review" article from *Journal of Economic Surveys* emphasizes that a great difficulty associated with solving the corruption dilemma is defining it. Field-related beliefs, assumptions and decisions in the process of defining the concept, congruently lead to what exactly is being studied and what is being suggested as a solution. However, these beliefs might not necessarily be practical in administrative terms, making it difficult to discuss any type of a realistic solution.

Deriving from rationality assumptions, it is believed that for an act to be deemed corrupt there should be a clear material interest involved. This assumption needs to be dramatically revised. Gjalt de Graaf and L.W. J.C (Leo) Huberst in their article published in *Public Administration Review*, entitled "Portraying the Nature of Corruption Using and Explorative Case Study Design" from 2008, conclude that corruption is a slippery slope process within enduring relationships. They also conclude that many corrupt acts have been motivated by other than financial factors–such as status concerns, friendship and love. These determinations become considerable, if it is also noted that the Dutch researchers find that most of the corrupt public officials, whose cases they studied, were charismatic individuals, who were highly respected for being able to get things done. Joris Lammers, Diederik A. Stapel and Adam D. Galinsky in their 2010 article "Power Increases Hypocrisy: Moralizing in Reasoning, Immorality in Behavior" from the *Psychological Science*, delineate a clear link between power entitlement and hypocritical behavior. These results have significant implications in constructing a definition as well as solutions, from the perspective of causal mechanisms.

Thus, while there are a lot of things that the public sector can learn from the private sector, dealing with corruption should not be one of them. Some questionable practices and informal arrangements are ruled as laudable competitive strategies in the private sector. However, on the background of public servants aspiring to be, what Anthony M. Bertelli and Laurence E. Lynn Jr. in their 2006 book under the same name, refer to as "Madison's Managers," these webbings that might lead to efficiency in the private sector are inappropriate within the public sector's constitutional duties. Some of the leniency permitted in the private sector should not be accepted within the public sphere. This supports the belief that public corruption should be defined differently from corruption in the private sector and from fraud and unethical behavior. Attempting to put the three under one umbrella would complicate the solution generating process more than it already is.

Due to the inflationary and intricate nature of corruption, it is crucial that public sector servants at all levels are aware, able to recognize and have the practical administrative skills and tools in place to deal with corruption. Public servants derive little operational use from directional provisions based on self-evident concepts and a this-does-not-happen-to-us type of thinking. A clear and useful definition of corruption, or any other fashionable directive for that matter, could generate significant administrative gains.

At the moment, it might appear that capturing a practical definition of corruption is one of the least worries of public servants and public administration theory. After all, there are so many more pressing concerns than defining corruption. This is, however, a dangerous perspective to take. The solution to this complex issue need not be complicated in its own right. Simple Jersey barriers have helped prevent port running by drug traffickers.

But it all starts with a usable definition. Such a definition would allow us to exploit the effectiveness in the long run of education as a policy tool. Adamantly defining the issues in what-best-fits my research or campaign manner is not helping anyone. On many occasions preemptive mechanisms to keep a problem in check are much less costly and painful than dealing with the issues once it gets out of hand. Defining corruption for public servants in a clear and useful way is an effective first step towards improving the corruption perception index ranking.

Alexandru V. Roman is a full time doctorate student in public administration at Florida Atlantic University. He holds a MBA and a M.A. in Economics from SUNY IT and SUNY at Albany, respectively. Email: aroman11@fau.edu.

AFTER THE RECOVERY ACT: TRANSFORMATION OR BUSINESS AS USUAL?

Business as Usual?

Josephine Gatti

Business hasn't been "as usual" in Las Vegas, NV, for quite a while. Metropolitan Las Vegas has the highest foreclosure rate in the nation and Nevada recently surpassed Michigan in number of unemployed persons. But, economic turmoil is not the only thing not as usual in the City of Las Vegas. New collaborations, led by motivated and innovative public employees, have been created to manage the crisis and the unique demands placed on city government by receiving stimulus funds. This article draws on the experiences of the City of Las Vegas' Neighborhood Services Department as the administrators of stimulus funds to explore issues of capacity in crisis.

Capacity is the ability of an organization to be effective. Capacity usually develops over time as individuals' skills are absorbed by the organization, institutionalized, and then leveraged towards meeting goals. Resources, such as stimulus funding received from the federal government, are also a component of capacity. However, resources don't insure capacity, even in crisis. Crisis situations create new challenges and demands. Capacities used in daily operations are often altogether different than those needed in a crisis. Such was the case in the Neighborhood Services Department of the City of Las Vegas. Resources, in this case, served to siphon existing capacity from the organization because they came with new demands in the form of operational stipulations.

During 2009 Las Vegas neighborhoods were in a state of immeasurable flux and deterioration. Threat or imminent foreclosure and/or job loss had caused many to abandon neighborhoods completely - an unparalleled crisis in a city that has been keen to growth not demise. In response to such crises The Housing and Economic Recovery Act (HERA) provided $3.9 Billion nationwide for the Neighborhood Stabilization Plan (NSP). The Department of Housing and Urban Development (HUD) oversaw development of NSP guidelines and allocation of funds. The City of Las Vegas received $20.6 million ($14.7 million direct allocation and $5.9 million through the State Housing Division) based on entitlement. The provisions of receiving allocations were contained in a 1,000 plus page document given to the City of Las Vegas' Neighborhood Services Department in September of 2009.

In 2009, the Department dedicated five full-time equivalent staff to focus on this initiative. In less than a month, staff had created a plan aligned with HUD policy stipulations and operations guidelines, presented the plan to the Las Vegas City Council, made the plan available for public comment and approved the plan for submission to HUD. The plan was approved by HUD in January and funds were dispersed to the city in March.

The city's plan reflected the HUD focus on the problem of foreclosed homes but the city itself was experiencing a problem with foreclosures. Let me explain, stipulations of the NSP required the city to either: purchase foreclosed homes at a reduced rate and sell them to qualified buyers, rent purchased properties as low-income housing, or assist qualified buyers in the purchase of foreclosed homes. A portion of the funds were also earmarked for non-profits to do similar work.

To date, the city had not administered such a program. Instead, the city's efforts were focused on reducing foreclosures; working with current residents and community partners to identify means to avoid foreclosure. The skills and relationships developed in the goal of reducing foreclosures were not consistent with the demands of HUD's model for neighborhood stabilization. The disconnect between federal policy and local need disabled local employees from taking full advantage of existing capacities to aide neighborhood stabilization efforts.

While learning new skills and searching for new partners, the City of Las Vegas, in the implementation of NSP, encountered many obstacles. For instance, it did not take long for private investors to enter the competitive bidding process for foreclosed homes. Meeting operational guidelines that required the city to buy homes at a 15% discount became difficult as investors hastily bought homes at close out rates. In turn, the stipulation to obligate all funds in 18 months became more difficult to achieve. Administration of the program, not to exceed 10% of the total allocation, was further mired by relationships with area residents. Residents with limited awareness of the program came to the office hoping to find aide. The city created a "helpline" to answer residents' questions but soon found that the demand for help was so significant that a great deal of their time had to be spent meeting with residents to explain the unfortunate limitations of their services.

Staff was soon stretched between continuing current services, extending new services and communicating with area residents. Then the option to submit a competitive grant (NSP2) became available. The city had little option but to submit another detailed and time-consuming plan in the wake of such obvious need and disparity.

In contrast to other cities, Las Vegas crisis was dismal. However, they lacked capacity, in terms of community partners, to set forth a competitive plan of action for NSP2. The network of community partners available to the city is relatively small, a function of historic pattern. Las Vegas' public service organizations' have been industry driven - led by local industries giving back through foundations. However, as the major industries of tourism and gaming suffered, so did Las Vegas' community service infrastructure. With few partners, the department turned to other area jurisdiction's to bolster application efforts. Rather than compete for grant funds nearby jurisdictions pooled their capacity.

A recent conversation with Stephen Harsin, director and Lisa Morris Hibbler, deputy director of the Neighborhood Development Service's department for the City of Las Vegas elucidates how their limited capacity was stretched to achieve immense goals.

The City of Las Vegas worked collaboratively with other area jurisdictions, (Clark County and the Cities of North Las Vegas and Henderson) to complete the NSP2 application timely. The inter-jurisdictional collaboration reflected the interconnectedness of the communities' problems as well as the unique conditions of the Las Vegas housing market that frustrated the Department in their ability to effectively implement the NSP. The collaborative emerged to offer the much needed resources to complete the task of applying for grant funds but also of pooling data and knowledge of the crisis in Las Vegas to improve policy alternatives. Individuals that initiated the collaboration were seminal in their efforts and demonstrated forethought and innovation in working towards community goals.

Regrettably, the city lost in their bid to garner the competitively allocated NSP2 grant funds, a function of both capacity and politics. However, despite losing the grant, time spent working through NSP and the application for NSP2 had not been wasted.

Metropolitan Las Vegas has the highest foreclosure rate in the nation and Nevada recently surpassed Michigan in number of unemployed persons.

Stimulus funds have changed the Neighborhood Services Department in Las Vegas. While funds regrettably have done little to halt the crisis, they have served as the impetus for capacity building efforts. Collaboration has identified critical partners for crisis situations as well as created an in-road for future shared management of daily operations. Moreover, the case demonstrates the importance of highly motivated individuals. The lament of the grant application process could have crippled the Department. Instead, highly motivated employees pursued the grant and sought new ways to be competitive. While the federal government may have placed a premium on resources and partnerships they overlooked the real capacity of the city of Las Vegas, their motivated public employees.

Josephine Gatti is a PhD candidate in public affairs at the School of Environmental and Public Affairs at the University of Nevada, Las Vegas, part of the Greenspun School of Urban Affairs. Email: josie.gatti@gmail.com

AFTER THE RECOVERY ACT: TRANSFORMATION OR BUSINESS AS USUAL?

Where is Accountability and Transparency in State, Local Gov.?

Adam Wiliams, Daniel Bauer and Alexandru Roman

State and local governments have begun to encounter unprecedented spending and budget problems. The trend line points in a downward direction with revenues and expenditures. While the federal budget is permitted to move into a deficit, state and local budgets do not possess this luxury.

Given their inability to work with an unbalanced budget and the present circumstances surrounding state governments and their budgets, it becomes vital to raise awareness of this current fiscal crisis within U.S. states and their budgets in order to set the tone for future research to be undertaken which will answer questions pertaining to the how and why. Specifically, this article seeks to present one overarching theme behind this crisis: the question surrounding accountability and transparency throughout the budget process.

A basic understanding of terms is always a crucial part of any research. Beginning with accountability, it can be said that the interaction between state agencies and the elected officials with governing power possess often divergent budgetary opinions. With reference to McCubbins and Schwartz article "Congressional Oversight Overlooked: Police Patrols Versus Fire Alarms" in the *American Journal of Political Science*, as well as McCubbins and Lupia's "Learning from Oversight: Police Patrols and Fire Alarms Reconsidered" from *Economics and Organization*, it is often expected that the elected officials will implement oversight procedures on the executed budget. Those agency officials will claim that elected officials have no competency and desires the spending abilities be given to the agency because of their knowledge. These conflicting opinions create blame shifting and present the nature of accountability.

When a researcher presents issues pertaining to transparency, context usually contains the answer to what is really being discussed. Here, transparency is the clarity of information. Based on George Hale's article "State Budget Execution: The Legislature's Role" from the *National Civic Review*, transparency involves the information being distributed to the general public and the information shifting between agencies and the governing bodies. In budgeting, this exists in the designing, formalization, execution and reexamination of budgets. Clarity of the information regarding these processes will make for transparency. Further discussion on current circumstances in budgeting will better illuminate why these terms are vital.

Over half of the fifty American states are already in critical budget crisis mode, forecasting budget shortfalls in fiscal 2011 as a percentage of this year's budget to be 10 percent or lower. Some of the most populated states including California, New York, Texas, Illinois, Pennsylvania, Ohio, and New Jersey possess budget deficits and/or filled budget gaps with U.S. federal government subsidized stimulus funding. According to Von Drehle's article, "The Other Financial Crisis," *Time Magazine*, the State of Florida's approach to budget shortfalls is not atypical, closing a $3.2 billion budget gap by slashing university funding, while pursuing gambling expansion, and other methods of budget appropriations. However, in a joint spring 2010 study conducted by the National Association of State Budget Officers and National Governor's Association, budget shortfalls are projected for the intermediate and long-term while temporary stopgap measures offer short-term solutions.

Not unlike European Union ("EU") member nation states' fiscal woes, American counterparts such as the fifty states face a financial crisis of epic proportions, with no politically palpable solution in the foreseeable future. In 2008, at the advent of the financial crisis and, particularly, since the collapse of the investment banking firm, Lehman Brothers, a large market participant, municipal debt markets effectively closed as public finance vehicles. As Ang and Yuhang's article appearing in the *Journal of Fixed Income* on "Build America Bonds" indicates, the U.S. federal government stepped in as the lender of last resort and provided subsidized financing for state and municipalities.

While the federal budget is permitted to move into a deficit, state and local budgets do not possess this luxury.

The level of subsidy provided by the full, faith, and credit of the U.S. federal government approximates 34 percent. Absent federal government involvement, an argument can be made that no mechanism would exist for state and local government access to money and capital markets for capital expansion project financing. In fact, an argument can be made the federal government provides a liquidity premium, for which it is not adequately compensated.

Beyond debt subsidies born out of public finance, more than 28 percent of state funding emanates from inter-governmental transfer payments. The 28 percent figure, representing a form of 'subsidy', is the highest reliance by states upon the federal government ever recorded. This level of state fiscal irresponsibility suggests an ultimate lack of either accountability and/or transparency or both.

In January 2009, President Barack Obama's first executive action led to the Open Government Directive. The directive stipulated three commitments: government should be transparent; participatory and collaborative. Furthermore, the directive stipulated, information maintained by the federal government is treated as a national asset. In the 2009 correspondence, several new data sets would be made available to the public-at-large and the private sector for potential commercial use as stipulated by Peter Orszag, director, Office of Management and Budget. The open government mandate affects the budgetary process as well and has been urged for adoption by state governments. For example, the State of Florida has adopted open government and has made the budgetary process available to the public. The Florida State budget has one line item listed on its budget for recovery act stimulus funding. In fact, the American Recovery and Reinvestment Act ("ARRA") of 2009 mandates transparency in spending $787 billion.

At this point accepting the status quo or maintaining a lingering hope that things might work themselves out might prove to be a dangerous approach to deconstructing the fiscal crisis. Not helping the situation is the relatively recent trend of surrounding the budgeting and public policy process in a veneer of ambiguity; extending from defining terms to leeway in guiding implementation. It should be noted that the ambiguity extends beyond the complexity and flexibility inherently characteristic to the budgeting process. John Kingdon, in his book *Agendas, Alternatives and Public Policies* and Nikolaos Zahariadis, in his book *Ambiguity & Choice in Public Policy*, argue that ambiguity is a well defined political tool. It is a mechanism that is used thought the entire budgeting and public policy process.

Initially ambiguity was used to allow flexibility in implementation of technical projects and policies. However, currently in many instances technicality does not offer any longer a convenient explanation refuge. This is not to say that technicality has no place in shaping the understanding of the accountability and transparency in state budgets; it can be argued that in places this technicality might have been overemphasized.

Resulting from the Recovery Act, is it time for a transformation or business as usual? The authors posit that transparency and accountability are the true engines driving behavior. It is neither intellectual nor innovative. In a 2006 non-partisan study jointly conducted by the Brookings Institution, Heritage Foundation and Concord Coalition titled Facing Up to the Nation's Finances: Understanding Public Attitudes, public support comes with one key condition: trust must increase surrounding the responsibility of the leadership spending public monies. We believe transparency is a competitive advantage. The onus now shifts to the state budgetary processes.

Adam Wiliams, Daniel Bauer and Alexandru Roman are PhD students at Florida Atlantic University. Respective emails: awill191@fau.edu; daniel_g_bauer@yahoo.com; alexandru_roman_v@yahoo.com

"Innovations Toward Sustainable Solutions"

2nd International Conference on Government Performance Management and Leadership

Mark O. Hatfield School of Government, Portland State University

Portland Oregon, USA, October 1-2, 2011.

Abstract deadline: April 30, 2011

- For individual paper proposal please submit an abstract with 500 words or less.
- For panel proposal please submit 1) description of panel theme (300 words or less) accompanied by abstract of each presentation (500 words or less).
- Please include presenters' 1) name, 2) title or position, 3) name of affiliated organization, 4) address, 5) e-mail address.
- For panel proposal please identify the key contact person.
- Please contact laha@pdx.edu for any questions or go to http://www.lanzhou-hatfield.pdx.edu/2011-conference for more information.

Conference organizers are also highly interested in submissions that involve content in these suggested areas:

- **Evaluation of Current State of the Art:** How well do existing performance management and leadership practices contribute to sustainable objectives? What are some of the major limitations of such practices to making progress in this arena?
- **New Innovations:** What emerging new performance management, governance structures and processes, and leadership tools hold significant promise, and/or have shown demonstrated success?
- **Major Challenges:** What are the major challenges and obstacles to the effective use of existing and new performance management and leadership practices? How do such issues as data gaps, jurisdictional complexities, and public awareness pose challenges to effective performance management? What lessons have we learned about overcoming such challenges?
- **Global Context**: In an increasingly global and inter-connected context, what are the key lessons for how performance management and leadership continue to evolve and best meet sustainable development objectives?

Conference organizers are highly interested in submissions that highlight these themes:

- Performance Management concepts and models that go beyond measurement and operational issues
- The integration of "management" and "leadership"
- Innovations grounded in and/or which promote sustainable development objectives across economic, environmental, and social dimensions

Portland State University

AFTER THE RECOVERY ACT: TRANSFORMATION OR BUSINESS AS USUAL?

Transformation of Real-time Reporting: The Recovery Act

Donna S. Canestraro, Theresa A. Pardo, Natalie Helbig and Alison Heaphy

The American Recovery and Reinvestment Act of 2009 (ARRA) challenged state agencies to meet the Act's new reporting requirements and prompted some remarkable transformations in response. Accepting the stimulus funds meant accepting the requirement for full accounting of all expenditures of ARRA funds to the public and to Washington through a single Web interface. To meet that requirement, state agencies had to track and report on expenditures and results in new ways that affected IT systems, business processes, and relationships across government levels and private recipients.

All ARRA fund recipients, state and local agencies and private contractors, were required to report not just expenditure data, but new accountability and outcome measures, such as job creation. ARRA also demanded strict reporting timeframes, but little or no federal assistance for new infrastructure or processes. In response to the Recovery Act's unprecedented reporting policy, state agencies and their stakeholders developed new reporting structures based on new communication channels, enhanced executive commitment for enterprise solutions, and a new focus on data and data quality.

The experience gained in meeting many of these challenges includes valuable insights into IT and organizational innovation under pressure. During late 2009 and early 2010, the Center for Technology in Government, University at Albany, (CTG) conducted a series of forums to explore, collect, and document some of these insights and lessons from New York state agencies. Like many states, New York had to rely on a mix of existing and newly developed resources, relationships, and processes to meet these new requirements. At these forums, many of the NY agencies shared how they leveraged existing IT solutions and created new methods to meet the Recovery Act's reporting requirements. Agency staff also described how they approached the first reporting deadline, built new relationships, and implemented new processes to support the continued reporting endeavor.

For many of the state recipients, the reporting requirements of the Recovery Act generated transformative practices, such as creating new channels of communication both internally and externally, improving data quality and governance capabilities, and finding a new appreciation of the value of information and reporting from a business analytics perspective. However, for many more, the impact and sustainability of these transformative practices is yet to be experienced.

The CTG forums gave the agencies opportunities to share their insights and strategies as they approached the first reporting deadline. The participants were eager and appreciative of the opportunity to share their own insights with their colleagues and learn how other agencies addressed the requirements. One participant summed it up by stating "we knew there are many ways to approach this and at times we fell back on old processes but we recognize there had to be better ways to do this. These forums provided us with an opportunity to learn from our colleagues in ways we never had the opportunities to do before."

New Channels of Communication

The Act channeled funds to a much larger number of recipients than the agency's normal circle of funding recipients. Due to the large volume of sub-recipients, agencies had to find new ways to collect and share information and forge new and innovative ways to communicate. State agencies formed new internal partnerships and relationships as well as linking with other agencies and sub-recipients. They used these new links to provide guidance on how to comply with the various funding requirements and ways to report the needed data. Some agencies explored the use of conferencing software to share the constantly changing guidance from the federal government with their sub-recipients, who were often geographically dispersed.

State agencies needed to develop the new metrics being used to measure outcomes and educate sub-recipients on how to use the metrics to report results. The new metrics included such things the number of projects that were shovel ready or the number of jobs created. Implementing these new metrics required a solid shared understanding among participants for collecting the appropriate data, and new dialogs about the meaning of performance with both internal and external stakeholders.

State agencies also needed new ways to handle the greatly increased volume of data required for reporting. The resulting data handling innovations ran the gamut from

See REPORTING, pg. 10

Too Soon to Tell on Recovery Act Results

From REPORTING, pg. 9

enhanced spreadsheets to agencies partnering with their IT department to creating new and improved data repositories. These innovative practices allowed for recipients and sub-recipients to electronically submit their results versus the manual process of faxing spreadsheets.

Agencies had to find new ways to coordinate internal work. Many responded by creating cross-organizational teams to share information needs and work practices among divisions that otherwise did not work in a coordinated way. Some agencies used virtual collaborative software to help organize internal efforts and facilitate the communication across functional teams. These techniques smoothed interactions among units that were all a part of the reporting, but had their own work practices, desired levels of information quality, and uses for the information, such as internal controls, auditing, and risk management process.

