Local Governments Addressing Employee and Retiree Health Costs

National Survey Shows Local Officials Working to Control Health Care Costs and Liabilities

Lansing, MI—About 49 percent of the nations’ cities, counties and townships expect less revenue in 2010, and 21 percent expect fewer employees, according to a new survey. About 26 expect increased consolidation of local services.

With shrinking budgets and fewer staff, local officials are taking several approaches to contain long-term costs associated with employee and retiree health care.

The Health and OPEB Funding Strategies:

2009 National Survey of Local Governments report is based on responses from more than 1,500 city, county, township and special district governments across the county randomly polled this year.

“There are significant changes from last year’s study,” said William SaintAmour, executive director of Cobalt Community Research. “We’re seeing belt tightening and growing awareness of benefit costs.

The report examines local governments’ awareness of and responses to growing health costs and liabilities. It also helps inform public employers about national OPEB trends and current practices used by local governments to control health care costs.

The study was conducted by Cobalt Community Research (www.cobaltcommunityresearch.org), a leading nonprofit

See HEALTH COSTS, pg. 2

America in Midst of Civic Foreclosure

Study Finds God, Friends and Facebook are Important Factors for Fostering Civic Engagement

Washington, DC—As economic distress continues through the summer and into the fall, Americans are suffering from a “civic foreclosure” that is limiting the range and depth of their civic engagement, according to a new study by National Conference on Citizenship (NCoC). The annual “America’s Civic Health Index,” based on survey data collected in May 2009, is a look at the state of civic engagement in America that reflects the impact of the economic crisis.

The survey’s results reflect the hard choices Americans have made during the downturn, with 72 percent of respondents saying they have cut back on time engaged in civic volunteering, participating in groups or communities. Public perception supports this finding, as 66 percent of Americans say they feel other people are responding to the current economic downturn by looking out for themselves, with only 19 percent saying people around them are responding to the recession by helping each other more.

See CIVIC HEALTH, pg. 2
Many Health Care Cost-Reduction Strategies Untapped

From HEALTH COSTS, pg. 1

research organization based in Lansing, MI.
According to the Cobalt study, approximately 78 percent of the survey respondents provide health care to their employees, with 30 percent also providing health care to retirees. Larger local governments are more likely to provide such benefits.
The study found many local governments are considering one or more health care cost-containment strategies. The most common strategies are:
• Increasing health insurance deductibles and copays
• Increasing the employees’ share of premium costs
• Implementing wellness programs
• Expanding use of generic drugs
• Implementing health savings accounts (HSAs) and health reimbursement arrangements (HRAs)
• Negotiating lower costs with current carriers
• Educating employees/retirees to make better health care decisions.
Few respondents plan to eliminate benefits.
“Clearly, the study shows activity, but many cost-reduction strategies are still untapped,” said SaintAmour. “For example, only 27 percent of respondents increased deductibles over the past two years, only 19 percent implemented wellness programs and only 15 percent expanded the use of generic drugs.”
Much of the report focused on local government awareness and response to the Governmental Accounting Standards Board (GASB) Statement Number 45; Accounting and Financial Reporting by Employers for Postemployment Benefits Other than Pensions (OPEB). This statement creates a national standard for the measurement and disclosure of state and local government OPEB liabilities, especially in the area of health care for retirees. All state and local governments are expected to disclose information about their OPEB costs and liabilities in their annual financial reports for fiscal years beginning in 2009.

God, Friends and Facebook Provide Civic Safety Net

From CIVIC HEALTH, pg. 1

Even though they are disproportionately affected by the economic downturn, low-income Americans are still finding ways to give back to their communities. Thirty-nine percent of respondents with an income less than $50,000 reported helping compared to only 27 percent of those earning more than $50,000. Baby Boomers were far more likely to provide support (38 percent) compared to Millennials (28 percent).
“We had hoped the economic hardship might trigger more compassion as people saw real suffering and needs,” said John Bridgeland, Chairman of NCoC’s Advisory Board and CEO of Civic Enterprises. “While this is not true for volunteering, it is true for providing food and shelter. And people with the least means are giving the most. Millennials (28 percent).”

Other Key Findings
• 31 percent of survey respondents noted they had a “great deal of confidence” in small businesses, making them the most trusted institution. In turn, major companies ranked last on the Index in terms of public confidence (5 percent), with banks, Congress and the executive branch garnering 6 percent.
• 40 percent of African Americans expressed some level of trust in federal government, compared to only 22 percent of Whites
• 68 percent of respondents say that they would be willing to provide food to those in need
• 69 percent of respondents say that they would buy U.S.-made products to help foster improved local economic activity.
For more information about America’s Civic Health Index visit www.nccoe.net.
Have a Problem with Compliance?

James M. Lager

You should. Don’t misunderstand; compliance is usually better than noncompliance. Few would argue that anything short of compliance with safety, equal employment opportunity, wage and hour, or ethics rules is acceptable. And even if some of us harbor fantasies of fewer rules and the greater freedom of action that would come with their elimination, we know that we must comply with statutory and regulatory commands.

