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We live in the Age of Accountability—or at the least that is what it feels like if you are engaged in or subject to any form of management, and that includes a growing number of us in the public, private and nonprofit sectors.—Melvin J. Dubnick

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Coaches are judged by how many games they win and lose and chief executive officers are evaluated according to their company's profits and losses. Why can't outcome measures be instituted in the public sector?—James Gerard Caillier

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I found myself thinking, "Can the African-American ever hope to achieve true parity in the face of racism; especially quiet racism?" The legal basis for unequal treatment no longer exists, but there are a thousand and one ways in which quiet racism has a negative affect on the lives of the African-American.—Robert Gest

Internet Redesign: GENI's E-government Implications 7

In May 2007, the NSF launched review of the Internet with an eye toward redesign or replacement. The initiative, named Global Environment for Network Innovations (GENI), kicks off with a \$10 million planning budget. Estimated costs may reach \$300 million over the next several years.—David L. Baker, Charlene M. L. Roach

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Public administration is experiencing tremendous change as a profession. Social and technological developments are stimuli for much of this change. Overall, the change is positive, expanding the focus of our profession to embrace new and exciting programmatic activities.—Harvey L. White

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30 Years • 1977-2007

A Powerful Voice for Public Service . . .

State, Local Gov. to Invest \$5.5 Billion in Public Safety Interoperability by 2012

\$1 Billion in New Federal Grant Money with Deadlines on the Horizon

Reston, VA—INPUT, a group of government business analysts, forecasts that the state and local public safety interoperable communications marketplace will grow to \$5.5 billion by 2012, including \$3.4 billion from various federal funding sources. Recently the National Telecommunications and Information Administration issued the Public Safety Interoperable Communications (PSIC) grant program, which will provide nearly \$1 billion for agencies and jurisdictions to improve public

safety communications to get these systems closer to where first responders need them to be. However, limited gains will be made this time around because an absence of common standards and leadership from the federal government leave officials in positions to make complicated decisions without the needed guidance.

"Lacking clear guidelines for standardization, states and localities will purchase a wide variety of systems and equipment,"

said Tim Brown, analyst, homeland security for INPUT. "We will see investments in basic radios and repeaters, millions of dollars spent on gateways and shared channels, and hundreds of millions spent on completely new, statewide, interoperable networks."

With Project 25, the standards for public safety digital equipment and systems are set

See INTEROPERABILITY, pg. 2

ASPA's National Council Conducts Business at Society's Mid-Year Meeting



Photo by Matt Rankin

ASPA's leaders conduct business during their September 16, 2007, National Council meeting. The meeting completed ASPA's annual three-day Mid-Year Leadership Meeting. Sections, Steering Groups and Committees meet during these three days to conduct business and report on the progress of their efforts. For information on actions taken by the Council, see page 17. See also the list of candidates for upcoming vacancies on the Society's National Council, pg. 15.

ASPA and Partners Launch PublicServiceCareers.org. See article on pg. 15

Survey of Women Vets Revealing

Public Sector Jobs Better Meet Women Veteran Needs

Tricia Dwyer-Morgan

ASPA's Section for Women in Public Administration is proud to join with Business and Professional Women/USA and the Business and Professional Women's Foundation in a collaborative effort to increase visibility for the "Women Joining Forces" program.

The public service sector better meets the needs of women veterans for challenging, confidence-building and interesting work than the for-profit sector, indicates a new survey of 1,600 women veterans conducted by Business and Professional Women's (BPW) Foundation. The Women Veterans in Transition survey offers, for the very first time, a composite picture of the experiences of women veterans and allows BPW Foundation to design and encourage programs and services that will be most useful to them and their employers.

According to the research, women veterans whose first post-military job was in the

See WOMEN VETERANS, pg. 2

School Concurrency in Florida: A Local Success Story

Esteban G. Dalehite

Rapid enrollment growth in Florida coupled with a slower pace of school construction eventually led to a serious problem of school crowding in K-12 schools as early as the 1980s. School crowding became a hot political issue for state and local officials.

In the tradition of smart growth policies, "school concurrency" was advanced as a solution. School concurrency made reference to the broad objective of putting school seats in place prior to or concurrent to new development. However, the actual road map to achieve this end was not

See SCHOOL CONCURRENCY, pg. 19

State, Local Governments to Spend Billions on Interoperability

From INTEROPERABILITY, pg. 1

to be complete by the end of 2008 at the earliest—they will not be finished in time to guarantee interoperability with this latest wave of funding. However, the Strategic Technology Reserve requires states to have an interoperable solution in place while they continue to achieve their

long term goal of having interoperability plans that will be guided by the upcoming standards. As a result, additional opportunities will continue to be created for vendors well into the next decade.

“It is an exciting time for vendors who operate in the public safety communications marketplace,” added Brown. “With tight deadlines for the PSIC grant on the

horizon, vendors will need to step in and help agencies and jurisdictions incorporate interoperability into their “as is” public safety communications systems. This will be the first time that every state will have such a plan in place. Restrictions as to what can and cannot be done to achieve short-term interoperability will be limited, as long as the vision of long term goals, like P25, is not abandoned.”

INPUT's Public Safety Interoperable Communications—\$5.5 Billion Invested Nationwide from 2007-2012 INPUT/Output® report is available to INPUT Network™ members. For more information on becoming a member, call 1-888-99-INPUT or submit an online information request.

Groundbreaking Survey Conducted on Experiences of Women Veterans

From WOMEN VETERANS, pg. 1

public service sector (made up of both the nonprofit and government sectors) were more than twice as likely as other women veterans to say that the job was just what they were looking for when they transitioned from the military.

After leaving the military, women veterans still wanted jobs that were important (50 percent/very true), challenging (50.8 percent) and interesting (58.5 percent).

Women veterans who entered the public service sector after leaving the military were 132 percent more likely than those who entered the for-profit sector to say that their first post-military job was something important, 60 percent more likely to say it was interesting and 52 percent more likely to say that it was challenging.

Public service sector jobs also appeared to fulfill women veterans' desire for jobs that could give them confidence in what they could do more readily than for those who re-entered the civilian workforce via the for-profit sector. Women veterans whose first post-military jobs were the public service sector were much more likely to say their jobs helped them gain confidence (60 percent) compared to those in the for-profit sector (49 percent).

Women veterans, in general, indicated that after being in the military they were well-prepared (73 percent) to be successful in the civilian workforce and that they felt they brought honesty and integrity (82.6 percent), an ability to work with diverse groups of co-workers (81.2 percent) and leadership skills (68.4 percent) to the

workplace. Women veterans also gave themselves high marks on more tangible skill sets needed to be successful in the civilian workplace.

“We believe that this survey is the first of its kind, looking at the career transition experiences of women veterans across all services, age groups and races. No one has studied the experience for all women veterans as they first transition from the military into the civilian workplace,” said Deborah L. Frett, CEO of BPW Foundation and Business and Professional Women/USA (BPW/USA).

More information on how women veterans feel about their skills acquired in the military, their adjustment to the civilian workplace and the resources they needed to make the transition between careers will be included in an upcoming report in October by BPW Foundation including initial findings. Part of its Workingwomen Speak out (WWSO) series of research projects, WWSO II: Women Veterans in Transition is intended to capture a snapshot of what women veterans experience as they first transition out of the military and seek their first post-military civilian job.

“BPW Foundation's survey asks about their experiences, the resources they utilized in job hunting, what was helpful to them during the job search and their experiences adjusting to the civilian workplace,” added Frett.

For women veterans specifically interested in government work, seeking such work appeared to help them make a quicker transition into the civilian workforce.

Women veterans entering the government sector secured a job, on average, about seven months after leaving the service, while for those entering other sectors, it took about eight months. Those who entered the government sector were 1.5 times as likely to seek a civilian position prior to separating from the military.

The first-post military job of 47.3 percent of respondents (who had secured work since leaving the military) was in the for-profit sector; 19.8 percent secured work in the government sector, 9.3 in the military as civilians, 8.1 percent in the nonprofit sector and 1.8 percent were self-employed with 13.7 indicating work in “other” areas.

While seeking work in the government sector made for a quicker transition for women veterans, questions about their adjustment remain. Women veterans who entered the government sector immediately after separating from the military were as likely as non-government employees to say they didn't feel completely adjusted even now (46 percent compared to 44 percent overall).

What makes the adjustment to the civilian workplace challenging is not immediately clear as researchers undertake an initial review of the survey results. Over the next year, further analysis is planned to fill in this critical gap in knowledge including focus groups and interviews with women veterans.

One possible factor affecting how well women veterans feel they have adjusted to the civilian workplace may be linked with the tendency to not join networks as they job hunt. While the importance of networking is often emphasized as part of the job search among civilian job hunters,

women veterans appeared reluctant to make use of existing networks of other veteran or civilian contacts or to join new networks as part of their job seeking process. Fully 93 percent of women veterans surveyed said that they did not join a women's network, veteran's service organization or professional association to help find work.

According to market research and anecdotal information supplied by women veterans through BPW/USA's Women Joining Forces (WJF) Program, “lack of networks” was a major obstacle for a successful transition both personally and professionally. This fact was a major factor in the organization's decision to create the WJF Program so that women vets could tap into the national BPW/USA network of working women.

One woman veteran in the survey commented: “I believe that although there may be many sites and associations that may offer assistance with this transition, they are not readily available. I would have liked to have had a conference where organizations like military recruiting companies and veterans (organizations meet).”

The “real” length of the transition process may also play a role in the adjustment factor. The job hunting process for women veterans separating from the military varied greatly among veterans.

Almost half (48.4 percent) of all women veterans surveyed got a jump start on their job search before leaving the military; looking an average about 5.4 months before their official separation. But, 51.7 percent

See WOMEN VETERANS, pg. 12

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Accountability

SPECIAL SECTION

Pathologies of Governance Reform: Promises, Pervasions and Perversions in the Age of Accountability

Melvin J. Dubnick

We live in the Age of Accountability—or at the least that is what it feels like if you are engaged in or subject to any form of management, and that includes a growing number of us in the public, private and nonprofit sectors.

It seems that in almost every aspect of our lives—from family life and schooling to corporate governance and public administration—we are subjected to ever greater demands for accountability. We are also increasingly likely to demand more accountability from those we deal with—from our kids to the public servants and managers of the corporations that now permeate our lives.

What is driving this growing pervasive preoccupation with accountability is the belief that account giving—that is, the demand for more reporting, measuring, excuse-offering and justification-making behavior—is the best means through which to satisfy some of our most cherished objectives as members of an open, modern globalized society.

We believe in the capacity of accountability to deliver justice in the form of satisfying needs of victims to hear the confessions of their abusers. We are convinced that accountability in the form of transparency is the secret to democracy, or that by insisting on adherence to explicit rules and codes of behavior we can make our elected and corporate officials more ethical.

Most relevant to those of us concerned with the work of the public sector is the pervasive—almost obsessive—belief that through greater accountability we will enhance the performance, productivity and value of that broad range of goods and services for which government is responsible. We believe that through various account giving mechanisms our streets will be cleaner and safer, our children better educated, our health care more cost effective, our social services more efficient, our city services less costly, and even our highway traffic more tolerable and less dangerous.

What I find interesting and most disturbing in all this, is that we have come to the Age of Accountability relying so much on blind commitment to untested assumptions...

Collectively, I call these the “promises of accountability” and they are central to this new Age of Accountability.

What is significant about the current obsession with accountability is not the promises it has generated, but the fact that they are rooted in beliefs—strongly held beliefs, but beliefs nonetheless—and little more. What I find interesting and most disturbing in all this, is that we have come to the Age of Accountability relying so much on blind commitment to untested assumptions, and so little on our proven capacity to inform ourselves of the nature and implications of our choices. Our decision to rely on powerful beliefs rather than knowledge is all the more frustrating because it is endangering the very foundations of modern governance that we are intent on improving.

This call for greater knowledge about the promises of accountability will be met with skepticism in political, administrative and corporate circles where the belief in those promises is deeply and firmly rooted. It is the “conventional wisdom”, the “common sense” of today’s approach to management.

That said, such a commitment to an unframed and untested set of beliefs is unwise at best, for these promises have proven dangerously powerful when put in action and can generate costly consequences, not merely in terms of time and other wasted resources, but in the distortions and perverse behavior they produce.

My intent is not to challenge or question the basic relevance of accountability to governance. Quite the contrary, my argument is premised on the observation that accountability is in fact a core—if not THE CORE—defining characteristic of modern governance. But not all forms of accountability are alike, and the accountability of governance is not the same as the accountability of managerialism which is the subject of my criticism.

To understand the difference, we have to start with the basic fact that accountability is the expectation that an individual will be able to give an account of her or his actions or choices. Account giving is a relatively simple idea—it involves excuse-making, justification, explaining oneself, offering a rationalization, and so on. It is quite simply the capacity and ability to give an account.

But where accountabilities differ is in the way they become manifest in the behavior of the accountable individual. The accountability of governance—the good form of accountability—is an embedded and internalized commitment to account giving. It is embedded in the very relationships that the individual has with those she serves, or the clientele group he works with.

It is found in the way a third grade teacher relates to his students, or the obligation a firefighter feels to those who might be trapped in a burning building. It is internalized to the extent that the account giver regards the commitment to accountability to come from within and not be a reaction to some outside pressure.

The accountability of managerialism, in contrast, is imposed on those same relationships rather than embedded in them. It tells that third grade teacher that his relationship with his students must be defined in terms of higher test scores. It assesses the firefighters’ performance on the basis of measurable such as emergency response times. And in both instances the account giver does not take personal ownership of those standards—they are never internalized, but remain associated with the outside source.

I have no quarrel with the accountability of governance—in fact, I believe that it is being sacrificed on the altar of the new managerialist accountability and the false promises that support it.

As with most false beliefs, the promises of accountability are reflected in errors of commission and omission. I have already drawn attention to the major error of commission—the strong belief in the validity of accountability and those highly desirable conditions it supposedly fosters. The strength of this “strong belief error” is in part due to its simplicity. In all four cases, one can think of the promise as a simple input-output model: in goes accountability, out the other end comes justice/democracy/ethics/performance. Beautifully simple—to a fault!

A second error of commission is the “tautology error” and is uncovered when you begin to examine both sides of that input-output relationship very carefully. Justice, which has traditionally been based on assessments of outcomes (such as “is there a fair and just distribution of resources” or has the victim achieved retribution), is reduced in this case to account giving in the form of confessionals or declarations of one’s role in a previous unjust regime. Democracy, once tied to majority rule, minority rights and deliberation, is transformed to transparency, openness and answerability.

Ethical behavior, once linked to the achievement of happiness through reflection, is converted to restraints and compliance with articulated codes and rules. Performance, which once encompassed competencies and craftsmanship, is now reduced to measurable outcomes.

In each instance the ends have been transmuted into something narrower or different in order to retrofit them with the promise of accountability.

The third error of commission—which I term the “human nature error”—is as old as modern management theory itself. Think of the assumptions about human nature inherent in Frederick Taylor’s scientific management and its view of the human resource factor as just another part of the well engineered operation.

While this error met its empirical match in the human relations research of the 1920s, it hangs on as a convenient bit of folk wisdom that underpins much of today’s administrative reform. At its worst, this Theory X view of human nature—and its equally simplistic Theory Y and Theory Z companions—reflects a one-dimensional view of those being held accountable.

At its best, in the hands of some careful analysts, it can represent sophisticated models of human behavior that have been reduced to their bare bones in order to facilitate the design of reforms. Most often, assumptions about human nature are rarely posited critically or made subject to empirical testing. Often when a reform fails to deliver, the blame is shifted to the uncooperative or rebellious human factor.

As for errors of omission, I think there are two that, if resolved, would offset the damage done by all the other problems. The “unframed assertion error” is basic—there is no theoretical frame within which to understand how the promised relationships operate.

Returning to our input-output model, what we have between accountability and performance, for example, is a “black box” that somehow transforms accountability into more productive activity.

There is little, if any, attention paid by proponents of administrative reform to what goes on in that black box, and when we try to get some insight what we find is a clear indication of those one-dimensional assumptions about human nature that I spoke of earlier. In short, when we base our administrative policies on these promises, we are flying on “a wing and a prayer”, if that.

The second error of omission is the lack of a valid testing protocol for any of the promised relationships. Yes, there are efforts made to assess various accountability-based reforms, but if you look carefully at what is being evaluated you find that we are measuring compliance with requirements of reform rather than whether the reform has actually helped us

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Performance Measurement

SPECIAL SECTION

PM in Elementary and Secondary Public School Systems

James Gerard Caillier

Coaches are judged by how many games they win and lose and chief executive officers are evaluated according to their company's profits and losses. Why can't outcome measures be instituted in the public sector? That question has ushered in the age of performance management, where public sector managers are being held more accountable for their productivity.

...Census documents report that school systems employ roughly one-third of all government workers and account for one-quarter of total and direct expenditures.

In public school systems, school administrators and teachers are under a similar microscope. Instead of the how many championships you have won or the profit and loss margin, schools administrators are held accountable for student achievement. Therefore, how much improvements have students shown on standardized tests since the previous year? Moreover, how many students have dropped out on your tenure?

Questions like these have caused many to question the traditional management and structure of school districts. Traditionally, the management of schools was conducted at the local level, but since the passage of the No Child Left Behind (NCLB) Act of 2001, much of this function has been transferred from the local school board to the state and national government. Now another transformation is taking place in many large cities: the direct management of schools is being transferred from the school board to city hall.

Structural trends, such as this, increase the importance and visibility of effective management at the school level. In a gist, performance management has been adopted in schools, leaving many to search for the optimal organizational structure, oversight, and management team.

In an effort to do so, several issues are of vital importance. First, school administrators are public administrators and should be treated as such. Second, their management practice and leadership styles are relatively unknown by public administration scholars. Third, local elected officials are becoming increasingly fed up with the lack of school performance and oversight and are fighting to transfer authority to city hall.

School Administrators and Public Administrators

Because of public discontentment in how students are performing in public schools, the visibility of those individuals who directly oversee schools has been elevated. However, when one thinks of public administrators, officials within the chief executives (mayor, governor, president) traditional organizational chart are the first to come to mind. Schools administration, although a separate educational discipline, clearly lies within the confines of public administration.

For example, school administrators (superintendents and principals) manage

public organizations, they are either appointed or hired by appointed or elected officials, and they serve the public interests. Consequently, these administrators' duties are analogous to other administrators in the mayor's organizational chart. The only difference is that one manages a school and the other a finance department, etc.

Therefore, school administrators deserve to be mentioned in the same vein with other government managers that are designated within the chief executives organizational chart. Moreover, principals are important public administrators because the schools that they manage have an impact on a whole host of state and local government issues. Some outcomes that are impacted by principals include: student achievement, dropouts, and college readiness. There are a whole host of other issues (economic development, crime, taxes, etc.) that are indirectly influenced by the effectiveness of schools.

School Administrators and Public Administration Literature

With the focus being placed on student achievement and other outcome measures in schools, public administration literature and scholars have scantily studied school administrators and their leadership styles. This occurs despite the fact that Census documents report that school systems employ roughly one-third of all government workers and account for one-quarter of total and direct expenditures. Despite this fact, one would be hard pressed to find anything in the leading public administration articles about the management and leadership effectiveness of school administrators as well as public school organizational management practices.

Literature on the Effectiveness of School Administrators

Recently, three studies appearing in education related journals have shed some light on the relative anonymity of school administrators by linking school performance and outcome to the leadership style of the principal. Mackey, Pitcher and Decman in a 2006 journal article appearing in *Education* conducted a qualitative study to find certain principal characteristics that could influence elementary reading scores. The researchers found that reading scores were influenced by the principal's vision for the reading program, the educational background of the principal and "how the principal defines and applies her/his role as an instructional leader within the school."

An article appearing in *Educational Administration Quarterly* by Marks and Nance in 2007 found that a principal's influence over instruction was highly related to a teachers participation in the decision making process. While the study does not conclude that this style positively influences student achievement, it does suggest that schools benefit when a principal employs a collaborative decision making style.

Lastly, Daniel Duke, in *International Studies in Educational Administration* in 2007 examined 19 recently assigned principals at low performing schools and what they perceived to contribute to student achievement. The common conditions cited by the newly minted principals were student achievement and

behavior, school programs and organization, staffing, school system concerns and parents and community. While two of the factors (behavior and parents and community) lie outside of the direct control of the principal, clearly the remaining factors (school programs and organization, staffing, school system concerns) are directly influenced by the principal. Another factor, student achievement or how students perform on tests can be argued to be directly and indirectly influenced by principals.