Recognition of the need for improved data quality and governance based on use. The reporting requirements of the Act drive home the importance data quality and governance. Concern for data quality was central, no longer just an issue for the IT department but as a business issue that cut across all facets of the agency. The need for consistent, timely data required new real-time processes of reviews and approvals, spurred in part by the added pressure to avoid public exposure of mistakes in the data. Agencies realized that there were going to be data quality issues, if for no other reason than the volume of data being collected and the rapid turn around required by the reporting requirements.

To help, the federal government instituted reporting schedules that allowed for correction after data was uploaded to the federal system. Several of the agencies devised new data entry processes for sub-recipients to avoid many of the data entry issues that were inherent in the old reporting methods. Others created new capabilities that allowed sub-recipients enter data directly into a web enabled form, thus avoiding challenges inherent in the old methods.

More than just impacts on data quality, the new emphases on transparency in the Act resulted in new users and uses of the information, such as barometers, geo-coding, and related data linkages. Some of the new uses of the data depended upon information about the context of data collection. Both program and IT professionals spoke of the importance of understanding data use from the 'consumer's' perspective. Understanding this has resulted in agencies rethinking how their IT systems and current reporting structures needed to be changed to accommodate the requirement for real-time data consumption.

The value of information and reporting for business analytics. The Act elevated the importance of data and reporting in new ways, with a new emphasis on how to communicate results to new audiences and uses. Agencies did not previously have data to drive business outcomes. Participants in the forums spoke to the challenges this created when their executive leadership asked the question such as "Why can't we have this type of reporting for everything?"

Overall, the majority of agencies who participated in the forums reported improving their capability for dealing with information for Recovery Act reporting. However it remains unclear whether these new capabilities will propagate through their organizations. What we do know is that this new level of reporting and transparency is the "new normal," institutionalized through a memorandum from Office of Management and Budget to build on the achievements and lessons learned from the Recovery Act.

The challenge now is for all agencies to learn from their colleague's experiences in Recovery Act reporting and use that new knowledge to create capabilities for transformational change to improve information-based transparency.

Therefore the question of whether or not the Recovery Act resulted in transformational changes should not be answered in a simple "yes" or "no," but "too soon to tell." The question instead should be whether the transformation that was experienced by many of the Recovery Act recipients was enough to result in sustained changed? In order to have that, we will need to incorporate many of the lessons learned from this experience into our day-to-day information management practices.

Donna S. Canestraro is program manager, Center for Technology in Government, University at Albany. Email: dcanestr@ctg.albany.edu

Theresa A. Pardo is director, Center for Technology in Government, University at Albany. Email: tpardo@ctg.albany.edu

Natalie Helbig is program associate, Center for Technology in Government, University at Albany. Email: nhelbig@ctg.albany.edu

Alison Heaphy is communication manager, Center for Technology in Government, University at Albany. Email: aheaphy@ctg.albany.edu

INSIGHTS ON**STRATEGIC MANAGEMENT** *by CHRISTINE GIBBS SPRINGER*

Strategic Recovery Requires Leadership

Christine Gibbs Springer

As public managers work toward a successful recovery post-midyear elections, we all must deal with system-wide problems arising from the recession. This requires first recognizing that the crisis continues and must be addressed not just by increasing revenue but by fixing system-wide structural and operational issues.

To do so involves developing the skills required in a recovery, identifying the causes of the crisis so that future crises can be better managed and concentrating on the key areas of leadership expertise needed to effectively communicate and deliver better outcomes.

To this, in my opinion, public managers must master five key areas of expertise:

- Making the right promises.
- Gathering multiple new points of view.
- Developing new core management skills.
- Delivering results through relationships.
- Rebuilding trust through authentic communication.

As a strategic manager, one must first recognize that the crisis still exists. The working definition of a crisis that I use here is when stakeholders change their view regarding an important assumption they are making about government or when the organization fails to deliver on one or more of its promises. Using this definition provides us with a way to start to identify the risks which could trigger a crisis by identifying the key stakeholders, listing the critical assumptions made by each stakeholder, listing the promises made by government to each stakeholder and considering the dangers caused by a change in any assumption and/or broken promise.

The first step in completing these steps is to agree at an executive team level who the key stakeholders are to your organization focusing on the top five or six.

The next step in defining what could trigger a crisis is to list the critical assumptions that each stakeholder is making given their view of what is likely to happen in the future.

The third step is to identify and list the important promises that have been made to each stakeholder–whether that be directly by the organization or as an assumption given what has been promised more generically by federal, state or local government leaders.

The last step is to consider the consequences of a change in other people's assumptions and/or the breaking of promises made by government generally. A thorough analysis using stakeholders, assumptions, promises and danger levels is quite involved and may even become a deliberately harsh definition of an impending crisis. It is harsh because it may sound the alarm bells of an impending crisis earlier than managers think necessary, but then it is possible to be alert to problems early and to avert a full-blown crisis. As an example: the Titantic sank in part due to management complacency at the White Star Line and their assumption that the ship was unsinkable.

External causes of crises often are due to economic cycles, changing citizen priorities and outside intervention. We cannot assume that today's economic circumstances will continue forever when things are good or that they will get better quickly when the economy is bad. Secondly, citizens may change their expectations and intentions, often because government leaders have been insensitive to the changes in the economy and the community and have failed to react to them effectively.

Another cause is when a regulator or another level of government changes the rules of the game for a specific organization, the public sector or the economy as a whole thereby limiting the degree to which response is possible and the time and ways that an organization and management can respond. Internal drivers of crises often involve broken promises, organizational breakdown and unhealthy optimism.

The seeds of a crisis often germinate at the point where a key stakeholder changes a critical assumption about outcomes and/or when an important promise made by management is broken. In order to identify the potential internal drivers of crises it helps to understand what promises have been made as a beginning. An organizational breakdown can be monitored from a system-wide perspective through 360-degree reviews, becoming aware of unbalanced economics, incentive issues, and organizational failure to be sensitive to emerging trends and threats. Management optimism occurs when managers make assumptions about costs and cash flows that are unrealistic which lead to pushing middle managers to making poor resource judgments. Often, the manager who is displaying unhealthy optimism does not realize it and confuses it with a need for a positive mental attitude.

Recovering from a crisis requires that managers make the right promises, gather multiple new viewpoints, apply core business skills and rebuild trust through authentic communication.

Recovering from a crisis requires that managers make the right promises, gather multiple new viewpoints, apply core business skills and rebuild trust through authentic communication. To make and deliver on the right promises requires managers to make, balance and deliver by finding the right answers to questions like: What can we promise to taxpayers, lenders and to funders to attract and retain the right revenue streams? What will citizens and customers require to be partners? How can we attract, motivate and retain the right people? What will vendors want from us and what can we promise them?

Gathering multiple new viewpoints involves expanding the insights and knowledge that managers have about potential recovery options by seeking out new and different people, data and opinions and then answering questions like: How are plans and decisions made so that we can deliver on our promises made? How is our cost base structured and what can be done to change it so as to be more revenue positive? As we look toward the future, what is the transformational change that our organization could make following the crisis?

Applying core business skills needed to deliver a successful recovery involves knowing how to manage cash flow and time, developing an after-crisis strategy, and maintaining revenue and cost base restructuring. Developing an after-crisis strategy is often driven by the perceived requirements of financial stakeholders and organizational

See STRATEGIC MANAGEMENT, pg. 13

DuPage Airport Authority Sets Positive Example for Others

From PUBLIC GOVERNANCE, pg. 1

The DuPage Airport Authority dates its existence as an airport to 1927, when two Chicago entrepreneurs purchased a few parcels of land in western DuPage County and used it for barnstorming. The U.S. Navy requisitioned the airport in 1941 and later sold the airport to DuPage County for $1. By 1985, plans were implemented to greatly expand the footprint of the airport and by 1992, airport-owned land increased 3-fold from 900 acres in 1985 to 2,800. (*Aviation International News*, May 2006) Key steps were taken during this time that resulted in the financial and land use cornerstones of the airport complex today. Not coincidently during this period of rapid growth, political controversy also grew over allegations of patronage and contracts to the well-connected, lavish spending and the occasional federal investigation.

Changing the Culture of Exceptionalism
Political leaders find themselves in trouble when believe that rules simply are made for someone else to follow. Reform efforts generally fail because reformers grossly underestimate the difficulty of changing the status quo or because they find that the public is simply inured to bad government and lack the moral outrage that is needed to cause real change rarely materializes. Although efforts to reform the DuPage Airport Authority began in 1994 when then DuPage County board chair, Gayle Franzen, appointed seven independent-minded citizens to the Authority board, it was not until 2003, when DuPage County businessman Daniel Goodwin was elected as chair, that five fundamental changes were begun through his and the collective leadership of other directors. These were: greater clarity of mission that is customer focused, greater transparency, greater professional management, responsible financial stewardship, and political independence.

Clarity of Mission–Customer Focus
Mission statements are dismissed often as hortatory. In the case of the DAA, its stated mission comprises the DNA of the organization and routinely guides the decisions of both the board and management. First, it underscores that the foremost responsibility of the Authority is to provide aviation services and foster related businesses on its land. The result is a highly focused effort to improve operational efficiencies and lower costs so as to make DuPage airport the choice of Chicago area businesses and general aviation enthusiasts.

Second, as a property tax-supported agency, the DAA is obligated to reward the taxpayers in the area by generating greater revenue for local communities and reducing, and ultimately eliminating, the reliance of the DAA on property taxes. The Authority is working to reduce and ultimately eliminate the need for real estate tax support by improving revenues, reducing operating costs, and by capturing value of non-operating assets through the addition of a golf course and business park on airport land. The result is that long-term debts were retired by 2007 and budgeted property tax support, which only goes for infrastructure, was reduced in FY2009 to a level that is less than a quarter of all revenues.

Finally, the DAA is obligated to support greater economic development and job growth in the immediate area by generating long-term land-related revenue and greater aviation fees. While it has been successful in improving net revenues from operations, broad economic conditions and changing markets, especially in commercial real estate, have virtually halted development of the business park.

Transparency
Exceptionalism is a product of and is sustained by government opaqueness. The less that the public is able to see, it is more likely that private deals form the basis for hiring and government contracts. The DAA has implemented a series of changes since 2002 to open itself to public scrutiny, including: A comprehensive ethics ordinance requiring full disclosure by all contractors and vendors, including disclosure of political contributions to DuPage county elected officials, and of any business or familial relationship between a contractor and any airport employee or DAA board member; Full management reports beginning with the Fiscal Year 2003 audit; Significant improvements in the corporate by-laws that clearly define the roles for the chair and board members; Improvements in decision-making processes and a rational committee structure with clearly defined duties and responsibilities; and finally, Clarity regarding the responsibility of the DAA board for comprehensive oversight ensuring the proper implementation of policies and official procedures.

Professional Management
It is easy to point to the addition of a professional airport manager in 2004 as the executive director of the DAA and conclude that improvements in the professional integrity of the organization are the result of his arrival. In fact, the gains are the result of a partnership between the board and the executive director that are intended to elevate the overall quality of airport management. Some senior executives found that they no longer fit in the overall vision of the organization. Several other senior staff members were able to adapt and grow in a new culture that prohibits patronage and special favor. The board, and later the executive director, provided the structure through which the basic rules were clearly stated and fairly enforced.

Financial Stewardship
Corruption and exceptionalism have insidious effects on the cost of government by discouraging fair competition. Consequently, a fundamental change made in 2003 was in how the airport conducts it purchases. Today the process is open to all qualified bidders. The board articulates impartial parameters and standard criteria for all contracts. It ensures objectivity in the decision process. And, the staff is asked, while on the record, for their recommendations on all purchasing decisions.

Good procedures are important if the results of these decisions are also tracked and ultimately verified. The board now requires current monthly financial reports at every board meeting. It implemented improved accounting controls and cash management practices, and requires public disclosure of the annual audit with an in-person presentation by the auditors at meeting of the board. In addition, the chair presents an annual report to the DuPage County Board on the operations and financial standing of the Authority.

Political Independence
One of the key factors in the success of the DAA is that it is governed by a board comprised of members who put great stock in professional airport managers and who act on the authority of their best judgment and not simply at the behest of political leadership outside the board. While this begins with the chair, Dan Goodwin, who is by reputation and practice ordinarily able to keep his distance from the day-to-day politics of DuPage County, the rest of the board is comprised of members who also value their independence. This provides invaluable political "cover" for both the staff and for the authority as a whole. As a result, the board is able to deflect political criticism to itself and thereby leaving the staff to do their jobs.

The DuPage Airport Authority remains a work in progress and there is no assurance that the recent gains will not be undone. The hope is that the public, having seen effective and honest government in action, will not countenance a return to exceptionalism.

Paul Green is the director of the Institute for Politics at Roosevelt University. Email: pgreen@roosevelt.edu

Peter A. Creticos is president/executive director of the Institute for Work and the Economy. Email: creticos@workandeconomy.org

Female Political Science and Public Administration Academics Who Have Run for Public Office Wanted

Barbara Burrell, Northern Illinois University is undertaking a research project on women political science and Public Administration faculty members who have run for public office while being a faculty member. If you are such an individual or know of someone who fits that criterion, please forward that information to one of us. We are seeking individuals who have run regardless of whether they won or not. It can be for any elective office in the public domain from school board, village trustee on up to President. We plan to conduct indepth interviews with these women about their experiences as candidates and officeholders.

Barbara Burrell, Political Science Department, Northern Illinois University, DeKalb, IL 60115, 815-753-7050, bburrell@niu.edu

EMERGING**ISSUES** *by BILL BARNES*

We Don't Know What We're Talking About

Bill Barnes

Some time before 64 years and four months ago, Eric Blair wrote an essay about the misuse of words in public discussion. The essay has echoed down the decades; its themes are often heard in new essays (like this one) on sloppy and misleading use of language that has political consequences.

The April 1946 essay argued that "the slovenliness of our language makes it easier for us to have foolish thoughts." But the "process is reversible." If one "gets rid of bad habits, one can think more clearly." Thinking more clearly is a "necessary first step toward political regeneration." Among the bad habits is "meaningless words."

Blair used the pen name of George Orwell. He titled the essay "Politics and the English Language." (As Orwell, he also wrote Animal Farm and 1984, both of which reflect his concern with the political power of language.)

Orwell's critique about meaningless words applies today. For example, what is "sustainability?" Well, then, how about "civic engagement?" "the free market?" "closing the borders?" "livability?" "smart growth?" Each of these terms encompasses such a wide and changing range of idiosyncratic meanings that use of it tells us little about the topic.

Then there's "green." Kermit The Frog warned that "it's not easy being green," but enthusiasts are not daunted by puppets. And let's not even get started on "economic development" or "regionalism."

These and many other terms are widely used. They have a certain force, but it's not clear what they mean or rather, it is clear that they mean far too many things.

"When I use a word," Humpty Dumpty explains to Alice in Through the Looking Glass, "it means just what I choose it to mean–neither more nor less."

"The question is," asks Alice, "whether you can make words mean so many different things."

"The question is," said Humpty Dumpty, "which is to be master that's all."

In contrast, Orwell urges that we "let the meaning chose the word, and not the other way around."

Of the two, Orwell is right, but Humpty offers the better description of how we talk about politics and policy.

What are the consequences of this vagueness and multiplicity of meanings? One is that conversation is rendered meaningless; we all merely talk to ourselves. So, everyone can be enthusiastic about "sustainability," and everyone is dissatisfied with the action that ensues because it's not what they meant.

A recent study by Eric Zeemering in the Urban Affairs Review investigated what "sustainability" means to local officials throughout the San Francisco Bay Area. He found that the term has "multiple meanings" to them including, for example: mixed use near transit hubs, green building standards, pedestrian and bike routes, retaining current businesses, human capital development, neighborhood revitalization, and resident participation.

Some time before 64 years and four months ago, Eric Blair wrote an essay about the misuse of words in public discussion.

Similarly, Ben Berger, writing in Perspectives on Politics, declares that "Civic engagement is ready for the dustbin," not because public involvement is useless but because the term "means so many things to so many people that it clarifies almost nothing." It includes the "entire 'kitchen sink' of public and private goods": numberless political processes and issues, as well as all kinds of participation in social groups and activities.

Rich Harwood, a long-time civic engagement advocate, recently "banned" the term from his organization's work because it "has become a catch-all." It promotes mindless activity, which, in turn, causes people to "lose sight of our real purpose."

Another currently prevalent example of Orwellian "meaningless words" is the "creative class," the latest bid in the sweepstakes Marx founded to locate the group that is allegedly in the vanguard of history. Laura Reese and Gary Sands (in the journals, Canadian Public Administration and Journal of Urban Affairs) suggest that no one knows exactly who is in and who is not in the creative class or exactly how this group's presence "relates to economic growth." Therefore, there are likely to be "no effective policy levers" that will produce targeted results.

Reese and Sands provide a nicely tart concluding and summary note that echoes Orwell: "If vague concepts are vaguely understood, then their meaning will always be in doubt…[and] there is little prospect that [they] will provide useful public policy guidance."

Bill Barnes is the director for emerging issues at the National League of Cities (NLC). Comments about his column, which is reprinted with permission from NLC's Nation's Cities Weekly, and ideas about "emerging issue" topics can be sent to him at barnes@nlc.org. To read previous columns, visit the Emerging Issues webpage at www.nlc.org (in the menu for "About cities."

Honest Assessment is Key to Strategic Recovery

From STRATEGIC MANAGEMENT, pg. 11

mission. This often involves managers choosing to take or to blend a pragmatically capitalist approach–determining how much revenue is needed and how to achieve it–with a customer or market-driven approach–and a public service approach. Managing cash flow and time often involves a re-evaluation of cash flow forecasts and improvement opportunities, capital spending, and working capital with the multiple purpose of improving revenue generation, buying more time to accomplish the recovery plan, re-engaging elected officials, government partners and middle management with specific details and deliverables as well as creating stakeholder confidence that things are now under control.

Rebuilding trust through authentic communication involves first defining what is required to develop/recover trust and how to measure it. There is no international performance standard or definition of trust. It is specific to the organization, its mission and its stakeholders. It starts by managers asking and answering: what's in it for me, the stakeholder? Is it about quality of service, benefits, damages to reputation or costs in terms of time and inconvenience? The next step to rebuilding trust involves assessing and improving the quality and quantity of interactions with each stakeholder and minimizing their perceived risk in participating at some level in the recovery plan.

In my opinion, to be successful in this area will require managers to stand in the shoes of their stakeholders and genuinely understand their current perspectives. It also requires that managers and organizations do not try to cover up problems faced or be something that they are not. Simply put, a quickly made, sincere apology and acceptance of responsibility goes a long way to re-establishing a base from which to build trust after a crisis.

Strategic recovery from crises requires planning and preparation as well as the consideration of events and impacts that managers, citizens, partners and stakeholders would rather not think about. It requires honest assessments of the causes of the crisis and the five areas of leadership expertise that need to work in order to be better prepared next time. Leading after a crisis is one of the most challenging experiences a public manager can expect to face, but it can also be one of the most rewarding.

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

LEADERSHIP THAT MATTERS MOST

The ONLINE Master of Public Administration from Anna Maria College

To be a leader in the government and non-profit sectors, you need the career-building power of a master's degree. The online Master of Public Administration (MPA) from Anna Maria College is a convenient and cost-effective way to take your public or non-profit career to the next level.

Separate tracks are available for recent college graduates and established professionals with experience in government or non-profit organizations. If you qualify for the mid-career track, you **may be able** earn your MPA in as few **as 10** courses.

MPA PROGRAM FEATURES INCLUDE:

- Study around your own schedule with ample opportunities to interact with professors and fellow students
- Enhance your degree with a specialization in Emergency Management, Health Care Administration or Justice Administration
- Accelerated track for those who qualify
- Anna Maria College is regionally accredited by the New England Association Schools and Colleges, Inc.

AMC
ANNA MARIA COLLEGE

To learn more about the program and its curriculum, visit **annamariacollegeonline.com** or call **877-265-3201** to speak to our admissions team.

NY Employee Share Health Insurance Model May Save $1 Billion

Savings Would Help Preserve Services Otherwise at Risk

Albany, NY–Requiring local-government and school-district employees to pay part of the cost of their health insurance coverage could save New York taxpayers more than $1 billion a year without diminishing essential services, according to a new report from the Rockefeller Institute of Government.

"A significant–and growing–portion of New York State's financial assistance for local governments and school districts pays for local employee and retiree health insurance premiums," Rockefeller Institute Senior Fellow Carol O'Cleireacain writes in the report, "Health Insurance Cost Sharing: New York State's Model for Localities."

Increasing local employees' share of their health insurance premiums could help address state and local budget gaps without increasing taxes or reducing important services provided by local governments, according to the report.

The paper is one in a series prepared as part of Lieutenant Governor Richard Ravitch's initiative to develop proposals that would lead New York State to structural budgetary balance.

"New York's present budget crisis is unprecedented and could persist for years," Ravitch said. "Continuing business as usual is not sustainable. In order to adjust to the new reality, everyone involved in policy-making at the state and local level will have to change their behavior.

"This report proposes one such change: having local government employees share the costs of their health insurance premiums in the same way that state employees already do," he continued. "This idea would help localities manage through the inevitable cuts in state aid that can be expected in the coming years without compromising the quality of public services. It is the kind of action that New York needs in order to avoid a destructive spiral of long-term economic decline."

The report notes that state and local government officials face difficult choices in addressing New York's fiscal situation.