But there are several problems with the usual efforts taken to seek compliance in serving the public. First, compliance is not always better than noncompliance. We all know dedicated public servants who find a way around the rules to best serve the public’s needs. These employees have found a way to meet organizational or public needs despite the rules. In these situations, the rules, which may have been drafted long ago to prevent a harm that may no longer exists, just get in the way.

Revision or repeal of these laws, or at least granting public administrators sufficient discretion to circumvent them when appropriate, would prevent “inappropriate compliance” and wasted resources. It would also make it easier to reward these public servants for their cleverness over relentlessly enforcing noncompliance.

Compliance is also a dreadfully low bar to meet. Critics proclaim that “mere compliance” is insufficient, and periodic attestations by employees that are not present, codes of conduct are adopted, mandatory training programs and legal training and education programs to help organizations meet the ever-increasing requirements.

After consultation with these experts, common (usually called “best”) practices from private industry are incorporated into government ethics programs and if not already present, codes of conduct are adopted, mandatory “ethics” training delivered, and often-told stories of the punished received by public officials caught violating a rule are publicized. Additional internal controls are designed and scrutinized, reports are drafted, the importance of ethics to the organization is emphasized by top leaders, and compliance improves.

This improved compliance posture—assuming those choosing not to comply are not merely driven underground—is certainly laudable, but despite ethics program elements like codes of conduct, mandatory training, financial disclosure, and periodic attestations by employees that they are free from conflicts, misconduct continues and new scandals arise.

Compliance has also become a very expensive proposition. An entire compliance infrastructure has emerged, consisting of auditors, inspectors, lawyers, and a burgeoning industry of “compliance professionals” who will design internal controls, training and education programs to help organizations meet the ever-increasing requirements.

Aspiring for compliance with the ethics laws and regulations yields similar results. Employees can comply with the laws by prohibiting the use of their public office for the private gain when their official actions could inure to their spouse’s benefit, yet still use their office in a way that benefits their adult child because it was not statutorily prohibited. Officials can accept gifts below a certain amount, or to hold a certain small interests in companies or financial sectors affected by official action and remain compliant, but without greater knowledge of the particular situation, it would be a mistake to call that behavior ethical.

The answer to poor compliance is not more rules and regulations—there are plenty of them already and regardless, it is almost impossible to write a rule to address every situation that will not also be too broad or wildly complex and it would be best to avoid creating rules and procedures today that will lack legitimacy tomorrow.

More education or training may improve compliance with technical requirements, but is unlikely to change the behavior of those willing to violate core principles like integrity. Closer monitoring and further reduction of an official’s discretion may help, but it is both expensive to monitor behavior closely and demoralizing to the majority of employees for whom that kind of supervision is unwarranted.

Instead, a significant failure in compliance should be recognized as a symptom of larger organizational culture issue. Rather than enact more rules or focus attention on systems to assure compliance with them, efforts would be better spent creating and fostering cultures and climates that support the public organization’s mission and respect for staff.

For example, to best assure equal employment opportunity, leaders should require and demonstrate that safety is important, regardless of whether an employee is in a protected class. To best assure a safe workplace, leaders should require and demonstrate that safety is important, regardless of whether a statute or rule requires a particular action. And to help assure ethical conduct, leaders themselves must not only be ethical, but actively model and reward ethical behavior so all employees know that the lofty words are organizationally congruent.

Creating and maintaining organizational cultures supportive of professional service, fairness, efficiency and openness will naturally lead to behavior generally compliant with most legislative and regulatory commands. Of course, there may be some remaining issues on the margins, like whether a gift valued below $20 or $25 can be accepted, but these are truly “mere compliance” matters, easily distinguished from more significant issues like whether all vendors have a fair opportunity in an acquisition or if there has been improper favoritism in a personnel or other matter.

It is good to have a problem with compliance because compliance misses the mark in so many ways. At any rate, the answer to noncompliance will usually lie more in organizational culture than in pushing the compliance button harder.

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The opinions and views expressed in this article are the author’s alone and are not intended to reflect GAO’s institutional views.

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Teaching Ethics in a Living Laboratory

Stephen J. Smith

The summer of 2009 was a fascinating time to teach a course on “Public Accountability, Ethics and Law” in an MPA program in Alaska. Against the backdrop of the course’s readings, assignments, and discussions played out a real-world drama in public sector ethics that saw Alaska’s sitting governor, Sarah Palin, unexpectedly announced her resignation and subsequently stepped down—all within the span of the course.

While the governor gave many reasons for her resignation, one issue she highlighted was the several ethics complaints filed against her by a small number of complainants under the Alaska Executive Branch Ethics Act. Those complaints caused the governor to accrue a large debt in legal fees defending herself, and caused her and others to call for reform in Alaska’s ethics laws.

Sean Parnell succeeded Palin as governor on July 26, 2009. Questions about the need for reform in Alaska’s ethics laws linger and will likely be debated in the next session of the Alaska legislature. Many wonder if Alaska is now “getting it right.”

Background

The rise of Sarah Palin to national political prominence is well known and will not be recounted in detail here. The key facets of her tenure as governor pertinent to the subject of this article follow.