Public School Management Trends

Two structural trends have occurred over the last several years with public school systems. First, states have decided to takeover underperforming schools. Beginning in 1989, when the state of New Jersey first seized control of Jersey City schools, many states have moved to takeover struggling schools from local school districts.

Now, nearly half of all states have passed legislation affording state governments the authority to takeover troubled public schools. Although states have used this authority sparingly, it is another option in their arsenal that they can use over failing school districts.

Second, many mayors have added school chief to their list of duties. For instance,

Mayor Adrian Fenty of the District of Columbia was the last in a long list of mayors that usurped authority in taking over their city's troubled school system. In doing so, *Ed Week* (2007) reported that Mayor Fenty oversees one of the lowest performing urban districts in the nation with 55,000 students. The takeover also gives him authority over the budgeting process, collective bargaining, as well as other daily operations; functions that were previously designated to the school board.

Fenty follows mayors from other high profile cities, such as Chicago, Boston, and New York who also have authority over their city's school system. Still other mayors are trying to win approval to do the same in other large cities (for example Albuquerque, NM, and Los Angeles).

Because of recent trends and the obstacles that school administrators face, it is necessary for more research to be conducted on school administrators by public administration scholars. After all, like it or not, local public schools interface with chief executives in each level of government.

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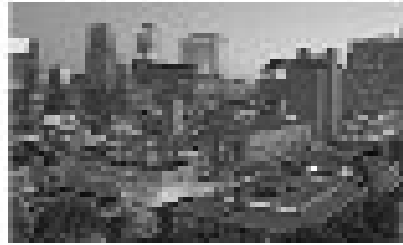
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Racism

SPECIAL SECTION

Confronting the Elusive Nature of Racism

Robert Gest

“Eenie, meenie, minie moe, catch a n****r by the toe.” How many times have we heard these words used? And what were our thoughts when a playmate, friend, or colleague used them?

I found myself thinking, “Can the African-American ever hope to achieve true parity in the face of racism; especially quiet racism?”

Around Christmas 1964, a fellow officer and I were sitting in the break room of the Squadron Officers School chatting and enjoying an assortment of nuts and candies. Innocently I believe, he glanced in my direction and said, “Hey, do you want some n****r toes?” He immediately realized what he had said and proceeded to apologize. Was he a racist? I think not, but one might ask the question, “was this an unconscious manifestation of his racist views, deeply ingrained, that might affect the way he worked and played with African-Americans.”

I recall another incident much further back in time when I was approximately 13 years old. I had ridden my bike to the citrus groves in my Florida hometown after school

to help my father pick oranges. As I approached the worksite, the orange grove owner was on the sidewalk talking to his young twins. I heard him say, “Boys, see that truck of people over there; you are to call anyone who looks like that a n****r; but Pap (he gestured toward a dump truck on which sat a black man who had worked for him many years), you can call him Pap.” Do you suppose that early training from an idolized father might have an effect on how those young boys would relate to African-Americans in their future lives?

Racism has a wide spectrum. The first instance above is what I call quiet racism; the second instance, blatant: Loud and unapologetically mean-spirited.

I recently read something that brought me back to that first instance, some 43 years ago. I found myself thinking, “Can the African-American ever hope to achieve true parity in the face of racism; especially quiet racism?” The legal basis for unequal treatment no longer exists, but there are a thousand and one ways in which quiet racism has a negative affect on the lives of the African-American.

With the passage of the 13th and 14th Amendments and with Lincoln’s 1865 Emancipation Proclamation, the African American began to emerge from the “less than human” status inflicted by legal statutes. It would take almost another 100 years for the Supreme Court’s ruling in *Brown v. Board of Education* on May 17,

1954 and the Interstate Commerce Commission’s ruling of November 25, 1955 to remove the legal basis for segregation and discrimination. Across the land, schools became integrated. Folks could sit where they wished on public conveyances. Blacks could drink from any water fountain and use any public restroom! Free at last; free at last!

Not so quick!

The shimmering vision of equality has proven extraordinarily elusive. This elusive quality manifests itself in the schools, in the workplace, in the criminal justice system, in housing, in other venues where people expect a fair shake. Schools are virtually resegregated. Black Americans still face unequal chances of being hired in many organizations regardless of their education and experience. Jails are filled with a disproportionate share of blacks, especially black men. Arguments have been made that the resegregation of schools is due in no small part to housing patterns—But who can argue that many so-called “housing patterns” are a direct result of racism?

Employment rules and regulations forbid discrimination in hiring, but hiring authorities often find ways to bypass qualified African-Americans. In the area of criminal justice, racism is visibly alive and well! It has been thoroughly established by the Innocence Project that when a crime is committed, “the law” too often rounds up young black men and questions them until one “confesses.” And how did the penalties for using crack cocaine but not other forms of cocaine get so draconian? The broad sweep of the disparity of justice has made the prison system America’s largest economy.

I am convinced that the most pervasive enemy of equality and fairness is the racism which still exists in the United States. Author and reporter Jay Bookman wrote about the dangers of racism in the *Atlanta Journal-Constitution* on August 30, 2007.

He entitled his byline: “Even Quiet Racism Can Drive Everyone a Little Bit Crazy.”

Bookman recalled incidents of quiet racism that he had experienced in the company of friends and prominent businessmen and how astonished he was to see how flagrantly terms that denigrate African-Americans were used in private company.

His shock came not at the racism, he says, as it is no secret that racism remains a force in this country with very real consequences. His shock came at the casualness with which racism was expressed among “just us white guys”. Because racism is so rarely displayed these days, its influence usually has to be sensed rather than seen. In a strange way, that makes it all the more powerful and complicated, he concludes. Bookman feels that by acknowledging and discussing its existence, we can rob racism of some of its power.

The questions then to us are:

- Can we and will we acknowledge the continued existence of racism?
- Will we summon the courage to discuss it?
- And how must this discussion be framed in order to be effective?

Surprisingly and depressingly, the last question is critical. Discussions,

especially in the form of training, appear not to be the answer.

An article in the May 2, 2007, issue of *Time* magazine, written by Lisa Takeuchi Cullen, points to a new study by three sociologists: Frank Dobbin of Harvard, Alexandra Kalev of the University of California, Berkeley, and Erin Kelly of the University of Minnesota. Their study indicates, among other findings, that diversity training [as we often present it in senior level executive training] does not work. Social psychologists, they state, have many theories to explain why diversity training does not work as intended. Studies show that any training generates a backlash and that mandatory diversity training in particular may even activate a bias. Researchers also see evidence of “irresistible stereotypes,” or biases so deeply ingrained that they simply cannot be taught away in a one-day workshop.

What the study finds that did work: assigning a person or committee to oversee diversity, ensuring direct accountability for results; mentorships and indeed, a multipronged approach including these two, which has accountability all the way down from and including the top.

I realize I paint a dismal picture. Am I saying that it does no good to convene groups of people from various ethnic groups and attempt a genuine discussion of racism? No, I am not saying that. What I am saying is that such discussions, while they may cause people to think about racism, if the racism is deeply ingrained, more will likely be necessary to cause a major shift in people’s actions.

Therefore, I believe what we in senior level executive education should seriously consider is as follows:

- Continue the diversity training, but couch it in terms that deliberately and specifically do not paint members of other groups as the devil incarnate.
- Encourage our program participants to return to their organizations and develop and/or enhance their mentoring programs in ways that positively expose all organization members to the business benefits of erasing quiet racism.
- Establish a committee and/or designate a specific person to oversee the diversity efforts of the organization.
- Make everyone accountable by adding to the performance standards of every employee the element of something like “erasing racism; especially quiet racism.”

It is clear that actual practices where African-Americans are concerned have changed dramatically since the 1950s. Hiring and employment practices have surely evolved such that African-Americans and minorities in general receive much better treatment in the workplace. However, I dream of a nation where fair treatment for all is deeply felt to be a moral obligation as well as a business imperative; a nation where “quiet racism” no longer exists. I dream of a nation where as M.L. King famously said, “where all of God’s children...” could aspire, inspire and achieve strictly and completely on their individual merits.

ASPA member Robert Gest III is adjunct instructor, Federal Executive Institute. E-mail: rxgest@comcast.net

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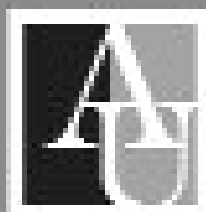
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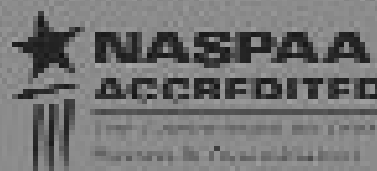
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Internet

SPECIAL SECTION

Internet Redesign: GENI's E-government Implications

David L. Baker, Charlene M. L. Roach

Created in the 1970s, escalating problems plague the Internet. Josh Fischman's article in the June 2007 issue of *The Chronicle for Higher Education* highlights a growing number of concerns regarding the Internet: e-mail spam, identity theft, viruses, website attacks, and proliferation of mobile devices. E-government's ambitious vision of service and sensitive citizen relationships make public agencies especially vulnerable. Although not obvious to the typical user, maintaining the existing Internet with acceptable security, reliability, manageability, and mobility is problematical, according to Fischman. The National Science Foundation (NSF) agrees.

NSF Funds GENI

In May 2007, the NSF launched a review of the Internet with an eye toward redesign or replacement. The initiative, named Global Environment for Network Innovations (GENI), kicks off with a \$10 million planning budget. Estimated costs may reach \$300 million over the next several years.

The initial NSF award funds the planning of GENI through BBN Technologies (BBN). BBN classifies itself as "an advanced technologies solutions firm." It touts a 50-year history of tackling issues involving systems integration and networking, national security, information security,

speech recognition, and language translation. To BBN's credit, it trail-blazed development of the military's Advanced Research Projects Agency Network, a predecessor network integrated into the current Internet.

In May 2007, the NSF launched a review of the Internet with an eye toward redesign or replacement.

What is GENI?

The GENI Project Office describes GENI as a "research facility." Its objective is to develop and to test new data communications, networking, distributed systems, cyber-security, and networked services and applications. Successful approaches and outcomes may be added to the existing Internet or evolve in tandem.

Currently, experimental barriers arise from the technical shortcomings of the Internet. Attempting innovations on the existing "old technology" Internet carries the risk of compromised results. The GENI Research Plan recognizes that deficiencies persist and attempts to fill the gap by reconceptualization of the Internet. This strategy permits large-scale experimentation outside the Internet's present paradigm with real-world users.

BBN intends a two-tier approach: (1) develop an entirely new system of protocols (dubbed a "clean-slate effort"), and (2) conduct a massive beta test for the new protocols. Depending on initial results, NSF may be requesting second phase annual federal appropriations of \$50 million, or more, over the next several years.

What are the Stakes?

Security tops Internet concerns. Lack of security erodes the trust needed to maximize the Internet's potential. This is especially true for e-government where interaction depends on citizen trust. A relentless barrage of dangers lurks in cyberspace now. Examples include spam (unsolicited e-mail comprising 87 percent of current e-mail), viruses (harmful programs replicated by being copied), worms (self-replicating viruses), denial of service attacks (incidents in which a user is deprived of expected service), phishing (e-mail fraud to gather personal information), and identity theft (a criminal act where an imposter obtains personal information).

The existing Internet is not well-suited for the mobility and flexibility advantages of wireless communications. Wireless refers to telecommunications in which electromagnetic waves (instead of wires or cables) transmit the signal over part of or the entire communication route. Demands for mobility through wireless communications grow exponentially. Remember, Internet design predates cell phones, laptops, and personal digital assistants. Experts fear increasing wireless demand will shy away from the Internet in favor of "sensor networks" (a group of specialized transducers with a communication infrastructure that monitors and records conditions at diverse locations). This potential fragmentation flies in the face of the Internet's integration objective.

Reliability apprehensiveness over the current Internet centers around too much dependency on the telephone system. The more visionary Internet community wants the Internet to be independent of the telephone system, especially in crisis situations.

Internet service start-up continues to be cumbersome due to initial design and despite manageability patches along the way. It requires too much debugging. Additionally, competitiveness among Internet Service Providers hampers new services often enough to suggest economic disincentives as the culprit rather than technical inadequacies.

What are the Possibilities?

Patch-work solutions can no longer substitute for critical Internet reconceptualization. GENI envisions a future Internet that features the following:

- Universal connectivity, mobility, and accessibility;
- Enhanced possibilities for information availability and utility;
- More effective use of sensors (a transducer that connects one type of energy to another for measurement or information transfers) and controllers (a device that controls the transfers of data from a computer to a peripheral device and vice versa);
- Improved privacy, accountability, freedom, and social capital; and

- Seamless integration of empowered web-utility that finds the Internet as a natural part of everyday life.

Public agencies and academics need to contemplate the implications of GENI as its compelling vision inspires Internet redesign forward.

Implications for E-government

Public agencies have much at stake in the push for a 21st Century Internet. The PEW Internet and American Life Project finds in a 2004 report, "How Americans Get in Touch with Government," that only 29 percent of those contacting public agencies do so via e-government. Yet, the reach of the Internet continues to grow. PEW's 2006 publication titled "Internet Penetration and Impact," indicates that the Internet extends to 73 percent of American adults.

Ongoing research examines the various factors that inhibit many from embracing e-government. However, the e-government website usability dimension of "legitimacy" clearly has the most to gain from the GENI effort. E-government legitimacy refers to website features that reassure the user that a particular website is authentic and ready to conduct official government business.

E-government users want credible evidence that government websites ensure security, privacy, and authenticity in all respects. Legitimacy characteristics for e-government website usability consist of general contact information (i.e., address, telephone numbers, e-mail addresses), security policy, privacy policy addressing data sharing and anonymity issues, disclaimer statements (telling users what the site is and is not about), webmaster contact information, and authentication devices that verify identity. Legitimacy concerns demand the rigorous proactive measures proposed by GENI to protect the public from cyberspace piracy.

"The [public's] generally positive perceptions indicate that e-government is worth pursuing as a means of enhancing the effectiveness of government agencies and their relationships with citizens," according to Caroline Tolbert and Karen Mossberger, in a 2006 *Public Administration Review* article titled "The Effects of E-government on Trust and Confidence in Government."

However, the public's favorable impression of e-government may be ephemeral and undermined quickly. Without a substantial undertaking like GENI, the informational and transactional benefits of e-government may dwindle. Mounting security, reliability, manageability, and mobility issues may swamp the e-government vessel and sink the promise of web-enabled citizen service. E-government researchers and practitioners will want to monitor and to encourage GENI's progress and success.

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Service to America Medals Honor “Unsung Heroes”

Washington, DC—The Partnership for Public Service presented nine Service to America Medals to outstanding civil servants for their high-impact contributions critical to the safety, health and well-being of Americans—at a Washington, DC gala held in their honor, September 19th.

The Service to America Medals have earned a reputation as one of the most prestigious awards dedicated to celebrating America’s civil servants.

The top medal—Federal Employee of the Year—went to Douglas Lowy and John Schiller, renowned NIH scientists whose discoveries led to new cervical cancer vaccines. Cervical cancer is the number two cause of death among women, worldwide.

Additional Service to America Medals were awarded to public servants who boast achievements in fighting nuclear terrorism; cancer research; weapons technology; nuclear waste cleanup; foreign affairs; public housing—and helping wounded soldiers use technology to re-enter the workforce, through the world’s largest electronics accommodations program.

Medalists come from the Departments of Justice, Defense, State, Energy, HUD, Health and Human Services, Veterans Affairs, and the Navy. They work and live in Washington DC, Annapolis, Cincinnati, Denver, and Tampa.

“The Service to America Medals are important because they tell the true stories



The Partnership for Public Service recently presented their Service to American Medals to the honorees in the photo above. To learn more about why each was chosen, see the article below.

of the remarkable work that our federal employees do each and every day. There is not a day that passes where government does not touch our lives in some way—whether it is securing our homeland, or conducting cutting edge research to cure disease,” said Max Stier, Partnership for Public Service President.

The 2007 Service to America Medal recipients are:

Douglas Lowy and John Schiller, Federal Employee of the Year Medalists. Lowy, laboratory chief, and Schiller, senior investigator, both work at the National Institutes of Health in Bethesda,

Maryland. Lowy and Schiller made discoveries that led to the development of vaccines for the virus that causes a majority of cervical cancers.

Nicole Faison, Call to Service Medalist. Faison is director, Office of Public Housing Programs, U.S. Department of Housing and Urban Development in Washington, DC. Faison created an income verification program that eliminated more than \$2 billion in fraudulent payments by HUD’s rental assistance

programs, removing the program from the Government Accountability Office’s “high risk list.”

David Vesely, Career Achievement Medalist. Vesely is chief of endocrinology, diabetes and metabolism, U.S. Department of Veterans Affairs at the James A. Haley VA Medical Center in Tampa, FL. Vesely discovered three hormones made by the heart that benefit the treatment of congestive heart failure, kidney failure and cancer.

Dinah Cohen, Citizen Services Medalist. Cohen is director, Computer/Electronic Accommodations Program (CAP) at the U.S. Department of Defense, TRICARE Management Activity in Falls Church, VA. Cohen leads the world’s largest assistive technology program, filling more than 60,000 accommodation requests for people with disabilities, including 2,400 accommodations for wounded service members.

Tracy Mustin, Homeland Security Medalist. Mustin is director, Office of Second Line of Defense at the U.S. Department of Energy, National Nuclear Security Administration in Washington, DC. Mustin is leading an initiative to put radiological and nuclear detectors at seaports, airports and border crossings across the globe, providing vital defenses against nuclear terrorism.

See **MEDAL WINNERS**, pg. 10

The Age of Accountability

From **ACCOUNTABILITY**, pg. 3

improve performance, enhance justice, and so on. And given the tautological nature of the promises—that is, that each promised outcome was modified to fit into the input-output scheme—we are unlikely to get a valid assessment of any of these reform efforts in the current unframed context. In short, under current protocols for assessing the various accountability-based reform efforts, we are locked into a game of self-fulfilling false prophecies.

So much for the logical flaws among the promises of accountability. Among those who are not quite convinced by such arguments, let me turn to the more fundamental issue that is expressed in the title of my talk—that is, under the promises of accountability, well intended reforms have become pathological in two ways. First, by placing much of our limited resources into the input (accountability) side of the equation, we are diverting critical resources and attention away from the desired objective.

This creates what I term the paradox of accountability: the more we invest in accountability, the less we are able to actually accomplish. Second, there is growing evidence that these reforms are creating incentives for perverse behaviors by those being held accountable as they attempt to avoid the negative consequences they might result from poor performance.

What is to be done?

Make what contributions you can to

developing a better theoretical understanding of accountability and its role in governance and administration. This may sound like an academic’s special plea to his colleagues, but it is more than that.

Designing effective policies and programs requires more practical knowledge rather than stronger beliefs, and if there is something that we social scientists know all too well it is that useful knowledge comes from the development and testing of theories under real world conditions.

And for those who might believe that theoretical work is only for academics, the history of public administration and management indicates otherwise.

Perhaps the most influential work in public management theory of the past century was authored a little over six decades ago by Chester Barnard, a highly respected public and private sector executive in the United States who was invited to Harvard to offer his thoughts on management in the mid 1930s. Barnard’s work inspired at least one young scholar at the time to develop his insights even further, and the result was the awarding of the Nobel Prize in Economics to Herbert Simon four decades later.

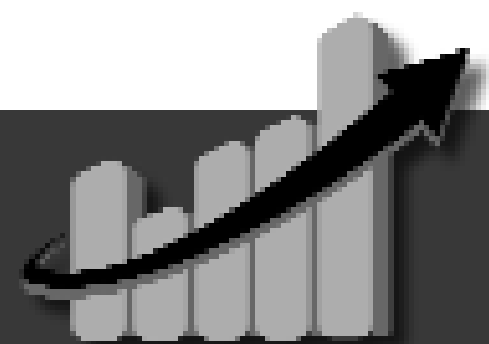
If that is the payoff from listening to our practitioner friends, we academics will certainly be “all ears.”

ASPA member Melvin J. Dubnick is a professor of political science and director of the MPA program at University of New Hampshire. E-mail: m.dubnick@unh.edu

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Peeking Over the Fence

The 10 Elements of the Canadian Management Accountability Framework

Public Service Values—Through their actions, departmental leaders continually reinforce the importance of public service values and ethics in the delivery of results to Canadians (e.g. democratic, professional, ethical and people values).

Governance and Strategic Directions—The essential conditions—internal coherence, corporate discipline and alignment to outcomes—are in place for providing effective strategic direction, support to the minister and Parliament, and the delivery of results.