"As state and local government policymakers confront both rising health care costs and large budget gaps, they face choosing to cut the level and quality of services or to reduce the unit cost of providing such services," the report says. "Reducing unit costs means preserving services for New Yorkers."

Employees and retirees of New York State contribute an average 18 percent of premiums for their health insurance, according to the report. By contrast, "In most municipalities and many school districts, the employee contribution is none to minimal."

The report outlines two ideas for increasing local employee contributions to health insurance premiums. Each would initially save the state's local governments in the neighborhood of $1.2 billion–$1.8 billion annually, savings that will grow over time with the pace of health insurance premiums.

Those ideas are:

Alternative 1: The state requires all public employees to make at least the same contributions as those already required for state employees and retirees enrolled in the New York State Health Insurance Plan (NYSHIP). This alternative would permit local choice and options for coverage. The requirement could be phased in over several years to allow employees to make adjustments for the corresponding reduction in their take-home pay.

Alternative 2: The state requires all public employers to join NYSHIP and adopt the same contribution rates already required for New York State employees and retirees enrolled in NYSHIP. This approach would allow NYSHIP to reduce costs through greater economies of scale and enhanced market power, while also addressing a second problem–a lack of transparency in local-government employee and retiree pay.

Current retirees should not be affected by the proposed health insurance mandate, the report states, as it could generate real hardship for those who have planned for a certain income over the full duration of their retirement. "It is fair and realistic, however, to require changes in policy toward future retirees," the report says.

"The final result will be determined by the bargaining process, but avoidance cannot be an option, given the budget challenges facing both the state and its localities," O'Cleireacain writes.

For a full copy of the report, visit www.rockinst.org.

Too Good To Be True?

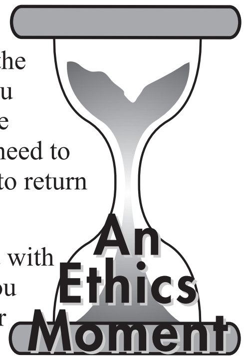
Donald C. Menzel

You have been a Deputy Sheriff for 10 years and work for a boss (a duly elected Sheriff) who you believe would never ask you to do something illegal. Moreover, he has a reputation around the office as someone who you don't question what he might ask you to do. You have worked hard and competently, often putting in a 60-70 hour work week. One morning the boss walks into your office and, with a broad smile on his face, announces: "you deserve a bonus and I am pleased to tell you that I've arranged a $7,000 reward."

Shocked but delighted, you thank the boss and look forward to the moment the bonus arrives, as you desperately need it to pay off your credit cards. A few weeks later the administrative director calls you into her office, closes the door, and hands you a plain envelope containing $7,000 in cash. Although a bit surprised by the way in which you receive the bonus, you shrug and go about your work as you trust both her and your boss.

A month later the administrative director pops into your office and asks you to return $3,000 of the bonus money. She explains that there is a fellow employee who is going through a nasty divorce and needs the money. She further comments, "please return the money in cash so that the spouse does not find out."

Perplexed, you muse, "I have no reason to be suspicious of her, and I know the pain of going through a divorce."



Questions:

- Should you return the $3,000? What if you have spent all of the $7,000 and would need to borrow the money to return the $3,000?
- Should you consult with other employees you trust? Perhaps other employees have had the same experience. You wonder if this is a kickback scheme to support the Sheriff's frequent trips to Las Vegas.
- Should you go to the county attorney or prosecutor and share the story?
- Should you look for another job?

Source: Based on a real story in Okaloosa County, FL. To find out what happened, go to *http://www.wjhg.com/home/headlines/40424982.html*

http://www.nwfdailynews.com/search/?q=chalie+morris&fistype=site

Submitted by Fred Meine, Troy University.

ASPA member Donald C. Menzel is president of Ethics Management International and a former ASPA president. Email: donmenzel@verizon.net

Clock Ticking on Health Care Reform

From HEALTHE CARE, pg. 2

dite eligibility determinations and enrollments. And yet, state leaders are quietly excited by the prospect. Those interviewed for the Kaiser Family Foundation study said that streamlining and automating eligibility determinations and enrollment processes will improve Medicaid operations and could lead to efficiencies over time.

Creating the new health insurance exchanges is exciting and challenging. One senior official called designing the health insurance exchange "the biggest workforce challenge of health care reform." Questions about the health insurance exchanges have dominated calls with the U.S. Department of Health and Human Services (HHS). Although the exchanges do not have to be operational until January 1, 2014, states must notify HHS if they intend to establish and operate a state-based exchange by January 1, 2013. If states opt out, or are not making sufficient progress to set up an exchange, HHS will set up a federally-operated exchange in those states.

The clock is ticking and public administrators are running as fast as they can to lay the groundwork for improvements in their state's health care system. Utah and Massachusetts already have state exchanges and California Governor Arnold Schwarzenegger signed legislation to establish an exchange in that state. States are often called the laboratories of democracy. This health reform law is a huge federalism effort, that will play out differently across the country.

The Kaiser Family Foundation report, Health Reform and State Workforce Challenges: An Early Look at Five States, is available online at *www.kff.org/healthreform/upload/8106.pdf.*

Elizabeth K. Kellar is president & CEO of the Center for State and Local Government Excellence, www.slge.org. Email: ekellar@slge.org

Reports on the Web

Featured Report: A new report from the ING Institute for Retirement Research finds that despite having greater access to traditional, defined benefit pension plans, many state and local government employees are experiencing the same retirement pressures as in the private sector.

www.ingretirementresearch.com

GAO Reports:

• Social Security Reform: Raising the Retirement Ages Would Have Implications for Older Workers and SSA Disability Rolls.

• Nuclear Weapons: National Nuclear Security Administration's Plans for Its Uranium Processing Facility Should Better Reflect Funding Estimates and Technology Readiness.

• District of Columbia Public Education: Agencies Have Enhanced Internal Controls over Federal Payments for School Improvement, But More Consistent Monitoring Needed.

• Private Pensions: Changes Needed to Better Protect Multiemployer Pension Benefits.

• Health Information Technology: DOD Needs to Provide More Information on Risks to Improve Its Program Management.

• Recovery Act: FEMA Could Take Steps to Protect Sensitive Port Security Grant Details and Improve Recipient Reporting Instructions.

• The Federal Government's Long-Term Fiscal Outlook: Fall 2010 Update.

www.gao.gov

Other Reports/Online Resources:

• Nelson A. Rockefeller Institute of Government, *www.rockinst.org*

• Bob Behn's Public Management Report *www.ksg.harvard.edu/TheBehnReport/April2010.pdf*

• Public Entity Risk Institute *www.riskinstitute.org*

• State and Local IT Report *www.1105govinfo.com*

• Center for State and Local Government Excellence *www.slge.org*

• International Public Management Association for Human Resources *www.ipma-hr.org*

• International City/County Management Association *www.icma.org*

• Institute for Local Government *www.ilsg.org/*

• The Kaiser Family Foundation *www.kff.org*

• The PEW Charitable Trusts *www.pewtrusts.org*

• Markle Foundation *www.markle.org/*

• Governing Magazine *www.governing.com*

• Government Executive *www.govexec.com*

Send a report for this column to Christine McCrehin at cjewett@aspanet.org.

WTS WhereThingsStand

Local Government IT Budgets Continue to Suffer Due to Current Economic Climate

Washington, DC–Fifty percent of local government information technology budgets will decrease over the next two years as a result of the continued economic slowdown, according to the results of the Public Technology Institute/INPUT State of City and County IT 2010 national survey.

PTI is a national, non-profit technology research and development organization created by and for city and county governments. INPUT helps companies develop federal, state, and local business and helps public sector organizations achieve their objectives.

In August and September 2010 PTI and INPUT conducted a survey of local government CIOs and IT executives nationwide. The intent of the survey was:

- To share with CIOs the organizational issues IT agencies are facing today and the priority areas that IT agencies will focus on over the next two years;
- To better understand the role of the CIO as executive; and
- To learn how CIOs view their IT agency relationships with the vendor community.

New to the survey this year were questions regarding IT consolidation and outsourcing, as well as how budget issues may be impacting IT equipment maintenance.

Select Findings:

Fifty percent of local government information technology budgets will decrease over the next two years as a result of the continued economic slowdown. Reflected in our 2009 survey, 55% of respondents said that their IT budget would decrease over the next two years, resulting in a 5% decrease in the number of local governments that expect cuts in IT department funding.

Forty-one percent of respondents stated that their overall IT budgets would remain the same over the next two years while 9% stated that their IT budgets will increase. IT department travel and education budgets continue to suffer, with 48% of respondents stating that these budget items will decrease over the next two years. Fifty percent of respondents stated that their IT travel and education budgets would remain the same as this year.

Thirty-four percent of respondents said that their IT staff development and training budgets will decrease through 2012 while 61% said that these budget items will remain the same as in this year's budget. Just one year ago, our survey reflected 57 percent of respondents stated that staff development and training will decrease over the next two years, while 41 percent stated this budget item will remain the same.

A report summarizing the survey findings and the webinar registration details are available on the PTI website at http://www.pti.org/index.php/ptiee1/more/667

Leading Cities & Counties Commit to Prepare for Climate Change Impacts by Participating in Adaptation Program

Washington, DC–Eight cities and counties announced a new commitment to protecting their communities from unavoidable climate change impacts, by being the first to participate in Climate Resilient Communities™ (CRC), the nation's first comprehensive climate adaptation program for local governments, developed by ICLEI-Local Governments for Sustainability USA and launched this week.

The following cities and counties (plus one development district) will receive cutting-edge online tools, technical support, and other resources from ICLEI to accelerate their efforts to prepare for climate impacts that already affect their regions: Boston, MA; Cambridge, MA; Flagstaff, AZ; Grand Rapids, MI; Lee County, FL; Miami-Dade County, FL; San Francisco Bay Conservation and Development Commission (BCDC); Tucson, AZ

Unavoidable Climate Impacts. Each community faces serious climate impacts that cannot be ignored. Following the hottest decade on record, global average temperatures are projected to rise an estimated 4 to 11 degrees F over the next century, bringing more than scorching days to local communities.

For example, Miami-Dade County must contend with more frequent severe storms, more frequent floods from rising sea levels, and saltwater intrusion into drinking water aquifers—all occurring already. Grand Rapids faces more frequent extreme heat waves, increased air pollution, more massive snow storms that damage infrastructure and burden city services, as well as economic impacts due to changes in the Great Lakes that affect shipping and commerce. (To view climate impacts for all eight communities, download the media toolkit.)

Protecting People, Property, Resources. "Local governments have a responsibility to protect people, property, and natural resources, and these leading communities wisely recognize that climate change is happening now, and that they must begin planning for impacts that will only become more severe in the coming decades," said Martin Chávez, ICLEI USA Executive Director and former three-term mayor of Albuquerque, New Mexico. "For more than five years, local governments have expressed an urgent need for resources and guidance to help them prepare their communities for climate impacts, and ICLEI USA is proud to finally release these groundbreaking resources."

The First Standardized Adaptation Planning Process. The Climate Resilient Communities Program™ establishes the first standardized adaptation planning process for communities. CRC provides local governments with a wealth of resources and trainings to undertake this process, including the advanced Adaptation and Database Planning Tool (ADAPT). ADAPT walks users through the process of assessing community vulnerabilities, setting resiliency goals, and developing effective strategies that integrate into existing local planning efforts. These wide-ranging strategies may include strengthening infrastructure, diversifying water supplies, and planting more vegetation to counteract the urban heat island effect.

Learn more at www.icleiusa.org.

New Interactive Map Shows Governments that have Negotiated Pension Plan Changes

Washington, DC–The Center for State and Local Government Excellence has created an interactive map showing a sample of state and local governments that have negotiated changes in pension plans. While there are other sources of information that show yearly changes or that organize reforms by type, the creation of this map allows the cases to be viewed dynamically, in one place, and will continue to be updated by the Center.

View the map at: *http://tinyurl.com/pensionreformsmap*

The map has information on 20 states, six counties, and 19 cities. Of the 45 locations posted, 32 have links to source information.

The locations were chosen because they have made substantive changes to their public pension plans over the past decade, which include: changes to employee/employer contribution rates; creation of hybrid pension plans; raising the retirement age; decreasing formula multipliers.

INSIDE:

President's Column 20
National Council Election Candidate Statements 24
Career Center 28-29
Recruiter 32

ASPA TIMES
Advancing excellence in public service. . .

ASPA members Ari Halachmi and Bill Solomon pose after Halachmi presented Solomon with SECoPA's Distinguished Public Service Practitioner Award during their recent conference in Wilmington, NC.

2010 SECoPA Sets Impressive Course

Kenneth Hunter

The picturesque riverfront of Wilmington, NC, was the scene for academic and practitioner discussion and collaboration during the 30th Southeastern Conference of Public Administration (SECoPA).

The conference, held at the Wilmington Hilton Riverside, was attended by 326 academics and practitioners, including 123 current students of public administration.

More than 70 sessions were held where academics and practitioners at the federal, state and local level presented research on topics ranking from finance and human resources, to nonprofit management, environmental policy and comparative theory.

See SECOPA CONFERENCE, pg. 21

SHARE Publishes New Book

Section Collaborates with Rutgers-Newark

Iryna Illiash, Marc Holzer

Red Tape from Red Square: Bureaucratic Commentary in Soviet Graphic Satirical Art is a volume of Russian satirical posters and newspaper cartoons depicting the evils and unintended consequences of bureaucracy. It has been published by the National Center for Public Performance at the School of Public Affairs and Administration (SPAA), Rutgers University-Campus at Newark, in conjunction with the ASPA's Section on Historical, Artistic and Reflective Expression, as an example of the type of work SHARE promotes and is engaged in.

The book, written by the section members and *Public Voices* editors Marc Holzer, Iryna Illiash, Vatche Gabrielian and Lyudmila Kuznetsova, is the final "chapter" of the section's successful project begun in the early 1990s, with the purchase of several dozens of posters of the "Fighting Pencil" group of graphic artists and poets from Leningrad (St. Petersburg) at the initiative of Marc Holzer. These "Fighting Pencil" posters, and cartoons from the Soviet satirical magazine *Krokodil*, form the bulk of the collection that is now permanently showcased at the Rutgers-Newark School of Public Affairs and Administration and on SPAA's website at *http://spaa.newark.rutgers.edu/home/publications/exhibitionsart/red-square/about.html*.

See SHARE BOOK, pg. 30

ASPA Members Appointed by Obama

From ASPA MEMBERS, pg. 1

cover the establishment or modification of pay localities, the coverage of salary surveys used to set locality pay, the process for making pay comparisons, and the level of comparability payments that should be made.

Condrey and Facer were appointed as a result of ASPA's expanded policy engagement efforts which also led to a relationship with the U.S. Office of Personnel Management and its director, John Berry, to provide advice and counsel. In his announcement, President Obama said, "These impressive individuals bring a wealth of knowledge and tremendous dedication to their new roles. I am confident that they will serve the American people well, and I look forward to working with them in the months and years ahead."

PRESIDENT'S COLUMN *Meredith Newman*

ASPA on the Move: History in the Making

Meredith Newman

I have asked a number of our ASPA leaders to share their reflections on a recent seminar that was hosted by the Chinese Academy of Governance (CAG) in Beijing. The theme of the conference was twofold: Governmental Response to the Global Financial Crisis; and Encouraging Excellence in Public Administration Education and Training. Our ASPA delegation was joined by the leadership of the International Institute of Administrative Sciences (IIAS), the International Association of Schools and Institutes of Administration (IASIA), the Network of Institutes and Schools of Public Administration of Central and Eastern Europe (NISPAcee) and CAG. The column begins with my (abbreviated) introductory remarks at the Academy, and follows with comments from members of our ASPA delegation. The purpose in focusing my column on this event is to illustrate a tangible outcome of our emphasis this year of "ASPA on the move–internationally," and to highlight the "value-added" for our members.

Newman: On behalf of the ASPA officers, executive director, and the more than 8,000 members in over 70 countries, I am honored to participate in this historic joint seminar here in Beijing. This is an historic occasion for a number of reasons. Beyond the context, it is the first time that the leadership of many of the most prominent associations and institutions focused on public administration, governance, public service delivery, and public administration education and training are gathered together.

From the perspective of ASPA, it is historic in terms of the two MOUs ASPA will enter into with CAG and which will be signed here. It is historic also as we come together in Beijing not only as representatives of our respective associations but also, perhaps even especially, because this event provides another opportunity to renew and strengthen the relationships between us. These relationships are both personal and professional. Indeed, there may be less than six degrees of separation between us and our work. As an example, Pan Suk Kim is president of IIAS and co-chair of ASPA's Action Team on International Outreach (and an FIU MPA alum!). This is all to say that because of these relationships, we can achieve much, including our agenda here this week–to engage in a rich dialogue on the Global Financial Crisis (GFC).

It's clear that the GFC is not experienced in the same way around the world. Australia is relatively robust (with a female Prime Minister for the first time!). China, Brazil and India are having their own economic successes. But it is also the case that the gap between the haves and have nots is widening, and at an unprecedented and accelerated pace. The UN MDGs, including social justice, gender equality and poverty reduction, remain elusive. The role of government is more important than ever, at a time when our citizens regard their governments with suspicion and distrust. The mid-term elections in the US last week are the latest example of widespread dissatisfaction and a sense of unmet expectations.

ASPA president Meredith Newman (seated center) and members of both delegations pose while ASPA Executive Director Antoinette Samuel (far left) adds her signature to the new MOU agreement between the Society and the Chinese Academy of Governance.

The relationships that we strengthen here, and our deeper understanding of government's response to the GFC, and the centrality of education and training to a professionalized public service, have the potential to "make a difference" in our collective efforts. CAG, IIAS, IASIA, NISPAcee and ASPA and our members are well-placed to contribute to addressing the challenges that we face. We have a full agenda. Let's get to work!

Antoinette Samuel: Building upon ASPA's legacy: The participation of our ASPA delegation in the CAG Seminar is a true hallmark of our 2010 international outreach. As I think of our experience, I cannot help but think of Donald C. Stone. ASPA's participation in this seminar exemplified, and was built upon, the legacy of Don Stone. Stone was a public administration pioneer and ASPA founder. For most of his remarkable career there was a dedication to the international development of public administration and its role in government reform, worldwide. Don's role in reviving IIAS, his role in the development of IASIA, and his leadership of IASIA for so many years made this historical meeting personally and professionally significant. Specifically, our collaboration with IIAS and IASIA in the development of the Seminar was built upon a relationship instituted by Don Stone; and, our partnership with CAG embodied his own work in Asia and his belief in host country ownership of government reform.

In addition, an important aspect of our participation in the Seminar was the signing of a Memorandum of Understanding (MOU) with the Chinese Academy of Governance and the Chinese Society of Administrative Reform (CSOAR). These two agreements mark a new level of mutual collaboration and cooperation in the practice, study and research of public administration between China and the United States. ASPA's intent is to expand opportunities for our members, both academic and practitioners, to pursue their interest, share knowledge and expertise, and exchange smart practices in the pursuit of good governance.

As Dwight Ink noted, "Don Stone never gave up his passion for pressing forward with the cause of government reform…the enduring footprint of Don Stone leading to better government will be seen in many countries for years to come." I firmly believe ASPA delegates to the Seminar added their footstep to this international endeavor towards good government!

Jennifer Alexander: Apart from the immediate topic of the conference, I wanted to discern what common ground the public administration scholars and practitioners in attendance might identify. Would our political affiliations be the source of insoluble differences in our perceptions of administrative roles and responsibilities? If we move to the abstract, the answer is no. Human beings have expressed an ageless and universal desire for a just and fair state to secure their wellbeing and happiness. We find it expressed in the words of Aeschylus and written in Chinese characters above the throne of the emperor in the Forbidden City: honesty, justice, harmony and kindness. In the immediate context, we find the interpretation of government responsibilities surprisingly similar. Governments are challenged by the GFC and seek resolutions that support their nation's advantage. We are all stymied by slowed, if not stagnant economic growth, low economic productivity, rising unemployment and the specter of global warming. Also shared were the challenges presented by structural inequalities that have emerged in response to dramatic income differences. The Chinese are finding that the market economy has generated unequal access to schooling, housing and employment opportunities; a dynamic familiar to the United States.

But what of the challenges of the public administrator? A Chinese administrator who was organizing a conference on social policy sought our advice. "How can we adequately meet expanding welfare needs as the economy grows? How may we find better ways to provide for disadvantaged groups? As the Chinese government faces the challenges of a society that is dramatically changing with the forces of globalization and a market economy, how might we develop a more harmonious society?" And how do we improve the relationships between our public administrators and citizens, she asked?

The Chinese repeatedly stated the need for administrators to serve "wholeheartedly." Effective administration both in China and the West requires something more than business-like skills; it requires a disposition of service to citizens forged from an understanding of history, our culture and political

See PRESIDENT'S COLUMN, pg. 26

SECoPA Hosts Successful Conference in Wilmington, NC

Along with heavy representation from institution in the southeastern United States, the conference also saw presenters from across the country, as well as visitors from India, Singapore and Turkey.

Traditional sessions were complemented with special offerings featuring Wilmington's new convention center and collaborative visioning process. A pre-conference presentation by the Alliance for Innovation focused on the importance of innovation, partnerships and organizational renewal in the current environment of government fiscal crisis.

Plenary luncheons featured presentation of annual SECoPA awards, along with engaging presentations by Meredith Newman, ASPA president, and the Honorable Carolyn Justice of the North Carolina General Assembly. Newman's presentation focused on the need to improve response capacities in anticipation of potential crisis and disaster, while Representative Justice focused her remarks on the importance of a personal commitment toward ethics for those in public service.