Most political observers in Alaska agree that Palin got off to a smooth start as governor. She ran as an ethics reformer herself. Once in office, she emphasized transparency in her administration and cultivated an open relationship with the press. The first major test of this relationship was her firing of Commissioner of Public Safety Walt Monegan, in July 2008. The circumstances surrounding that act and the subsequent investigation of the governor’s actions by the legislature marked the beginning of a change in her relationship with the legislature, and in the perception of her administration by a segment of the population.

To this point in her administration, Palin had not received a complaint under the Ethics Act. That changed in early August 2008, when Andre McLeod lodged her first of several such complaints, this one regarding the administration’s alleged use of undue influence in awarding a state job. That complaint was subsequently dismissed by the state personnel board.

In late August 2008, Palin was named John Monegan’s running mate as the Republican nominee for vice president. The events of that campaign marked a sea-change in the governor’s relationships in the state and an uptick in the filing of ethics complaints against her. By the end of Palin’s tenure as governor, almost twenty ethics complaints were filed against her. While the vast majority of these complaints were dismissed, defending herself against them caused Palin to amass some $500,000 in personal debt, and was a factor leading to her resignation.

Need For Reform?

Whether the existing ethics laws in Alaska worked appropriately to keep public officials accountable or were used inappropriately by a small group as a weapon to run a high-profile elected official out of office rests largely in the eye of the beholder.

For months, public sector ethics and associated laws provided fodder for spirited conversations in a variety of settings in the community, not just academia. That’s unusual to say the least, and it was most refreshing.

The complainants have asserted that they have no political agenda, and that the ethics complaint process and public records laws they used are the only way for citizens to keep their government in check. Indeed, government watchdog groups like the Better Government Association have rated the states in integrity, in part based on the strength of its ethics and public records laws. Locally, the Alaska Public Interest Research Group has come out against reform to the Ethics Act, concerned that it would lower the standard of conduct for public officials.

Governor Palin and others calling for change disagree. They point to repeated cases wherein complainants in the ethics probes themselves leaked word of their complaint to the press, in violation of the confidentiality requirement of the Act, with no consequences. They argue that this gives an individual the ability to independently and with impunity create a cloud of suspicion over an official, even if all complaints are subsequently dismissed. Advocates of change seek support measures to constrain this ability.

The confidentiality section of the Ethics Act requires that the existence of an ethics investigation be kept confidential until a finding of probable cause is rendered, though the subject of the complaint may waive confidentiality. While the current law requires confidentiality, it identifies no consequences for breaches of it, either for the source of the leak or the complaint itself. This has been the case since 1998, when language attaching consequences for breaches of confidentiality was removed from the Act.

Advocates for change also point to the present disconnect between the confidentiality requirements of the law’s governing executive and legislative branch ethics. The law governing complaints against legislators immediately dismisses those in which the complainant violates the confidentiality provision. At the least, some advocate harmonizing the confidentiality requirements for the two branches of government.

The aforementioned financial burden officials bear in funding their defense has also been marked for reform. Independent Counsel Thomas Daniel, in delivering a July 2009 finding on an ethics complaint regarding Governor Palin’s legal defense fund, noted that the Attorney General’s office does not provide a defense for officials accused of violating the Ethics Act, because such allegations inherently accuse the individual of placing personal interests over official responsibilities.

Daniel noted the Attorney General’s conclusion that the state may reimburse officials for the expense of hiring private counsel when: the official is exonerated, was acting within the scope of his/her office or employment, the legal fees are reasonable, and a source of funding can be found. While the possibility of reimbursement exists, it has never occurred. Daniel suggested that the Ethics Act be amended to address this problem.

Attorney General Daniel Sullivan subsequently issued an opinion regarding potential reforms to the Ethics Act. The opinion endorsed strengthening the confidentiality provisions of the Act, short of punishing citizens who violate them. It also endorsed reimbursing officials who are exonerated in ethics complaints for reasonable legal fees, but maintained as a conflict having the Department of Law actually defend accused officials.

Going Forward

The goal of ethics legislation is to imbue government with legitimacy and public trust by holding officials accountable, but without creating a chilling effect that keeps reasonable people of normal means out of public service. It remains an open question if Alaska’s Ethics Act is “getting it right” and achieving this goal, or if the desire for ethics reform in Alaska will endure with Sarah Palin out of office.

The issue is no longer frequent front page news, and there have been no public reports of an ethics complaint against Governor Parnell thus far. Still, students of public sector ethics should keep an eye on Alaska, especially during the next legislative session, to see if reform occurs. Either way, this was an extraordinary time to teach a course on public accountability—it was truly a living laboratory. For months, public sector ethics and associated laws provided fodder for spirited conversations in a variety of settings in the community, not just academia. That’s unusual to say the least, and it was most refreshing.

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In Pursuit of Ethical Competency...

Donald Menzel

The stories of “good” people gone “wrong” are legendary and contemporary in all facets of life. “The higher a person goes on the rungs of power and authority,” Stephen K. Bailey remarked many years ago, “the more wobbly the ethical ladder.” But does it have to be so? What can be done to keep the ladder stable and ensure that we don’t slip?

A team of scholars are wrestling with these questions and will exchange views with each other and members of the National Association of Schools of Public Affairs and Administration at the October 2009 conference in Crystal City, VA. This article previews the thinking of individuals on the team. They invite ASPA members to join in the discussion of the “pursuit of ethical competency.”