Results and Performance—Relevant information on results (internal, service and program) is gathered and used to make departmental decisions, and public reporting is balanced, transparent, and easy to understand.

Learning, Innovation and Change Management—The department manages through continuous innovation and transformation, promotes organizational learning, values corporate knowledge, and learns from its performance.

Policy and Programs—Departmental research and analytic capacity is developed and sustained to assure high quality policy options, program design and advice to ministers.

Risk Management—The executive team clearly defines the corporate context and practices for managing organizational and strategic risks proactively.

People—The department has the people, work environment and focus on building capacity and leadership to assure its success and a confident future for the Public Service of Canada.

Stewardship—The departmental control regime (assets, money, people, services, etc.) is integrated and effective, and its underlying principles are clear to all staff.

Citizen-focused Service—Services are citizen-centred, policies and programs are developed from the "outside in", and partnerships are encouraged and effectively managed.

Accountability—Accountabilities for results are clearly assigned and consistent with resources, and delegations are appropriate to capabilities.

Source: Treasury Board Secretariat of Canada

John Kamensky

If you're perpetually curious, it's always interesting to peak over your neighbor's fence to see what's in their backyard. In the case of "managing for results," the northern fence has more than snow to look at!

The Canadian federal government has had a long tradition of promoting accountability for performance and results. It served as an inspiration to the U.S. federal government's performance and results focus in the early 1990s. Some of their data collection and reporting efforts helped support the U.S. adoption of the Government Performance and Results Act back in 1993. In recent years, Canada has taken a more in-depth approach to its management improvement efforts. Starting in 2000, the Canadian government launched a continuous improvement campaign called "Results for Canadians."

Its central management agency—the Treasury Board Secretariat—reinforced this campaign with the creation of a "Management Accountability Framework," in 2003. This initiative is reminiscent of the U.S. federal government's President's Management Agenda in that it sets agency-level standards that are centrally tracked. However, the Canadian Framework is far more comprehensive than the U.S. approach and it has been fine-tuned annually since its inception. It tends to be "how we manage" and not just a set of management improvement initiatives.

The Management Accountability Framework

The Management Accountability Framework is seen by its promoters as serving several purposes: a vision for good government, a review process, and an analytical tool. The framework is organized around 10 essential elements that collectively define "sound management," such as values, governance, citizen-focused service, and stewardship (see sidebar for details). The Treasury Board Secretariat touts it as "a comprehensive and integrated model for management and for management improvement."

The Framework also serves as an integrating function for a series of other Canadian management improvement initiatives in finance, human resources, and service improvement. In addition, it serves as a "basis for dialogue" between the Treasury Board Secretariat and the deputy heads of departments and agencies.



The deputy head of an agency is a senior career civil servant who is the officer accountable for implementing the framework. In the U.S., this person would be equivalent to a chief operating officer or deputy secretary.

When the Framework was first introduced in 2003, it was seen as a set of expectations for assessing the deputy heads. It has since evolved into an oversight tool for agencies themselves.

In 2004, the Framework was used to assess the performance of 35 departments and major agencies to "identify strengths and weaknesses in management practices," according to a history of the initiative. The Framework has since been integrated into the government's traditional cycle for planning and reporting and extended to other agencies.

How Is the Framework Applied?

Each of the 10 elements has a series of related indicators—21 in total in its fourth year of assessments—with a series of sub-measures. Each department develops its own self-assessment around each of the 21 indicators and works with its Treasury Board analyst to come up with an agreed-upon joint assessment. These are then compiled into a departmental profile for a one-on-one "conversation" between the deputy head and the President of the Treasury Board. The 10 elements are rated on a 4-point scale (strong, acceptable, opportunities for improvement, or attention required). The resulting departmental profile is then shared annually with Parliament and the public, along with other required reports. Fifty-five agencies were assessed in the latest round.

An Example: The "People" Element of the Framework

What do the assessments look like? The assessment goal of the "People" element of the Framework is to assess the extent to which the workplace is "Fair, Enabling, Healthy and Safe." Each of these is further described:

- Extent to which the workplace exhibits fair employment and workplace practices and effective labor relations
- Extent to which the workplace exhibits clear direction, collaboration, respect and support for employees' linguistic rights, diversity and personal circumstances in order to enable them to fulfill their mandate
- Extent to which the workplace is a healthy and safe physical and psychological environment.

Canadian Public Service Agency (equivalent to the U.S. Office of Personnel Management) is the lead for assessing the "People" elements of workforce and workplace. It developed a series of 12 more specific indicators as to what constitutes "fair employment and workplace practices," such as the percent of employees agreeing that staffing is done fairly (based on an annual survey) and the number of complaints filed about hiring practices. These are then used to assess each department's progress.

So What Has Been the Impact?

The Framework has been in place for more than four years. Has it made a difference? According to one observer, the answer is that it is "still a work in progress."

There is no public scorecard, like in the U.S. Presidential Management Agenda which publishes a quarterly "red-yellow-green" stop light rating for each element that sums up each agency's progress. A 30-40 page narrative is developed and shared as a report to Parliament. So, there is no high profile report publicly released on agency performance.

Several outside observers see the Framework as producing a plethora of information that conceals more than it reveals. It serves as a basis for management discussion, but because there is no "scorecard" ranking agencies, there is little peer pressure or political pressure for improvement. It is a set of management practices, but not used for real accountability, at least not in the U.S.-style. One long-time observer said "You have to look back 30 years and see what it replaces. It replaces an informal, good-old-boy system based on anecdotes and friendships."

Treasury Board leadership sees the Framework as an easy-to-use "Management 101" reference tool that creates a common management improvement language across agencies. However, observers say the career executives being assessed under the Framework largely have not bought into the approach and see it as a paperwork exercise. The departmental Framework assessments are used in annual performance discussions between deputy heads and the Treasury Board, but there seems to be no direct consequences of poor performance. Likewise, the assessments are made available to Parliament, but observers are unaware of instances where they have been referenced in debates or funding decisions.

Maybe "Reinventing Government" David Osborne's observation is right—if there are no clear consequences for performance—good or bad—then there may be no incentive for improvement. Canadian observers recognize this and they say Treasury Board leaders should actively consider creating consequences—such as linking to publicity or pay—that may make what seems to be a well thought-out approach for improving management more than a paperwork exercise.

ASPA member John Kamensky is a senior fellow with the IBM Center for The Business of Government. He is also an associate partner with IBM Global Business Services and a fellow of the National Academy for Public Administration. Visit his blog on Presidential Management Challenges at: www.transition2008.wordpress.com. E-mail: john.kamensky@us.ibm.com

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Delaware, Michigan Best States for e-Government

USA.gov, Department of Agriculture lead federal offices

Providence, RI [Brown University]—Delaware and Michigan are the best states for e-government in the United States, according to the eighth annual e-government analysis conducted by researchers at Brown University. The federal portal USA.gov and the Department of Agriculture are the most highly rated federal sites.

Darrell M. West, director of the Taubman Center for Public Policy at Brown University, and a team of researchers examined 1,548 state and federal sites.

Seventeen percent of sites charge visitors a fee to use online services, up from 12 percent last year. In terms of online services, 86 percent of state and federal sites have services that are fully executable online, up from 77 percent last year. In addition, a growing number of sites offer privacy and security policy statements. This year, 73 percent have some form of privacy policy on their site, up from 71 percent in 2006. Fifty-two percent now have a visible security policy, down from 63 percent last year. Twenty-two percent of sites offer some type of foreign language translation.

In terms of disability access for the visually impaired, automated Bobby software, available from Watchfire, Inc., found that 54 percent of federal sites and 46 percent of state sites meet the World Wide Web Consortium (W3C) disability guidelines. The federal numbers are the same as last year, while the state numbers are up from 43 percent.

The study also ranks the 50 states and various federal agencies on overall e-government performance. Using measures such as online services, attention to privacy and security, disability access, and foreign language translation, researchers

rated the various state sites and compared their performance to last year.

The top ranking states include Delaware, Michigan, Maine, Kentucky, Tennessee, Massachusetts, Maryland, Texas, New Jersey, and Utah.

Top-rated federal websites include the national portal USA.gov, Department of Agriculture, Postal Service, Social Security Administration, Securities and Exchange Commission, Department of Commerce, Federal Communications Commission, Federal Deposit Insurance Corporation, Department of Education and the Internal Revenue Service.

West and his research team suggest several means to improve e-government websites:

- have more foreign language translation options, especially in states with high numbers of foreign language speakers and on websites that warrant foreign language options;
- standardize privacy policies in order to create continuity throughout the sites;
- have more kids' pages to get children interested in local and state government;
- use personalization and customization on websites with a lot of information. These features allow users to customize and tailor their account specifically for their needs and interests, allowing them to directly access needed resources.

For more information about the results of this study, contact Darrell West at 401-863-1163 or see the full report at www.INSIDEPolitics.org. The appendix of that report provides e-government profiles for each of the 50 states and the federal agencies.

Service to America Medals Awarded

From MEDAL WINNERS, pg. 8

Edward Peter Messmer, International Affairs Medalist. Messmer recently returned from assignment as special assistant to the ambassador, at the U.S. Department of State in Beirut, Lebanon. Messmer averted an impending health crisis during the 2006 Lebanon-Israeli armed conflict by helping to get fuel reserves into the country, which kept major power plants open.

John S. Morgan and the President's DNA Initiative Team, Justice and Law Enforcement Medalists. Morgan is deputy director for Science at the U.S. Department of Justice, Office of Justice Programs, National Institute of Justice in Washington, DC. Morgan created a program that has helped solve thousands of cold cases and dramatically expanded the capacity of local law enforcement to utilize DNA evidence.

Anh Duong, National Security Medal. Duong is science advisor, deputy chief of Naval Operations for Information, Plans and Strategy at the Naval Surface Warfare Center, Indian Head Division in Washington, DC. Duong designed the thermobaric bomb credited with helping win the war in Afghanistan—and currently develops anti-terrorism technologies for

the Pentagon.

Frazer Lockhart and the Rocky Flats Cleanup Team, Science and Environment Medal. Lockhart is manager, Rocky Flats Project at the U.S. Department of Energy in Colorado. Lockhart completed the first successful cleanup of a former nuclear weapons facility 60 years ahead of schedule and \$30 billion under budget.

The Service to America Medal winners were nominated by colleagues familiar with their work and selected by a committee that includes U.S. Senator John Warner; Colleen M. Kelley, National President, National Treasury Employees Union; Kenneth Chenault, Chairman and CEO, American Express Company; and Dan Glickman, Chairman and CEO, Motion Picture Association of America. Nearly 600 nominations—a record number—were submitted for medal consideration this year.

National sponsors include Siemens, the founding partner, and DuPont.

Nominations for 2008 are accepted at www.servicetoamericamedals.org. Additionally, profile stories and videos celebrating the work of each nine medal winners are posted on the website.

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The ASPA Classics are available for purchase on library websites, and general interest. Drawing upon the "Public Administration Review" and other ASPA-related journals, each volume in the series is edited by a scholar who is charged with presenting a thoughtful and balanced perspective on a relevant issue.

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FREDERICKSON PERSPECTIVE

A Column by H. George Frederickson

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

Iraq, Blackwater and the Advent of Third Party Defense

H. George Frederickson

Because it is so divisive, one would assume that those engaged in policy deliberations about the size of the American presence in Iraq would use actual and realistic numbers. The surge has increased the U. S. military force in Iraq by more than 30,000, to about 175,000 troops.

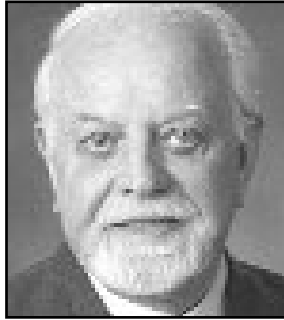
Following the recent congressional hearings featuring General David Petraeus, President Bush announced a possible drawdown of one brigade, about 4,000 personnel, by the end of this year and more by next spring, depending on "continued success" on the ground. But these numbers are deceptive, only slightly related to the real American presence in Iraq.

To get a more accurate picture of the American presence in Iraq one must consider the fact that very significant elements of warfare are contracted out to private corporations. As a recent study by the Congressional Research Service puts it, in Iraq "the United States is relying heavily, apparently for the first time in an

unstable environment, on private firms to supply a wide variety of security services." How large is the contingent of private personnel based in Iraq, supported by American contracts?

By the most recent estimates there are over 180,000 contract employees, a greater number than the contingent of American military personnel in Iraq. So the actual American footprint in Iraq is over 350,000 personnel. To be sure, not all contract personnel are Americans and not all are on Department of Defense contracts, but by any reasonable reckoning they are all part of the American presence in Iraq.

As the shootout on Sunday between insurgents and security contractors working for Blackwater U.S.A. shows, contractors are part of warfare. This isn't the first contractor shootout in Iraq, and who can forget earlier images of the bodies of four Blackwater employees hanging from a Fallujah bridge. Hundreds



of contractors have died in Iraq, and thousands have been wounded.

Does it matter that the terms of policy deliberation on the war are defined by the number of military personnel in Iraq rather than the full contingent of military and contract personnel? Yes.

In the first place, purposely or not, the continued use of only the number of military personnel in accounting for the American presence in Iraq, rather than total of military and contract personnel, is deceptive. However, neither elected officials nor the media have seized this issue and put military and contractor data together so as to give a realistic description of the full dimensions of the Iraq war. To use only the number of uniformed military in Iraq in policy debates over the war makes both the personnel and financial aspects of the war appear smaller than they actually are, therefore privileging one side of the policy debate.

Second, as the Blackwater-insurgent shootout on Sunday illustrates, the extensive use of contractors in the Iraq war is freighted with important legal questions. Are American contractors in Iraq subject to international law? Can contractors be "combatants," or "mercenaries," and thereby come under the protocols of the Geneva Conventions? Do contractors come under U. S. civil law? Do contractors come under the Uniform Code of Military Justice? Can contractors come under the "extraterritorial jurisdiction" claims found in American laws such as War Crimes Act?

However important these legal questions may be, it hardly matters because no contractors have been charged with crimes based on their work in Iraq. Several members of the uniformed military have been charged and convicted of crimes in Iraq.

Third, independent of the question of whether the war in Iraq is just, is the extensive use of private contractors in any war good public policy? Contractors are

thought to be indispensable as "force multipliers" and as a means by which to supplement overstretched active duty and reserve forces. But critics point to a lack of transparency in the contractor selection process and in the day-to-day operation of contracts. And there is evidence of ongoing problems with the control and coordination of contractors in the field as well as with oversight issues.

There are big questions of cost and ongoing debates over whether modern defense contracting is less expensive than traditional military support systems. But there is no question that the Iraq war is far more expensive than it would seem to be, if the costs of the war were based on the number of uniformed military in Iraq. The reason is the extensive use of contractors. The use of contractors has important foreign policy ramifications, particularly with respect to human rights issues and matters of accountability.

Finally, as Congress and the president search for an Iraq war end game, it is essential to ask this question: Given the evident capacity of those who manage this war to hire more contractors, will a drawdown of uniformed troops actually reduce the American presence in Iraq?

The advent of the so-called "multi-sector federal workforce" is here to stay, and the essential role of contractors in the work of the Department of Defense is not the issue. For public administration the issue is learning how to properly organize and manage the military when the contours of that military, when "in theater," now include the greatly expanded presence of contractors. The long and somewhat checkered story of military procurement, particularly the procurement of large-scale weapons systems, is a cautionary tale. And now the story of the organization and management of American multi-sector workforce in the Iraq war is unfolding.

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



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Public Administration with an Attitude brings together some of H. George Frederickson's most penetrating and thought-provoking columns from the pages of *PA TIMES*. In the book, Frederickson takes on the issues facing today's public administrators with the intellectual integrity that established him as a leader in the field. If there is something wrong or right with the way public policy is being administered, Frederickson lets you know. Like his column, *Public Administration with an Attitude* is easy to read and jargon-free, and, of course, it is often witty.

Students preparing for public service careers will benefit not only from the wisdom and insight in *Public Administration with an Attitude*, but from the pervading theme of the honor and dignity of public service. Practicing public servants will enjoy the rich use of examples, the telling of great public administration stories, and especially the descriptions of public administration heroes and heroic moments.

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Those Three Little Words

"I love you?" No, those are not the three little words I have in mind. Does "in good faith" rekindle any memories? How about Paul D. Wolfowitz—remember now? World Bank President Wolfowitz agreed to resign his position after several months of controversy about his role in 2005 in helping his companion Shaha Ali Riza, who worked at the World Bank, transfer to the U.S. State Department where she received a healthy pay raise (\$132,660 to \$193,590).

Did Mr. Wolfowitz do anything unethical? No, he loudly proclaimed. He cleared his steps with relevant officials at the World Bank, including ethics officials at the Bank. After much hand wringing (including hiring a lawyer) by Mr. Wolfowitz, a blizzard of media attention, and growing pressure by the 24 member Board of Directors, he resigned effective June 30, 2007.

The Directors issued this statement: "He assured us that he acted ethically and in good faith in what he believed were the best interests of the institution and we accept that. 'We also accept that others involved acted ethically and in good faith.'"

When politics and ethics collide, watch out for those three little words... in good faith.

Source: *New York Times*, May 18, 2007.

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



Women Veterans Surveyed

From **WOMEN VETERANS**, pg. 2

did not seek civilian work until after leaving the military, and on average, this group of women veterans began their job search nine months after leaving the service.

For many women veterans, it appears that the transition into the civilian workforce does not end with being hired. Only 21 percent of women veterans in the survey felt that their transition was completed as soon as they were hired on to their first job; 28 percent said that they had felt "completely adjusted" only after having been on the job for some time. A full 44 percent said that they still didn't feel completely adjusted. The average time out of the service for respondents was seven years.

While the majority of respondents said that having resources and support to help with their career transition before they separated from the military is useful, over a third also said that having resources after they secured their first job would be helpful. More information about the resources and services that women veterans found helpful during their career transition will be the subject of an upcoming BPW Foundation report.

BPW Foundation sponsored the WWSOII: Women Veterans in Transition survey in partnership with Harley-Davidson Foundation, Inc. and Disabled American Veterans (DAV) Charitable Service Trust. Nearly, two-thirds of the over 1,600 respondents also selected to participate in further research, which provides BPW Foundation with an unprecedented opportunity to follow the changing experiences of a group of women veterans over time, said a BPW Foundation representative.

BPW Foundation invited women veterans to participate in this online survey via e-mail invitations, newsletters and web postings through veteran recruiting services (RecruitMilitary, Corporate Gray, Bradley-Morris, Inc.) and service organizations (BPW/USA-Women Joining Forces, Women In Military Service For America Memorial, AMVETS, National Association of State Women Veterans Coordinators, National Association of State Directors of Veterans Affairs) with access to a spectrum of women veterans across age ranges, conflicts and services. Currently, there is no nationally representative database of women veteran's in existence for research purposes, explained BPW Foundation.

"Our sample is composed mainly of younger women veterans actively involved in today's labor force, but it also includes women veterans that are retired from both the military and civilian workforces or others who are currently job hunting as a comparison," explained Frett.

Through its partnership with BPW/USA's Women Joining Forces Program as well as partner groups, such as ASPA's Section for Women in Public Administration, BPW Foundation hopes the survey will help inform the development of programs and resources that help women veterans more easily transition into, and adjust to, the civilian workforce.

For more information, visit www.bpwfoundation.org and www.womenjoiningforces.org

Tricia Dwyer-Morgan is director of programs for BPW Foundation. She can be reached at tdwyermorgan@bpwfoundation.org

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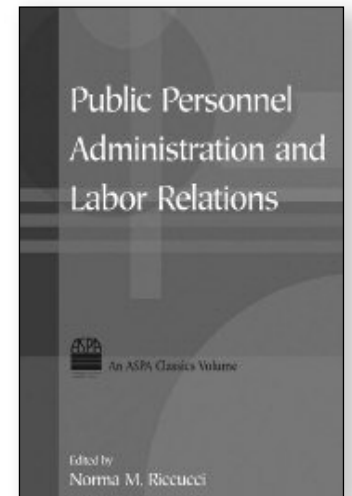
Editor-in-Chief **Marc Holzer**, Rutgers University, Campus at Newark

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Norma M. Riccucci, Ed.

These classic articles trace the historical and evolutionary development of the fields of public personnel administration and labor relations from the point at which the first civil service law was passed—the Pendleton Act in 1883—through the present. The collection covers everything from the seminal concerns of civil service (e.g. keeping the spoils out) to topics that early reformers would never have imagined (e.g. affirmative action and drug testing). To facilitate an instructor's ability to assign readings that illuminate lectures and course material, a correlation matrix on the M.E. Sharpe website shows how this book can be used alongside eight leading textbooks.