Winners of 2010 SECoPA awards include:

- Donato J. Pugliese Award Professor Ed Jennings, University of Kentucky
- Senator Peter B. Boorsma Award Professor Allan Rosenbaum, Florida International University
- Distinguished Public Service Practitioner Award William E. Solomon, Miami-Dade Parks & Recreation
- Robert Kline Award (Best Master's Student Paper) Meredith Howes, University of Kentucky
- Morris W.H. Collins, Jr. Award (Best Ph.D. Candidate Paper) Winner–Gina Scutelnicu, Florida International University Honorable Mention–Matthew Howell, University of Kentucky)

Attendees were impressed with the conference's positive atmosphere, along with the visible work put forth in organizing and hosting the event by the University of North Carolina at Wilmington's MPA Program.

"Tom Barth (UNC-Wilmington) and company are to be congratulated for putting on a first rate conference," said past SECoPA Chair Steven Condrey. "The annual SECoPA conference is a clear model for other regions to follow in designing a conference that unites the academic and practitioner communities."

As conference chair, Barth declared this year's SECoPA a rousing success. "It was gratifying to see the wonderful mix of faculty, students and practitioners at the SECoPA 2010 Conference."

"I have discovered first-hand what makes the annual conference so special…tremendous cooperation, collegiality and a welcoming atmosphere for many students and practitioners who are presenting for the first time," Barth added. "However, it was also special to see so many leading scholars from the field also in attendance, sharing their insights and offering suggestions. Thank you to all the SECoPA 2010 participants!"

During the final evening reception, attendees learned about plans for the 2011 SECoPA, scheduled for September 21st-24th in New Orleans. A raffle and silent auction were also held, raising $1,370 for the SECoPA Endowment Fund.

"Once again, I left a SECoPA Conference energized about the many panels I attended and proud to be a part of an organization that takes its work seriously," said incoming SECoPA Chair, Dorothy Norris-Tirrell.

To learn more about SECoPA, visit their website, *www.aspaonline.org/secopa*.

ASPA Member Kenneth Hunter is the budget & evaluation manager for the City of Rocky Mount, NC, and serves on the Executive Committee of the Association for Budgeting & Financial Management and is a Board Member and Webmaster for the North Carolina Local Government Budget Association. Email: kenneth.hunter@rockymountnc.gov

Call for Papers

Accountability and Organizational learning

We are inviting papers that use either qualitative or quantitative approaches for contributing to the study of "Accountability and Organizational Learning."

Please submit a brief abstract of the proposed contribution to ahalachmi@hotmail.com or dorothea.greiling@jku.at by January 20, 2011, for the initial selection. You would be notified by January 31st if your paper is invited. An advance draft of the paper (20 pages or so) which complies with the style of *Public Performance and Management Review* (PPMR) is expected to be received by May 1, 2011. Following a blind peer review (and any needed revisions and subsequent reviews) the final drafts of the accepted papers would be due by August 30, 2011. The symposium would be published by PPMR in 2012.

ASPA Contributors

Supporting Contributors

Lewis D. Fisher
Ocean, NJ

Frederick S. Lane
East Sandwich, MA

Robert F. Abbey, Jr.
Bowie, MD

Wendy A. Haynes
Pocasset, MA

Jean Hays Peretz
Knoxville, TN

James M. Grant
Van Nuys, CA

Michael V. Jameson
Ozone Park, NY

Cliff Lippard
Hermitage, TN

Fred Palm
New York, NY

Donald J. Calista
Poughkeepsie, NY

James Thurmond
Missouri City, TX

Sheldon Edner
Fredericksburg, VA

Sustaining Contributors

Sheila Beckett
Austin, TX

Individual Contributors

Mark Plaushin
Center Valley, PA

Eva Johnson
Murrieta, CA

SPAR Best Book Award

Nominations Sought

The American Society for Public Administration's Section on Public Administration Research (SPAR) is seeking nominations for its annual book award for public administration scholarship. Evaluative criteria include outstanding accomplishment of the research objectives, high-quality writing, and potential to constitute a lasting contribution to the public administration literature.

Books with copyright dates in either 2009 or 2010 are eligible. The book's orientation may be quantitative, empirical, interpretive, ethnographic, historical, archival, normative or theoretical. Textbooks and edited volumes are not eligible. A maximum of two book nominees will be considered from any single publisher.

The winner of the award will receive a plaque, a small honorarium, and notice published in the American Review of Public Administration. The award will be presented at the SPAR section meeting in Baltimore at the 2011 ASPA conference.

Nominations, including a short justification relative to the above criteria, should be made via e-mail to: Stuart Bretschneider, Ph.D., Associate Dean and Chair, Department of Public Administration, The Maxwell School, Syracuse University, Syracuse, NY 13244 email: sibretsc@maxwell.syr.edu

Deadline for receipt of copies of nominated books is January 10, 2011, but earlier submissions are encouraged. Publishers are encouraged to send a copy of each nominated book to Professor Bretschenider (listed above), and to the committee members listed below.

Domonic A. Bearfield, Ph.D.
Assistant Professor
The Bush School of Government and Public Service
Texas A&M University
4220 TAMU
College Station, TX 77843-4220
dbearfield@bushschool.tamu.edu

Louise K. Comfort, Ph.D.
Professor
Graduate School of Public and International Affairs
University of Pittsburgh
3930 Wesley W. Posvar Hall
Pittsburgh, PA 15260
lkc@pitt.edu

New ASPA Members

ASPA welcomes the following new members from the months of SEPTEMBER and OCTOBER 2010.

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

Jeff Boivin	Arizona
Diane Dayson	Arizona
Matthew Heil	Arizona
Brian Kolosick	Arizona
David Oppenheim	Arizona
Jane Parker	Arizona
Jamar Bennett	Arkansas
Henry Brooks, IV	Arkansas
Molly Morton	Arkansas
Brandon Waddell	Arkansas
Gregory Armstrong	At Large Member
Nancy Blackburn	At Large Member
Stefano Donati	At Large Member
Mitchell Doty	At Large Member
Lesli Hartnett	At Large Member
Verna L. Jameson	At Large Member
Kelley Kagele	At Large Member
Shandra McDonald	At Large Member
Jameel J. Pugh	At Large Member
Rosa Ramirez	At Large Member
Timothy Steinitz	At Large Member
James Walker	At Large Member
Charles Warholak, Jr.	At Large Member
Cheryl Winston	At Large Member
Angela Newell	Centex
John Peterek	Centex
Rachel Snell	Centex
Travis Snell	Centex
Isabel Sam	Central California
Jaime Alberti	Central Florida
Rachel H. Calderon	Central Florida
David J. Maloney	Central Florida
Gertrude D. McDaniel	Central Florida
Carla Miller	Central Florida
Shari Orr	Central Florida
Tyler T. Tanaka	Central Illinois
Kyle Buntain	Central Missouri
Michael Atwood	Central New York
Michael Sapak	Central New York
Ronald Walsh, Jr.	Central New York
Aaron Deuschle	Central Ohio
David Mullins	Central Ohio
Melissa Wenzel	Central Pennsylvania
Jacob M. Adams	Chicago Illinois
Jeff Boivin	Chicago Illinois
Cynthia Carruth	Chicago Illinois
Radha Hemmige	Chicago Illinois
Sonya Long-Hargrove	Chicago Illinois
Johana Muriel-Chandler	Chicago Illinois
Casey Nathan	Chicago Illinois
Sheryl Phillips	Chicago Illinois
Adam Elliot Rowe	Chicago Illinois
Dale Upright	Chicago Illinois
Falon Casey	Colorado
Adam Dorritie	Colorado
Jill Fox	Colorado
John A. Grant	Colorado
Rose-Etta HORN	Colorado
Ann Horwich-Scholefield	Colorado
Bernadette Klatkiewicz	Colorado
Samantha Mosier	Colorado
Frank Valdez, Jr.	Colorado
Victoria Ybanez	Colorado
Vijay Chowdhari	Connecticut
Laura DeMaio	Connecticut
Victoria L. Fagan	Connecticut
John Orofina	Connecticut
Vincent A. Pacileo, IV	Connecticut
Brooks W. Parker	Connecticut
Jacob Soffronoff	Connecticut
Tamara Titre	Connecticut
Christopher Willis	Connecticut
Jeralynn Miller	Delaware
Abobaker Mused	Delaware
Gaukhar Ospanova	Delaware
Stephanie Patterson	Delaware
Brandon Rabidou	Delaware
Meredith Seitz	Delaware
Mark Angott	Detroit Metropolitan Area
Rebecca Baucum	Detroit Metropolitan Area
James Corey	Detroit Metropolitan Area
David O. Kasdan	Detroit Metropolitan Area
Matthew Lane	Detroit Metropolitan Area
Scott Trumbo	Detroit Metropolitan Area
Brandon Watkins	Detroit Metropolitan Area
Chris Acuff	East Tennessee
Gayla Schaefer	East Tennessee
William Cordero, Jr.	Eastern North Carolina
Matthew Kuhn	Eastern North Carolina
Boaz Oyor	El Paso/SE New Mexico
Michael Waters	El Paso/SE New Mexico
Thomas Briggs	Empire State Capital Area
Robert Fetterly	Empire State Capital Area
Yunxuan Gao	Empire State Capital Area
Christine Gifford	Empire State Capital Area
Jacqueline Joslyn	Empire State Capital Area
Jillian J. Kirby	Empire State Capital Area
Jin Kurosaka	Empire State Capital Area
Ashley Lavigne	Empire State Capital Area
Jinwon Park	Empire State Capital Area
Jason Rielly	Empire State Capital Area
Ilana Shapiro	Empire State Capital Area
Benjamin Spear	Empire State Capital Area
Erica Taylor	Empire State Capital Area
Shen Wang	Empire State Capital Area
Melinda White	Empire State Capital Area
Craig Christensen	Evergreen
Karen Fishler	Evergreen
Linda Lake	Evergreen
Michael Mead	Evergreen
Frank Valdez, Jr.	Evergreen
Stephanie Collett	Georgia
Tina Lee Dingle	Georgia
Lauren Hamilton Edwards	Georgia
Glenda Johnson	Georgia
Theodore Lee, Jr.	Georgia
Jamillah D. Monroe	Georgia
Steve Northam	Georgia
Michelle Robison	Georgia
Gloria Rudolph	Georgia
Cristin Seymour	Georgia
Lilia G. Tzvetanova	Georgia
LaToya Webb	Georgia
Alcia A. Allen	Gold Coast
Hedda B. Beneby-Mitchell	Gold Coast
Islande Bonamy	Gold Coast
Kelly M. Brown	Gold Coast
Paul S. Comeau	Gold Coast
Debbie Etienne	Gold Coast
Valarie D. Grapshi	Gold Coast
Terrius D. Greene	Gold Coast
Hilda Gutierrez	Gold Coast
Guerlyne Lalaanne	Gold Coast
Celestia Marenco	Gold Coast
Martella M. Matthews	Gold Coast
Maria P. Molano	Gold Coast
Jeannie J. Nelson	Gold Coast
Bridget E. Rivera	Gold Coast
Paula P. Shea	Gold Coast
Christopher D. Steers	Gold Coast
Felisha L. Whitehurst	Gold Coast
Phillip Bryant	Greater Birmingham
Katie McDaniel	Greater Birmingham
Jitesh Parmar	Greater Birmingham
Regina Stewart	Greater Birmingham
Travis Brown	Greater Cincinnati
Aaron Deuschle	Greater Cincinnati
Susan Ellerhorst	Greater Cincinnati
Daniel Hoelting	Greater Cincinnati
Gargi Sarkar	Greater Cincinnati
Tracy A. Wilking	Greater Cincinnati
Adebola Adelegan	Greater Kansas City
Deanna Adkins	Greater Kansas City
Anamarie Aguirre	Greater Kansas City
Amy Bainbridge	Greater Kansas City
Tricia Barbarick	Greater Kansas City
Donald Barnett	Greater Kansas City
Kari Bliss	Greater Kansas City
Nathalie Brech	Greater Kansas City
James Brown	Greater Kansas City
Kyle Buntain	Greater Kansas City
Cinzia Calcara	Greater Kansas City
Meagan Campbell	Greater Kansas City
Nicole Campbell	Greater Kansas City
William Campbell	Greater Kansas City
Danijela Crncic	Greater Kansas City
Deletta Dean	Greater Kansas City
George Gatotho	Greater Kansas City
Jennifer Ham	Greater Kansas City
Juaquan Herron	Greater Kansas City
Loan Huynh	Greater Kansas City
George Kahacho	Greater Kansas City
Erika Lord	Greater Kansas City
Aaron Lyman	Greater Kansas City
Gabriel Martin	Greater Kansas City
Nicholas McDaniels	Greater Kansas City
Carol McIntyre	Greater Kansas City
Robert McKay, Sr.	Greater Kansas City
Denni Moore	Greater Kansas City
Ann Muchina	Greater Kansas City
Norman Mureithi	Greater Kansas City
Courtney Nave	Greater Kansas City
Benjamin Ochieng	Greater Kansas City
Betty Peck	Greater Kansas City
Mary Rhodes	Greater Kansas City
Patricia Robinson	Greater Kansas City
Mylissa Russell	Greater Kansas City
Suzanne Scholz	Greater Kansas City
Robert Scott	Greater Kansas City
Catherine Seiwert	Greater Kansas City
Nathan Simecek	Greater Kansas City
Selena Smith	Greater Kansas City
Eric Stigar	Greater Kansas City
Amecia Taylor	Greater Kansas City
Nichole Tillman	Greater Kansas City
Sara Rising	Greater Rochester
Elayne Wesley	Greater Rochester
Sebawit Geneto Bishu	Hampton Roads
Bruce Brinkley	Hampton Roads
Kristyn N. Danson	Hampton Roads
Carleton Davis, Jr.	Hampton Roads
Kelly Doolan	Hampton Roads
Kenneth Goodman, Sr.	Hampton Roads
Kimberly P. Irvine	Hampton Roads
Michelle Lamb-Edwards	Hampton Roads
Katie A. Neill	Hampton Roads
Sheila Reshard-Bryant	Hampton Roads
Stanley I. Skinner	Hampton Roads
Stephen J White	Hampton Roads
Jo Wilson-Harfst	Hampton Roads
Tiare Ferguson	Hawaii
Erik Roberts	High Plains Texas
Andrew P Castanuela	Houston Area
Robert Kitto	Houston Area
Ronald Shelby	Houston Area
Heather Wobbe	Houston Area
Michelle Butcher	Hudson Valley
Joseph Ellman	Hudson Valley
Jason Rielly	Hudson Valley
Neal D. Buckwalter	Indiana
Matthew Sayre	Indiana
Elena Alvarez	Inland Empire
Shari Call	Inland Empire
Lisa Carter	Inland Empire
Jose Manuel Castillo	Inland Empire
Daniel Durham	Inland Empire
Julie Frazier Mathews	Inland Empire
Julie Froid	Inland Empire
Cesar Garcia	Inland Empire
David I'Anson	Inland Empire
Benny Jauregui	Inland Empire
Anita Jones	Inland Empire
Omar Jones	Inland Empire
Clifton Massingale	Inland Empire
Kathryn McCool	Inland Empire
Victoria Menzies	Inland Empire
Joshua Newman	Inland Empire
Linda Reich	Inland Empire
Christa Shelley	Inland Empire
Noe Torres	Inland Empire
Taku-Tamby Agbor	International Chapter
Lawrence John	International Chapter
Silvia Sommariva	Intl Electronic Chapter
Anthony Ubani	Intl Electronic Chapter
Patricia Carson	Iowa Capital
Heather Gibney	Iowa Capital
John R. Lund	Iowa Capital
Ryan Coleman	Iowa Central
Jacob Fowles	Kansas
Juliana B. McGuinn	Kentucky
Cruz Minerva	Kentucky
Ashley Simpson	Kentucky
Abi Smith	Kentucky
Candyce Batton	Louisiana
Lebra Bias	Louisiana
Jenita Blue	Louisiana
April Coleman	Louisiana
Jared Crawford	Louisiana
Cenceria Dalcourt	Louisiana
Eric Davis	Louisiana
Danielle Duffourc	Louisiana
Clarence Grant, Jr.	Louisiana
Cynthia Granville	Louisiana
Markyta Holton	Louisiana
Letha Johnson	Louisiana
Marlon Joseph	Louisiana
Cannon Kearney	Louisiana
Gregory LeBlanc, Jr.	Louisiana
LaQuita Mack	Louisiana
Kevin Mahdi	Louisiana
Donald Marshall, Jr.	Louisiana
Heather Moore	Louisiana
Carlestle Mullen	Louisiana
Matthew Penix	Louisiana
Heather Price	Louisiana
Claudia Randolph	Louisiana
Shannon Frank Reeves, Sr.	Louisiana
Kirk Robertson	Louisiana
Kevin Stewart, Sr.	Louisiana
Errica Taylor	Louisiana
Karen Walker	Louisiana
Jason Rielly	Lower Hudson Valley
April Avampato	Maryland
Jeffrey Bonnerwith	Maryland
James Butler	Maryland
Yong-Woog Choi	Maryland
Porsha Jones	Maryland
William J. Rogers	Maryland
Christie Sadler	Maryland
Lucinda Ware	Maryland
Emma J. Wimbush	Maryland
Edward Cooney, Jr.	Massachusetts
Benjamin Horowitz	Massachusetts
Johana Muriel-Chandler	Massachusetts
Nancy Santoro	Massachusetts
Thomas Thibeault	Massachusetts
Elizabeth Boyd	Memphis/Mid South
Willie Copeland	Memphis/Mid South
Karla Davis	Memphis/Mid South
Rachel Hennings	Memphis/Mid South
Tracy Richard	Memphis/Mid South
Joshua Shumaker	Memphis/Mid South
Christina Bright	Metropolitan Louisville
Elizabeth A. Senn-Alvey	Metropolitan Louisville
Shadia Alawamleh	Michigan Capital
Holly McDermitt	Michigan Capital
Carl L. Skillings	Michigan Capital
Heather L. Sturtz	Michigan Capital
Wickham Loren	Minnesota
Vanessa Pearce	Minnesota
Jennifer Pennington	Minnesota
Ta-Tanisha Anderson	Mississippi
Eunice M. Harris	Mississippi
Jennifer Hogan	Mississippi
Laura B. Hudson	Mississippi
Kywaii K. Lawrence	Mississippi
Ashley Thompson	Mississippi
Stephen Banea	National Capital Area
G. Stephen Barr	National Capital Area
Michael J. Barron	National Capital Area
Christine Becker	National Capital Area
Tommaso Boggia	National Capital Area
John Caccamo	National Capital Area
Danielle Hamer	National Capital Area
Alvin Manalo	National Capital Area
Hugette M. Moussodou	National Capital Area
William J. Rogers	National Capital Area
Mark Stevens	National Capital Area
Lucinda Ware	National Capital Area
Kymbra Williams	National Capital Area
Emma J. Wimbush	National Capital Area
Steve Martens	Nebraska
Changsoo Song	Nebraska
Richard Clausell	New Jersey
Angie McGuire	New Jersey
Kimone Williams	New Jersey
Carrie La Tour	New Mexico
Mark Agnello	New York Metropolitan
Peter Andryuk	New York Metropolitan
Guido Bertucci	New York Metropolitan
Sheena I. Blaise	New York Metropolitan
Sennon Celia	New York Metropolitan
Doran Chan	New York Metropolitan
Eliza Chu	New York Metropolitan
Stephen Coccaro, Jr.	New York Metropolitan
William Cooke	New York Metropolitan
Tommi Edwards	New York Metropolitan
Jodi Epstein	New York Metropolitan
Kara Eusebio	New York Metropolitan
Tynisha Felton	New York Metropolitan
Meredith Forde	New York Metropolitan
Elias Guevara	New York Metropolitan
Daniel Kaen	New York Metropolitan
Eshe M. Killian	New York Metropolitan
Kyong Il Lee	New York Metropolitan
Lauren Marinelli	New York Metropolitan
Jesus N. Martinez	New York Metropolitan
Melia Polynice	New York Metropolitan
Jason Rielly	New York Metropolitan
Lisa Rodriguez	New York Metropolitan
Matthew Salber	New York Metropolitan
Barbara Vinciguerra	New York Metropolitan
Ronald Walsh, Jr.	New York Metropolitan
Shen Wang	New York Metropolitan
Anastasia A. Williams	New York Metropolitan
Ayesha Williams	New York Metropolitan
Kimone Williams	New York Metropolitan
James Yurko	New York Metropolitan
Natasha Christie	North Florida
Victor B. Eno	North Florida
Paula Johns	North Florida
Bill Veach	North Florida
Lee R. Dotson	North Texas
Nicole O. Fontayne	North Texas
Gary Hensler	North Texas
Eric Hopes	North Texas
Daniel Ledbetter Ledbetter	North Texas
K Royal	North Texas
Larry Guervarra	Northeast Florida
Gabe Below	Northeast Ohio Regional
Donald Griffin	Northeast Ohio Regional
Kaye Justin	Northeast Ohio Regional
Andrew Trabulsi	Northeast Ohio Regional
Lourdes Naomi Alers	Northern New Jersey
John Gross	Northern New Jersey
Patricia F. Kettenring	Northern New Jersey
Cecilia Lavena	Northern New Jersey
Leland S. McGee	Northern New Jersey
Audrey Redding-Raines	Northern New Jersey
Patricia Robertson	Northern New Jersey
Chinmayee N. Trivedi	Northern New Jersey
Yonghong Wang	Northern New Jersey
Danny Harley	Northern Virginia
Lawrence John	Northern Virginia
Elaine M. Kaiser	Northern Virginia
Barbara Loggins	Northern Virginia
Andrew Wilson	Northern Virginia
Ashley Ensign	Northwest Ohio
Robert Arrington	Oklahoma
Caitlin D. McElroy	Oklahoma
Eric Pollard	Oklahoma
Ruji Rumery	Oklahoma
Clifton Massingale	Orange County
Deborah Scroggin	Oregon/SW Washington
John Snodgrass	Oregon/SW Washington
Beth Woodward	Oregon/SW Washington
William P. Eggleston	Philadelphia Area
Nancy Gabriel	Philadelphia Area
Onika Richardson	Philadelphia Area
Donald Cover	Piedmont Triad
Barry Adam Hege	Piedmont Triad
Dana Lehman	Piedmont Triad
Kathleen Patterson	Piedmont Triad
Kanisha Pennyman	Piedmont Triad
Beatriz Binkley	Pittsburgh Area
Cari Ciancio	Pittsburgh Area
Clayton Wukich	Pittsburgh Area
Angel A. Banks	Research Triangle
Laura M. Biediger	Research Triangle
Mary Etain O. Boyle	Research Triangle
Brooks J. Breece	Research Triangle
August Caravalho	Research Triangle
Seth D. Cutter	Research Triangle
Kristen Feneley	Research Triangle
Nicholas A. Geis	Research Triangle
Terri P. Goddard	Research Triangle
Jason A Goldstein	Research Triangle
Emily A. Guhde	Research Triangle
Amy R. Huffman	Research Triangle
Natasha Kenan	Research Triangle
Manal A. Khan	Research Triangle
Emily Leik	Research Triangle
Claire M. Long	Research Triangle
Marquita N McAlpine	Research Triangle
William F. McCarville	Research Triangle
Maureen C. McCormick	Research Triangle
Rachel Meyerson	Research Triangle
Kristen Obst	Research Triangle
Erik Osbourne	Research Triangle
Sarah R. Osmer	Research Triangle
Christal M. Perkins	Research Triangle
Mary Petersen	Research Triangle
Waldemar J. Pflepsen, III	Research Triangle
John Rible	Research Triangle
Carlyle P. Sherrill	Research Triangle
Lindsey J. Shewmaker	Research Triangle
Michael D. Smallwood	Research Triangle
Casselle A. Smith	Research Triangle
Hollie D. Stevenson-Parrish	Research Triangle
Brent D. Troxell	Research Triangle
Sarah Aneyci	Rhode Island
Edward Cooney, Jr.	Rhode Island
Elizabeth Gauggel	Rhode Island
Kamlyn Keith	Rhode Island
Lisa Lyons	Rhode Island
Colette Benson	Sacramento California
Anthony Egbuchulam	Sacramento California
Nicolas Lee	Sacramento California
Sean Middleton	Sacramento California
Krystal Williams	Sacramento California
Siobhan Foley	San Diego
Eva Johnson, DPA	San Diego
Mahabat Baimyrzaeva	San Francisco Bay Area
Christopher Beaven	San Francisco Bay Area
Matthew Caffiero	San Francisco Bay Area
Nathan Dahl	San Francisco Bay Area
Erik Distler	San Francisco Bay Area
Christian Ettinger	San Francisco Bay Area
Emily Garlock	San Francisco Bay Area
Amy Johnson	San Francisco Bay Area
Kyle Knopp	San Francisco Bay Area
Jennifer Lehane	San Francisco Bay Area
Hendrika Meyer	San Francisco Bay Area
Nathaniel Montgomery	San Francisco Bay Area
Joshua Newman	San Francisco Bay Area
Doris Padilla	San Francisco Bay Area
Amanda Rohlich	San Francisco Bay Area
Jennifer SantAnna	San Francisco Bay Area
Ryan Stone	San Francisco Bay Area
Jeremy Waen	San Francisco Bay Area
Wendy Weiden	San Francisco Bay Area
Beatrice Atkinson-Myers	Santa Clara Valley
Sion Belvin	Santa Clara Valley
Cassandra Blume	Santa Clara Valley
Mykell Discipulo	Santa Clara Valley
Caitlin Kniazewycz	Santa Clara Valley
Jennifer Arns	South Carolina
Phillip Hiers	South Carolina
Caroline T. B	South Florida
Arthur Blair, Jr.	South Florida
Taris Cassidy	South Florida
Ana J. Collis	South Florida
Kelly Carrara Day	South Florida
Nicole Ferguson	South Florida
Dana Gruber	South Florida
Hilda Gutierrez	South Florida
Marge Louima	South Florida
Jennifer Nolan	South Florida
Elizabeth M. Perez	South Florida
Mark Peterka	South Florida
Waldhys J. Rodoli	South Florida
Michelle A. Romano	South Florida
Ariadne Sousa	South Florida
Deborah Tavera	South Florida
Diane Yanez	South Florida
Frantz Beliard	South Texas
Cindy Crouch	South Texas
Edward Cunningham	South Texas
Lourdes Pyron	South Texas
Anglea Studer	South Texas
Benita L. Artis	Southeastern North Carolina
Patricia Carson	Southern California
Lisa Carter	Southern California
Jose Manuel Castillo	Southern California
Julie Frazier Mathews	Southern California
Cesar Garcia	Southern California
Victoria Menzies	Southern California
Elaine Ahumada, DPA	Southern California Area
Clarence Banks	Southern California Area
Trevor Blythe	Southern California Area
Agnes S. Chan	Southern California Area
Patricia Duran	Southern California Area
Colin J. Edwards	Southern California Area
Jodi Epstein	Southern California Area
Lisa Flores	Southern California Area
Julie Graham	Southern California Area
Amy Hammes	Southern California Area
Gail Marie Horton	Southern California Area
Roger Jackson	Southern California Area
Jay Jarrin	Southern California Area
Jane Kim	Southern California Area
Evelyn Lee	Southern California Area
Alice C. Liu	Southern California Area
Michelle McCall	Southern California Area
Eryn Mercer	Southern California Area
Meredith Miller	Southern California Area
Sevlian Misak	Southern California Area
Neal T. Morgan	Southern California Area
Max Moya	Southern California Area
Jacqueline Natividad	Southern California Area
Shoshana Raskas	Southern California Area
Andrea Stover	Southern California Area
Michelle D. Tsiebos	Southern California Area
Peggy Vadillo	Southern California Area
Ashley Wallace	Southern California Area
Jolie Courtney	Southern Nevada
Skip Grey	Southern Nevada
Nicholas Griffith	Southern Nevada
Pauline Hamilton	Southern Nevada
Eric Sharp	Southern Nevada
Lee Theresa	Southern Nevada
Ryan Coleman	St. Louis Metropolitan
Shunta Adams	Tennessee
Vanessa Alderson	Tennessee
Wendy Dial	Tennessee
Bryan Farlow	Tennessee
Elizabeth Herriman	Tennessee
Marie Martin	Tennessee
Elvita Rosser	Tennessee
Lenore Vollmar	Tennessee
Bryan Farlow	Tennessee Valley
Nathan Raby	Tennessee Valley
James Randle	Tennessee Valley
Marie R. Clerger	Treasure Coast
Carlos E. Duran	Treasure Coast
Keith L. Herring	Treasure Coast
Randall A. Maale	Treasure Coast
Fatemeh Moharer	Treasure Coast
Ronald R. Parrish	Treasure Coast
Cathy E. Richards	Treasure Coast
Rex Temple	Treasure Coast
Brenn Bybee	Utah
Rebecca Prescott	Utah
Jean Capel	Virginia
Faith Gibson	Virginia
Brandon Waddell	Virginia
Julie Schuitema	West Michigan