James S. Bowman, Florida State University—Public administration is justified by moral purpose. Administrators not only must do things right, but also must do right things. Ethics policy, then, matters profoundly in government as it lays the foundation for excellence in public affairs. The “umbrella profession” of public administration has the duty and privilege of articulating key competencies. Indeed, in a sense, all competencies are ethical, a technically incompetent manager, for instance, is just as unethical as an ethically deficient manager.

“The higher a person goes on the rungs of power and authority,” Stephen K. Bailey remarked years ago, “the more wobbly the ethical ladder.” But does it have to be so? What can be done to keep the ladder stable and ensure that we don’t slip? A team of scholars are wrestling with these questions and will exchange views with each other and members of the National Association of Schools of Public Affairs and Administration at the October 2009 conference in Crystal City, VA. This article previews the thinking of individuals on the team. They invite ASPA members to join in the discussion of the “pursuit of ethical competency.”

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Terry L. Cooper, University of Southern California—One of the most neglected and underdeveloped perspectives essential for ethical competence for public administrators is skill in linking ethical thinking and conduct to the organizational context in which it occurs. We have focused much more on the ability to recognize ethical problems and resolve them, and on other individual attributes such as character. However, much less has been done to address characteristics of the structure and culture of organizations that will encourage or impede acting on what one decides is the best ethical decision. This involves not only the ability to diagnose which attributes of an organizations structure and culture impede ethical thinking and conduct, and which will support it, but also to prescribe changes in organizations to be more conducive to ethical action. Linked to prescriptions of that kind is also knowledge of management intervention strategies to accomplish the changes. Thus, linking ethics to organization design and development is an area of competence we need to address more directly and systematically.

Kathryn Denhardt, University of Delaware—It is sometimes easier to recognize a quality through its absence. Such may be the case with “ethical” and “competent.” The vast majority of ethical and competent behaviors go unnoticed, while unethical and incompetent behaviors make news because what is noteworthy is the absence of the quality we expect.

A description of an unethical and incompetent public servant might therefore begin:

• Fails to conform to approved standards of social or professional behavior for persons carrying out public duties, roles and responsibilities
• Acts in a manner that is inadequate for or unrelated to these roles as a public administrator or leader

Carole L. Jurkiewicz, Louisiana State University—It is, perhaps, the fault of the ethics discipline that we have not articulated the competencies of ethical instructions nearly as early as have, say, budgeting. It is time to not only define these competencies, but to seek agreement of them among ethical scholars and to communicate these competencies consistently across all methods of instruction and knowledge dissemination. Being a younger field of academic study than, say, again, budgeting or economics, ethics instruction has followed a natural progression of paradigm development and application to arrive at this point where the definition is essential.

Let it be clarified that legal and ethical are separate concepts, and a knowledge of the law is not considered a factor of ethical competency; legal knowledge is a separate and necessary skill set of public administrators but is not synonymous with ethics as many not expert in the field often proclaim.

Donald C. Menzel, Northern Illinois University—What knowledge, skills, and abilities does one need to be ethically competent? This is not an easy question to answer. Consider city managers or human resources directors or housing inspectors. It is difficult to imagine that a city manager would be regarded as ethically competent if she had no knowledge of the profession’s code of ethics, relevant ethics ordinances, or state ethics laws. It is equally difficult to imagine an HR director or housing inspector as ethically competent who is uninformed of his agency’s conflict-of-interest policies or other rules about how to screen trouble. But is knowing and behaving by the rules of acceptable behavior enough? Of course not.

An ethically competent public manager is:
• committed to high standards of personal and professional behavior,
• has knowledge of relevant ethics codes and laws,
• has the ability to engage in ethical reasoning when confronted with challenging situations,
• is able to identify and act upon public service values and values, and
• promotes ethical practices and behavior in public agencies and organizations.

Manfred F. Meine, Troy University—How do we define ethical competency when it is often suggested that ethics is organizational but located primarily within a situational perspective, requiring some level of discretion in ethical decision making and in applying ethical concepts. Simply saying ethical competency means understanding the law and formal rules and applying them uniformly seems to be too simplistic. On the other hand, relying on virtue ethics makes the concept of ethical competency too unclear except to force us into a “do good, be good” definition for such competency.

If we are led to the conclusion that developing ethical competency is not only possible but it is being done in other fields, then the primary need in looking at ethical competency in the public sector, is reaching agreement on what constitutes such competence.

Jeremy F. Plant, Penn State University—A strong argument can be made that the literature on ethics in public administration and ethics education in MPA programs, which has been around since at least the mid-1970s, has always had a strong emphasis on the development of ethical competency. Ethical competency is largely concerned with issues of public trust.

From reading the literature on ethics one can easily imagine that a consensus has emerged on the need for an integrative approach to teaching ethics in MPA programs and in the practical work of creating ethical organizations and operations in governance. We may prefer the character and integrity based approach but must balance that with the recognition of the need to work within the regulatory regime of external ethics controls. The balance consists of two major concessions to reality. First, individuals must be consent to limits on their personal freedom to serve the public. Second, managers must recognize the limits of rules in producing the sort of ethical competence that can raise the level of understanding and conduct beyond the regulated minimum.