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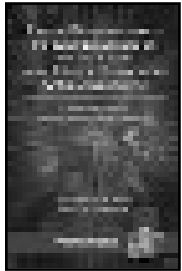
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From Bureaucracy to Hyperarchy in Netcentric and Quick Learning Organizations: Exploring Future Public Management Practice

by Lawrence R. Jones, Naval Postgraduate School and Fred Thompson, Willamette University

This book focuses on the inherent contradiction between bureaucracy, hierarchy, and the vision inspired by the architecture of modern information technology of a more egalitarian culture in public organizations. We agree with Evans and Wurster and others who have argued that, in the future, knowledge-based productive relationships will be designed around fluid, team-based collaborative communities, either within organizations (i.e., deconstructed value chains), or in collaborative alliances such as those with “amorphous and permeable corporate boundaries characteristic of companies in the Silicon Valley” that is, deconstructed supply chains. In such relationships everyone can communicate richly with everyone else on the basis of shared standards and, like the Internet itself, these relationships will eliminate the need to channel information, thereby eliminating the trade-off between information bandwidth and connectivity. “The possibility (or the threat) of random access and information symmetry,” they conclude, “will destroy all hierarchies, whether of logic or power”

CONTENTS: Preface and Acknowledgments. Understanding Public Management as an International Academic Field. The Evolution of Public Management Reform Practice. Assessing Public Management Reform in an International Context: Performance Measurement, Managing for Results and Fiscal Devolution. Phases of Organizational Transformation and Restructuring. Changing Processes: What Works, What Does Not and Why? Implementing the Continuous Learning Cycle to Improve Strategic Planning and Organizational Productivity. Matching Institutional Structure to Strategic Planning and Positioning. Creating the Quick Learning Organization in Government. Moving From Bureaucracy to Hyperarchy and Netcentricity: Enabling the Quick Learning Organization Using IT and Modern Technology. References. Index.

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Communicable Crises Prevention, Response, and Recovery in the Global Arena

Edited by Deborah E. Gibbons, Naval Postgraduate School

This volume makes a significant contribution to the crisis management literature. It also adds to our inchoate understanding of network governance: temporary teams and task forces, communities of practice, alliances, and virtual organizations. It hints that the distinction between networks and organizations may be somewhat spurious, a matter of degree rather than kind. Indeed, it seems that this distinction may derive more from mental models in which we consistently reify organizations than anything else. Finally, the volume emphasizes the functional importance of leadership in network governance and puzzles over its provision in the absence of hierarchy. As such, it adds to the contributions made by Marc Granovetter (1973), John Seeley Brown and Paul Duguid (1991), Bart Nooteboom (2000), Paul J. DiMaggio (2001), John Arquilla and David Ronfeldt (2001), Laurence O'Toole and Ken Meier (2004), and others, as well as Nancy Roberts' seminal work on wicked problems and hastily formed teams. The result is a product the editor and the contributors can be proud of. Overall, it is one that will edify, surprise, and delight its readers.

CONTENTS: Foreword, Fred Thompson. Preface, Deborah E. Gibbons. Against Desperate Peril: High Performance in Emergency Preparation and Response, Herman B. "Dutch" Leonard and Arnold M. Howitt. Anticipating Rude Surprises: Reflections on "Crisis Management" Without End, Todd R. La Porte. Technological Transformation of Logistics in Support of Crisis Management, Richard A. Braunbeck III and Michael F. Mastroia. Improving Disaster Management Through Structured Flexibility Among Frontline Responders, Claudia Seifert. Asymmetric Information Processes in Extreme Events: The December 26, 2004 Sumatran Earthquake and Tsunami, Louise K. Comfort. Emergent Institutionalism: The United Kingdom's Response to the BSE Epidemic, Chris Ansell and Jane Gingrich. Maximizing the Impact of Disaster Response by Nonprofit Organizations and Volunteers, Deborah E. Gibbons. How Governments Can Help Businesses Weather a Cataclysmic Disaster, Roxanne Zolin and Fredric Kropp. Globalization and International Communicable Crises: A Case Study of SARS, Teri Jane Bryant, Ilan Vertinsky, and Carolyne Smart. Constraints on the U.S. Response to the 9/11 Attacks, Alasdair Roberts. Support for Crisis Management in Asia-Pacific: Lessons From ADB in the Past Decade, Clay Wescott. Synthesizing Perspectives on Management of Communicable Crises, Deborah E. Gibbons. About the Authors.

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WTS Where Things Stand

Virginia Beach Awarded \$6 Million To Help Law Enforcement Fight Crime and Respond to Emergencies

Virginia Beach, VA—Virginia Beach was one of 37 law enforcement agencies in 25 states and one U.S. territory that would share in \$159 million in crime fighting technology grants awarded by the U.S. Department of Justice Office of Community Oriented Policing Services (COPS). Virginia Beach was awarded \$6 million and the only city in the Commonwealth to share in the grant.

Grants were awarded under COPS Technology Program to be used to support the development of integrated voice and data communication networks among emergency response agencies. Money from the grant will be used to further fund the ORION project, a regional public safety radio and data interoperability system and will cover the purchase of equipment and services to enhance voice and data network interoperability for public safety first responders within the Hampton Roads region.

For additional information about the COPS grant log on to: <http://www.cops.usdoj.gov/Default.asp?Item=2005>.

To find out about award recipients log on to: http://www.cops.usdoj.gov/pdf/GrantAnnounce/TechProgram_FY07.pdf

Confidence of Success Indicators for U.S. Federal Government Released

New Ratings Assist Government Officials in Selecting System Integrators for Specific Program Requirements

Falls Church, VA—Government Insights, an IDC Company, announced the release of their Confidence of Success Indicators (CSI) research that is designed to assist government in matching their specific project requirements to System Integrators (SI) capabilities. The CSI research includes two types of ratings: first, CSI Ratings which evaluates suppliers' capabilities, defense and civilian penetration, and process maturity focus, and second, Market Influence Ratings which depicts a relative measure of the government influence on each evaluated supplier.

The firms exhibiting the highest government confidence, based on Government Insights analysis, are located in the confidence, or upper right quadrant of the CSI grid. According to Perara "these firms demonstrate broad service capabilities and extensive market penetration, and government has greater influence on these firms because it controls a larger portion of the firm's revenue relative to other System Integrators who serve this market. An example of a firm in the confidence quadrant is Lockheed Martin, which received the highest ratings due to civilian and defense penetration, commit-

ment to CMMI process certification, and percentage of overall revenues obtained from government contracts."

Additional quadrants in the CSI grid include: legacy, for firms that have lower federal SI focus as a percentage of total IT services revenue, specialty, for firms with a significant focus on the federal market but limited reach across both the civilian and defense markets, and emerging, for smaller firms with less presence in the federal government market segment.

Government Insights CSI grid is available in the report *Confidence of Success Indicator: System Integrators in the Federal Marketplace (Doc.# GI207161) 2007*. This report also covers future outlook, and actions to consider for government and SI suppliers.

Partnership for Public Service Partners with American Public Media

Washington, DC—The Partnership is partnering with American Public Media to help bolster news coverage of government on the public radio show Marketplace, which reaches more than eight million listeners nationwide.

Marketplace wants to learn about what the government is getting right or wrong, and they're looking for people with first-hand knowledge to advise and inform their reporting—government leaders and employees; experts with insights on policy and government; and business leaders working closely with federal, state or local government. Marketplace wants these people to share their experiences with Marketplace.

To do this, Marketplace has set up two websites:

State and local government:
<http://americanpublicmedia.org/pin/stategovernment>

Federal government:
<http://americanpublicmedia.org/pin/government>

SSRN Creates Political Science Network

The Social Science Research Network (SSRN) is pleased to announce the creation of the Political Science Network (PSN). PSN will provide a world-wide, online community for research in all areas of political science, following the model of the other subject matter networks within SSRN (<http://www.ssrn.com>).

PSN is expected to become a comprehensive online resource for research in political science, providing scholars with access to current work in their field and facilitating research and scholarship. PSN will be directed by David A. Lake and Mathew D. McCubbins (UC San Diego).

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

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ASPA Announces Candidates for National Council

ELECTION CALENDAR

2007

October 29

Ballots mailed

December 28

Deadline for receipt of ballots

2008

January 4

Ballots counted

February 1

Results announced in PA TIMES

February 15

Appeals period for elections ends

March 10

Election results announced at ASPA National Conference

ASPA's Nominating Committee recently selected a slate of candidates for seats on the Society's National Council.

Ballots will be mailed to ASPA members on October 29, 2007, and will be counted on January 4, 2008. The candidate winning the vice-presidential seat will assume the presidency in 2010. The new Council members will begin their terms at the conclusion of the 69th ASPA Annual Conference next March in Dallas, TX. The candidates are:

Vice President

Meredith A. Newman
Professor and Director, School of Public Administration-Florida International University

Mitchell F. Rice
Professor, Texas A & M University

District I

Connecticut; Delaware; Maine; Maryland; Massachusetts; New Hampshire; New Jersey; New York; Pennsylvania; Rhode Island; and Vermont

Ann Hess Braga
Staff Director, Boston City Council

District II

District of Columbia; Indiana; Michigan; Ohio; Virginia; Virgin Islands; Puerto Rico and West Virginia

Samuel L. Brown
Associate Professor, University of Nebraska Omaha

District III

Alabama; Florida; Georgia; Kentucky; Louisiana; Mississippi; North Carolina; South Carolina; and Tennessee

James Ward
Associate Professor, Mississippi University for Women

Rodney Stanley
Associate Professor, Tennessee State University

District IV

Arkansas; Colorado; Illinois; Iowa; Kansas; Minnesota; Missouri; Nebraska; New Mexico; North Dakota; Oklahoma; South Dakota; Texas; and Wisconsin

Michael Gershowitz
President & CEO, Gershowitz Grant and Evaluation Services

District V

Alaska; Arizona; California; Hawaii; Idaho; Montana; Nevada; Oregon; Utah; Washington; and Wyoming

James Nordin
Senior Associate, Public Management Solutions

PublicServiceCareers.org a Useful Source of Information about Careers and Jobs in Public Service

Matt Rankin

In a remarkably short amount of time, three of the most prominent groups in professional public service and education have brought PublicServiceCareers.org from concept to fruition with exciting results! This recently expanded online resource is intended to be the first stop for information about public service careers and for finding professional jobs in the public sector including government, nonprofits, consulting, contracting and academia.

But how did this project come about? And what is available today to help professionals begin and sustain a rewarding career in public service?

Better Together

Last year, ASPA, the Association for Public Policy Analysis and Measurement (APPAM), and the National Association for Schools of Public Affairs and Administration (NASPAA) began discussing the advantages of creating of a new online resource to encourage people to join the public administration field and sustain public service careers.

At that time, ASPA and APPAM had their own employment listing services, and NASPAA was considering whether to launch another. The three organizations quickly realized that through collaboration we could create a much more effective means for promoting careers in the field. By pooling our resources, the organizations also would be able to make a significant contribution to increasing the visibility of public service and the educational programs that prepare talented individuals for careers in public service and administration.

To this end, APPAM, ASPA and NASPAA signed an agreement to create PublicServiceCareers.org on July 27, 2006. The first component of the new website to launch was its employment



ASPA and partners create comprehensive job resource site.

listing service, which became active in October 2006. At the same time, personnel from the three associations worked to design and build out the remainder of the website. The site seen today launched in August 2007.

Tools and Information Available

PublicServiceCareers.org is designed for job seekers and their employers at all levels of experience. Whether you are fresh out of college, a 'veteran' of the public sector, working in academia, or simply seeking a change, this site can help advance your career.

Information and Advice on Building a Professional Career in Public Service—Although there is no magic formula for a successful career in any field, PublicServiceCareers.org makes a sincere attempt to document successful strategies for people to learn from. For example, our "Share Your Story" section will host a searchable database of career profiles. Emphasis should be placed on "Your," because we need your help to inform young people about the range of careers in public service! Your story will be included

in a growing database of profiles available at no charge to all visitors to this website. Users of this resource may search the database to learn more about actual careers in the field from the unique perspectives of submitters.

People interested in a career in public service can also help themselves by making sure that their aspirations are in line with the demands of the field and its rewards. We offer useful recommendations on internships, salaries, interviewing, networking, and resumes, as well as information on upcoming events in the field. ASPA Chapters and Sections are encouraged to submit their events to our growing database.

Another section of the site discusses how schools of public administration and public policy prepare individuals for careers in public service. The site also offers advice on whether to seek graduate education and provides resources for finding a graduate school that meets your career objectives. For example, many schools also offer mid-career and executive education programs designed

specifically for the needs of the working professional.

Professional Employment Opportunities and a Shortcut to Applying—No career development site would be complete without a variety of jobs and PublicServiceCareers.org does not disappoint! In fact, it's hiring season at colleges and universities - more than 130 professional faculty jobs are now online.

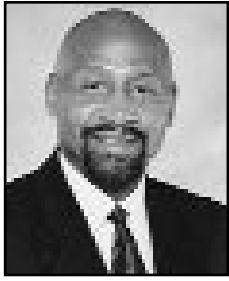
Candidates can search hundreds of jobs, apply online for free and even create a personalized "Job Alert" that will let you know when a position has opened or closed. You can also save your resume for future job searches with the "Manage Your Search" function.

Even if you have a job right now, it is wise to be thinking of your future. You can post your resume confidentially without identifying information. Your career info, experience and other relevant information can be listed for employers to review and then inquire confidentially regarding your interest in them. It is your option whether to respond. An added bonus for ASPA members is that employers can see your membership status and therefore your commitment to professionalism.

One of ASPA's "drumbeats" is advancing professionalism within public service and administration. This is increasingly relevant due to today's multisector public workforce where many people move from one sector to another. Having leaders, managers and employees who are properly trained and connected is vital for success regardless of the sector, field or job they work in. You can stay a step ahead by using PublicServiceCareers.org.

Matt Rankin is ASPA's senior director for program and service development.
E-mail: mrankin@aspanet.org.

PRESIDENT'S COLUMN *Harvey White*



ASPA's Legacy to Public Administration

Harvey White

Public administration is experiencing tremendous change as a profession. Social and technological developments are stimuli for much of this change. Overall, the change is positive, expanding the focus of our profession to embrace new and exciting programmatic activities.

Public administration is on the cutting edge of the information technology revolution and continues to be an agent for advancing science and other human endeavors. Public administrators are becoming more responsive and more effective as participants in the social contract citizens have with government. This is an important aspect of the legacy ASPA is helping to create for public administration.

Several disturbing developments, however, are placing this legacy, the public administration profession and our Society at risk. Two interrelated developments are significant in this regard: the subversion of master of public administration (MPA) programs; and the lack of MPA faculty members' "professionalization" into public administration.

These developments are pushing public administration towards academic obfuscation with an increasing propensity to subvert MPA programs to prepare students for almost everything except careers in public administration. This trend suggests dreadful consequences for our profession.

To be fair, the attempt to equate public administration with one or more of its sister professions and subfields is not new. Nicholas Henry chronicles this attempt in his paradigms of public administration. ASPA sections are useful for accommodating subfield interests (i.e., health, personnel, transportation, criminal justice, etc.) and traversing this issue.

The ASPA National Council's recent decision to approve the request for a Certified Public Management section is a continuation of this approach. One field that has not been particularly amenable to this approach is policy studies.

After many years of efforts to distinguish itself as a separate profession and academic discipline, policy studies is again emerging in public administration. In its current configuration, the policy-administration dichotomy, firmly rejected by most public administration scholars, is turned inside out.

Policy is now being proclaimed as the parent field for all public service professions. Although farcical, by itself this assertion is meaningless. However, when combined with what appears to be the added assertion that policy is the principal focus of public administration, it becomes a very a destructive tactic for subverting MPA programs from the purpose for which they were intended; training and developing students for careers in public administration.

A cursory review of information on websites suggests that this concept is starting to resonate with a small subgroup of MPA programs. Some public administration programs in this subgroup refer to themselves as public policy programs. An assessment of curricula in these programs reveals that they are more prone to require courses in economics and public policy than basic courses in public administration.

Several disturbing developments...are placing this legacy, the public administration profession and our Society at risk.

Human resource/capital/talent management, information management, administrative and organizational behavior, financial management, organizational theory and design, intergovernmental relations and other staple courses in public administration education and training are being relegated to elective status or dropped from the MPA curriculum.

It is unclear where students in these programs are provided an understanding of the basic concepts, theories, methods and legal context of public administration. It is unclear where they are taught the legacy and important contributions of our profession for the advancement of civilization. It is difficult to understand how these MPA programs can effectively equip students with the needed talents, skills, and the professional ethos and "esprit de corps" that will enable them to pursue successful careers in public administration. These programs are cause for concern.

Public administration should be open to new programmatic activity that enriches the learning environment for students seeking to enter our profession. Such activity, however, is neither synonymous with nor a substitute for rigorous public administration education and training. Students earning MPA degrees expect and are expected to acquire skills and talents to help them become effective public administrators.

Economics, public policy, policy analysis, development studies, etc., have their place in our profession but the skill sets they constitute represent only a very small portion of what is needed to be an effective public administrator. The same can be said of other subfields that contribute to the education, training and development of students for careers in public administration.

There are a variety of public service degree programs that do not purport to train students for careers in public administration; public affairs, planning, law enforcement, and public policy. Faculty members

from these programs are active in ASPA and make significant contributions to our profession. These programs are not a focus of concern.

Another tendency worth mentioning is the attempt to equate public administration with public service. This is also not a new issue in our Society. It has been debated and addressed at the highest level of our organization. Consideration was given to changing ASPA'S name to embrace this broader concept. While interesting, it would be a tremendous challenge for ASPA to effectively represent all aspects of public service.

Social workers, public health officers, public works personnel, government accountants, school teachers and administrators, law enforcement officers and other public servants also have their own organizations, some predate our Society. It was ultimately decided that ASPA should keep its focus on administrative aspects of public service. ASPA's mission was expanded, however, to include "advancing excellence in public service."

A recurring concern in meetings with students and practitioners over the past year has been the training, experience, and commitment to public administration of core faculty members in MPA programs. Many faculty members, particularly newer faculty, are said to have no training or experience in public administration. They are recruited for their subfield specialties and remain removed from public administration intellectually as well as from practitioners in the profession.

These faculty members are also increasingly missing from ASPA's membership role. Three essential questions are being asked about these faculty members:

How can they teach what they do not know?

How can they model what they have not experienced?

How can they inspire if they do not believe?

Few of us who teach in this profession have terminal degrees in public administration. We were expected, however, to embrace the profession after accepting faculty appointment in public administration. There was also an expectation that professional linkages would be developed with public administrators and agencies where we live and work.

The late Don Stone, past ASPA president and founding dean of the Graduate School of Public Affairs at the University of Pittsburgh, was persistent in this expectation of his faculty. It is reported that after hearing one of his new professors proclaim that he was a political scientist, Stone immediately exclaimed to him: "Not any more!" This young professor went on to have an outstanding career in public administration.

Although few deans possess Don Stone's commitment to public administration, MPA faculty participation in our profession is expected and will be the focus of significant attention in the near future. MPA programs' core faculty members will be invited to join ASPA.

We will communicate our concerns about this lack of participation to deans and directors. We shall also share information with our members on programs in their areas where MPA faculty members are not active in our Society.

To address the curricula of MPA programs and other concerns, an ASPA Criteria Taskforce for Excellence in Public Administration has been established. Comprised of well respected and distinguished members of our profession, it has been asked to provide criteria by which ASPA might give recognition to MPA programs that effectively educate, train, and develop students for successful

See PRESIDENT'S COLUMN, pg. 20

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Action Items from Mid-Year National Council Meeting

ASPA's National Council met on Sunday, September 16th during the Annual Mid-year meetings to discuss the Society's business. Following are the actions that occurred during that meeting.

For more information or if you have questions, please contact ASPA at 202-393-7878 or info@aspanet.org.

CAPACITY STEERING GROUP

Action Request: The Finance Committee in agreement with the Capacity Steering Group moved that ASPA establish a new Life Membership category, as follows:

- Individuals must be active members for 25 years in order to be invited as Life Members.
- Dues payments of \$3,500 in four annual installment payments of \$875
- 50% off all future early bird conference registration rates, beginning after completion of the first payment of \$875
- Complimentary copies of *PAR Classics*

Supporting Documentation:

- ASPA wants to continue to support lifelong commitment to the profession. Invitation at the 25th anniversary recognizes the individual's commitment to the organization. While this would have the effect of fewer members qualifying for the membership category, it would offer the membership as a distinction, not just those with the ability to pay.
- The twenty-five year members, who

accept the invitation to become a Life Member during the year, would be honored with recognition at the annual conference. They would receive a lapel pin for their twenty-five years of dedicated service to ASPA, along with a plaque recognizing their lifetime commitment to the Society.