Chapter News

Members Help Organize Symposium on China Studies

Nebraska ASPA Members, the University of Nebraska, Omaha School of Public Administration and China-America Association for Public Affairs (CAAPA) Host Event

Yilin Hou, Yonghong Wu, John Bartle and Mary Hamilton

Interest in China studies has steadily and substantially increased in recent years within and among the research community, which has created a momentum and an associated need for a platform of academic exchanges for such research. In order to meet this need, the China-America Association for Public Affairs (CAAPA) and the School of Public Administration, University of Nebraska at Omaha jointly organized and sponsored a one-day symposium on China studies on October 6th, 2010 on the campus of the University of Nebraska-Omaha in the newly renovated home of the College of Public Affairs and Community Service.

The purpose of this symposium was threefold: o provide a forum for scholars in the broad field of public affairs, in particular public finance and budgeting, to exchange their research on China-related studies;to promote academic exchanges between American and Chinese scholars; and to advance and broaden the horizon of public administration to a global perspective.

Left: Yilin Hou, president of CAAPA, University of Georgia; right: recipient of CAAPA Outstanding Contribution Award, William Joseph Sullivan, assistant dean, Maxwell School, Syracuse University.

The symposium has drawn attention from many Chinese and American scholars inside and outside of the United States. The symposium consisted of four panels that covered a wide range of topics related to China, including fiscal decentralization and regional development, financing infrastructure and public debt, financing public education and population migration, and budgeting reform and comparative studies.

The quality of the research was high, and several participants were able to make connections with others who had similar research interests.

During the symposium, CAAPA also presented its Outstanding Contribution Award to William Joseph Sullivan, assistant dean of the Maxwell School of Syracuse University. At the award luncheon, Yilin Hou, president of CAAPA, introduced Sullivan by outlining many activities that he has been involved in to advance the development of public administration in China, as well as his important support for CAAPA since 1998. In his reception speech, Sullivan reviewed the Maxwell School's involvement in public administration education and research in China, in which he has been a critical figure. He also expressed his high hopes for CAAPA's further growth in the future.

The School of Public Administration, University of Nebraska at Omaha provided logistics support to the symposium. John Bartle, director of the School also chaired the first panel. The other three panel chairs were Yilin Hou (University of Georgia), James Douglas (University of North Carolina at Charlotte), and Yonghong Wu (University of Illinois at Chicago). The symposium won praise from many colleagues. CAAPA will regularly organize such symposiums.

Section News

SWPA to Highlight Women in Senior Leadership Positions in Public Administration at ASPA Conference

Suzanne Discenza, Elisabeth Graffy

With the increasing visibility of women in high political office and public service in the U.S. following the 2008 federal and 2010 midterm elections, and through inroads toward breaking the "glass ceiling," issues of gender in public administration demand renewed analysis and serious debate among both academics and practitioners.

For example, Nancy Pelosi was the first woman to be elevated to the powerful position of Speaker of the House in 2007, and Letitia Long recently became the first woman to lead a major U.S. intelligence agency as the new Director of the National Geospatial-Intelligence Agency. Marcia McNutt was the first woman appointed as Director of the U.S. Geological Survey.

For the first time 2010 also heralded three women as seated justices on the U.S. Supreme Court: Ruth Bader Ginsberg, Sonia Sotomayor, and Elena Kagan. Do these women represent an overall trend in the role of women in public administration or are they special cases? Can gender now be left aside as an issue of concern in public leadership? If not, have the key questions changed?

Moreover, with the increasing numbers of women of color in higher leadership positions in government, additional questions surface, such as: Does racial/ cultural background affect one's ability to govern distinct from gender? On November 2, 2010, Susana Martinez of New Mexico became the first female Latina governor in America, and Nikki Haley of South Carolina became the first Indian-American female governor, adding women of color to key political offices. These and other women of color in high political office will surely command special interest.

The Section for Women in Public Administration (SWPA) is pleased to announce its new Professional Development series on "The Changing Face of Women's Leadership in Public Administration." During forthcoming issues of the SWPA Bridging the Gap Newsletter, women leaders on the national scene will be highlighted for their service and leadership contributions in government and not-for-profit agencies

SWPA will further explore these and related issues in a Professional Development Workshop during the 2011 ASPA Annual Conference, March 11-15, 2011, in Baltimore.

The workshop will first highlight a panel discussion comprised of women in leadership roles in public service/political office as well as academics engaged in the scholarship of the interplay of gender, race/culture, and other subgroups. The second phase of the workshop will bring all participants together into small break-out groups to discuss issues raised by the panel and to make suggestions toward exploration of related topics.

ASPA National Council Candidates Submit Statements

Vice Presidential Candidate

Steve Condrey

University of Georgia

Public service is one of the highest professional callings a person can have. ASPA provides the intellectual home for those interested in the study and practice of public administration. My vision of ASPA is one of a viable and inclusive organization. As we approach our 75th anniversary we should be cognizant of the public servants who have sustained the organization over its history and who have been eager to expand our organization to others both here in the United States and abroad. Our organization is a healthy one and we have a bright future. If elected to the office of Vice President, I will seek to continue our progress in strengthening ASPA's reputation as the leading public service professional organization in the United States and abroad.

If elected, I will need your help. I will seek assistance from a broad spectrum of volunteers to become involved in all facets of ASPA: local chapters, regional conferences, sections, national committees and national conferences. I encourage each of you to become involved in one or more of these areas, and to continue to make ASPA an open and welcoming organization.

It has been my great pleasure to serve ASPA as a local chapter officer, section leader, national council member, SECoPA chair, and SIG chair. I have extensive experience in both a university setting and in public administration practice. l believe that ASPA is the best venue to join these two interrelated paths of public service. I respectfully ask for your support in my nomination for Vice President.

ASPA will again be conducting online balloting for this year's National Council and Vice Presidential Elections.

A ballot was emailed to you on OCTOBER 15TH.
Polls close on DECEMBER 31ST, 2010.

District I Candidate

Ann Hess Braga

Boston City Council

Ann Hess Braga, Esq. MPA is in her first year as Chair of the Section on Personnel and Labor Relations. She currently serves as the Staff Director of the Boston City Council since October 2000. During her tenure, Ann has developed and implemented a rigorous hiring process that has professionalized the Council's Central Staff; facilitated the Council's 2000 redistricting process; and has streamlined processes and procedures using technology.

Before becoming Staff Director, Ann served as the Special Assistant to the Massachusetts Board of Education and was the Research Director and a Budget Analyst for the Council. In 1999, Ann received her Juris Doctorate Cum Laude from Suffolk University Law School while working full time. Ann also earned a Bachelor's Degree in Political Science and a Masters Degree in Public Administration with a concentration in public budgeting and municipal finance from the University of Connecticut.

Ann's experience with ASPA began in 1990 as a student, and now includes being a Life Member of ASPA and membership in various sections including: Personnel and Labor Relations, Public Law, and Women in Public Administration. Ann has served as a Massachusetts Chapter Council member and served as President Elect/Program Chair and President of the Chapter. She is currently Chair of Strategic Imperative Group 1 – Be Member Focused and continues to serve on the Finance Committee.

Ann complements her lifelong educational and professional commitment to public service with volunteer activities including Ann's work with the Academy of Public Service includes having served as a mentor, guest speaker, and employer for high school students. For more than a decade, she has worked with other City Hall staff to coordinate the Summer Jobs in City Government program providing jobs for high school students, and developed the "Your Government and You" training program for students to learn about the rights and responsibilities of government and its citizens.

District II Candidate

Susan Gooden

Virginia Commonwealth University

Susan T. Gooden, Ph.D., is a Professor and Director of Graduate Programs in the L. Douglas Wilder School of Government and Public Affairs and Executive Director of the Grace E. Harris Leadership Institute at Virginia Commonwealth University (VCU). Gooden has been an active member of the American Society for Public Administration (ASPA) since 1995 and regularly attends and presents at ASPA National Conferences. She currently serves as chair of the Section of Public Administration Research and chair of the Founders' Forum Fellows Selection Committee. She is a member of the Conference of Minority Public Administrators (COMPA); the Section on Personnel Administration and Labor Relations (SPALR); the Section on International and Comparative Administration (SICA), and is a member of the Virginia Chapter. Her other recent service to ASPA includes serving as a member of the President's Advisory Committee (2007-08); the ASPA conference program committee (2007-08), the Gloria Hobson Nordin Social Equity Award Committee (2007-present); and serving as a member of the PAR Editorship Selection Committee (2010). She is a Fellow of the National Academy of Public Administration, an elected member of the national policy council of the Association for Public Policy Analysis and Management (APPAM) and recently completed an elected 3-year term on the executive council of the National Association of Schools of Public Affairs and Administration (NASPAA).

Gooden has published numerous scholarly articles, book chapters, and technical reports in the areas of social equity, welfare policy, and post-secondary education. She has conducted several research studies for MDRC, as well as for other national research organizations. She teaches courses in Public Policy and Administration, Social Equity and Public Policy Analysis, Research Methods, and Social Welfare Policy. Prior to her current academic appointment, Dr. Gooden was an Associate Professor at the Center for Public Administration and Policy at Virginia Tech, where she served as Founder and Director of the Race and Social Policy Research Center. She has served as a visiting scholar-in-residence at the Institute for Research on Poverty (IRP) at the University of Wisconsin-Madison. A native of Martinsville, Virginia, she received her Ph.D. from the Maxwell School of Citizenship and Public Affairs at Syracuse University.

District III Candidate

James Ward

University of Mississippi for Women

For more than 20 years, I have been actively engaged in public administration through teaching, research and service. One of my top priorities is to continue my work in helping to make the premiere public service organization stronger through enhancing its visibility and accessibility.

My contributions to the American Society for Public Administration include: member, Strategic Imperative Group II; treasurer and executive board member, Section on Intergovernmental Administration and Management (SIAM); chair, Public Administration Times editorial board; member, Gloria Nordin Social Equity Award Committee; executive board member, Southeastern Conference for Public Administration (SECoPA); executive board member, Conference of Minority Public Administrators (COMPA); member, National Program Committee.

I have served the profession in the following ways: National Academy of Public Administration (NAPA) Standing Panel on Social Equity in Governance, Journal of Public Affairs Education (J-PAE) editorial board, Journal of Public Management and Social Policy editorial board, textbook reviewer, manuscript reviewer for various academic journals, author of numerous journal articles and conference presentations, MPA Program Director, published author, and more.

I am committed to growth and change, principled leadership, ethics, and integrity. If elected, I will work diligently to

- Provide incentives to reactivate and re-energize local chapters.
- Maintain a strong balance between practitioner and research oriented forums.
- Increase collaboration with other public service organizations that share ASPA's goals and ideals.
- Promote social equity and diversity in all areas of the public service.

I ask for your vote and your support. Thank you for your consideration.

District IV Candidate

Abraham Benavides

University of North Texas

As a student, practitioner, and academic I have now been involved with ASPA in a

ASPA National Council Candidates Submit Statements

number of capacities for the past 16 years. Early on I was a council member of the Greater Akron Area Chapter. This was my first exposure to the inside workings of an ASPA chapter and where I learned about the challenges and opportunities facing local chapters. While there I helped organize career fairs, participated in organizing monthly meetings, and assisted in the organization of the District II conference in Akron, Ohio. For the past 7 years I have served as the President of the North Texas Chapter of ASPA where I have had the opportunity to work with some wonderful people. We have had some meetings with exceptional attendance and others with just a few administrators. I have learned the value of partnering with other public service organizations and how to cater to the needs of local members. In 2008 I had the opportunity to be a co-chair of the host committee for the ASPA national conference held in Dallas, Texas. This experience exposed me to the operations of ASPA at the national level. My dedication to the organization and my commitment to advancing ASPA's mission are unconditional.

ASPA's staying power attests to its fundamental core values and to the commitment of its members. My contributions will not be to change foundational pillars but to strengthen them, nourish them, and to seek ways in which we can all continue to support the public service. I look forward to working together with you to further establish ASPA as the association of choice in the public sector. Thank you for your support.

District V Candidates

William Emerson

Town of Dewey-Humboldt

I am in public administration because I believe in the value of good governance, and fear the other kind. More than at any time in human history, we are challenged to live together, cooperate, specialize, and flourish in highly concentrated masses -- connected by concrete and the web, but less and less by long-standing friendships and close family. Old institutions are under threat, and new ones need to be carefully crafted. As in the past, I expect academicians and local leaders in the thousands of cities and towns across the country to research, experiment, and ultimately succeed in finding innovative, effective strategies for increasing competence and freedom as we share communal responsibilities.

If elected, I will work to affirm our professional role in lighting the way forward by: supporting the Society's staff, Bylaws, and ethics; carefully considering policy choices about the role and future of the Society; and otherwise contributing in any way that the members and staff feel I might be useful.

Alfonso "Al" Noyola

City of North Las Vegas

Alfonso Noyola was named Acting Director of Administrative Services and Finance in June 2010. This position consolidates General Services, Information Technology and Finance.

Noyola previously worked as the Assistant Director of Administrative Services, overseeing the Police Department Administrative Services Command, which includes six divisions providing internal and external support to police officers, city government and the community.

Noyola is a retired Air Force officer and holds a bachelor of science degree in business administration from Wayland Baptist University in Texas and a master's degree in public administration from Midwestern State University in Texas.

International Director Candidates

Robert Marraro

Corpus Christi Police Department

Public administration is at a critical juncture regarding sustainability issues, how it is viewed by citizens, and more importantly by us who call this profession our own or may be considering a future in it. As all levels of government feel the pinch of the recession, we need to be sensitive to the needs of our fellow colleagues around the world in well-established countries and developing nations. Each presents unique challenges and opportunities. ASPA is in an excellent position to capitalize on its leadership role as the pre-eminent professional association for public servants to build the bridges necessary leading to collaboration and synergy on many levels, and also provide the necessary leadership to begin bringing everyone together to foster sharing globally among ourselves.