Robert N. Roberto, James Madison University—Within the public administration and public affairs graduate program community there is a general consensus that public service ethics education is an essential part of the process of preparing individuals to serve the public interest. Yet, considerable disagreement continues over whether ethics courses taught as part of public administration and public affairs programs and in-service ethics programs should focus primarily on “high road” or “integrity based” or “low road” or on “low road” or “compliance-driven” ethics issues. The first ethics competency necessary to prepare individuals for public service is public corruption prevention and detection. Conflict of interest management and prevention constitutes the second competency. The third is constitutional competency.

James H. Svara, Arizona State University—Ethical behavior begins with awareness. Awareness and sensitivity, in my view, takes us out of the realm of competence (as least defined narrowly).
The idea of enforcement mechanisms in codes of ethics is not new and perhaps it is an essential next step in ASPA’s code of ethics...

To this day the ICMA code of ethics has been a beacon of commonly held core principles that guide city managers on a daily basis. The means used by some of these organizations to ensure that members uphold their professional code of ethics is the ability to censure members for non-compliance to the standards set by the group. For ICMA it is no exception. The association has the ability to censure members privately, publicly, and to bar members from future membership.

Jeremy Plant recently noted in “Ethics Today,” the newsletter of the ASPA Section on Ethics, that ASPA’s first president William E. Mosher favored a type of ethics code enforcement system. Quoting Mosher he said “just as lawyers are disbarred for certain well-known offenses and according to standard procedures, so should violators of the public service code be disbarred for behavior not becoming the profession.” Lawyers, doctors, public accountants, law enforcement officers, engineers, and a number of other professional organizations have consequences for violations of their codes of ethics.

Martha Perego, ICMA ethics director, recently noted in Public Management that “taking that first step to create a core set of principles so early in [ICMA’s] infancy was fundamental to the successes of the local government management profession.” Indeed professionalism’s foundation must be based on key tenets that are professionally accepted.

The The enforcement of codes of ethics is just one way to try to encourage ethical behavior in the public sector, but it is a valuable one if we are to maintain professionalism and accountability in government. Identifying and implementing strong mechanisms to encourage ethical behavior and improve trust in government is necessary to continue to foster competence in the delivery of services. Ensuring that these are upheld is an important part of the ethical responsibilities of the professional organizations that exist in the public sector.

As the very first step in creating a core set of principles, professional organizations must be able to identify the codes of conduct and the means and consequences of those codes are taught as part of the formal education of their members. On balance a profession, with well-functioning institutions of discipline will curb misconduct because moral behavior is an integral part of the identity of professionals—a self-image most are motivated to maintain.”
Thinking Big

Matthew T. Witt

Before the assassination of John F. Kennedy, Americans believed, nearly 3 to 1, that their highest governing institutions carried out the will of the public far more often than not. Three decades later American faith inverted: by the mid-1990s, roughly 3 to 1, Americans believed their federal governing institutions did not serve their interests. With some annual variation, that figure remains more or less intact today. Faith in local governance is rated consistently and significantly higher among Americans than state and federal government, so we might derive from this hopeful indicator a provisional hypothesis: governmental distance in space and time may exacerbate low trust levels.

But such a claim can’t fully account for why and how, exactly, our collective faith in public sector institutions declined so drastically across the last few decades. Many commentators agree that the Watergate episode of Richard Nixon’s Administration was a defining moment in American public consciousness, from which the American public faith has never recovered. Many others claim that this incident was merely the endpoint of a long and traumatic decade of mounting American suspicions—beginning with the first Kennedy assassination, culminating with the high crimes pinned to the Nixon long and traumatic decade of mounting Watergate episode of Richard Nixon’s presidency, which the American public faith has never drastically across the last few decades.

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As the Bush Administration initiative to drastically curb the privacy provisions and prohibitions against cruel and unusual punishment enshrined by the Bill of Rights itself more a cause of concern among Americans, or viewed by the American public primarily as a judicious initiative for their safety after the September 11, 2001, incident? Do political patronage appointments or the harassment of civil servants to carry out political agendas concern Americans equally regardless of their own ideological bent? Have recent election administration irregularities (many, many more have occurred throughout our history) concerned Americans to the same extent regardless of their party affiliation? And how do any of these grave questions measure up in public consciousness when the financial bottom of countless lives drops out, as with what has occurred to our economy as the result of dubious if not criminal mortgage lending practices under deregulation schemes?

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Commentary across news outlets and internet blogs have turned these and many more speculations over and over again, occasionally musing into how the press, itself, has propagated diminished trust in government. Scores of biography about JFK seem to substantiate his lapsed marital fidelity. But peccadillo was not and would never be reported by the press of his era, nor for decades more, as the Camelot myth enshrined his tragic presidency.

Since Bill Clinton, the private lives of republicans and democrats alike are a perpetual open season for a media voracious for salacious news. Somewhere amidst the huskings of all of this, many believe, is the shed faith Americans in their governing institutions.

Meanwhile, the correlation between salacious news outlets and massive centralization of media ownership is matter probably at least as relevant to a free people as is anything their leaders do or do not privately. But then, who will report about how scores and scores of news outlets have been wiped out by massive media conglomerates for which profit will forever supersede anything otherwise deemed by them so fleeting as “the public interest?”