- In the last five years, free registration of life members at annual conferences has cost ASPA \$90,479 in lost conference revenue. Reducing the benefit to 50% off provides some conference revenue offset moving forward, and would address potential increase in future conference fees.

Motion Results: Passed as submitted

*Current Life Members' benefits will not change.

Action Request: The Capacity Steering Group moved that the proposed agreement between ASPA and the National Institute for Public Management (INAP), Mexico be approved.

Supporting Documentation: INAP has been involved in improving public administration in Mexico for more than 50 years. The goals of ASPA and INAP are similar and this agreement would solidify the work done by ASPA and INAP through the UN Public Administration Network. This agreement would not supplant the existing agreement with another Mexican organization.

Motion Results: Passed

Action Request: The Capacity Steering Group moved that the Long Island Chapter be merged with the New York Metropolitan Chapter.

Supporting Documentation: The Long Island Chapter shares boundaries with the NY Metro Chapter, and has primarily been a function of Long Island University. Discussions have taken place with members of both chapters. The NY Metro Chapter will work to host some programming closer to Long Island. National Council member Bill Ciaccio will facilitate this transition.

Motion Results: Passed

Action Request: The Capacity Steering Group moved that the Lake Superior Chapter (Marquette, Michigan) be dis-established.

Supporting Documentation: In attempting to reach out to inactive chapters of ASPA it was noted that the Lake Superior Chapter had no history on file for the last several years. District 4 Council Member Michael Gershowitz contacted the five listed members of the chapter. After several attempts to contact an officer to date no information has been received to find out the status of the chapter. Therefore, Michael Gershowitz recommends dis-establishing the Lake Superior Chapter. Staff will work to follow up on new "home" chapters for the five members.

Motion Results: Passed

Action Request: Capacity Steering Group

in concurrence with the Finance Committee moved that the Section on Certified Public Management (SCPM) be established.

Supporting Documentation: Proponents of the SCPM have completed all formation documentation, including a budget and programming plan. The Section would work on programming at local and regional levels, providing a new way for members of the CPM consortium to meet under the ASPA umbrella. Additionally, SCPM would look to provide programming at the National Conference that would qualify for CEUs, something that ASPA has been looking forward to do.

Motion Results: Passed

BOARD OF INSURANCE TRUSTEES:

Action Request: The Board of Insurance Trustees moved that the National Council support the pursuit of Selman & Company as the new administrative broker for ASPA's insurance affinity programs.

Supporting Documentation: The Board of Insurance Trustees had the tasks of securing a new administrative broker to provide services for ASPA's affinity programs. ASPA interviewed two potential brokers to provide these services. After long discussion pertaining to the Q & A's presented to both entities it was decided that Selman & Company would serve as the new administrative broker.

Motion Results: Passed

Let us build ASPA together!
Elect Meredith Newman
ASPA Vice President



Meredith Newman's public service career has evolved over the past 30 years – from the private to the public sector, from domestic to international. Prior to her career in academia, Newman served with the Australian Foreign Service in France and Mexico, the U.S. Department of State in Senegal, Malaysia, and Republic of Singapore; and the World Bank in Washington DC and Dubai, Senegal.

Meredith Newman holds a Ph.D. in Policy Studies from Deakin University, Australia, and an MBA from the University of Central Florida. She joined Florida International University as Professor and Director of the School of Public Administration in 2006, after serving as Chair of the Department of Public Administration, University of Illinois at Springfield, and faculty at Washington State University, Vancouver. She is widely published, and serves on a number of editorial boards. She is Associate Editor for Special Features and International Outreach, *Review of Public Personnel Administration*. She is past chair of the Commission on Peer Review and Accreditation, National Association of Schools of Public Affairs and Administration, a past National Council representative of ASPA, and past chair of the Section for Public Administration Research and the Section for Women in Public Administration. She served as Program Co-Chair of ASPA's 2007 conference in Washington DC, where she received the ASPA Presidential Citation of Merit.

Meredith has been married to her husband Robert for 30 years, they have 7 children boys and will

I need your support. Please vote!

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PA Times, Inc. Campaign to Elect Meredith Newman, ASPA Vice Pres., Daphne Aik, Treasurer, and Doreen Piny, Co-Treasurer.

New ASPA Members

ASPA welcomes the following new members from the month of August 2007.

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

John G. Whitlock	Alaska	Justin Hentges	National Capital Area
Matthew Vondras	Arizona	Octavio Hinojosa Mier	National Capital Area
Joseph Beard	Arkansas	Matthew Klasen	National Capital Area
Greg Harrison	Arkansas	Dettmer Melissa	National Capital Area
Cora Lanphere	Arkansas	Amanda Puller	National Capital Area
Chantel Lawliss	Arkansas	Leigh Tenewitz	National Capital Area
Tramaine Crawford	At Large Member	Marsha Barker	New York Metropolitan
Robbie Davis	At Large Member	Katarzyna Lewandowski	New York Metropolitan
Pam McGhee	At Large Member	Carla Olivier	New York Metropolitan
Brian C. Reed	At Large Member	Samantha Sonnett	New York Metropolitan
Garrett Haslem	Auburn Alabama	Jeffrey Bumgarner	North Texas
Niecia R. Barton	Bakersfield California	Joyce Lott	Northeast Ohio Regional
Ismael Amaya	Centex	John M. Pietro	Northeast Ohio Regional
Fredrik Coulter	Central Florida	Roland Anglin	Northern New Jersey
Victoria Paterson	Central Florida	Alexander Henderson	Northern New Jersey
Tramaine Crawford	Central Illinois	Susan Maybaumwisniewski	Northern Virginia
David Racine	Central Illinois	Chris M. Mullin	Northern Virginia
Frank B. Denbowski	Central Pennsylvania	Matthew Raible	Northern Virginia
Andrew Ansley	Central Piedmont	Mike Fogarty	Oklahoma
Chase Woodall	Central Piedmont	Sarah Yocham	Oklahoma
Bob Blankenberger	Chicago Illinois	Micah Fairchild	Piedmont Triad
Yongmao Fan	Chicago Illinois	Warrick Stewart, DPA	Piedmont Triad
Anne Kinney	Chicago Illinois	Najar D. Washington	Piedmont Triad
Flounsay Caver	Cleveland State University Affiliate	Alfreda Barnett	Research Triangle
Leigh Johnson	Colorado	Kathryn Chandler	Research Triangle
Vicky E. Bullock	Connecticut	Wendell Heath	Research Triangle
Bernice Butler	East Georgia	Robin Fino	Rhode Island
Julia Huprich	East Georgia	Gilberto Escobedo	Rio Grande/Rio Bravo Valley
Michael Fouassier	Empire State Capital Area	Rodriguez Luis	Sacramento California
George W. Cody	Evergreen	Christine Schachter	Sacramento California
Bernice Butler	Georgia	Denette M. Valencia	Sacramento California
Vickie Edwards	Georgia	Amy Wilner	Sacramento California
Cory Salley	Georgia	Deborah Zolnoski	San Diego
Leigh Tenewitz	Georgia	Wah Man A. Choy Yu	San Francisco Bay Area
Matthew Walker	Georgia	Evan Low	San Francisco Bay Area
Jennifer Henderson	Greater Birmingham	Kristopher Teague	San Francisco Bay Area
Wesley Ross	Greater Birmingham	Camille Llanes	Santa Clara Valley
Trisha Balthaser	Greater Cincinnati	Devin Mody	Santa Clara Valley
Stephanie G. Stills	Greater Cincinnati	Jason Christenson	Siouxland SD
Martha Elaine Needham	Greater Kansas City	Steven Chapman, II	South Florida
Roger Wells	Gulf Coast	Sarah Clifford	South Florida
Izabela M. Cieszynski	Hampton Roads	Alexander Diaz	South Florida
Rosylen L. Oglesby	Hampton Roads	Michelle Hollis	South Florida
Edward Sheridan, Jr.	Hampton Roads	Oscar Paladino	South Florida
Rick Shupe	High Plains Texas	Eduardo Salcedo	South Florida
Benjamin H. Stipe	Houston Area	Gail Schultz	South Florida
Tramaine Crawford	Indiana	Markus Ulmer	South Florida
Shane Nordyke	Indiana	Cynthia Luna Morales	South Texas
Catherine Simutis	Indiana	Erik Paltrow	Southern Arizona
Tara Becnel	Inland Empire	Edwin Skidmore	Southern Arizona
Michael TenEyck	Inland Empire	Donna Crosson	Southern Nevada
Deborah Zolnoski	Inland Empire	Fogarty Patrick	Southern Nevada
Nilima Gulrajani	International Electronic Membership	Kathy Somers	Southern Nevada
Simon D. Norton	International Electronic Membership	Susan C. Mattson	Tennessee
Gail Schultz	Island Coast Florida	Jennifer Swain	Tennessee
Jason Christenson	Kansas	Elizabeth James Tallman	Tennessee Valley
Alisa Moldavanova	Kansas	Nicole Poarch	Tennessee Valley
Martha Elaine Needham	Kansas	Erin Barber	USC Los Angeles Affiliate
Melody Mayes	Kentucky	Michael Hether	USC Los Angeles Affiliate
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Danielle Hopson	Los Angeles Metro Area	Shannon Freeman	Virginia
Warren Lee	Los Angeles Metro Area	Sarah Lemn	Virginia
Erika Martin	Los Angeles Metro Area	Timothy Sommella	Virginia
Samuel Brown	Maryland	Malika Reed	Walden University Affiliate
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Michael M. Tubay	Maryland		
Jennifer C. Habig	Metropolitan Louisville		
Brecca Faust	National Capital Area		

Palm Beach County, FL, an Example of School Concurrency Success

From **SCHOOL CONCURRENCY**, pg. 1

immediately obvious to state or local officials, nor was it without risk.

Other services subject to concurrency—such as roads, sanitary sewer, solid waste, drainage, potable water, parks and recreation, and mass transit—are all capital intensive and can be provided with more flexibility. For example, special districts can be created for their provision and they can ultimately be paid by user charges or special levies.

Public K-12 education, on the other hand, is considerably more labor intensive and much harder to provide through entities other than the established school districts. Moreover, school concurrency required a considerable amount of collaboration between school districts, cities, and counties.

At one extreme, the easy solution to school crowding consisted of limiting new development and growth, with no action taken on the rate of school construction. Although eight decades of runaway urban sprawl had certainly spun supporters of such a policy, this solution would have met the opposition of developers and very likely reduced the supply of housing while increasing the price, with possible negative economic and political ramifications. The state was very careful to guard against this potential solution by retaining and exercising the power to approve school concurrency plans developed at the local level.

At the other extreme, the solution consisted of simply embarking on an ambitious school construction program to catch-up and keep-up with development, with no action taken on the process of real estate development. Assuming the existence of the necessary resources, this extreme was also unsatisfactory. As long as real estate development and school planning were separate processes, the provision of quality education, including matching students and school capacity, stood little chance of being rational.

The challenge was to reach some middle ground. In other words, the ideal solution was to put an aggressive school construction program in place while also integrating the city and county planning processes (including residential development) with the school facilities planning processes implemented by school districts.

This implied giving school districts some enforceable level of say in the process of issuing permits to new development which, of course, was unheard of and generated resistance from cities. This solution required the following: Raising the necessary means to underwrite such an enormous undertaking in a state without an income tax yet with diverse limitations on the property tax; finding a politically viable distribution of the financial burden of this undertaking, and integrating the planning processes of county, school district and cities.

This is something that the state government could not simply mandate or

enforce. Neither did it have the necessary resources nor were the necessary policies and expected outcomes clear. In addition, a careful balance between the state and local spheres had to be maintained. To a degree, the state was walking on uncharted territory.

The solution to the problem ultimately had to come from the local level, and furthermore, it required the establishment of a novel public service network among the diverse overlapping local jurisdictions. The state government would have to find a framework to encourage, guide, support and ultimately approve the differing solutions developed at the local level.

Palm Beach County was the only Florida jurisdiction to achieve school concurrency during the so-called voluntary phase (1985-2005), providing a precedent of success and a blueprint for the state and other local governments to follow.

Factors of Success in Palm Beach County

Concern over school crowding had been brewing at the local level, particularly in large, high-growth school districts, such as Palm Beach County. This county was, in 2004, the 11th largest school district in the Nation, and it had experienced enrollment growth at a rate of 5,000 students per year over the previous 17 years.

The growing motivation to find a solution in this county finally found a framework in a 1993 amendment to the Florida statutes governing county and local comprehensive plans. The amendment essentially allowed local governments to extend the concurrency requirement to public schools—only after conducting an appropriate study on how the requirement would be met—and to define by interlocal agreement the necessary collaborative processes for population projections and school siting.

Public officials at the Palm Beach School Board and District unanimously credit the hard-fought success of their inter-local agreement and financially feasible school construction plan to three factors: The leadership of two public officials, the mediation of a broker, and the unabashed use of certificates of participation (COPs) to underwrite school construction.

Catalytic leadership. The first factor was the leadership of two public officials, Jody Gleason and Karen Marcus. Jody Gleason—at the time school board member for District X—had increasingly become concerned about school crowding and found in the 1993 amendments a framework to channel efforts and find a solution. She quickly found an ally in Karen Marcus—county commissioner for District I. Together they championed school concurrency over eight long years, from 1993 through 2001, creating a study group, presiding over periodic meetings, imbuing the process with a win-win attitude, and keeping the issue on the front burner in the face of substantial opposition and early failures.

Most of the opposition came from cities and home builders. Older communities

opposed concurrency on grounds that it would shift resources to well-to-do, new-growth areas, while new-growth areas and home builders opposed concurrency on grounds that it would imply growth controls. In addition, there was little trust in the ability of the school district to underwrite and carry out the massive school construction program that was implied by school concurrency.

Brokerage. An initial attempt at establishing school concurrency in Palm Beach County was rejected by the state on grounds that it was not financially feasible. This initial failure was followed by a 2-year hiatus (1996-98) in which the state declared a moratorium on school concurrency while it revisited the viability of the policy and developed rules.

When the moratorium was lifted in 1998, Palm Beach County and School District officials made a move that is widely credited as the second factor that made concurrency possible. They hired a third-party broker to negotiate the terms of an inter-local agreement with cities, which remained staunchly opposed to concurrency. The person hired was Leo Noble who had previously been involved in transportation concurrency and was trusted by both private and public parties. Even so, it took the broker over two years to negotiate the terms under which cities would be willing to sign the inter-local agreement.

Certificates of participation. Last but not least, local officials credit the use of certificates of participation (COPs) as the third major factor of success in the establishment of school concurrency in Palm Beach County. The use of COPs was an idea that took time to mature and execute, and it was made possible thanks to the efforts of another school board member—Bill Graham.

State resources were an irregular drop in the bucket and local current revenues were insufficient to underwrite the necessary construction program. COPs are a relatively well-known means of acquiring debt financing without complying with voter referendum or debt limit requirements applicable to municipal bonds. They can imply higher interest rate costs, and if used irresponsibly, could lead to over-indebtedness. For these reasons, there is a negative stigma attached to their use.

However, given the school district's recent experience with municipal bonds, there was considerable uncertainty about whether voter referendum could be obtained to underwrite the necessary construction program through municipal bonds. The only viable alternative for the school district was COPs and the school board and district did not hesitate to use them even in the face of the negative stigma attached to them.

In 2001, the county, school district and 26 municipalities signed the school concurrency inter-local agreement. In the agreement, integration of the planning processes was conditioned to the school district reaching a ratio of enrollment to capacity of 110 percent by 2004.

Having secured the necessary resources, Palm Beach County delivered on this performance benchmark and became the first school district to successfully implement a state-approved school concurrency agreement and solve the school crowding problem.

The importance of the Palm Beach County case cannot be overlooked. It proved that the policy was indeed doable and provided a blue print for the state and other counties to follow. It may be no coincidence that one year after Palm Beach County reached its 110 percent benchmark and ratified its agreement, the State Legislature enacted the 2005 Growth Management Bill making school concurrency mandatory by December 1, 2008.

Palm Beach was the only county to succeed during the voluntary phase, but it was not the only county to try.

For instance, Broward County—which faced a similar or worse school crowding problem—tried to reach a school concurrency solution for six years. However, Broward met the fierce opposition of home builders—which even took the county to court over its concurrency plan—and state government disapproval. Even after rewriting its concurrency plan several times, the Department of Community Affairs repeatedly rejected it on grounds that it was not realistic or incomplete.

In 1999, after spending roughly one million dollars on establishing school concurrency, Broward County finally gave up. In my personal opinion the reason of Broward's failure can be found in its approach. Whereas Palm Beach followed a "catch-up and keep-up" (with new development) approach, Broward County's approach included some measure of growth limitations.

The latter would simply not stand in the eyes of home builders and the state government. The long road for success in Palm Beach and the failure in Broward underscore the difficulties of achieving school concurrency. Credit is due to the state government for providing an evolving framework, but greater recognition is deserved by those unwavering leaders of Palm Beach whose main goal was the provision of quality education and whose efforts molded the state policy, proved it workable, and ultimately made possible its generalization.

Note: Part of the information presented herein has been obtained from interviews of Palm Beach County officials conducted jointly with my colleague George Solli from the Division of Facilities Management, Palm Beach County School District. I am indebted to him for his enthusiastic support, collaboration, and access to information.

ASPA member Esteban G. Dalehite is assistant professor at Florida International University. He is currently on leave in Mexico. E-Mail: dalehite@fiu.edu.

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www.aspanet.org

Founders' Forum Nomination Period Open

One of the core values of ASPA is the belief in, and promotion of, professionalism within the field of public service. One manner in which ASPA demonstrates this value is through our focus and commitment to the study of public administration. In particular, the student. Students are a valuable asset to ASPA and the future of professional public management in our communities, nation and the world.

ASPA offers many avenues for students to benefit from the resources of our association, and from the expertise of our members. One major opportunity for engagement is the ASPA annual conference. This is our primary professional development, networking and community-building activity.

Founders' Forum Fellowships are awarded to full-time undergraduate and graduate students studying in any field relevant to public management. The fellowship enables students to attend many designated functions during the upcoming conference. In addition, student registration fees are waived allowing students to participate in the conference as a whole.

The Founders' Forum Fellowship program has been a great success. So much so that ASPA committed to development of the Founders' Forum Fellowship as a permanent program within the Society.

Therefore, a special feature of the ASPA 2008 annual conference, to be held in Dallas, TX, on March 7-11, 2008, will be the Founders' Forum Fellowship Program. The program's objective is to increase student participation through the selection of Founders' Forum Fellows. The participation of the Fellows will focus on engage-

ment with the Founders' Forum program sessions during the conference. In addition, Fellows will be recognized at special events and entitled to participate in the entire conference. Again, for 2008, we have included special benefits for the Fellows. These benefits include:

- Full conference registration
- Admittance to ASPA's two-day "Student Summit"
- A one-year student membership to ASPA
- Paid admission to the Social Equity Award Lunch
- Paid admission to the National Public Service Award (NPSA) Lunch
- Paid admission to the Section on Women in Public Administration (SWPA) Breakfast
- Invitation to a Reception of Founders' Forum Fellows, Students, and New Professionals.

The continued support of our members, chapters, sections and university community has helped to make the ASPA conference and Founders' Forum events a success. We are proud of this support and commitment to ASPA and hope you will accept our invitation to support Founders' Forum Fellows through a generous contribution. Your financial support will assist ASPA in achieving its goal to expose our future professional public servants to the wealth of knowledge, experience and sense of community offered by ASPA.

If you have questions or would like to contribute, contact Lyric A. Jonze at ljonze@aspanet.org or Duanne Crawley at dcrawley@aspanet.org. View the nomination form at www.aspanet.org.

ASPA's Most Important Legacy

From **PRESIDENT'S COLUMN**, pg. 16

careers in public administration. The Taskforce has been asked to complete its work in a timely manner.

Public administration programs were created to develop public administrators. Students who attend master of public administration programs have a right to be trained in public administration; otherwise they should demand a refund. As the proverbial "Mother Ship of Public Administration," it is imperative that ASPA examines the perversion of MPA programs and the lack of MPA faculty members' "professionalization" into public administration.

ASPA's most important legacy to public administration is the next generation of public administrators who will inherit the fiduciary responsibilities for the public trust afforded our profession. We must do everything possible to make sure they have the skills, talents and core values to provide the effective, efficient, ethical and equitable services citizens deserve. Public administration demands no less of us.