In my role as International Director, I intend to work with all international governmental entities, NGOs, institutions of higher learning and their representatives to mutually advance each other's best interests. Until that dialogue occurs, we cannot achieve success. Because ASPA recognizes the importance of creating this new position, it is a positive reflection on what the future holds regarding our ability to share and build our body of knowledge together, for the advancement of the greater good of our profession and citizens. Under my leadership, I will begin fostering the relationships on which to build a strong foundation and what will become an opportunity for ASPA to become the "go-to" organization that not only gets things done but can rally a global constituency in a timely manner to champion our cause.

The time is ripe to leverage our position in our profession, lead the way and build a synergy that will not only strengthen ASPA's position but be the one organization serving as the unified voice we hear representing the interests of many countries.

Sangeeta Sharma

University of Rajasthan

Candidate statement was not received before press time.

Donnell Scott

North Carolina Central University

Donnell serves as Director of the Executive Masters of Public Administration Program (EMPA) and adjunct faculty member in the public administration department at North Carolina Central University. He has also taught courses for the Duke University School of Continuing Education. In his capacity as Director of the EMPA Program, he has developed international programming at the University of Ghana, Government Institute of Management and Public Administration (GIMPA) and the University of Liberia Public Administration Department.

Donnell Scott brings real-world experience to his new book, "Workplace Politics: Survive and Advance" that brings an enlightening look on how workplace politics affect every position in the workplace both nationally and internationally. The book is written to guide recent graduates and reacquaint seasoned professionals.

Donnell has over 20 years of managerial experience and has served in a variety of administrative positions. His areas of expertise include strategic and tactical planning, operations management, fiscal management and the creation of cost-effective solutions. He joined K.S. Consulting Group, Inc. and as managing partner was responsible for the day-to-day operations of the company and the restructuring of the entire organization. Donnell served as the Chief Administrative Officer for the First Episcopal District, AME Church Economic Expansion Group, Inc., where he was responsible for directing economic development programs for 330 churches.

Donnell received his Doctorate Degree in Organizational Leadership from Nova Southeastern University, M.A. Degree from Seton Hall University, South Orange, New Jersey. He was graduated from North Carolina Central University, Durham, North Carolina where he received his B.A. Degree in Political Science. He continued his education as a member of the IBM President's Class at Harvard University.

Khad Munkhunur

Government of Mongolia

Candidate statement was not received before press time.

Student Representative Candidates

Jose Luis Irizarry

John Jay College of Criminal Justice

Jose Luis Irizarry is currently ASPA's National Council Student Representative, Adjunct Instructor of Public Management at John Jay College, Adjunct Instructor of Criminal Justice at St. Francis College, and Doctorial Student at Rutgers University's School of Public Administration and Affairs.

Jose earned B.S. (Legal Studies), MPA (Mgt. & Operations), and M.A. in Criminal Justice (Law & Procedure) degrees at the John Jay College of Criminal Justice.

Jose is also faculty advisor to several student clubs at John Jay College, Acting Secretary for the New York State Political Science Association, a Member of the American Association of University Professors and a Graduate Student Member of the Chi Alpha Epsilon National Honor Society.

Jose's interests are in leadership, diversity, public service, youth and delinquency, social equity, higher education administration, curriculum development, training, and professional development.

If elected to the position of ASPA Student Representative, he will continue to develop the position, advocate on behalf of students, serve as a point of contact for students, and assist in developing, organizing, and implementing events and opportunities specifically for students and new professionals. Additionally, he will continue to inform ASPA student and new professional members of opportuni-

See CANDIDATE STATEMENTS, pg. 27

ASPA on the Move Internationally: Delegation Attends Conference in Beijing

From PRESIDENT'S COLUMN, pg. 20

roles. Citizens are seeking responsive and accessible government that extends beyond distributive justice to address social inequities. They want accountability and transparency, and fair treatment at the hands of the state.

We have become painfully cognizant of how we are inextricably plugged into the global economy, a fragile environment, and the tragic choices of governments where we are not sovereign. It may well be the time for public administration to develop an international identity in response. Certainly, there is much to be gained from ongoing dialogue focused on the applied and immediate challenges.

Thomas Walkington: It is not often that one has the privilege of participating in an historic event. Such was the case at the recent international seminar hosted by CAG. It was a privilege to be an ASPA delegate to this event. It was a true reflection of collaboration in a global environment to improve collaboration among key international organizations focused on public administration and p.a. education and training. ASPA is clearly on the move, enhancing the profession of public administration in the United States and internationally.

Listening and interacting with delegates focused on enhancing the quality of public administration was intellectually stimulating and motivating. One highlight of the Seminar was the importance of leadership. I am reminded of a statement by Harland Cleveland, past president of ASPA and founding Dean of the Humphrey Institute of Public Affairs the University of Minnesota: "If you are serious about being a leader you should arrange to fall in love, early and often, with chaos and complexity." The conference gave new meaning to the saying "think globally and act locally."

Finally, one could not help but be impressed by the level of China's commitment to improving public administration demonstrated by the system of p.a. training institutes across the country and CAG at the national level. ASPA's signing of the MOUs with CAG will provide for future exchange of ideas and practices among scholars and practitioners alike and build bridges for future collaboration.

Jim Nordin: I was most impressed by three "nesses:" openness, graciousness and friendliness. I was extremely impressed with how seriously the Chinese take public service training. CAG trains thousands of civil servants each year. Public servants receive as much as three months training each year. The training includes the Chinese version of the "spirit of public service," and also includes leadership, management and technical skills. The entire week was orchestrated flawlessly. It was a marvel of coordinated effort. Finally, I have not had the experience of being part of an historic event before. Being able to be present at the signing of the two MOUs was really very moving. During the Seminar, one of the speakers stated that NGOs can frequently accomplish things that governments cannot. The agreements we signed are examples of that. Our memoranda were signed in true friendship and mutual respect. It was an honor and a thrill to be part of that.

Tom Liou: The Seminar provided an excellent opportunity for leaders and experts to discuss the challenges of the GFC. As Vice-President of ASPA, I gave a presentation on Global Crisis and New Governance Challenges. Facing economic, environmental and public health related crises, governments today need to play different roles to promote economic growth. New governance challenges include changes of the global and information environment, and regulatory policy and management. It is important for us to emphasize innovative education, research and collaboration among domestic and international public administration associations and organizations. I am very pleased to learn that many of my arguments and concerns have also been emphasized by presenters from CAG and other associations. The signing of the MOU was a strategic move for our organizations to develop more collaborative activities for their members.

Maria P. Aristigueta: During the weeklong seminar at CAG, we heard from scholars and practitioners from around the world address the governmental response to the GFC. The sessions ended with a final discussion on promoting collaboration among associations of public administration through the world; not far from the theme of the next ASPA conference, Public Administration without Borders. As we encounter our new realities, we must recognize that the world's interconnectedness affects our delivery of services and that there is much to be gained from collaborating with others in our field. I would like to encourage you to come to Baltimore with an open mind to hear research and practice from colleagues in Australia, China, Poland, the Netherlands, Estonia, Turkey, Morocco, South Korea, South Africa, India, Italy and many other countries (including our own country), to address some of our most pressing issues and provide public services during difficult economic times. I look forward to seeing all of you in Baltimore!

Steve Condrey: A Change is coming. It had been 12 years since I last visited Beijing. While tremendous infrastructure changes have reshaped the Beijing landscape in preparation for the Olympics and China's embrace of entrepreneurship, another, more important change appears to be taking shape. This change is not infrastructure-based but people-based. My impression is that Chinese society is much more open than it was a decade ago. This openness is fueled by a growing middle class and a hard-working and extremely intelligent younger generation that is increasingly aware of the larger world around them.

This historic event in Beijing contributes...to positioning our Association at the highest levels of engagement and discourse on addressing the local and global challenges that confront us.

What does all of this mean for public service? What does this new outward-looking China mean to ASPA? I believe it means several things for the practitioners, students and academics that call ASPA their intellectual home. CAG is eager to become more involved in the work that ASPA does. We expect that CAG and CSOAR leaders will be present at our annual conference in Baltimore. While the relationship between ASPA and CSOAR is just beginning, I can envision an exchange between the two organizations at the student, practitioner and academic level. More importantly, we are becoming acquainted with each other and the intangible benefits of such interactions cannot be underestimated.

A change is coming. One can only hope that it is change that recognizes the important role that public servants and public service can bring to the broader society in embrace of democratic values and institutions. ASPA's members should take pride that we are at the forefront of this global phenomenon.

Newman: This historic event in Beijing contributes in a very significant way to positioning our Association at the highest levels of engagement and discourse on addressing the local and global challenges that confront us. This effort will continue with the signing of an MOU with NISPAcee during our conference in Baltimore. ASPA is on the move!

ASPA member Meredith Newman is the Society's president and a professor and director of the department of public administration at Florida International University. Email: mnewman@aspanet.org

ASPA National Council Candidates Submit Statements

ties and events that are of interest to them.

Shawn Simmons

Abercrombie and Fitch

As a current MPA candidate and Public Administration major as an undergraduate, I believe that I have matured into a fervent "advocate for greater effectiveness in government [and] agent of goodwill and professionalism."

I am especially interested in using my knowledge and experience to contribute to the greater good. My personal contributions include volunteering in civic education, including assisting with the We the People competition in Rhode Island. Programs such as We the People are important to fostering public service, civic virtue, and the ideals that were used to form the U.S. Constitution. The significance lies in inspiring and empowering young adults to continue the American tradition that has been passed on for over 230 years. Civic education awareness and application allow these ideals to go unharmed and the concept of popular sovereignty to stay alive.

Public administration is important because we do advocate government effectiveness and promote the successful compromise the ideals of classical republicanism and natural rights philosophy. As such, it is important for public administrators to make sound decisions that will be relevant in this transformational time in world governments. Public administrators are charged with being innovative, effective, efficient, and ethical professionals. We shape the climate for constituents and politicians, alike, by providing a comprehensive flow of information to make informed decisions.

If I were elected as ASPA's Student Representative, I would explore how current and future public administrators could "do more, with less" with consideration for the current state of the world economies. It is imperative that public administrators devise an entrepreneurial approach in maintaining their areas of responsibility, as well as becoming aware of the trends and prospects that can impact their towns, cities, states, or national-level governments and/or agencies. As student representative, I would find ways to incorporate this trend to our association.

Steven Belec

Boston Public Health Commission

Steven Belec has over 10 years of experience working in the public and non-profit sectors. He is currently Director of the oldest information & referral line in the state; the Mayor's Health Line at the Boston Public Health Commission. As a public health advocate in this program, Steven has worked tirelessly with stakeholders towards issues of health care access and coverage and is currently assisting on the implementation of the Affordable Care Act in his state. Recently, Steven was also responsible for launching the nation's first anti-cyberbullying hotline which received wide media attention including a story on World News Tonight. Prior to working in local government, Steven worked in program management at a non-profit organization that focused on issues of LGBT health and HIV/AIDS. He began his professional career working on elder affairs issues and as staff on several political campaigns. Through college, Steven also became well versed in the workings of Arby's drive-thru operations. He graduated cum laude from UMass Amherst where he received the Senior Leadership Award in 2002 with a major in Communication and minors in Sociology, Political Science, and a Certificate in Film Studies. He is a member of the Pi Gima Alpha National Political Science Honor Society and his work has led him to be recognized most recently with the "Team Award for Innovations in Public Health". Currently, he is an active member in the American Public Health Association and ASPA. Steven enjoys pop music, watching PBS, tweeting, and volunteering for progressive organizations. He is currently pursuing his Master of Public Administration (MPA) at Suffolk University.

Kathy Pelleran

Fight Crime: Invest in Kids Michigan

Association in ASPA is both a professional development tool and a tool to help develop the profession. Reaching out to students is member focused. Students help energize and strengthen chapters and sections, and are part of building ASPA for the future as they grow in the organization and start to take on larger roles. Most students today are comfortable with technology and utilize it for networking. However, networking can be enriched through professional relationships built in common association in a premier society like ASPA. Last April as a Founders Forum Fellow, I was fortunate to attend the ASPA national convention in San Jose. I'm encouraging other students to become more active and attend in 2011. The following vignette shares my philosophy in action.

Nearly three years ago I joined ASPA as a graduate student in the Public Administration program at Western Michigan University (WMU). I immediately realized the superb value of ASPA for students, especially its great potential through my local chapter. Although one's alumni association can keep us close to our alma mater – "Go Broncos!" – I believe that the ASPA affiliation is the glue to form and keep a tighter professional network, post-graduation, that facilitates continued professional development. Wanting that connection was not just a dream to let go. It was something where I wanted to make an investment that was student-focused. To that end, I initiated a "meet and greet" called, School to Jobs: Finding the Right Combination. More than 20 WMU MPA student co-hosts volunteered to co-sponsor the event with MiCAP, the Michigan Capital Chapter of ASPA. The camaraderie was evident. Since then, students and MiCAP have co-hosted similar events each Spring and Fall. I feel the energy. Each event builds upon the prior, with participants bringing others into the fold.

Your vote continues my dream.

CAREER CENTER

The (Not-So-Bad) Road to Happy and Hired

New York, NY–Money woes. A sense of rejection. Questions and pressure from family and friends. An uncertain future. If you've recently (or not so recently) lost your job, you know this dismal laundry list all too well. And while being forced into unemployment is never easy, knowing you're fighting so many other candidates for so few jobs really amps up the stress. (News of the recovery has yet to reach many employers!) That's why Kate Wendleton says it's crucial to take care of your mental health–and if you do the right stress-busting exercises, you'll also improve your odds of finding a job.

"There are few experiences in modern life more stressful than losing a job, even if the job wasn't a very good one," says Wendleton, president of The Five O'Clock Club (www.fiveoclockclub.com), the nation's premier career coaching and outplacement network. "It's all too easy to convince yourself that you'll never find another one. And besides being a terribly depressing mindset, it can turn into a self-fulfilling prophecy."

Wendleton knows all about helping people navigate this complicated job market. Hers is the only career program in which members meet with professional coaches and peers on a weekly basis in a friendly, club-type format. It offers small group career coaching across the U.S. and Canada. And its website–*www.fiveoclockclub.com*–provides hundreds of free articles and audio recordings on job searching and career development.

"I've seen it all before: People who stay upbeat, approach their search with a sense of balance, and work diligently and consistently every day will find a job when they are using the right job-search techniques," she promises. "Attitude counts for a lot more than you might think."

Here are a few suggestions from The Five O'Clock Club that will help you push through your job hunt stress and hear "You're hired!" in no time.

Realize it's okay to be "between jobs." When you have a job it's easy to tell the world what you d "I'm a divisional controller at Roland Chemicals," "I'm an administrator at St. Matthew's Hospital," or "I'm a marketing manager at Southworth Paper." But when you don't have a job, "So what do you do?" becomes a dreaded question. We resort to a euphemism, "I'm between jobs." Ironically, many folks don't really believe they're between jobs–even though it is absolutely the truth.

Stay in touch with colleagues and friends from your former workplace. Of course people don't stop being friends with people they used to work with. But when you're unemployed, that daily camaraderie is gone. "Let's get together for drinks one of these days" is now the reality instead of seeing Mark or Helen at the next desk every day–and sharing news of daily life as well as of the work to be done. It's true, insists Wendleton: One of the most painful aspects of not getting up and going to work every day is missing people who were fun to be around.

Treat your job search like a job. After many years of catching the 7:35 train or driving the morning commute and putting in 8- or 10-hour days, the lack of that routine can be disorienting. As much as we wish we could sleep late more often, as much as we welcome 3- or 4-day holiday weekends, our lives are structured around work schedules, whether it's nine-to-five or some other shift. When people are robbed of such routines, they can feel that they've been cut loose.

Exercise regularly and keep a healthy lifestyle. Regular physical exercise and a healthy diet help to reduce tension and stress. If your former routine involved going to the gym and you can still afford it, keep going. Or if you've given up your gym membership, a half-hour walk every day will do the trick on a budget. Keep an eye on what you're eating as well. If you're depressed, it's probably easier to order takeout or go for fast food instead of cooking, but this is not the time to neglect good nutrition.

Despite the worries, take time to enjoy the change of pace. Being freed from the nine-to-five grind means you finally have time to slow down and take stock of what you really want to achieve in your life. Many people have been charging ahead so intensely, so relentlessly, for so many years and putting up with demands and environments that drag them down that they haven't noticed they've strayed off course. Unemployment can be a time to think about your life and plot course corrections. Some of the questions you'll want to consider as you plan your job search are as follows:

- What matters to me the most?
- What do I want to do differently?
- What hasn't worked for me in the past?
- What was my own role (if any) in my job loss? What can I do better the next time?
- How am I taking care of myself?

Stay away from negative news and naysayers. Even in good economic times, you don't have to go far to find negative news about the world situation. During a recession, it's in your face 24/7. If you're in the job market and are having trouble keeping up your own morale, stay away from the news, especially headlines about massive layoffs and the high unemployment rate.

If you need to vent, vent! If you're angry, frustrated, feeling betrayed–whatever–find people to talk to about what has happened. But remember, there's only so much your family wants to hear, so it's best you find a support group where you can discuss your problems with people who are feeling the same pains you are.

Look at your unemployment as a business problem. When you had bad days at work, you analyzed whatever problem was plaguing you, marshaled resources and people, and came up with solutions. In the wake of job loss, your emotions–your hurt or anger–may be blocking this kind of response. But a great way to overcome that is to think of getting hired again as a business problem–you've rarely been stumped before, why now? Set your objective: To find a satisfying job that pays the bills. And develop your business strategy for achieving it. Track down the people who are in a position to hire you, position yourself appropriately, offer proposals to meet their needs, and turn interviews into offers. Remember, attitude alone won't get you there, but if you make sure you are using the right job-search techniques, after a while your unemployment business problem will be solved.

Celebrateshort-term successes. When you get up in the morning, don't grumble to yourself, "I'm looking for a job againtoday." Rather, set up some achievable goals for the day so that you end it with a sense of accomplishment. Write five more targeted letters. Identify ten more companies to contact. Make ten follow-up phone calls. Set up one or two networking meetings. Just being able to cross these goals off your list at the end of the day is a good feeling. And, of course, they often lead to something even better.

Keep on top of your game. So you don't go to the office from nine to five like you used to. That's no excuse to let your skills and knowledge slip. There's no better time than a job search to make sure you stay current and sharp. Use some of your time to catch up on reading journals and attending meetings of your professional associations. This might also be a good time to volunteer for an association committee in your industry or to help a friend in his/her business.

Have fun. You might be laughing at that suggestion. But in the same way that you get burnt out on your job after working non-stop for a month or two, you can get burnt out on your job search, says Wendleton–so make yourself walk away from it from time to time.

"If you stay positive and make 'I will persevere!' your motto, you will land a great job, sooner or later," promises Wendleton. "You are employable and this time of transition is exactly that–a transition. Besides, living in a place of hope just feels better than living in a place of despair. Always choose hope. You'll get to where you want to go just as fast, and the journey will be far more rewarding."

The Five O'Clock Club is a national outplacement and career coaching organization with certified career coaches across the United States. It is the only organization that uses a proven methodology—based on 25 years of research—to help members develop their careers or find new employment that's right for them. For more information, please visit www.fiveoclockclub.com.

Online Government Job and Internship Resources

www.PublicServiceCareers.org
ASPA's Online Career Center allows students and other members to post résumés, search a job database and apply for jobs online.

Hot Jobs/Cool Internships eNewsletter–*www.makingthedifference.org/federaljobs/hotjobs.shtml*

Federal Job Information– *www.makingthedifference.org*

www.careersingovernment.com
This site offers nationwide listings of jobs in government, education and the public sector. Search for a listing containing specific key words, or view a list of employers by state.

www.studentjobs.gov
This website is the one-stop portal for a range of employment opportunities for students within the federal government, whether in high school, college, or graduate school.

www.usajobs.gov
The official U.S. government job site, this site provides a database of over 14,000 federal employment opportunities.

www.ourpublicservice.org
The Partnership for Public Service offers several ways for students to learn about federal internship and job opportunities.

U.S. Department of Homeland Security (DHS) Scholarship Program

Supporting students interested in pursuing the basic science and technology innovations that can be applied to the U.S. Department of Homeland Security mission.

- Undergraduate students
- U.S. citizenship required
- Funding available for fall 2011
- Full tuition and monthly stipends
- Includes 10-week summer internships at federal research facilities or DHS Centers of Excellence
- Application Deadline: January 5, 2011

Complete information is available online at *http://www.orau.gov/dhsed/*.

Questions regarding the DHS Scholarship Program can be sent via e-mail to dhsed@orau.org.

Pay It Forward...*Career Advice from an ASPA Member*

Ethics and Responsibility

The issue of ethics and responsibility in the workplace is one that many people forget or ignore especially in the context of work. However, the concepts of ethics and responsibility should be given credence as they help us to carry out of our jobs successfully. Let us define ethics as systemizing concepts of right and wrong behavior. Essentially, this relates to moral behavior. We live in a connected world and this reinforces our sense of responsibility. For instance, in your aspirations to any political role, there are some points you must consider:

- Understand that you will be responsible to hierarchical structure; your superiors and your subordinates. You will have to account for resources, explain conduct and demonstrate how your actions and those of your subordinates align with the goals and commitments of your political party.
- You will be responsible to elected officials and you would be required to prepare proposals and implement legislation. This is your legal responsibility.
- You will be responsible to the public in terms of ensuring you understand and make allowances for their interests and demands. Your conduct therefore, must be satisfactory to the citizens of your country. This is your objective responsibility.
- Personal interests are referred to as subjective responsibility as they include your feelings and beliefs. Personal interests are important for your political role since it reflects a professional ethic developed through personal experience. You have certain beliefs not because of your role as a politician or administrator, but because of your values, character and upbringing. This gives you perception and allows you to behave in a certain way. If your personal interests do not align with how you behave, you can be accused of lacking integrity. It is only with integrity can you gain trust from your supporters and integrate your society. Therefore, your personal values and interests are important for carrying out your objective responsibility since it allows you to exercise discretion.
- One of the major ethical dilemmas for politicians lies in the balancing of their personal and public lives. This controversy arises from the clash of two legitimate moral claims. Firstly, individuals and public officials, in particular, have legitimate claims to privacy. Secondly, principals and citizens have strong rights to information about the persons who occupy public office.