When basic social trust and faith in governing institutions diminishes there very consistently can be found a tendency for broad publics to rush to some form of certainty, some untainted conviction in how the world works. A plausible (if not certain) effect of such tendency—an effect whose variance is far to lumpy to parse with certainty— is that the American public itself has become so cleaved by ideologically fervor over the last three decades that speaking of a unified public interest is more and more useless. If that is so, then how can a civil service devoted to a singular creed ever succeed? Won’t public servants ever be diligent devoted to their duties, just become more chimeras in an American House of Stilted Perceptions? And what role should academics play in these empowered era?

It is one thing to repeat this or that ethics code, or to ritualistically repeat western canon and liturgy as pertains to civic ethics. Sustaining a healthy public pulse and vigorous civic creed is another matter, requiring something else from academia.

Public administration ethics scholar James Svara recommends, for starters, revisiting the ASPA code of ethics, pointing out, for instance, that the current code incorporates Constitutional principles of honesty and fairness, representativeness, responsiveness, and due process, but that the code is mute as pertains to protecting freedom of speech or forbidding unreasonable searches. Svara further notices: “The ASPA code does not mention equity or social justice and limits the expected policy contributions of administrators to working to change laws that are “counterproductive and obsolete” rather than more generally to changing laws to advance the public interest. The code asserts that administrators should “take responsibility for their mistakes” but not more generally to take responsibility for their actions. The code specifies that administrators should “involve citizens in policy decision-making” but makes no references to affirmative efforts directed at those with fewer political resources. The ASPA code does refer generally to applying “ethics, efficiency and effectiveness in serving the public,” but it does not refer to reexamin ing the efficacy of established programs and practices.

This judicious scan of otherwise mostly overlooked gaps in our shared administrativa credo suggests resources. The ASPA code canon and liturgy as pertains to civic ethics and practices.

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Scholars Gather to Discuss Ethics

From ETHICAL COMPETENCY, pg. 5

into qualities of mind and perception. What is the “ethics task” and what activates it? Second, there is a need for commitment to norms and standards that goes beyond knowledge or skill. Normative commitments are implicit in public administration tasks. One can assume that the competencies in human resources assume commitment to promot ing merit and representativeness. Ethical competency is important but it must be combined with other elements to have ethical public administration. Knowledge of the law, ethical models, and the nature of governance and skills in ethical reasoning are crucial to ethical behavior and making appropriate choices in complex situations. Ethical public administrators must also have awareness, courage, and an understanding of their distinctive ethical context.

Want to Know More? All essays are online: naspa2009conference.wikispaces.com

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

See THINKING BIG, pg. 8
What Your HR Department Doesn’t Want You to Know

Bob Lavigna

I’m very fortunate that I’m often invited to speak about human resources issues to public sector audiences. And although I talk about HR, more and more non-HR people are interested in workforce issues. It’s clear that these folks want to learn more about to attract, develop and retain talent. After all, line managers have a key role in attracting and managing talent. When I talk to these non-HR groups, I tell them I’m not going to try to make them HR experts. I know that those of us in the human resources business agree that it is fascinating to discuss the relative merits of different benefits and compensation, or to explore new ways to attract and retain employees. But I also recognize that HR often just can’t get all of this done. It’s also frequently very alarming because they complain about HR, demands that they meet increasingly aggressive recruitment and marketing goals, and their need to understand what their organizations (and other organizations) are doing to attract, develop and retain talent. I also try to equip them with enough knowledge and information to ask some provocative questions when they get back to their workplaces. And I also remind them that supervisors and managers have critical roles in managing human resources. In my opinion, the most critical role. It’s very revealing to hear the comments and questions that come from non-HR managers and professionals.

It’s also frequently very alarming because they complain about HR, demands that they meet increasingly aggressive recruitment and marketing goals, and their need to understand what their organizations (and other organizations) are doing to attract, develop and retain talent. I also try to equip them with enough knowledge and information to ask some provocative questions when they get back to their workplaces. And I also remind them that supervisors and managers have critical roles in managing human resources. In my opinion, the most critical role.

It’s very revealing to hear the comments and questions that come from non-HR managers and professionals.

There are probably better ways to do this stuff, we just don’t know what they are. Like many other activities, HR is caught in a tight squeeze. On the one hand, human resources is pressured to be more efficient and save money, which often means cutting staff. On the other hand, we ask HR to deliver better and faster service, create partnerships, measure results, and “be strategic.”

HR often just can’t get all of this done. And the reality is that, at the end of the day, being innovative and strategic often takes a back seat to making sure that employees get hired, paid or enrolled in benefits programs.

So, most HR folks don’t have the bandwidth to continually scan the horizon for “best practices” that can help attract and retain talent. There just isn’t the time or resources. So, the next time you complain about HR, consider what we ask them to do and what their real pressure points are.

Chances are, you won’t get sued (and even if you do, you won’t lose). In our too-litigious society, we often hear HR tell us that we can’t do something that makes sense (like hiring someone we believe is well-qualified, or firing someone who is not) because somewhere, sometime, someone might sue us—and we will lose. After hearing this, the manager then says, “Why? I don’t think we’re breaking any laws.” And the response is, “Well, we need to be careful. We don’t want to take any chances.”