ASPA member Harvey White is ASPA president and an associate professor at the University of Pittsburgh. E-mail: hwhite@usouthal.edu (please copy rnicholas@usouthal.edu on all correspondence).

**Access 64 Volumes of
Public Administration Review (PAR)
online**

www.aspanet.org

ASPA in Brief

2008 SWPA Conference Scholarship Awards Nomination Period Open



ASPA's Section for Women in Public Administration (SWPA) annually awards up to three \$500.00 scholarships to help defray the costs associated with attending the ASPA national conference.

SWPA Conference Scholarship applicants must be a full-time practitioner in public service, or a student enrolled in a master's or doctoral degree program in public administration/public policy/public affairs or a closely related field and must be a member of ASPA and SWPA.

Recipients of the Scholarships will participate in the 69th ASPA Conference, March 7-11, 2008, and honored at the SWPA National Awards Breakfast on Monday, March 10, at 7:30a.m. at the Fairmont Hotel. Public service practitioners and MPA and Doctoral students with a keen interest in issues related to women, diversity, and/or gender are encouraged to apply.

To learn more about these SWPA Conference Scholarships and to access the application form, please visit the

SWPA website at www.swpanet.org. Nomination deadline for completed Scholarship Applications is November 15, 2008!

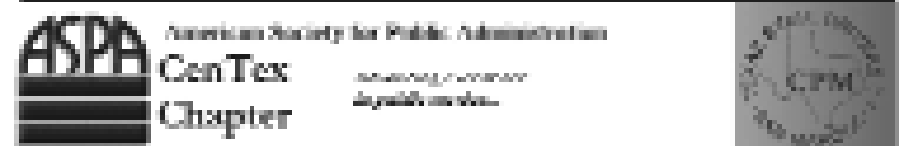
ASPA's Fall 2007 Student and New Professionals Membership Promotion

August marks the start of ASPA's bi-annual Student Recruitment Campaign. For the past 10 years ASPA has launched this recruitment campaign, coinciding with the traditional fall and spring semesters, to attract and recruit students into our Society.

The purpose is to bring to the attention of our future public administrators the value of ASPA membership and help them form a foundation for their future work in the field of public service.

Professors and Practitioners visit the ASPA Student Recruitment Page at www.aspanet.org/scriptcontent/student.cfm for detailed information on how you can help with the campaign. Students join online today at www.aspanet.org!

If you have a Chapter or Section announcement for this column, contact Christine McCrehin at cjewett@aspanet.org.



9th Annual Texas State ASPA / CPM Conference ASPA District IV Regional Conference

TRANSFORMING PUBLIC SERVICE

HOSTED BY

**Texas Chapters of ASPA
Texas State Certified Public Manager Program**

November 2nd, 2007

Texas State University
San Marcos, Texas
(Just south of Austin)

Join us for a pre-Conference Golf Tournament and Reception on November 1st!
Now accepting proposals for papers, panels, and posters.

Deadline: October 15th, 2007

For more information, visit our website at www.aspanet.org or www.aspanet.org
Email Proposals to Conference@aspanet.org

Howard Holcomb
Professor & Director
Wm P. Hobby Center for Public Service
Texas State University
(512) 245-3453
hh20@txst.edu

Ken Minkowski
State Lecturer
J. D. School of Public Affairs
University of Texas at Austin
(512) 471-7588
kenm@public.utexas.edu

ASPA Commentary

Public Administration Professors and Practitioners: Like Isaac and Ishmael

Mordecai Lee

It's time to throw in the towel. A professional association for both public administration professors and practitioners hasn't worked well. Ibid for a single organization to be the professional home for generalists and specialists.

When the American Society for Public Administration was founded in 1939, the leaders in the field sought to break with the already well-established template of national professional associations. By 1939, the American Historical Association and the American Economic Association had existed for more than half a century.

More importantly, given its link to public administration, the American Political Science Association had been founded three and a half decades earlier. Those organizations were based in the professoriate and had a mission to promote the professionalization of the academic discipline.

On the other hand, this new public administration group would be different. It would not be the "American Public Administration Association," a la the by-now common format of all the existing professional academic associations.

Rather, it would be the American Society for Public Administration. Looking back, the distinction in wording conveys a crucial message. The organization would be for anyone interested in promoting the professionalization of public administration. That orientation would cover not just professors, but also practitioners. And for those practitioners, it was for all who considered themselves to be professional public administrators, regardless of the policy area of their agencies. This was at the heart of the relatively new field.

Academics and administrators, having a common interest in promoting quality public administration, would jointly create and support an organization. By being within the same tent, there would be continuous cross-fertilization.

Practitioners would constantly update faculty on the latest developments in the 'real world.' Simultaneously, academics would inform practitioners of the latest thinking in the ivory tower about improving public administration. Impliedly, that academic advice would be based on rigorous social science research methodology.

In assessing the successes or failures of the ASPA concept, I have a 35 year

perspective of interrupted time. I first joined ASPA in 1970, as an MPA candidate at the Maxwell School in Syracuse. The faculty encouraged all of us to join ASPA, whether we were aiming for a terminal MPA and then would become practitioners or if we were intending to go on for a doctorate and then seek an academic career.

At that time, so many of the founders of ASPA were still alive and active in the association. When I attend ASPA conferences, I remember the founders at those meetings. They were still working optimistically to assure that the ethos they sought to infuse the organization with would be institutionalized.

Dwight Waldo, the-then editor of *Public Administration Review*, was the star faculty member at Syracuse. (George Frederickson, Orion White and Frank Marini were "mere" professors. Astrid Merget was Scotty Campbell's TA.) Waldo often talked of the challenges of public administration in general and, more specifically, editing *PAR*. He sincerely sought to bridge the gap between academic and practitioner worlds within ASPA, although he acknowledged the difficulty, especially with the standard blind review publication process. (I was exceptionally fortunate when he agreed to chair my dissertation committee.)

After getting my PhD, I drifted away from ASPA, being waylaid by careers in politics and then nonprofit management. I resumed my ASPA membership in 1997, when I joined the academy. What a difference a quarter of a century makes!

By now, the strains inherent in ASPA's original conception seemed awfully visible at conferences. While everyone bent over backwards to try to arrange panel sessions that would be of interest to practitioners and academics alike, all these best intentions didn't seem to be working. Some sessions seemed clearly dominated overwhelmingly by academics, others by practitioners. Exaggerating only a bit, it was as though two separate, but parallel, conferences were occurring.

Also, comparing the early 1970s annual national conferences with those in the late 1990s, I was struck by the surge in specialization, what today we'd call stovepipes. The number of ASPA sections had increased dramatically, most of them reflecting the different policy areas that practitioners and/or faculty specialized in.

I suggest that both these trends, academic vs. practitioner and specialization vs. generalists, have doomed the

founders' conception of ASPA. The center cannot hold. Despite the best intentions in 1939 to create a universal "society for public administration," the concept just couldn't work.

Perhaps the best indication of the alternate viable model is to look at our sister disciplines of business administration and nonprofit management. They have separate professional organizations for faculty and for practitioners. They realize that the daily concerns and interests of professors are simply different from that of the 'real world.'

For example, in nonprofit studies, the main academic organization is ARNOVA, with the 'R' standing for research. Here is a clearer sense of mission, seeking to pull together all interested in quality nonprofit research. ARNOVA has some practitioner members. It also has the usual interminable debates whether research should or should not be relevant to practitioners. But this is largely a sideshow. ARNOVA is, at least de facto, an academic association. Nonprofit managers have their own professional organizations and publications.

Rather than letting ASPA continue through the throes and struggles to maintain the founders' vision, I suggest that we openly acknowledge that this goal has become unrealistic. We need to free academics from the practitioner millstone and, conversely, practitioners from the academic millstone.

A professional association and journal for each audience would serve these different constituencies much, much better. We need to be plain about our differences. Our professional interests and concerns are different and scarcely overlap.

Sure, there will always be some professors of public administration whose research results would be relevant to practitioners. Great. And there will also be a small percentage of non-academics interested in academic issues. But, largely, these are two different worlds. Trying to serve both at the same time results in constraining both.

Therefore, let the Founders' memory be blessed. RIP. Send Isaac and Ishmael to go their separate ways. Both founded great nations.

ASPA member Mordecai Lee is a professor of governmental affairs at the University of Wisconsin-Milwaukee. Before joining the academy he had been elected to the Wisconsin State Senate and then served as executive director of a nonprofit agency.

Public Voices

Journal of the Section on Historical, Artistic, and Reflective Expression (SHARE) of the American Society for Public Administration (ASPA)

Public Voices is a unique journal that focuses on historical, artistic and reflective expression concerning public administrators and the public service. Unlike traditional social science journals, *Public Voices* publishes unorthodox, controversial perspectives on bureaucracy in particular and the public sector in general. The journal is not limited to analytical studies, but also includes original fiction, poetry, photographs, art, critiques of existing works, and insights based on experience, observation and research. Among the journal's contributors are public servants, writers, artists, and academics in all fields.



Volume 12, issue 1, is now available! *Public Voices* and *Public Service* were jointly edited by Dr. Keith Brinkley, Department of Political Science and Public Administration at Auburn University-Montgomery. Featured articles include:

- *Man, and I Can't Remember: The Public's Role*
- *The Beatles, the Beatles Generation, and the End of Cold War*
- *'Love and Honor on Live': U2 and the Development of Social Consciousness, Justice and Globalization in the Music of Rock*
- *John Adams, Allogheffer and The Transcription of Social Medical Responses to Tuberculosis*
- *Myriad of the Public and the State: New Orleans Public and Working Class Culture*
- *The Politics of Amnesia*
- *'Let Us Say Yes...': Music, the Stranger and Hospitality*
- *The Suppression of the Memory of James O'Connell by the Museum of Cork: Public Culture and the Politics of the Historical Agency*



All members of SHARE receive an annual subscription to *Public Voices*. Members of ASPA may add SHARE membership on their annual renewal form, or may send the \$20 annual dues at any time to:

ASPA
c/o SunTrust Bank
Department 41
100 N. LaSalle Street, 18th Floor, Chicago, IL 60601-2000

Want to submit an article to PA TIMES?

cjewett@aspanet.org
for submission guidelines

In Memoriam



Dr. Funaba accepting appreciation from the ASPA Evergreen Chapter

Last month ASPA lost a dear friend and professional colleague Dr. Masatomi ("Tomi") Funaba. He earned a Doctor of Economics degree from Kyoto University in 1974 and was Professor Emeritus at Hiroshima University and

Administrative Policy Studies Association (HAPSA). Dr. Funaba was a founding member and former representative of HAPSA and made invaluable contributions to HAPSA's activities for the last twelve years. He personally advocated successfully for the ASPA/HAPSA agreement with the Governor of Hyogo and he was a regular contributor to this exchange through articles and presentations. And until his retirement two years ago, he also served as the director of HAPSA's volunteer staff.

As a new ASPA member, the Evergreen Chapter welcomed Dr. Funaba to Seattle in 2004 while on his way to the ASPA national conference in Portland. During his stop over, Dr. Funaba briefed local FEMA officials on his research regarding the problems of temporary housing as an emergency response to the Great Hanshin-Awaji earthquake in Kobe. He also attended the 2005 ASPA national conference in Milwaukee. At both of these conferences, he enthusiastically participated in workshops, receptions, and the International Consortium meetings at which he presented greetings from Governor Ido.

His cheerful smile and his laugh made Dr. Funaba a great joy to be around and anyone who talked with him will easily recall how intelligent and thoughtful he was. He will be greatly missed by all who had the pleasure of meeting him.

Kobe University of Commerce. Specializing in Public Finance, Dr. Funaba served as a board member of the Japan Society for Public Finance. He also served on the Executive Committee of the International Center of Research and Information on the Public, Social and Cooperative Economy (CIRIEC) and Vice President, CIRIEC Japan.

While joining ASPA only three years ago, Dr. Funaba became an enthusiastic contributor to ASPA's international efforts. He worked hard in helping develop and nurture the Evergreen Chapter's unique international relationship and Memorandum of Understanding with the Hyogo

THE FIRST ANNUAL PUBLIC PERFORMANCE MEASUREMENT AND REPORTING CONFERENCE

Rutgers University, Campus at Newark November 2-3, 2007



The Public Performance Measures report card Rutgers University developed will be held on November 2-3 in The School of Public Affairs and Administration, Rutgers University, Campus at Newark. The conference will provide attendees with diverse case studies, activities, research and industry featured guest speakers in the field.

www.aspa.org

<p>Dr. William W. E. ... Director of Public Administration Rutgers University Newark, NJ</p>	<p>Dr.</p>	<p>Dr.</p>	<p>Dr.</p>
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Call for Papers and Panel Proposals

7th Annual Nonprofit Management Conference "The Changing Face of Nonprofit Management"

The conference will be held on February 1, 2008, in Orlando, Florida, and hosted by the Central Florida ASPA Chapter and the Nonprofit Advisory Board of the University of Central Florida's Department of Public Administration. We encourage proposals that emphasize innovative approaches to nonprofit management.

To submit a manuscript or panel proposal, please provide a 150-200 word abstract of your paper electronically by November 19, 2007 to Dr. Mary Ann Feldheim mfeldhei@mail.ucf.edu.

CALL FOR PAPERS

Public Administration Quarterly Symposium on Action Learning

This symposium will focus on the principles of Action Learning (AL), which are used to get people in any organized setting to work on urgent problems through probing questions, to learn from such a process, and to subsequently take action. Papers on any aspect of AL theory, practice, or research (or related behavioral science approach) in the public/nonprofit sector are welcome.

Submissions of no more than 30 pages including references should conform to the PAQ manuscript guidelines located at www.spaef.com/manugdl.html and be sent to Louis Tietje, Metropolitan College of New York, 75 Varick Street, New York, NY 10013-1919. Direct any questions to Dr. Tietje at ltietje@metropolitan.edu. The deadline for submissions is November 5, 2007.



Please complete this form on registration day and mail to Rutgers University

REGISTRATION FORM

Name (include residential address and phone number): _____

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City: _____ State: _____ Zip: _____

Daytime Phone: _____

Method of Payment: Cash Personal Check Corporate Check

Please indicate if check payable to: Rutgers University Rutgers Foundation

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 School of Public Affairs and Administration (SPA)
 Rutgers, The State University of New Jersey, Campus at Newark
 101 Hall 7040
 Newark, NJ 07102-1001

The Recruiter

WHERE EMPLOYERS AND JOB SEEKERS MEET.

UNIVERSITY POSITIONS

Howard G. and S. Louise Phanstiel Chair in Strategic Management and Leadership The Maxwell School of Citizenship and Public Affairs



The Maxwell School announces multiple job opening for the 2008-2009 academic year.

Howard G. and S. Louise Phanstiel Chair in Strategic Management and Leadership

The Maxwell School of Citizenship and Public Affairs invites applications for the position of the Howard G. and S. Louise Phanstiel Chair in Strategic Management and Leadership. Candidates should have an exceptional record of research on questions relating to the leadership and performance of public or non-profit institutions. We encourage applications from a wide range of disciplines, such as public administration, business administration, political science, sociology, psychology, economics and law. We are particularly interested in applicants whose research explores leadership and performance in contexts that require collaboration across organizational, sectoral and jurisdictional boundaries. Applicants need not have previous experience in a professional program. However, the successful applicant will be enthused by engagement with students, diverse in nationality and experience, who are committed to careers in public service. The department encourages applications from women and minorities. Candidates should send a letter of applications, a Curriculum Vitae, and name of three references to: Howard G. and S. Louise Phanstiel Chair Search Committee, Department of Public Administration, The Maxwell School of Syracuse University, 215 Eggers Hall, Syracuse University, Syracuse, NY 13244

Public Budgeting

The Department of Public Administration at the Maxwell School of Syracuse University is recruiting for two tenure track assistant professor with a specialty in public budgeting. One candidate should also have a specialty in urban policy. Candidates should be able to teach and conduct research in budgeting in the public and non-profit sectors. An international focus and the ability to teach courses in one of the following areas are also desirable: financial management, statistics, information technology, and public management. The department encourages applications from women and minorities.

Send material to: Public Budgeting Search Committee, Department of Public Administration, The Maxwell School of Syracuse University, 215 Eggers Hall, Syracuse University, Syracuse, NY 13244

Information Technology and Statistics

The Department of Public Administration at the Maxwell School of Syracuse University is recruiting for a tenure track assistant professor with a specialty in Information Technology. The Department seeks qualified candidates in e-government, strategic management of information technology in public and non-profit organizations, and/or applications of information technology. An international focus and the ability to teach courses in one of the following areas are also desirable: statistics, program evaluation and public management. The department encourages applications from women and minorities.

Send material to: Information Technology and Statistics Search Committee, Department of Public Administration, The Maxwell School of Syracuse University, 215 Eggers Hall, Syracuse University, Syracuse, NY 13244

Assistant Professor Division of Public Administration Northern Illinois University

The Division of Public Administration at Northern Illinois University invites applications for a tenure-track Assistant Professor position to begin August 2008. This position requires a Ph.D. in Public Administration or related field; all requirements for the degree must be completed by the start date of appointment. Successful applicants will possess evidence of or demonstrated potential for excellence in research and publication, teaching, and pursuit of extramural funding and will be expected to address teaching needs in non-profit management and human services policy. Applicants from all areas of the discipline are encouraged to apply.

The Division has built a strong reputation in research on local government, and most MPA students intern or are employed in local government. The Division maintains strong relationships with its alumni. NIU is located 60 miles west of Chicago. Applicants are encouraged to visit the Division website (www.mpa.niu.edu) for more information about the Division and the area.

The Division of Public Administration is a semi-autonomous unit in the Department of Political Science. The Division is responsible for the NASPAA-accredited MPA program. Division faculty teach undergraduate political science courses and are responsible for the public administration field in the Department's Ph.D. program.

Applicants must submit a letter of application, a curriculum vita, and letters from three references. Applicants should be prepared to provide teaching evaluations on request. Review of complete applications will begin on November 16, 2007, but the search will remain open until the appointment is made. The application package should be sent to: Professor Heidi O. Koenig, Division of Public Administration, Northern Illinois University, DeKalb, IL 60115. Northern Illinois University is an AA/EO employer and strongly encourages applications from women and minority candidates.

Tenure Track Assistant Professor The School of Public Administration Florida Atlantic University

The School of Public Administration invites applications for a tenure track assistant professor position to begin August 2008 (9-month appointment). The position requires a doctorate in public administration or related field prior to the beginning of the appointment. Up to two years toward tenure may be granted to those who have a good publication record and teaching experience.

Florida Atlantic University is a Carnegie rated doctoral research university (RU/High research activity). FAU is a multi-campus university with more than 26,000 students. The School of Public Administration offers a Bachelor of Public Management, a Master of Nonprofit Management, a NASPAA accredited MPA program and

a Ph.D. Applicants for this position are expected to demonstrate high potential for scholarly research and publication, teaching excellence, as well as community outreach. Candidates must be able to teach introductory and advanced core courses in public administration. The ability to teach in the nonprofit area is highly desirable. The candidate will be expected to teach at several FAU campuses, however, the position will be based in Broward County.

All applicants must complete the Faculty, Administrative, Managerial & Professional Position Application form available online through the Office of Human Resources: <https://jobs.fau.edu>. Screening will begin December 1, 2007. A background check will be required for the candidate selected for this position. Should you have any questions or wish to submit additional information, please send e-mail to: Clifford P. McCue, Ph.D., Search Committee Chair, cmccue@fau.edu

Florida Atlantic University is an Equal Opportunity/Access Institution.

Public Administration: Assistant Professor, Full-time tenure track The University Of South Dakota

Position/Rank & Salary: We seek a broadly educated Public Administration Ph.D., DPA, or Political Science Ph.D. specializing in Public Administration. The Department of Political Science (www.usd.edu/polsci) has the only NASPAA-accredited MPA program in the state, a very strong undergraduate liberal arts curriculum, an innovative program in civic leadership (www.usd.edu/ctrcivic), and a proposed new Ph.D. emphasizing public administration, public policy, and American political institutions. Candidate strengths in one or more of the following areas are especially desirable: non-profit administration; public policy; personnel administration; research methods (quantitative and/or qualitative); and/or budgeting. Experience with (or an interest in) distance education would also be valuable. The Department's unique Farber Fund (www.usd.edu/farbfund) annually provides nearly \$90,000 for student-faculty research, travel, scholarships, and related activities. For this position, a demonstrated record of community involvement and public service is highly desirable. Excellence in teaching is expected—both in the classroom and in mentoring students outside the classroom. In addition, the person hired for this tenure-track Assistant Professor position will be expected to undertake an active research program, advise and mentor students, share in the work of the Department, and apply his or her professional expertise in the service of the University, the community, and the discipline. Significant interaction with officials and citizens at the state & local levels is also expected. Normal teaching load is 9-hours per semester.