Whatever your career path and in your aspirations to become leaders and authorities, you must act in a systematic manner, and this requires a framework for thinking and dialogue. Some points to consider along these lines are:

- Effective ethics in any organization harmonizes knowledge, reason, and experience into an integrated framework to stimulate inquiry, thinking, dialogue, and communities of ethical inquiry and practice. When you achieve this, you are equipped to achieve shared purposes.
- Ethics is the most fundamental way in which responsibility is satisfied. Without an integration of ethics and responsibility, you may face ethical chaos; ineffective ethical inquiry, thinking, communication, learning, leadership, action, and being. Therefore, you should adhere to the highest standard of moral and ethical conduct, respect all laws and refrain from corruption, extortion, fraud or bribery.

I truly hope that this discussion enlightens us all.

ASPA member Dana-Marie Seepersad is from Trinidad and Tobago and currently a PhD student at Walden University in the field of public policy and administration. Additionally, I am conducting doctoral research at the University of South Africa in International Politics with a specific focus in Sustainable Development. My background is International Relations, Communications and Literature Email: danamarie.s@hotmail.com

THE UN-COMFORT ZONE, *a column by Robert Wilson*

The Platinum Rule

Robert Wilson

Once upon a time, I met a beautiful, charming and witty woman and fell deeply in love. Over the months we dated I was the consummate romantic. I brought her flowers; wrote heartfelt love letters; and on occasion even sang to her. At one point she remarked that no one had ever treated her better. Then suddenly and unexpectedly she left me. I was devastated. When I asked her why, she replied, “You never listened to me.”

I had no clue what she was talking about.

Of course I listened to her. Didn’t I know her favorite foods, music and vacation spots? Absolutely! I also knew of her past struggles, her frustrations at work, and even her dreams for the future. Apparently it was not enough. In retrospect, I finally figured out the problem was that I had been too busy following the Golden Rule: “Do unto others as you would have them do unto you.”

Remarkably it wasn’t my ex-girlfriend who taught me this lesson, it was my cat. One morning while I was enjoying my coffee on the back porch, Roxy came up to my chair and meowed for attention. I picked her up, held her and started rubbing her soft fur. I knew from past experience that she didn’t like that, and she immediately began to squirm and try to jump out of my arms. Nevertheless - in the spirit of Albert Einstein’s observation that insanity is doing the same thing over and over again and expecting different results–I hoped that she would start liking it.

Finally, I turned her loose on my lap and petted her. She became very affectionate and gave me lots of nudges with her head and purred loudly. I used to think that my other cat, Spike, was the more loving cat because he likes to be held and cuddled, which is of course, what "I" want to do with a cat. Roxy does not like to be cuddled, and when I attempt it all she does is try to escape. I’ve learned that she still wants loving and wants to give it back, but it has to be her way. I realized it is that behavior which causes many people to see cats as aloof and unresponsive.

As Roxy worked her way around my lap, rubbing her face against my arms, legs, chest and face, I thought, “Everyone comes into our lives for a reason–usually to teach us something.” I looked at Roxy and said, “What are you here to teach me?”

Then it dawned on me that she was there to teach me the Platinum Rule: “Do unto others as they would have you do unto them.” In contrast to the Golden Rule which is all about “Me,” the Platinum Rule is all about “You.” The Golden Rule is about “Controlling.” The Platinum Rule is about “Giving.”

In other words, to motivate someone, give them what they want. I should have known this from the years I spent in the advertising business. I have taught hundreds of seminars where I advised my students, “When you create an ad, always put the prospect first; because when they see or hear it, all they are thinking is: What’s in it for me?”

I’m reminded again of the wisdom of Dale Carnegie who noted, “You can make more friends in two months by becoming interested in other people than you can in two years by trying to get other people interested in you." To do that he advises: “Be a good listener; encourage others to talk about themselves; talk in terms of the other person's interests; make them feel important - and do it sincerely.”

He then adds, “When dealing with people, let us remember we are not dealing with creatures of logic. We are dealing with creatures of emotion, creatures bustling with prejudices and motivated by pride and vanity."

Now wait a minute... surely, he’s talking about cats!

Robert Evans Wilson, Jr. is a motivational speaker and humorist. He works with companies that want to be more competitive and with people who want to think like innovators. For more information on Robert's programs please visit www.jumpstartyourmeeting.com.

SHARE and Rutgers-Newark Publish Book on Russian Political Graphics

From SHARE BOOK, pg. 19

THE CASE OF PIPE SUPPLY BEING A PIPE DREAM
Artist: Kunnap, V.
Poet: Smirnovsky, S.
"The Fighting Pencil" group, 1979

Memos, notices alone
Never get things done but stall.
And the pipeline, as we know,
Can't be built with a paper roll.
And it's not just in construction
We can make such an assumption.
Any job goes on standby
When parts are in short supply.

Additionally, before the collection had found its permanent place on SPAA's website, more than a hundred graphics from the collection were used to form SHARE-sponsored art exhibits and a panel session, along with SHARE's Soviet movie program, at ASPA's National Conferences in Atlanta and San Francisco. The art exhibit has also been displayed at several universities–Rutgers-Newark, Long Island University and Bowling Green State University.

The book *Red Tape from Red Square* is part of a rediscovery of a larger body of creative resources, such as novels, poetry, cinematography, theater, songs, sculpture, etc., many of which have been analyzed from an administrative perspective. Waldo's *The Novelist on Organization and Administration* (1968), Holzer, Morris, and Ludwin's *Literature in Bureaucracy: Readings in Administrative Fiction* (1979), and Goodsell and Murray's *Public Administration Illuminated and Inspired by the Arts* (1994) are a few such endeavors. That dialogue continues on a regular basis in the journal *Public Voices* and through SHARE.

The volume contains 303 full color graphics accompanied by text and, in many instances, poems all translated into English. Its cartoons and posters span the late 19th century through the 1990s. The 19th-century bureaucratic commentary in the book is "glanced" from a few biting cartoons found in satirical magazines of that period, sketches by some famous Russian artists, or by "lubki"–a popular old Russian art style combining a brief mocking commentary with the pictorial image that went back as far as the 16th century. The anti-bureaucratic satire of the Soviet era, often tame but telling–the main focus of the book–is represented by cartoons from newspapers and magazines of the 1920s through mid-1980s, the biggest being *Krokodil* and *Literaturnaya Gazeta*, as well as the "Fighting Pencil" posters.

Although the sources from which works reflecting the Perestroika period (mid 1980s through 1991) had been drawn remained mainly the same–*Krokodil* and "Fighting Pencil"–the bureaucratic commentary became quite different–very pointed, symbolic and politically charged. Finally, a small number of cartoons of the post-Soviet period included in the book helped highlight the persistence of certain bureaucratic phenomena, regime changes notwithstanding, or provide artistic and satirical reconceptualizations of new realities of the post-Soviet way of life.

Thematically, the volume is organized into seven major sections, many with a number of smaller subsections. Each section or subsection has a small introduction, and almost all cartoons come with additional commentary.

Copies of the book can be ordered at cost at:http://spaa.newark.rutgers.edu/home/publications

ASPA member Iryna Illiash is at Rutgers University-Newark. Email: iryna_illiash@hotmail.com

ASPA member Marc Holzer is dean and board of governors professor at the School of Public Affairs and Administration (SPAA), Rutgers University-Newark. He is also a former ASPA president. Email: mholzer@rutgers.edu

Responding to the Fiscal Crisis: Reflections from China

Allan Rosenbaum

ASPA member Allan Rosenbaum (right) meets with participants during a discussion forum on various governmental responses to the worldwide financial (and governmental) crisis in Beijing, China.

This past November, in the aftermath of the U.S. midterm elections, during which time the American people appeared to express a great deal of frustration with the U.S. government's response to the financial crisis, an ASPA delegation travelled to Beijing, China to discuss with colleagues from Asia and Europe various governmental responses to the worldwide financial (and governmental) crisis. The venue for this discussion was the Chinese Academy of Governance (CAG). The participants were individuals active in either ASPA, the International Association of Schools and Institutes of Administration (IASIA), the Network of Institutes and Schools of Public Administration of Central and Eastern Europe (NISPAcee), and the International Institute of Administrative Sciences (IIAS).

It would be hard to think of a more fitting location for such a dialogue since there seems to be a general consensus that no country responded more effectively to the worldwide financial crisis than did China. Equally striking in terms of being hosted by the Chinese Academy of Governance is the realization of the unique opportunity that it provides. While there, one is able to interact with individuals who have worked at the highest level of Chinese government and thus can get a real sense of the nature and personality of such folks. There certainly is not any similar institution in the United States and very few comparable ones anywhere else in that the great majority of both the senior administrative staff and faculty have all held high level positions in their country's government and the students are all very high level government officials (provincial governors or above).

Because of this reality, any activity involving CAG provides a unique opportunity to get a better understanding of both the issues that concern top level government officials in China as well as, through the nature of the interaction involved, gain at least a little insight into their thinking about both our country and China's relationship to the United States. The fact that it is not unrealistic to think that over the course of the next century the relationship between China and the United States is very likely to affect more profoundly the well being of the world than any other single international relationship makes this experience all the more valuable.

Certainly, one striking aspect of the event in Beijing was the extent to which our Chinese hosts credited the stimulus activity of their government for lifting the country out of what became the worst worldwide recession since the Great Depression of the 1930s. Both they and the European and Asian participants felt that those governments that had responded most rapidly, and with the most significant committment of funds, both recovered most rapidly and also were most likely to put in place programs that produced long-term economic and inferstructure benefits.

Another striking aspect was the generally non-ideological and non-dogmatic tenor of the event and the willingness on the part of all the participants to share thoughts and ideas in an open, friendly and explorative manner. Obviously, one also could not help but be impressed by both the courtesy and the hospitality of our Chinese hosts who clearly went out of their way to organize an event that provided an extraordinary opportunity to share important, and sometimes challenging, ideas which provided more than a few hints about directions in which we may all see the world move in the not too distant future.

A second very significant aspect of this meeting was the fact that it brought together four major associations in the field–all with quite different, although somewhat overlapping, constituencies. This without question represented a significant milestone in that probably never before had more than two of our field's now many regional and national associations ever collaborated on a single event.

In this regard, it was the enthusiasm of our Chinese colleagues in terms of both the organizing of the event and especially their flexibility that made this possible. The actual genesis of the dialogue occurred at the Rio de Janeiro conference of the IASIA about a year and a half ago. At that time, in the first meeting of the then new head of what was the Chinese National School of Administration (subsequently to be re-named the Chinese Academy of Governance), Ligun Wei, and the IASIA President (then me), Wei, who had previously served as a cabinet minister, proposed that, as had occurred some years previously, CAG host a joint IASIA Board meeting and policy dialogue.

Planning discussions began to occur via email a couple of months later. Subsequently, an IASIA Board member who serves as executive director of NISPAcee, Ludmila Gajdosova,, upon learning of the plans, proposed including the NISPAcee Board, which would then result in the first-ever NISPAcee event to take place outside of their European home region. When the idea of expanding participation was suggested, our Chinese colleagues happily agreed.

Shortly thereafter, ASPA's then President-elect Meredith Newman, on learning of the event, suggested that ASPA involvement would be a great way to further enhance the growing collaboration between ASPA, IASIA and NISPAcee. Yet again the Chinese colleagues agreed to expand their commitment in terms of both time and money to make this happen. Finally, the President of IIAS indicated that they also would like to join in what was becoming a historic event that was bringing together for the first time these four organizations.

Recognizing the value of promoting collaboration in a professional world in which fragmentation and separation among organizations in the field was becoming the norm, our Chinese colleagues again extended their umbrella of hospitality to yet another group. The result of this was to not only provide a unique opportunity for individuals from the four organizations to explore potential ways for collaboration, but also to provide participants with the opportunity to gain a better understanding of the way that not only China and the United States, but many other European and Asian countries as well, responded to the fiscal crisis. Such an understanding is obviously a first step to avoiding the repeat of such an event.

ASPA member Allan Rosenbaum is professor of public administration and director of the Institute for Public Management and Community Service at Florida International University, as well as ASPA's first international director. Email: rosenbau@fiu.edu

The Recruiter WHERE EMPLOYERS AND JOB SEEKERS MEET

UNIVERSITY POSITIONS

Faculty Opportunities
John Glenn School of Public Affairs
The Ohio State University
Columbus, OH

The John Glenn School of Public Affairs at The Ohio State University invites applications for a faculty position in:

• Public Budgeting (open rank)

• Public Management (open rank)

Positions begin fall 2011. The positions may be filled from among candidates representing a variety of disciplines or from cross-disciplinary programs. A strong research program and strength in teaching are essential. Applicants must have completed, or be nearing completion of all Ph.D. degree requirements. Salary will be commensurate with the experience and qualifications that the candidate presents.

and for the following chaired faculty positions:

• Wolf Chair in International Public Affairs (senior scholar)

While a specific subfield emphasis is not required, the School particularly welcomes applications from candidates whose work focuses on comparative science and technology policy, comparative energy policy, or stability operations and development.

• Enarson Chair in Public Management (senior scholar)

Positions begin fall 2011. The positions may be filled from among candidates representing a variety of disciplines or from cross-disciplinary programs. Being a senior scholar with a strong research program and strength in teaching is essential. Applicants must have completed all Ph.D. degree requirements. Salary will be commensurate with the experience and qualifications that the candidate presents.

The John Glenn School of Public Affairs is a comprehensive independent school within The Ohio State University. Our curricular offerings include the Master of Public Administration, the In-Career Master of Arts in Public Administration, dual masters' degrees with Law, City and Regional Planning, Public Health, Natural Resources, Social Work, Business Administration, Agricultural/Environmental/Development Economics and a joint degree in Arts Policy and Administration, the Ph.D. in Public Policy and Management, and undergraduate public affairs major. The School is located in a state-of-the-art new building, Page Hall, in the center of the University campus. The Ohio State University, the flag-ship public university of Ohio, is located in the state's capital, Columbus, providing direct access to public sector organizations and practitioners from all levels of government.

Applications will be evaluated as received and will be accepted until the positions are filled. Please send a letter of application, curriculum vitae, and the names and addresses of three professional references to:

Public Budgeting: PubBud@jgippm.ohio-state.edu
Public Management: PubManagement@jgippm.ohio-state.edu
Wolf Chair in International Public Affairs: WolfChair@jgippm.ohio-state.edu
Enarson Chair in Management: EnarsonChair@jgippm.ohio-state.edu

or to:

Dr. Charles Wise, Founding Director, John Glenn School of Public Affairs, The Ohio State University, 1810 College Road, Columbus, Ohio 43210

To build a diverse workforce, Ohio State encourages applications from individuals with disabilities, minorities, veterans, and women. EEO/AA employer.

Tenure Track Assistant Professor
Department of Health Care & Public Administration
College of Management
C.W. Post Campus of Long Island University, Brookville, New York

As one of five discipline areas comprising the College of Management, the Department of Health Care & Public Administration is dedicated to providing a student-centered learning experience that equips students with capabilities essential for effective leadership and sound managerial performance in the public service, health care and not-for-profit sectors. The Department seeks to impart knowledge and to foster its application by joining theory, research and workplace experience concerning public, health and not-for-profit organizations–and the services they provide—with attention to societal needs and ethical principles. Our degree programs encompass a diverse current enrollment of over 200 students at the undergraduate and graduate levels. The Department's programs are accredited by NASPAA (National Association of Schools of Public Affairs and Administration) and have been since 1983.

The Department seeks a tenure track assistant professor. Minimum requirements include an earned doctorate in public administration, public affairs, public policy, health policy, health care/health services administration, or a closely allied public management/social science discipline. The ideal candidate will have proven teaching skills and will evidence an active research agenda embracing both the policy and management aspects of major current and emerging issues in the public and health care sectors. Particular need of interest will be candidates who are in the health professions with an emphasis on hospital organization and health related policy.

Review of applications will begin immediately and continue until the position is filled. Appointment will be effective September 1, 2011. Interested candidates should submit a letter of interest, curriculum vitae and names of three references to: Dr. Carl L. Figliola, Chair, Department of Health Care & Public Administration, Hoxie Hall Room 100, College of Management, C.W. Post Campus of Long Island University, 720 Northern Blvd., Brookville, New York 11548-1300.

Application materials can also be sent electronically to carl.figliola@liu.edu

Instructor of Public Administration
School of Public Affairs
Penn State Harrisburg

Penn State Harrisburg, School of Public Affairs invites applications for an Instructor of Public Administration effective January 1 to June 30, 2011. This position is not tenure-eligible. The successful candidate will be a generalist with interests in areas to include, but not limited to, Organization Theory, Human Resources Management, Information Systems, and Public Management.

Qualifications include an earned doctorate in Public Administration or a related discipline. Experience in online asynchronous education preferred. The primary assignment is the Master of Public Administration program (MPA), although the candidate should be able to teach in other programs based on their interest and expertise. The MPA is offered both as a residential program at the Harrisburg campus and online. Duties and responsibilities will be to support the academic programs for the period of appointment to include delivering and developing courses, online or in resident instruction, assisting in advising in the program, and carrying out other tasks as assigned by the program coordinator.

Penn State Harrisburg is home to the University's only graduate programs in Public Administration including the MPA and Ph.D. degrees. The program is NASP AA accredited and ranks in the top twenty percent of programs nationally. The School of Public Affairs includes graduate and undergraduate programs in Criminal Justice, Health Administration, Public Policy, and Political Science in addition to Public Administration. There are currently over 100 students enrolled in the residential MPA program and an additional 94 in the online MPA.

Application review will begin immediately and continue until the position is filled. Please send letter of application, curriculum vitae, with names, telephone number, email address and mailing address of five professional references to: Public Administration Search Committee, c/o Mrs. Dorothy J. Guy, Director of Human Resources, Penn State Harrisburg, Box: PAT - 33284, 777 West Harrisburg Pike, Middletown, PA 17057-4898. Penn State is committed to affirmative action, equal opportunity, and the diversity of its work force.

Instructor of Homeland Security Policy and Management
School of Public Affairs
Penn State Harrisburg

Penn State Harrisburg, School of Public Affairs invites applications for an Instructor of Homeland Security Policy and Management effective January 1 to June 30, 2011. This position is not tenure-eligible. The successful candidate will be a generalist with interests in areas related to Homeland Security policy and administration and expertise in related areas such as terrorism, risk analysis, and national security. Duties and responsibilities to include teaching, advising, course development and willingness to contribute to the quality of the Homeland Security program.

Qualifications include an earned master's or doctorate in Homeland Security, Public Administration or a related discipline. Primary teaching will be in the online Master of Professional Studies in Homeland Security (iMPS) program and in a proposed undergraduate online minor in Homeland Security, with teaching in related disciplines to be determined by the candidate's interests and expertise.

The School of Public Affairs partners with five other colleges in the University to offer the iMPS degree. The School offers a four-course sequence in Homeland Security, which may also be taken as the Certificate in Homeland Security and Defense, as well as the first core course required for students in all program options. Students in the NASPAA-accredited MPA program also take Homeland Security courses as electives. An undergraduate minor in Homeland Security is under development. All instruction is currently asynchronous online but residential coursework is under consideration.

Application review will begin immediately and continue until the position is filled. Please send cover letter and curriculum vitae, with names, telephone number, email and mailing address of five professional references to: Homeland Security Search Committee, c/o Mrs. Dorothy J. Guy, Director of Human Resources, Box: PAT-33288, Penn State Harrisburg, 777 West Harrisburg Pike, Middletown, PA 17057-4898. Penn State is committed to affirmative action, equal opportunity, and the diversity of its workforce.

The Recruiter WHERE EMPLOYERS AND JOB SEEKERS MEET

UNIVERSITY POSITIONS

Department Head Search
The Department of Political Science and Public Administration
Auburn University Montgomery

The Department of Political Science and Public Administration at Auburn University Montgomery seeks applications for the position of Department Head and Full Professor of Public Administration. The position is expected to begin in May or August 2011.

Position Description: The successful candidate will teach primarily at the graduate level in the broad areas of political science, public administration, and/or public policy and would be responsible for leading a department of nine full-time faculty and approximately 10 adjunct faculty per semester.

Knowledge, Skills, and Abilities: We need a recognized scholar and teacher in the discipline with a strong and on-going research agenda, ability to communicate and work with professional peers and colleagues, civic and governmental leaders, develop networking and outreach programs to the wider university, local, and regional communities. Candidate should have the ability to teach a combination of basic and core graduate level courses in political science and public administration/policy consistent with departmental needs and program requirements.

Minimum Qualification: Ph. D or doctoral degree in Political Science or Public Administration & Public Policy.