Well, we should be taking chances, or at least taking calculated risks. The likelihood of a lawsuit is slim unless we will clearly be breaking a law. So, we should-n’t base business decisions solely on the possibility that we might be sued.

For instance, if we have a well-documented poor performer, we should fire that person. And, we shouldn’t have to post a job vacancy week after week just to make sure that every person on earth has a chance to see our posting and apply. And, don’t shy away from accepting job applications exclusively online because someone, somewhere, doesn’t have his or her own computer. And by online, I mean real-time, not telling candidates to download the application, print it, fill it out and fax it in; or asking them to attach page after page of narratives to their applications.

Too often, we also shy away from dealing with poor performers because we’re afraid the employee may challenge us. If a poor performer wants to sue because we took action to correct (or heaven forbid, fire) him or her, well, to quote another public servant—“bring it on.” Of course, that’s only if the manager has done his/her homework, but more on that later.

And, if we do get sued, we don’t have to settle lawsuits to avoid publicity. That just perpetuates the same cycle of frustration and avoidance.

Of course, I need to repeat a key caveat—if we want to do something that will clearly violate a law (even if it’s a dumb law), then we should be afraid of getting sued. Rather, what I’m talking about are the other situations—where we put avoiding lawsuits above making good business decisions.

HR can’t do it alone. Which brings me to the final point. This is actually not a secret—it’s something HR absolutely wants everyone to know. The days when “personnel stuff” got done by someone else in a back room somewhere are long gone—or at least they should be. Human resources professionals need to be integral to the conversation and partnering with line managers and staff. And managers should welcome this opportunity.

Chances are, you won’t get sued (and even if you do, you won’t lose).

Too often, though, line managers can’t be bothered to do their part. What sounds good in theory (being actively involved in recruiting and hiring, or deciding how much to pay new hires or employees) loses it luster in real life when it means devoting time and effort to recruiting, or actually making tough decisions about which employees deserve raises and which don’t, or making sure that individual development plans aren’t just pieces of paper. It’s important to keep in mind what they say we lose good people, they’re usually quitting their bosses, not their jobs.

On the other end of the performance spectrum, there’s not much HR can do when a supervisor continually gives good performance evaluations to employees who “everyone knows” are problems. HR can’t magically fix this.

The bottom line? The active involvement of line managers and staff can be the difference between success or failure in managing people and being competitive in the battle for talent.

Of course, since I’ve worked in HR for 30 years myself, I’m looking in the mirror as I write this column. And, yes, despite my best intentions, I’ve been guilty of keeping these secrets myself. So, before any of my friends in HR start sending me nasty emails, please believe me when I say that I have the highest respect, and admiration, for my public sector human resources colleagues. I think they do the most important work that we can possibly do in government—enabling the public service to attract, develop and retain talent. But, HR can’t do it alone. It needs the active support and involvement of the people it serves. To forge that partnership, we must be open, honest and candid with each other—even when that’s hard.

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Public Servants Can Reframe Perception of Responsibilities

From THINKING BIG, pg. 7

But we must start in the classroom scanning the larger context within which American public servants too often encounter insurmountable obstacles facing demands that they meet increasingly stringent performance expectations with fewer and fewer resources and segmented authority, as with how a “hollow state” of “governance” actors across private, public and not-for-profit sectors are expected to coordinate a myriad of activities under deregulatory auspices.

We public service professionals may not have been able to head off the various traumas that have befallen Americans over the last several years. But we certainly can begin reframing how we perceive our responsibilities and the context within which those responsibilities have been given shape.

ASPA member Matthew Witt is an associate professor in the department of public health administration at University of La Verne. Email: wittm@ulv.edu.

This article is endorsed by ASPA’s Section on Democracy and Social Justice. For more information on the section contact Matthew Witt at wittm@ulv.edu.

John Kamensky


This year-long effort, dubbed the “Government Performance Project,” was a collaboration between an advocacy group (OMB Watch), an academic institution (Georgetown Public Policy Institute), and a corporate think tank (Accenture’s Institute for Public Service Value). It was guided by a stellar advisory group comprised of well-known performance measurement aficionados, including: Harry Harty, Shelley Metzenbaum, Mark Moore, Beryl Radin, and Robert Shea.

The Project developed both a set of principles as well as recommendations for action. Its final report also included a series of essays by various participants that are worth reading to better understand the context in which the recommendations were developed (see web link at the end of this article).