Qualifications: Applicants must have a Ph.D. or DPA in public administration, political science, or a related field. Highly qualified ABDs may be considered for appointment at the instructor level. This is a nine month position with a start date of August 16, 2008. Salary is competitive and commensurate with qualifications and experience.

Application Deadline: Review of applications will begin October 1, 2007 and continue until the position is filled.

Application Process: Apply on-line at <https://yourfuture.sdbor.edu>. Applicants should submit a letter of application, a current C.V., graduate transcripts, and three letters of recommendation. Application materials may also be sent to: Chair, Public Administration Search Committee, Department of Political Science, The University of South Dakota, 414 East Clark St., Vermillion, SD 57069-2390. USD is an Equal Opportunity/Affirmative Action Employer committed to increasing the diversity of its faculty, staff, and students.

Position in International Development Policy Maryland School of Public Policy University of Maryland

The School of Public Policy at the University of Maryland seeks to hire a new tenure/tenure-track faculty member in international development policy, one of the fastest growing research and teaching areas at the school. The school is host to policy research in a wide range of areas, and the search is open to scholars with research interest in any substantive area that is pertinent to international development policy. Applicants should have a PhD in economics or public policy. Scholars who are able to collaborate across academic disciplines are strongly encouraged to apply. Applicants should be willing to teach courses in such subjects as macro and micro economics, international and development economics, and quantitative methods. The development of new elective courses in the area of international development will also be welcome. The search is rank open, but preference will be given to applicants at the assistant professor level. The deadline for applications is November 15. Applicants should submit a resume and three letters of reference to: Carol Graham, Search Committee Chair, c/o Mary Chevalier, School of Public Policy, 2101 Van Munching Hall, College Park, Maryland, 20742. The University of Maryland is an Equal Opportunity / Affirmative Action Employer. Minorities and women are strongly encouraged to apply.

Assistant/Associate Professor Department of Political Science Valdosta State University

Valdosta State University's Department of Political Science invites applications for two ten-month, tenure track faculty positions at the Assistant/Associate Professor rank beginning August 1, 2008. An earned doctorate in Political Science, Public Administration, or related field is required. Primary teaching responsibility will be in the NASPAA-accredited Master of Public Administration and Doctor of Public Administration programs. All areas within public administration will be considered, but preference for one position will be given to candidates with ability to teach quantitative methods for public administration and/or budgeting/financial management. Positions have secondary teaching duties in the undergraduate Political Science program, including American Government and/or Introduction to Political Science. Professional activities, student advising, and service to the University and the community are required. To apply submit a letter of interest, faculty application form (http://www.valdosta.edu/academic/documents/Faculty_Employment_APP.pdf), curriculum vitae, three letters of reference, sample of written work, and teaching evaluations (if available) to Dr. Nolan Argyle, PA Coordinator and Search Committee Chair, Public Administration Program, VSU, Valdosta, GA 31698-0058. Review of completed applications begins October 1, 2007, and continues until positions are filled. For more information phone 229-293-6058 or email nargyle@valdosta.edu. VSU is an equal opportunity educational institution.

The Recruiter

WHERE EMPLOYERS AND JOB SEEKERS MEET.

UNIVERSITY POSITIONS

Public Management
School of Policy, Planning, and Development
University of Southern California
2007-2008

The University of Southern California School of Policy, Planning, and Development (SPPD) invites application for 2 tenure-track faculty appointments in the school in the areas of public and nonprofit management. The appointments are open with respect to rank, and individuals with outstanding credentials may qualify for faculty endowed chair positions.

Position Description and Qualifications:

Applicants should hold a doctoral degree and demonstrate excellent research and teaching potential/records. Substantive foci of particular interest include nonprofit management, network analysis, public-private partnerships, contracting, performance assessment, and the role of IT in organization productivity. All candidates should have strong credentials in organization theory/strategy and institutional analysis. Applicants are encouraged from a broad range of several disciplines, including public administration, management, political science, and sociology. Our new colleagues will contribute to the public management components of the school's bachelors, masters, and doctoral degree programs.

About SPPD:

The mission of the USC School of Policy, Planning, and Development is to become the premier school for educating leaders and creating knowledge for innovative governance and place-based solutions for the betterment of communities worldwide. Toward that end, SPPD educates leaders and conducts research to provide interdisciplinary solutions for the challenging and complex issues of governance, policy, planning, management, and development.

SPPD offers five professional master's degree programs, two doctoral degrees, and an undergraduate major. Our Master of Public Administration Program is consistently ranked among the top degree programs in the field.

USC is one of the nation's major research universities, and SPPD is a renowned contributor to the university's reputation. SPPD supports an array of thematic research centers with \$16 million in active sponsored research, ranking third overall in funded research at USC on a per faculty basis. Most of the school's research is conducted through its centers, institutes, and research groups. Among them are the Judith and John Bedrosian Center on Governance and the Public Enterprise, the Center on Philanthropy and Public Policy, the Civic Engagement Initiative, the Tomas Rivera Policy Institute, and the Homeland Security Center for Risk and Economic Analysis of Terrorism Events.

For additional information, see our website: www.usc.edu/schools/sppd/.

Compensation and Benefits:

The University of Southern California offers a competitive salary within an academic environment based on the candidate's experience and accomplishments. The university also offers excellent benefits to employees, which include: health, dental and life insurance; tuition assistance; disability and retirement plans; credit union membership; and participation in cultural and social events, as well as access to athletic and recreational facilities.

An Affirmative Action/Equal Opportunity Employer:

The University of Southern California is proudly pluralistic and firmly committed to providing equal opportunity for outstanding men and women of every race, creed, and background. This university is firmly committed to complying with applicable laws and governmental regulations at the federal, state, and local levels which prohibit discrimination, or which mandate that special consideration be given, on the basis of race, religion, national origin, gender, age, Vietnam veteran status, disability, sexual orientation, or any other characteristic that may from time to time be specified in such laws and regulations. This good faith effort to comply is made even when such laws and regulations conflict with each other.

Where to Apply:

For consideration, an application needs to include an introductory letter, curriculum vitae, letters of reference (up to 3), and a writing sample. Materials may be submitted electronically. The application should be sent to:

Miss Kattie Johnson, Director of Academic Affairs, School of Policy, Planning, and Development, University of Southern California, Los Angeles, CA 90089-0626, kdjohnso@usc.edu

Consideration of applications will begin Oct 1st, 2007, and continue until the positions are filled.

Assistant Professor
Public Administration Program
University of South Florida

The Public Administration Program, a NASPAA accredited program, in the Department of Government and International Affairs at the University of South Florida invites applicants for a 9-month tenure-track appointment at the rank of Assistant Professor (pending funding approval) beginning on August 7, 2008. The Public Administration Program is entering its thirtieth year of service to Florida and the Tampa Bay community and has built a strong reputation in research, service, and training in local government. Many of our graduates currently serve in leadership positions in Florida state and local government.

Requirements for this position include: Ph.D in public administration (or closely aligned field); urban management and planning, non-profit and public-private partnerships or municipal public policy. (ABD candidates with expectations of Ph.D completion within the first academic year may be considered at the rank of instructor.) Individuals with work experience and knowledge of local government administration are particularly encouraged to apply. For candidates with these qualifications, preference is given to individuals with relevant analytical skills and promising professional advancement and demonstrated interest in community involvement. Salary is negotiable. Review of applicants begins on November 10, 2007 and will continue until the position is filled.

Information about the USF Public Administration Program can be found on the Public Administration Website: <http://www.cas.usf.edu/pad/index.html>.

Please send hard copies of letter of application, vita, transcript, samples of writing, student evaluations of teaching, and three letters of recommendation to: Dr. John L. Daly, PA Search Committee Chair, Public Administration Program, SOC 107, University of South Florida, Tampa, Florida 33620-8100

According to Florida Law, applicants and meetings regarding them are open to the public. For additional information about this opening please contact Dr. John Daly at (813) 974-0779 or daly@cas.usf.edu. For ADA accommodations, please contact Jennifer Vincent at (813) 974-0842 or jvincent@cas.usf.edu at least five working days prior to need. USF is an AA/EA/EO institution.

Senior Position - Health Public Policy
Institute Of Public And International Affairs (IPIA)
University Of Utah
<http://www.ipia.utah.edu/>

2007-08 POSITION DESCRIPTION

Responsibilities: The College of Social and Behavioral Science (CSBS) at the University of Utah has launched an exciting new Institute of Public and International Affairs (IPIA) that houses a variety of research, teaching, and outreach activities related to politics, public policy, governance, security, and international affairs. The University of Utah is seeking an accomplished senior scholar with expertise in health public policy, preferably in an international context, who would be tenured as an associate or full professor in an academic department in CSBS and hold a senior appointment in IPIA. It is most likely that the successful candidate will be tenured in the department of economics, political science, or family and consumer studies. The successful candidate will be expected to lead and/or participate in inter-disciplinary research projects and contribute to public policy teaching that will advance the IPIA's public policy emphasis, and provide leadership in building the IPIA's regional, national and international reputation during its formative years.

Qualifications:

We seek applications from individuals who conduct research directly related to health public policy analysis and/or policy decision-making whose work would build on existing health science and health public policy strengths at the university. We encourage applications from individuals who are excited about working in a multi-disciplinary environment. The successful candidate must have an earned Ph.D., be knowledgeable about current health public policy issues, have effective interpersonal and team process skills, and an established, nationally visible, extramurally funded research program.

Application Deadline and Start Date:

Applications should be received by October 22, 2007. The search committee may consider applications received after this time until the position is filled. This is a new position with an expected starting date of approximately July 1, 2008.

Additional Information and Contact Person:

Current information about IPIA may be found at <http://www.ipia.utah.edu/>. Inquiries should be made to the IPIA Public Policy Search Committee, c/o Jolaine Randall, 801-581-6493 or jrandall@cpha.utah.edu. Applications should include a letter of interest, CV, a sample of published work, and contact information for three references. Applications should be mailed to: Professor Tim Smith, Chair, IPIA Health Public Policy Search Committee, c/o Jolaine Randall, University of Utah, 260 S Central Campus Dr Rm 214, Salt Lake City, Utah 84112.

The University of Utah values candidates who have experience working in settings with students from diverse backgrounds, and possess a strong commitment to improving access to higher education for historically underrepresented students.

Assistant Professor
The School of Urban and Public Affairs (SUPA)
University of Texas at Arlington

The School of Urban and Public Affairs (SUPA) at the University of Texas at Arlington invites applications for a tenure-track faculty position in Public Administration at the Assistant Professor level beginning Fall 2008. The successful candidate will be teaching graduate level on campus and online courses for our MPA and Ph.D. programs. In addition to contributing to core curriculum teaching in public administration, areas of teaching and research expertise must include two of the following:

1. Information Resource Management
2. Public Human Resource Management and Ethics
3. Civic Engagement

Applicants should have a doctorate in Public Administration, Public Affairs, or Political Science. ABDs will be considered. Preference will be given to candidates who have an established research record with interest in working in a multidisciplinary environment as well as a commitment to community service.

The School offers excellent teaching and research support and its location in the heart of the Dallas-Fort Worth metropolitan area provides an ideal urban laboratory for research and community service. The School, with an interdisciplinary faculty, offers five graduate degrees including: Ph.D. in Urban and Public Administration, Ph.D. in Urban Planning and Public Policy, Masters in Urban Affairs, Masters in Public Administration, and Masters in City and Regional Planning.

A letter of application indicating research and teaching interests, vitae, and three letters of recommendation should be sent to Dr. Sherman Wyman, Chair, Search Committee, School of Urban and Public Affairs, Box 19588, The University of Texas at Arlington, Arlington, TX 76019-0588. If you wish to submit an email application, send it directly to Evelyn Lucas at elucas@uta.edu. Review of applications will begin October 1 and continue until the position is filled. The University of Texas at Arlington is an Equal Opportunity Affirmative Action Employer.

The Recruiter

WHERE EMPLOYERS AND JOB SEEKERS MEET.

UNIVERSITY POSITIONS

Three Tenure-Track Faculty Positions Assistant Professor of Public Administration University of Texas at San Antonio

The Department of Public Administration at the University of Texas at San Antonio (UTSA) invites applicants for a tenure track Assistant Professor position beginning Fall 2008 (pending budget approval). Required qualifications include an earned Ph. D. in Public Administration, Public Policy, Political Science or related discipline by August 15, 2008 for appointment at the rank of Assistant Professor. A successful ABD candidate who fails to complete all degree requirements by that date can only be hired at the rank of Instructor. Completion of the doctorate no later than the end of the second year of teaching is mandatory. Candidates must demonstrate evidence of excellent teaching and research or strong potential. Preferred qualifications include a specialization in Budgeting and Finance, Quantitative Methods, Human Resources, or Nonprofit Management. Responsibilities include teaching, research, and service. Teaching will be at the graduate and/or undergraduate level. Courses will be offered primarily at the UTSA Downtown Campus but may also be offered at the Main Campus and primarily at night. The department currently offers a NASPAA accredited Master of Public Administration degree and an undergraduate minor in Nonprofit Management. The department provides American Humanics certification both at the graduate and undergraduate level.

Applicants must submit a letter of application; vita; names, addresses, and telephone numbers of three references; one or two article-length manuscripts or other samples of research and writing; and teaching evaluations (if available) to: Faculty Search Committee Chair, Department of Public Administration, University of Texas at San Antonio, 501 W. Durango Blvd, San Antonio, Texas, 78207. ABD applicants must have their Dissertation Committee Chair send a letter to the Search Committee Chair indicating progress in degree completion and/or expected date of defense. Initial review of applicants will begin January 15, 2008, and will continue until the position is filled.

The University of Texas at San Antonio is an Affirmative Action/Equal Opportunity employer. Women and minorities are encouraged to apply. Applicants who are not U.S. Citizens must state their current visa and residency status.

Assistant Professor Public Administration/American Politics Eastern Kentucky University

The Department of Government seeks a tenure-track faculty member, at the Assistant Professor rank, beginning in August 2008. The Department houses undergraduate majors in Political Science and Paralegal Science, a post-baccalaureate certificate in Paralegal Science and a NASPAA-accredited MPA program. Teaching load is four classes per semester. Salary is competitive. Candidates must possess a Ph.D. in Political Science or Public Administration by the time of appointment in August 2008. The degree must be earned from a regionally accredited institution. Candidates must be able to teach core courses in the MPA program, as well as in the undergraduate program in Political Science. Ability to teach courses in the diversity core of Political Science is desirable, as is an interest in teaching MPA elective courses. For additional information see the Department web site at <http://www.government.eku.edu/>

Must submit application by October 30, 2007. Review of applications will begin immediately and continue until filled. Apply online at <http://jobs.eku.edu> (search requisition number 0600720). Must attach the following to your online application: 1) a letter of application stating teaching and research areas; 2) a statement of teaching philosophy; 3) current vitae; 4) graduate transcripts; and 4) the names, e-mail address and phone numbers of three references.

Offers of employment are contingent upon satisfactory criminal background and educational credential verification. Eastern Kentucky University is an EEO/AA institution that values diversity in its faculty, staff, and student body. In keeping with this commitment, the University welcomes applications from diverse candidates and candidates who support diversity.

Political Science Professor/Associate Professor—Public Administration Texas State University-San Marcos (Posting Number 2008-71)

POSITION DESCRIPTION: Texas State University-San Marcos invites applications for a tenure-track faculty position in public administration at the full professor or senior associate professor level. Fields of specialization are open, although research and teaching interests in public finance, budgeting, and/or economics are particularly welcome. Must be willing to teach day and evening classes at on-campus and off-campus locations. Salary and rank commensurate with qualifications

REQUIREMENTS: Earned doctorate in public administration, political science (Ph.D., DPA, or other terminal degree in related area) from accredited university in the United States; Established record in scholarly research. Candidate must be eligible for tenure at the rank of full professor or associate professor in the department of Political Science and will be expected to work collaboratively to develop and implement a Ph.D. in Public Administration program with curricular breadth that includes public administration, political science, and law.

PREFERRED: Ability to assume a leadership role to develop and implement a Ph.D. in Public Administration program with curricular breadth that includes public administration, political science, and law; Demonstrated teaching ability with three or more years of experience teaching full-time at undergraduate and graduate levels in public policy, public finance, budgeting, economics, or related field; Demonstrated public or non-profit organization management experience and/or academic program director experience working with curricular, external fundraising, budgeting, scheduling, and other academic administrative issues; Demonstrated experience chairing dissertation and thesis committees; Demonstrated experience as a faculty member or academic administrator in a Ph.D. granting academic department; Demonstrated experience in community and/or public service; Ability to work with diverse groups such as students, faculty, practitioners, and administrators; Effective interpersonal skills.

APPLICATION PROCEDURES: Review of applications will begin November 20, 2007. Candidates must send a letters of application addressing each required and preferred qualification, a curriculum vita, official copies of

all college transcripts, samples of written scholarly work, and three letters of recommendation to the following: Dr. Howard Balanoff, PhD/PA Professor/Assoc. Search Committee Chair, Job Posting #2008-71, Department of Political Science, Texas State University-San Marcos, 601 University Drive, ELA 266, San Marcos, Texas 78666-4616, hb02@txstate.edu

Political Science Associate Professor/Assistant Professor—Public Administration Texas State University-San Marcos (Posting Number 2008-70)

POSITION DESCRIPTION: Texas State University-San Marcos invites applications for a tenure-track faculty position in public administration at the associate professor level or senior assistant professor level. Fields of specialization are open, although research and teaching interests in public finance, budgeting, and/or economics are particularly welcome. Candidate will be expected to assist in the development and implementation of a Ph.D. in Public Administration with curricular breadth that includes public administration, political science, and law. Must be willing to teach day and evening classes at on-campus and off-campus locations. Salary and rank commensurate with qualifications.

REQUIREMENTS: Earned doctorate in public administration, political science, or law (Ph.D., DPA, JD, or other terminal degree in related area) from accredited university in the United States; Demonstrated ability in scholarly research; to be hired at the rank of Associate Professor, candidate must be eligible for tenure at that rank in the Department of Political Science.

PREFERRED: Ability to assist in development/implementation of a Ph.D. in Public Administration with curricular breadth that includes public administration, political science, and law; Demonstrated teaching ability with one or more years of experience teaching full-time at undergraduate and graduate levels in public policy, public finance, budgeting, economics, or related field; Demonstrated experience serving on and/or chairing dissertation and thesis committees; Demonstrated experience as faculty member or academic administrator in Ph.D. granting academic department; Demonstrated experience in community and/or public service; Ability to work with diverse groups such as students, faculty, practitioners, and administrators.; Effective interpersonal skills.

APPLICATION PROCEDURES: Review of applications will begin November 20, 2007. Candidates must send a letters of application addressing each required and preferred qualification, a curriculum vita, official copies of all college transcripts, samples of written scholarly work, and three letters of recommendation to the following: Dr. Howard Balanoff, PhD/PA Professor/Assoc. Search Committee Chair, Job Posting #2008-70, Department of Political Science, Texas State University-San Marcos, 601 University Drive, ELA 266, San Marcos, Texas 78666-4616, hb02@txstate.edu

Tenure-track Position Department of Public Administration University of North Texas

The Department of Public Administration invites applications for a tenure-track position at the assistant or associate professor level starting September 2008. Primary teaching responsibilities are in the department's NASPAA-accredited Master of Public Administration program and in the PhD program. The MPA program is ranked nationally among the top ten in city management/urban policy. (More information may be obtained at www.padm.unt.edu/.) The successful candidate will take a leadership role in teaching and advising in the doctoral program. Prospective candidates must have a teaching and research interest in at least one of the following areas: performance management, program evaluation, economic development, or nonprofit management.

Candidates must hold an earned doctorate in public administration or related field. Review of complete files begins November 1 and continues until the position is filled. Candidates should submit a letter of interest, current vita, teaching interests, writing sample, and three letters of reference to: Search Committee Chair,

Department of Public Administration, University of North Texas, P.O. Box 310617, Denton, TX 76203-0617, mpa@unt.edu

UNT is the Dallas-Fort Worth area's largest and most comprehensive university with more than 34,200 students. UNT is an affirmative action and equal opportunity employer; applications from women and ethnic minorities are especially encouraged.