The Department of Political Science and Public Administration offers a master's degree in Public Administration (NASPAA-Accredited MPA program), Political Science (MPS), and International Relations (MIR), a doctoral program in Public Administration and Public Policy conjointly with the Auburn campus of Auburn University, and a B. S. in Political Science. AUM attracts students from throughout the Southeast and the United States and is home to a growing number of international students. With an enrollment of nearly 5500 students per term, the department also serves Maxwell Air Force Base with a growing graduate program in International Relations. Montgomery is the state capital of Alabama and is located in the heart of the New South, with a wide range of recreational, historical, and cultural attractions easily accessible. Multiple opportunities exist for research and community involvement and to engage other emerging issues related to public administration in a global society.

Review of applications will continue until the position is filled. Please complete an online application at www.jobs.aum.edu. Applicants should send a letter of interest, curriculum vitae, a statement of teaching and administrative philosophy, a description of their ongoing research program, a graduate transcript, two copies of syllabi and teaching evaluations, and two copies of published works to: Bradley Moody, Chair, Political Science/Public Administration Search Committee, Department of Political Science & Public Administration, Auburn University Montgomery, P. O. Box 244023, Montgomery, AL 36124-4023, 334-244-3593 Tel, 334-244-3992 Fax, bmoody2@aum.edu

AUM is an equal opportunity employer committed to achieving excellence through diversity; therefore, we encourage applications from historically under-represented groups.

Two Tenure-Track Positions, at The Assistant or Associate Professor Level
School Of Public And Environmental Affairs
Indiana University Northwest

The School of Public and Environmental Affairs (SPEA) of Indiana University Northwest invites applications for two tenure-track positions, at the assistant or associate professor level, commencing August 2011. We are seeking individuals with a strong commitment to multi-disciplinary approaches to meeting public policy challenges that are as diverse as the urban environment within which we operate.

Qualifications: Successful applicants will have an earned doctorate in Public Administration/Affairs (or closely related field). Applications for those who are ABD will be considered, but candidates must have a PhD at the time of appointment. To be considered for the rank of associate professor, applicants must have achieved this rank in their current position and demonstrate a solid record of scholarly production, teaching performance, and service to university, profession and community.

For one position, preference will be given to candidates whose public affairs background includes interest or expertise in nonprofit management and organizational theory/behavior.

For the second position, preference will be given to candidates whose public affairs background includes experience or expertise in public management, environmental policy, and sustainability.

For either position, preference will be given to those with ability and/or experience in teaching statistics, research methodology and/or information systems.

The School of Public and Environmental Affairs has both a growing undergraduate program and a NASPAA-accredited MPA program. Current enrollment exceeds 600, with one-third enrolled in masters' level programs. Faculty assignments include teaching at both undergraduate and graduate levels.

Screening of applications will begin November 1, 2010, and will continue until the positions are filled. Further information about the School and its programs is available on our website www.iun.edu/~speanw . Inquiries may be directed to the School at 219.980-6695 or by email to Dr. Karen Evans at kevans@iun.edu . Please send a letter of application, curriculum vitae, names, addresses, and telephone numbers of three references, and other pertinent information to: SPEA Search Committee, attn: Dr. Karen G. Evans , IU Northwest, 3400 Broadway, Gary, IN 46408

Those documents in pdf format can be emailed to Dr. Evans at kevans@iun.edu.

Indiana University Northwest is an equal opportunity/affirmative action employer committed to achieving excellence through diversity. The university actively encourages applications from women, minorities, persons with disabilities and members of other underrepresented groups.

For Two (2) Criminal Justice Faculty Positions
School Of Public And Environmental Affairs
Indiana University Northwest

The School of Public and Environmental Affairs (SPEA) of Indiana University Northwest invites applications for two (2) Criminal Justice faculty positions, at the assistant or associate professor level, commencing August 2011. One position will have primary emphasis on corrections. The other position will have primary emphasis on public safety, homeland security, and/or emergency management.

Qualifications: Successful applicants will have an earned doctorate in Criminal Justice/Criminology (or closely related field). Applications for those who are ABD will be considered, but candidates must have a PhD at the time of appointment. To be considered for the rank of associate professor, applicants must have achieved this rank in their current position and demonstrate a solid record of scholarly production, teaching performance, and service to university, profession and community. Preferred applicants for both positions will have ability/experience in teaching statistics and research methodology.

SPEA has both a growing undergraduate program and a NASPAA-accredited MPA program. Current Criminal Justice enrollment at the undergraduate level is approximately 330, with additional students enrolled in a Criminal Justice Concentration within the MPA program. Faculty assignments include teaching at both undergraduate and graduate levels.

Screening of applications will begin December 1, 2010, and will continue until the positions are filled.

Further information about the School and its programs is available on our website www.iun.edu/~speanw. Application materials should be submitted electronically to Dr. Joseph Pellicciotti at jpelli@iun.edu. Inquiries may be directed to the School at 219-980-6695 or by email to Dr. Joseph Pellicciotti.

Indiana University Northwest is an equal opportunity/affirmative action employer committed to achieving excellence through diversity. The university actively encourages applications from women, minorities, persons with disabilities and members of other underrepresented groups.

The Recruiter WHERE EMPLOYERS AND JOB SEEKERS MEET

UNIVERSITY POSITIONS

Associate/Full Professor, Performance Measurement/Management
The Andrew Young School of Policy Studies (AYSPS)
Georgia State University

The Andrew Young School of Policy Studies (AYSPS) seeks a senior scholar, who is a leader in the performance measurement and management movement, to lead a newly formed Workshop in Evidence-Based Policy and Performance Management. The workshop is intended to be a forum for reconciling the parallel yet related movements in evidence-based policy evaluation and performance measurement. This position is one of three new tenure track positions at the AYSPS designed to accelerate progress in the area of evidence-based policy and performance management as part of the University's 2nd Century Initiative.

An applicant for this position should have an extensive publication record as well as extensive experience in funded research with government and the nonprofit sector on how to a) measure and evaluate performance and b) use those measures to improve agency performance. Spurred by the Government Performance and Results Act of 1993, this field has quickly become a multi-billion dollar enterprise. This hire will have a tenure home in the Department of Public Management and Policy (PMAP) and, in addition to continuing his or her own research and teaching agendas, will be expected to work collaboratively to steer the efforts of faculty and centers into new areas of research and external funding. The Workshop itself will serve as a hub of energy and activity, offering high-profile colloquia and lecture series and facilitating the creation of working groups to focus on interdisciplinary topics under the Workshop's institutional umbrella.

The AYSPS ranks 27th nationally among schools of public affairs and public policy, according to the U.S. News & World Report. PMAP offers a NASPAA-accredited MPA degree, a new MPP degree, an undergraduate degree in public policy, and a doctorate in public policy. The school also houses the Department of Economics and several outstanding research centers in fiscal policy, nonprofit studies, health policy, experimental economics, and public performance and management. Effective July 1, 2011, the Departments of Criminal Justice, and Social Work will also join the school. The school is located in new offices in downtown Atlanta at the heart of a vibrant public and nonprofit sector. That location in combination with the school's research centers generates excellent opportunities for funded scholarly research that also contributes to policy-making and management at all levels of government and the nonprofit sector.

Candidates should submit a letter of interest, curriculum vitae, and three letters of recommendation to: Dr. John Clayton Thomas, Chair, Search Committee, Department of Public Management and Policy, P.O. Box 3992, Georgia State University, Atlanta, GA 30302-3992. The position requires a doctorate in an appropriate field. Candidate must be eligible to work in the USA. At the time of offer, a background check will be required. Review of applications will begin January 15, 2011, and will continue until the position is filled. Information about the Andrew Young School is available at www.aysps.gsu.edu. Georgia State University, a unit of the University System of Georgia, is an equal opportunity educational institution and an equal opportunity affirmative action employer. The position is subject to budgetary approval.

Faculty Position
Associate/ Assistant Professor
Department of Public Administration
School of International and Public Affairs
College of Arts and Sciences
Florida International University, Miami, Florida

FIU is a multi-campus public research university located in Miami, a vibrant, international city. FIU offers more than 180 baccalaureate, masters, professional, and doctoral degree programs to over 42,000 students. As one of South Florida's anchor institutions, FIU is worlds ahead in its local and global engagement and is committed to finding solutions to the most challenging problems of our times.

The Department of Public Administration at Florida International University is seeking applications for an associate or assistant professor. Applicants must have a Ph.D. in Public Administration or a closely related field at the time of appointment. At the associate level, applicants should have significant research record in the broad realm of public affairs. Such applicants will be expected to serve as the coordinator for the department's NASPAA-accredited Master of Public Administration (MPA) program. At the assistant level, applicants should have the potential to develop a significant research record. Illustrative areas of interest for this level include environmental policy, homeland security, and nonprofit management.

Besides the MPA program, the Department of Public Administration offers the Bachelor of Public Administration (BPA) and the Ph.D. in Public Affairs. Public Administration is one of the four signature departments in the School of International and Public Affairs (SIPA), College of Arts and Sciences. Launched in Spring 2009, the School of International and Public Affairs (SIPA) brings together many of FIU's internationally oriented disciplines to provide cutting-edge research, first-rate teaching, and innovative training necessary for the globalized world of the 21st century.

The position will begin in August 2011. Salary and benefits are competitive, commensurate with experience. Florida International University is strongly committed to workforce diversity.

We will begin screening applications on 6 December 2010. Position will remain open until filled. Please submit a current curriculum vita (including the contact information of three references) to FIU's JOBS Link (http://www.fiujobs.org) (position number: 34926). If you have any questions, please contact Sukumar Ganapati, Search Committee Chair, at ganapati@fiu.edu.

FIU is a member of the State University System of Florida and is an Equal Opportunity, Equal Access Affirmative Action Employer.

Assistant Professor # 33483
Department of Public Administration
College of Health and Public Affairs
University of Central Florida

The Department of Public Administration invites applicants for an Assistant Professor position in Public Administration. This is a tenure track position beginning August 2011. The Department offers: a BA/BS in Public Administration, a NASPAA accredited Master of Public Administration, a completely web-based Master of Nonprofit Management, a Master of Science in Urban and Regional Planning as well as web and face-to-face courses for our undergraduate minor and graduate certificate programs in Urban and Regional Planning and Emergency Management and Homeland Security. Faculty also participates in the PhD Program in Public Affairs, an interdisciplinary program within the College of Health and Public Affairs.

The University of Central Florida is the third largest university in the United States, with a student population of over 56,000. It emphasizes a strong community partnership mission. Faculty in the Public Administration Department have significant opportunities to work with dedicated community professionals in a wide range of policy and management arenas.

Required: Candidates must have a completed Ph.D. or D.P.A from an accredited institution. Doctorate is required by time of appointment.

Preference: Applicants for this position are expected to demonstrate high potential for scholarly research and publication as well as teaching excellence. Teaching areas are open to all subfields of public administration and nonprofit management with special emphasis on analytical techniques and financial management.

Application for this position is completely online at the University of Central Florida's Department of Human Resources' website. To apply online go to www.jobswithucf.com and submit a letter of application, a curriculum vita, and names, addresses, and phone numbers of three professional references at the time of application. Consideration of applications will begin on December 7, 2010. An official transcript will be required of final candidates.

UCF is an Equal Opportunity/Affirmative Action Employer. UCF makes search documents available under Florida's open-records statutes.

Assistant Professor # 33271
Department of Public Administration
College of Health and Public Affairs
University of Central Florida

The Department of Public Administration invites applicants for an Assistant Professor position in Public Administration. This is a tenure track position beginning August 2011. The Department offers: a BA/BS in Public Administration, a NASPAA accredited Master of Public Administration, a completely web-based Master of Nonprofit Management, a Master of Science in Urban and Regional Planning as well as web and face-to-face courses for our undergraduate minor and graduate certificate programs in Urban and Regional Planning and Emergency Management and Homeland Security. Faculty also participates in the PhD Program in Public Affairs, an interdisciplinary program within the College of Health and Public Affairs.

The University of Central Florida is the third largest university in the United States, with a student population of over 56,000. It emphasizes a strong community partnership mission. Faculty in the Public Administration Department have significant opportunities to work with dedicated community professionals in a wide range of policy and management arenas.

Required: Candidates must have a completed Ph.D. or D.P.A from an accredited institution. Doctorate is required by time of appointment.

Preference: Applicants for this position are expected to demonstrate high potential for scholarly research and publication as well as teaching excellence. Teaching areas are open to all subfields of public administration and nonprofit

The Recruiter WHERE EMPLOYERS AND JOB SEEKERS MEET

UNIVERSITY POSITIONS

management and urban and regional planning.

Application for this position is completely online at the University of Central Florida's Department of Human Resources' website. To apply online go to www.jobswithucf.com and submit a letter of application, a curriculum vita, and names, addresses, and phone numbers of three professional references at the time of application. Consideration of applications will begin on December 7, 2010. An official transcript will be required of final candidates.

UCF is an Equal Opportunity/Affirmative Action Employer. UCF makes search documents available under Florida's open-records statutes.

Tenure Track Position in Public Administration
San Diego State University-Imperial Valley Campus

The Imperial Valley Campus of San Diego State University is seeking applicants for a tenure track position in Public Administration at the assistant or associate professor level. The position is a joint appointment to the Imperial Valley campus and the School of Public Affairs on the San Diego campus. The Imperial Valley campus offers upper division coursework leading to a bachelor's degree in public administration as well as an MPA in coordination with the School of Public Affairs in San Diego. The primary appointment is to the Imperial Valley campus which is located in Calexico, within seven blocks of the United States-Mexico border across from Mexicali, Baja California, and 120 miles east of San Diego, California

Candidates should have an earned doctorate in public administration, public affairs or a related field by August 2011. We are seeking an individual to teach undergraduate and graduate courses who has teaching and research interests in at least two of the following areas: administrative behavior, public personnel administration, public financial management, public policy development, comparative administration, water and renewable resource management, trans-border administration and governance, and the management of federal, state or local government. Preference will be given to candidates familiar with distance learning technology, who have knowledge of Spanish, and who have an interest in working in a border environment. Candidates must demonstrate a strong commitment to excellence in teaching and be able to work with students of diverse cultural backgrounds.

Candidates should possess a strong research interest and capability as demonstrated by an appropriate history of professional growth activity. This will include publication in refereed journals, professional conference participation, grant activity, as well as other evidence of an active research program. Candidates will be expected to work effectively with federal, state and local public agencies in the region.

Salary is commensurate with qualifications and experience. Excellent benefits. Appointment date will be August 2011. Evaluation of candidates will begin immediately and continue until the position is filled.

Applicants should send a letter of application, vita, and contact information for at least three references to: Michael Sabath, Associate Dean, Public Administration Search Committee, San Diego State University, Imperial Valley Campus, 720 Heber Avenue, Calexico, CA 92231

For additional information on SDSU-IVC visit our Website at: www.ivcampus.sdsu.edu

San Diego State University is an equal opportunity employer and does not discriminate against persons on the basis of race, religion, national origin, sexual orientation, gender, gender identity and expression, marital status, age, disability, pregnancy, medical condition, or covered veteran status.

Director - Center for Ethics in Public Life
The University of Missouri-St. Louis

The University of Missouri-St. Louis invites applications and nominations for the Director of the newly established Center for Ethics in Public Life. The Center, created with funding from the Missouri State Legislature, was established in 2007 to provide ethics education and resources to those engaged in public service as well as to conduct research on issues of ethics in public policy and administrative settings, especially at the state and local government levels.

The Director will manage the Center administratively, lead the outreach functions of the Center to elected and appointed public officials, including members of state and local legislative bodies, and members of the public and engage in research and development activities and scholarship on ethics in public life, defined broadly, and other areas related to the role of ethics in the conduct of elective and appointive public office, the development of public policy, and related activities.

The ideal candidate will have at least a master's degree in an appropriate academic discipline, although an earned doctorate is preferred, and at least five years of professional and/or academic experience in public service ethics, defined broadly, or a closely related field. An academic appointment with tenure may be available for qualified candidates holding an earned doctorate who are eligible for tenure in Political Science, Public Policy Administration, or another relevant discipline.

First review of applications will begin on or after January 10, 2011 and continue until the position is filled. Please apply electronically by sending a letter of interest, curriculum vitae, and the names and contact information for at least five academic/professional references to Mark Tranel, search committee co-chair, at centerforethics@umsl.edu or mail documents to University of Missouri - St. Louis, Center for Ethics in Public Life, One University Boulevard, 362 SSB, St. Louis, MO 63121 or fax to 314-516-5268. Requests for information may be made to the same email address or by phone at 314-516-5273. Complete position descriptions may be viewed at www.umsl.edu/services/ethics.

The University of Missouri-St. Louis, established in 1963 as part of the University of Missouri system, is the largest public university in the St. Louis region. In its role as a metropolitan research university, UM-St. Louis provides quality undergraduate, graduate, and professional instruction to St. Louis' diverse population, while it contributes to economic development. The University of Missouri-St. Louis is an Affirmative Action, Equal Opportunity employer committed to excellence through diversity.

Full-time Tenure Track Criminal Justice Assistant Professor
Edinboro University of Pennsylvania

POSITION: Full-time Tenure Track Criminal Justice Assistant Professor (Position #35011268) in the Department of Political Science and Criminal Justice for the 2011-12 academic year.

RESPONSIBILITIES: Include teaching courses in an interdisciplinary criminal justice program. The department has particular interest in those prepared to teach in the areas of law enforcement and computer forensics. In addition, an ability to teach service-related courses such as Introduction to Criminal Justice, Senior Seminar, and Research Methods in Criminal Justice is expected. The department is open to candidates with other areas of specialty traditionally associated with criminal justice, but preference will be given to those competent to teach in the areas listed above. Teaching responsibilities may include some combination of the course/areas listed above, as well as the development of new courses, both traditional and on-line. In addition to the specific responsibilities, faculty members are expected to perform other duties as assigned in compliance with the collective bargaining agreement. In accordance with the terms of the collective bargaining agreement between the State System of Higher Education and APSCUF, faculty members may be assigned to perform work at off-campus sites and/or provide instruction through distance education. For more information about the department and the criminal justice curriculum, please visit http://www.edinboro.edu/academics/departments/department.dot?deptKey=CRIM&inode=80219.

QUALIFICATIONS: Earned doctorate in Criminal Justice, Criminology or a closely related discipline is preferred; ABD will be considered. Prior teaching experience is highly desirable as is a viable research agenda. Finalists will be required to complete an interview as well as provide a demonstration of teaching ability. Offers of employment are contingent upon successful completion of a criminal background check and credential verification.

SALARY: Very competitive; commensurate with qualifications/experience; excellent benefits package.

APPLICATION PROCEDURES: Submit letter of application to Dr. Terry L. Smith, Dean, College of Arts and Sciences, 200 Cooper Circle #102, Edinboro University of Pennsylvania, Edinboro, PA 16444, specify position #35011268 and title. Please include detailed resume, copies of transcripts, and the names/addresses/telephone numbers of three current references. Fluency in the English language for the final candidates will be assessed.

APPLICATION DEADLINE: Applications must be postmarked by January 3, 2011.

Edinboro University of Pennsylvania is an Equal Opportunity/Affirmative Action employer and educator. For more information about employment opportunities or the University, visit www.edinboro.edu (keyword: employment opportunities).

Edinboro University of Pennsylvania, a member of the Pennsylvania State System of Higher Education is located 15 miles south of Erie, Pennsylvania. The university is the region's largest and most comprehensive public institution. The 585-acre campus is a picturesque area, approximately 100 miles from the educational and cultural centers of Cleveland, Pittsburgh and Buffalo.

CONFERENCESCalendar

November 2010

Nov. 30-Dec. 4 2010 Congress of Cities & Exposition
Location: Denver, CO
More Info.: www.nlc.org

December 2010

3-6 The Council of State Governments' 2010 National Conference
Location: Providence, RI
More Info.: www.csg.org

February 2011

19-24 40th Year Anniversary Conference of Minority Public Administrators
"A Multicultural Coalition–Embracing New Opportunities and Developments"
Location: Fort Worth, TX
More Info.: www.compaonline.org/contents/

March 2011

11-15 ASPA Annual Conference
Location: Baltimore, MD
More Info.: www.aspanet.org

May 2011

17-19 34th Annual Teaching Public Administration Conference
Location: Williamsburg, VA
More Info.: www.teachingpa.org

19-22 24th Annual Meeting of the Public Administration Theory Network
Location: Norfolk Waterside Marriott
More Info.: http://2011patnet.wordpress.com

26-29 SHRM 2011 Annual Conference & Exposition
Location: Las Vegas, NV
More Info.: www.shrm.org/

28-29 Improving the Quality of Public Services
Location: State University - Higher School of Economics, Moscow, Russia
More Info.: http://www.umdcipe.org/conferences/moscow/moscowmain.html

June 2011

17-21 79th Annual Conference of Mayors
Location: Baltimore, MD
More Info.: www.usmayors.org

23-25 Challenges Of Making Public Administration and Complexity Theory Work
Location: Rotterdam, The Netherlands

23-25 7TAD – Seventh Transatlantic Dialogue: Strategic Management
Location: Rutgers-Newark
More Info.: www.7tad.org

*Items listed in blue are conducted in affiliation with ASPA.

NONPROFIT
U.S. POSTAGE PAID
DULLES, VA
PERMIT 163

American Society for Public Administration
1301 Pennsylvania Ave., Ste. 840
Washington DC 20004
http://www.aspanet.org

ASPA
Advancing excellence in public service . . .

PA TIMES

ASPA ANNUAL CONFERENCE
Baltimore, MD
March 11-15, 2011
www.aspanet.org

33 Years • 1977-2010
A Powerful Voice for Public Service . . .
PA TIMES
AMERICAN SOCIETY FOR PUBLIC ADMINISTRATION VOL. 33, NO. 3 SUMMER 2010