Assistant Professor Department Of Political Science Ball State University Muncie, Indiana

Tenure-track position available August 22, 2008. Responsibilities: teach graduate courses in public management and administration; teach undergraduate courses in state and local government and intergovernmental relations; pursue an active research agenda in policy analysis and state and local government administration. The department houses the Bowen Center for Public Affairs where original research and training programs are conducted. Minimum qualification: ABD with substantial progress toward completion of dissertation in political science or public administration with a concentration in public management and state and local government administration. Preferred qualifications: Ph.D. completed by August 22, 2008, in political science or public administration with a concentration in public management and state and local government administration; record of scholarly activity; teaching at the college level; interest in working with interns and government agencies; strong quantitative skills; interest and experience in consulting with government officials.

Send letter of application, curriculum vitae, graduate transcript, three letters of recommendation, teaching evaluations, and sample of academic writing to: Dr. Gene Frankland, Chairperson of Search Committee, Department of Political Science, Ball State University, Muncie, IN 47306. Review of applications will begin immediately and will continue until the position is filled. (www.bsu.edu/poli-sci)

Ball State University is an equal opportunity, affirmative action employer and is strongly and actively committed to diversity within its community.

The Recruiter

WHERE EMPLOYERS AND JOB SEEKERS MEET.

UNIVERSITY POSITIONS

Assistant Professor Nonprofit Management, Philanthropy, and Public Administration University Of North Carolina At Greensboro

The Department of Political Science seeks to fill a tenure-track Assistant Professor position in nonprofit management and public administration beginning August 1, 2008. The faculty member will be expected to teach graduate courses in nonprofit management and leadership and philanthropy in the NASPAA-accredited MPA program, as well as public administration and undergraduate courses in the applicant's areas of interest.

The department has fifteen full-time faculty and strong undergraduate and graduate programs (MPA, urban/economic development certificate, nonprofit management certificate). The Piedmont Triad region offers a high quality of life and affordable housing market. Its thriving nonprofit and foundation community offers opportunities for research and provides support for the MPA program.

Teaching and/or nonprofit work experience is desirable. A PhD in public administration or political science is preferred, though ABD applicants will be considered. Salary is competitive. Minority applicants are encouraged to apply and identify themselves.

Send application letter, vita, sample syllabi, transcripts, teaching evaluations, a sample publication, and three letters of recommendation to: Search Committee, Dept. of Political Science, UNCG, P.O. Box 26170, Greensboro, NC 27402-6170. Webpage is www.uncg.edu/psc. The review of applications will begin on October 25, and will continue until the position is filled.

Two Positions Department of Political Science Kennesaw State University

Kennesaw is a growing and progressive university in Georgia's public system of higher education. Located on an attractive campus in suburban Atlanta, KSU currently enrolls more than 20,000 traditional and nontraditional baccalaureate and master's students. The thriving Atlanta metropolitan area has a rich array of museums, theaters, libraries, colleges and universities, and other resources. For a detailed description of the university, college and department, please visit our home page at <http://www.kennesaw.edu/>.

The Department of Political Science currently has Two Positions Available

Assistant Professor of Public Administration

A nine-month, tenure-track position in the Department of Political Science and International Affairs beginning August 2008. Qualifications: Earned doctorate in political science or public administration with an emphasis on nonprofit administration. For questions about this position opening, contact Dr. Martha Griffith, Search Chair (mgriffit@kennesaw.edu)

Director, Master of Public Administration Program

A twelve-month, tenure-track associate or full professor to direct the NASPAA-accredited Master of Public Administration program in the Department of Political Science and International Affairs beginning July 2008. Qualifications: Candidates should possess an earned doctorate in public administration, political science, or a related discipline. For questions about this position opening, contact Dr. Ulf Zimmermann, Search Committee Chair (uzimmerm@kennesaw.edu)

Applications for both positions will be accepted until the position is filled. To guarantee consideration, applications must be postmarked by October 1, 2007. For a complete job description and information on how to apply go to: <http://www.kennesaw.edu/facultypositions/>

Kennesaw State University, a member of the University System of Georgia, does not discriminate on the basis of race, religion, color, sex, age, handicap, national origin, or sexual orientation, as authorized by law. Georgia is an Open Records State. AA/EOE

Postdoctoral Researcher, (Two positions) Stephenson Disaster Management Institute Louisiana State University

Louisiana State University has recently initiated the Stephenson Disaster Management Institute (SDMI), located in the E. J. Ourso College of Business. The SDMI's ambition is to become a premier international research institution. Its mission is to help improve the practice of disaster and crisis management through high-quality research and executive-level education. The SDMI aims to become a multidisciplinary research center that commands respect among both academics and practitioners.

In its first hiring round, the SDMI now invites applications for two Postdoctoral Researchers in disciplines related to disaster and crisis management research beginning in Fall, 2008. Fields may include, but are not limited to: Business Administration, Public Administration, Public Policy and Management, Political Science, Sociology, Urban Planning, Information Systems, Economics, Psychology, or Geography.

Outstanding candidates are expected to devote full-time to research. Applicants should be doctoral degree or ABD that has defended by the time of appointment. Applicants should have evidence of the potential to generate quality scholarship. A highly competitive salary commensurate with qualifications and experience will be offered.

Required Qualifications: Ph.D., ABD, or equivalent degree. Additional Qualifications Desired: Grant writer/recipient or proven revenue generating ability in chosen areas of expertise; interest in crisis and disaster management, executive education, decision-making or related areas.

An offer of employment is contingent upon a satisfactory pre-employment background check. Application deadline is January 2, 2008 or until candidates are selected. Send curriculum vitae (including e-mail address), three letters of recommendation, a writing sample, statement of research agenda, and cover letter to: Warren Eller, Ph.D., Associate Director, SDMI, E. J. Ourso College of Business, 1103 Patrick F. Taylor Hall, Louisiana State University, Ref: Log #1050, Baton Rouge, LA 70803, E-mail: SDMI@lsu.edu

LSU IS AN EQUAL OPPORTUNITY/EQUAL ACCESS EMPLOYER

Assistant/Associate/Full Professor, (Research/One or more positions) Stephenson Disaster Management Institute Louisiana State University

Louisiana State University has recently initiated the Stephenson Disaster Management Institute (SDMI), located in the E. J. Ourso College of Business. The SDMI's ambition is to become a premier international research institution. Its mission is to help improve the practice of disaster and crisis management through high-quality research and executive-level education. The SDMI aims to become a multidisciplinary research center that commands respect among both academics and practitioners.

In its first hiring round, the SDMI now invites applications for up to four Assistant/Associate/Full Professors in disciplines related to disaster and crisis management research beginning in Fall 2008. Fields may include, but are not limited to: Business Administration, Public Administration, Public Policy and Management, Political Science, Sociology, Urban Planning, Information Systems, Economics, Psychology, or Geography.

Outstanding candidates are expected to devote most of their time to research that has applied potential. Applicants should be doctoral degree holders having undertaken original research that has contributed to the body of knowledge in their respective field, and a strong publication record or evidence of the potential to generate quality scholarship. A highly competitive salary commensurate with qualifications and experience will be offered.

Required Qualifications: Ph.D. or equivalent degree in business administration, public administration, public policy, sociology or related disciplines. Additional Qualifications Desired: Grant writer/recipient or proven revenue generating ability in chosen areas of expertise; demonstrated interest in crisis and disaster management, executive education, decision-making or related areas.

An offer of employment is contingent upon a satisfactory pre-employment background check. Application deadline is January 2, 2008 or until candidates are selected. Send curriculum vitae (including e-mail address), three letters of recommendation, and cover letter to: Warren Eller, Ph.D., Associate Director, SDMI, E. J. Ourso College of Business, 1103 Patrick F. Taylor Hall, Louisiana State University, Ref: Log #1049, Baton Rouge, LA 70803, E-mail: SDMI@lsu.edu

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Applied Social Sciences Initiative University Of Oklahoma

The social sciences have an impact on our world through the use of quantitative and qualitative methods to address significant social problems. The University of Oklahoma, along with its Center for Applied Social Research (CASR), announces a strategic initiative to compliment and strengthen existing research programs in the social sciences.

As part of this initiative, the University invites applications for open rank positions, either tenured or tenure track. We are seeking individuals who have established world class research programs, or are capable of contributing to extant programs, in any of, but not limited to, the following three areas: 1) Defense and homeland security, 2) Health research and healthcare policy, and 3) Disaster assessment, preparedness, and management. Other areas of research that support current center activities will be considered. More information on CASR and its programs can be found at <http://casr.ou.edu>

Candidates must have a Ph.D., or equivalent terminal degree, a proven record of funded research activity, and an exemplary record of scholarship as demonstrated by publications. The successful candidates will be expected to contribute to graduate and undergraduate education in the social sciences, especially research methods, and provide leadership in CASR.

Applicants should submit a curriculum vitae, a description of their research plans, and a brief statement of their teaching interests and philosophy. Applicants should also provide three letters of recommendation. Application materials should be sent to: Paul B. Bell, Jr., Dean of the College of Arts and Sciences and Vice Provost, Chair, Applied Social Sciences Initiative Search Committee, Ellison Hall, Room 323, University of Oklahoma, 633 Elm Avenue, Norman, Oklahoma 73019-3118

We will also accept completed applications in a PDF format sent to sbayliss@ou.edu. Initial review of application will begin on November 1, 2007, and continue until positions are filled. Minorities and women are encouraged to apply.

The University of Oklahoma is an Affirmative Action/Equal Opportunity Employer.

Public Policy; Public Management/Administration; State and Local Politics and Policy University of Maryland, Baltimore County


The Political Science Department at the University of Maryland, Baltimore County (UMBC) invites applications for a tenure-track Assistant Professorship in public policy, public management/administration, and/or state and local politics and policy beginning in August 2008. We are searching for an excellent teacher, and a productive researcher who studies important areas of public policy, public management, or subnational government. The successful candidate will teach an undergraduate public administration internship course, other undergraduate courses in the listed areas of expertise, and a graduate course for the Department of Public Policy, which awards PhD and MPP degrees in Public Policy and is NASPAA-accredited. The department is already well-staffed in the areas of government budgeting and personnel. The Ph.D. in political science, public administration, or public policy is expected by the time of appointment. UMBC is a young and innovative mid-sized research university which highly values undergraduate teaching and student mentoring. The suburban campus is located just south of Baltimore and provides close proximity to research and public service opportunities in Washington, D.C. and Maryland's state and local governments. Applicants should submit a letter of interest, curriculum vitae, graduate transcripts, writing sample and teaching evaluations, and arrange for three letters of reference to be sent separately. Applications will be accepted until November 16, 2007. Send materials to Dr. Roy T. Meyers, Search Chair, Department of Political Science, UMBC, 1000 Hilltop Circle, Baltimore MD 21250. UMBC is an Affirmative Action/Equal Opportunity Employer and encourages applications from minorities, women, and individuals with disabilities.

The Recruiter

WHERE EMPLOYERS AND JOB SEEKERS MEET.

UNIVERSITY POSITION

Director Martin School of Public Policy and Administration University of Kentucky

 The Martin School of Public Policy and Administration is seeking applications and nominations for Director effective fall 2008. The successful candidate will have a national reputation as a scholar as well as strong leadership qualities that will help further the Martin School's mission to augment its top-ranked degree and research programs in the public policy, public administration, and health policy and administration arenas. The successful candidate also will demonstrate a broad appreciation of social and behavioral sciences and should have a desire to play a leadership role in external academic organizations such as NASPAA, APPAM, and AUPHA. An ability and interest in working with faculty and administrators across the University community as well as external constituents from the public, private, and health care sectors is essential. The director is the chief academic, administrative and fiscal officer of the Martin School of Public Policy and Administration, and, as such, must provide strong intellectual and administrative leadership, foster a rich research agenda consisting of both traditional scholarly and funded research, and develop and oversee budget priorities and allocations in conjunction with the Dean of the Graduate School and the University Provost. The director works with a diverse group of external constituents to promote and further the academic, research, training, development, and service activities of the Martin School. The Search Committee will begin screening candidates immediately; applications will continue to be received until an appropriate candidate is found. Additional information is available at <http://www.martin.uky.edu>. Applicants should submit a curriculum vitae, a list of at least three references, and copies of several recent working papers or publications either as email attachments or by mail to: Professor Eugenia Toma, Chair, Director Search Committee, Martin School of Public Policy & Administration, 415 Patterson Office Tower, University of Kentucky, Lexington, KY 40506-0027, Eugenia.Toma@uky.edu

The Martin School strongly encourages application and nomination of women and minority candidates. The University of Kentucky is an Affirmative Action, Equal Opportunity Employer.

NONPROFIT POSITION

Executive Director Marine Technology Society

The Marine Technology Society announced today that it is seeking applications from individuals interested in serving as the Society's chief staff officer. The Executive Director is responsible for providing staff leadership, and implementation of the Society's mission, strategic and operational priorities, and programs.

Candidates should have 7-10 years of demonstrated management experience, solid financial management skills, and an ability to work in a collaborative manner within a diverse membership. Critical skills include strong volunteer leadership and communication skills. A Bachelor's degree is required. Preference will be given to candidates with advanced degrees (post baccalaureate) in Business Administration, Public Administration, Nonprofit Management, or a related field, and those who hold a certified association executive (CAE) credential. Preference may be given to candidates with a background in marine technology.

This search is being conducted by Jackie Eder-Van Hook, MSOD, Executive Vice President, Transition Management Consulting, Inc. Applications will be accepted electronically from August 16, 2007 to September 27, 2007. Candidates must email a current resume and salary history to MTS_Search@TransitionCEO.com by Thursday, September 27, 2007 for consideration.

For more information, visit www.TransitionCEO.com and click on Marine Technology Society in the left navigation bar.

Print Only • Web Only • Print and Web

For Quote Contact: cjewett@aspanet.org

GOVERNMENT POSITIONS

Director Of Development Services City Of Eustis, Florida

The City of Eustis (pop 17,766), is located in Lake County, Florida, app. 30 miles north of Orlando. Eustis is a fast-growing community within easy driving distance of major retail centers, entertainment and recreational opportunities.

Challenges:

- Implementation of new comprehensive plan and land development regulations emphasizing managed growth;
- Working with development interests in a positive & proactive manner;
- Supporting economic development of clean industries;
- Working to redevelop former hospital site in downtown Eustis;
- Planning for continued responsible growth;
- Planning for traffic & parking in downtown.

Successful candidate must have:

- Ability to take the vision of the commission and translate into clear and creative action plan;
- Ability to work effectively with developers and investors to promote quality growth;
- Strong ability to exemplify and promote quality customer service among staff;
- Exceptional leadership skills;
- Be a participatory manager and consensus builder.

This position reports directly to the City Manager and has management responsibility Building, Planning, Code Enforcement and Grants Administration. The department includes 18 employees and an operating budget of \$1,135,725.

Position requires Bachelor's Degree from accredited college or university in Planning or related field; supplemented by 10 years progressively responsible administrative experience in planning/development, to include experience in comprehensive planning, growth management and grants administration. A Master's Degree in Planning supplemented by 5 years administrative experience preferred. Experience with Fla. Growth Mgt. Law (FS 163) and AICP certification highly desirable.

Salary range: \$72,326 - \$108,540 (DOQ); EXCELLENT BENEFITS. Submit statement of interest, resume, City application (available at website or call) and names and addresses of 10 professional references and current salary history to: Ann Isaacs, Director, Human Resources City of Eustis P.O. Drawer 68 Eustis, FL 32727-0068. City will reimburse for travel costs related to interviews. Please review entire posting at City website www.eustis.org or call 352-483-5472 for copy.

The City is an Equal Opportunity Employer and values diversity at all levels. Minorities and females are encouraged to apply. The city complies with applicable Florida veteran's preference and public records law.

Assistant Director of Human Resources City of Chesapeake, VA

Salary: \$61,470 - \$95,280, DOQ (+) excellent benefits package. In this highly visible role, the Assistant Director assists in short and long-term planning of the Human Resources functions and is heavily involved in designing and executing HR initiatives. This position is responsible for assisting in the formulation and implementation of administrative and program policies and procedures with responsibility for directing, through subordinate

managers, the three operational divisions of the HR Department. Requires a bachelor's degree from an accredited college or university majoring in Human Resource Management, Public Administration, or a closely related field, and over five years of HR management experience demonstrating competency in the core areas of workforce planning, recruitment and staffing strategies, benefits and pay administration, classifications, employee relations, workforce training and development, and diversity initiatives. Master's degree from an accredited college or university in public administration, human resource management, organizational development, or a related field, and an IPMA-CP, IPMA-CS, or SHRM-SPHR certification are preferred. For more information or to apply, visit www.jobs.cityofchesapeake.net. Job Closes 10/03/2007. EOE

Director of Neighborhood Services City of Roanoke Virginia

Looking for a challenge? The City of Roanoke's newly created Director of Neighborhood Services will immediately be challenged with making process and policy improvements in the code enforcement area; building and developing local, regional and federal partnerships to make the best use of existing housing resources; and, working closely with neighborhood groups to ensure that the needs of all communities are being addressed in a timely and quality fashion. This position manages and directs environmental code enforcement, neighborhood service functions, federal housing programs and citizen participation programs to improve the quality of neighborhoods throughout the city of Roanoke. Position requires a Bachelor's degree from a four-year college or university with a major in urban planning, public administration, business administration or related field, and five to seven years of progressively responsible experience in code enforcement, urban planning including comprehensive long-range planning, neighborhood redevelopment and revitalization, grants management or community development. We are also looking for a solid and proven manager with at least four years of management experience. Master's degree preferred. You must be a City resident or secure residence within the City limits within 12 months of employment. If you are up for the challenge, apply in confidence at www.roanokeva.gov. Salary range (\$69,442 - \$111,108). This position is open until filled; however, the first review of applications will take place on August 27, 2007. EEO/AA/M/F/DISABILITY EMPLOYER. As a Drug/Alcohol Free Workplace. The City of Roanoke Administers Pre-Employment Screening to all employees.

New York State Public Management Institute

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Current starting salary is \$41,780

The examination application and evaluation of education and experience are collected through a single online form which will be available from September 5, 2007 through midnight November 8, 2007, EST.

For more information visit our website at: www.cs.state.ny.us/pmi

CONFERENCESCalendar

October 2007

- 11-13 2007 NASPAA Annual Conference
Location: The Westin Seattle Hotel, Seattle, WA
More Info.: www.naspaa.org
- 15 AGA's Government Finance Case Challenge for Undergraduate Students
Location: Online
Contact: Jennifer Curtin, jcurtin@agacgfm.org
More info: www.agacgfm.org/challenge/index.htm
- 21-22 Third Annual ICPA Conference
Co-sponsored by ASPA
Location: Chengdu, Sichuan, P.R.C
More Info.: www.icpa-uestc.cn
- 25-27 19th Annual Association for Budgeting and Finance (ABFM) Conference
Location: Washington, DC
Contact: Rebecca Hendrick hendrick@uic.edu
More Info.: www.abfm.org
- 29 Public Service Career Fair, Sponsored by ASPA Evergreen Chapter
Location: Seattle Center Northwest Rooms
More Info.: www.evergreenaspa.org

November 2007

- 2 9th Annual Texas State ASPA/CPM Conference and ASPA District IV Regional Conference
Transforming Public Service
Location: Texas State University, San Marcos, Texas
More Info.: www.txstate.edu/cpm
- 8-10 29th Annual APPAM Research Conference: What Else Shapes Public Policy Analysis and Management?
More Info.: www.appam.org/conferences/fall/dc2007/index.asp
Location: Washington Marriott Hotel and Embassy Suites Hotel, Washington, DC

February 2008

- 1 7th Annual Nonprofit Management Conference
"The Changing Face of Nonprofit Management"
Location: Orlando, FL
Hosted by Central Florida ASPA Chapter and the Nonprofit Advisory Board of the University of Central Florida
More Info.: Mary Ann Feldheim mfeldhei@mail.ucf.edu

- 7-9 The 2008 Social Equity in Leadership Conference, "Advancing Urban Governance in a Global Context,"
Location: School of Public Affairs, Arizona State University in Phoenix
More Info.: <http://www.napawash.org>
- 13-17 The Conference of Minority Public Administrators (COMPA) 2008 National Conference
Location: Hamilton, Bermuda
More Info.: Doris Micheaux, Doris.Micheaux@fortworthgov.org; 817-392-7841

March 2008

- 7-11 ASPA's 69th Annual Conference
Transformational Public Administration: A Call for Public Service
Location: Dallas, TX
More Info.: www.aspanet.org

April 2008

- 3-6 66th MPSA Political Science Conference
Location: Chicago Palmer House Hilton
More Info.: www.mwpsa.org

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