Reform Principles

Through a series of workshops and surveys, the Project developed a set of principles to guide the Obama administration’s efforts to reform and improve existing government performance systems. Some are common-sense, others are idealistic:

- Expand the public’s right to know: The public is entitled to know how government programs are performing, even if stakeholders don’t agree on the merits of the programs themselves. Government performance systems offer the opportunity to a variety of players to be the platform for public debates on programs and services and how they could be improved.
- Strengthen leadership and accountability: Sustained leadership—from the top to the bottom of an organization—“is a critical element to the successful improvement of government performance.” The president should require his appointees and senior executives to understand the performance data relevant to their jobs, to use the data, and to ensure program managers are trained in their use as well.
- Modify—don’t trash—current systems: Don’t eliminate the current system created under the Government Performance and Results Act (GPRA) and the Office of Management and Budget (OMB) Program Assessment Rating Tool (PART). Too much has been invested to start over, and it would take too long. But revise it with the goal of creating “a more stable system that is used by a variety of stakeholders over time.”
- Re-balance roles in the performance system: The report criticizes OMB for micro-managing performance assessments during the Bush administration and was seen as having too strong of a role. While OMB needs to be involved, its role should be coordination, setting standards, and leading cross-cutting initiatives. It should ensure agencies take a strong role in determining their performance goals, measures, and use of results. The report also gingerly offers: “OMB should also turn its focus to using more positive reinforcement before threatening sanctions.”
- Use positive reinforcement, not punishment: The fear of punishment causes agencies to treat measurement as a compliance exercise designed to achieve “good ratings rather than reporting on actual outcomes achieved.” As a result, agencies “spend too little time thinking and discussing how performance data can help improve program performance.” The report recommends the government “foster a climate of ownership and accountability at the program level that moves away from the punitive nature of current performance assessment systems.”
- Seek more input: Current performance systems tend to be closed to outside stakeholder participation—congressional, advocacy groups, and citizens. Input tends to be invited only after internal decisions have already been made. This lack of involvement has undermined the acceptance of current performance systems. Agencies should “partner with each other and outside stakeholders in developing a more open, inclusive performance assessment system.”

Recommendations for Action

Based on these principles, the Project then crafted a detailed set of recommendations:

- Set clear goals and follow through: The president should direct agency heads to set clear performance goals and use performance information in their decision making (note: OMB did direct agencies in June to develop goals and submit them by the end of July; these have not yet been publicly released). But top-level leadership is not enough. Program managers have to “actively participate in the development and prioritization of performance criteria and indicators” so actionable information is produced and managers are willing to embrace them.
- Focus on results, not ratings: Instead of building a new performance program, efforts should focus on improving the existing systems by better aligning the strategic plans and reports required under GPRA with the program-by-program assessment developed under PART. To do this, agencies should take advantage of the new social media tools to engage stakeholders in this process and use the process to generate “collaborative conversations, not formulaic ratings” that are focused on results.
- Emphasize honest conversations: The reigning atmosphere in agencies is that performance management systems are “threatening in nature” and too much time is spent avoiding bad scores. Too little time is spent on thinking and discussing how performance data can improve program results. In order to change the culture, agencies need to increase their attention to analyzing the performance data they collect. To “support honest conversation and creativity” to improve performance. This will require devoting more resources for performance analysis (note: in late September, the Senate approved a request from the Department of Housing and Urban Development to set aside one percent of its budget ($434 million) for better performance measurement systems and analysis).
- Improve data and its accessibility: Users should be provided a “variety of performance data from different sources in one place” in ways that provide meaning, not just completeness. This will increase trust in the system and ensure all stakeholders are “on the same page.” Because common formats will be needed, OMB should lead this effort. The report recommends making raw data available to allow independent analyses because this “would greatly increase acceptance” of the performance system. Given the approaches taken so far by the Obama administration, this looks like this will quickly become an accepted practice!

This is clearly a wide-ranging set of proposals. We’ll soon see just how many of these are incorporated into the Obama administration’s performance management agenda which will, hopefully, be available this month!

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Effective and Ethical Governance

Does effective and ethical governance go hand-in-hand? Or is this wishful thinking? Listen to Amsterdam Mayor Marius Job Cohen: “On first sight putting efficiency and achieving of goals first and integrity, with all its questions and hardships, second, seems rewarding. Achieving your goals, your promises, makes for good headlines of course. But in the long run every city government is judged also and maybe above other things, on its moral qualities. And I even dare to state here that in order to really get sustainable results and effects in society, the moral quality of decision making and implementing them is an essential condition. Simply said: doing the right things the right way. Without the moral quality you won’t earn respect, but even so you won’t achieve your goals.”

Source: Speech in Amsterdam, the Netherlands, on May 28, 2009, at the first “Global Dialogue on Ethical and Effective Governance.” Among the more than 100 scholars in attendance were ASPA members Guy Adams, Ray Cox, Charles Garofalo, Leo Huberts, Patricia Julnes, Emilie Kolthoff, Alan Lawton, Don Menzel, Dorothy Olshofski, Jeremy Plant, and Robert W. Smith.

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Libraries are Community Tech Centers

From LIBRARIES, pg. 1

report they are the only source of free access to computers and the Internet in their communities. Sixty-six percent of public libraries rank job-seeking services, including resume writing and Internet job searches, among the most crucial online services they offer—up from 44 percent two years ago. In a separate survey, 80 percent of New York libraries indicated they helped someone search for a job in late 2008.

When county workforce development agency DavidsonWorks (N.C.) was investigating ways to better serve displaced workers, they looked to the Davidson County Library System for support. “The numbers of people that need services are larger than our capacity,” said Executive Director Nancy Borrell. “The library is a natural partner—they are located in all corners of the county and have the space, computers and trained library staff we need. We're reaching areas of the county we've never been able to reach before.”

More people also are turning to libraries to file unemployment forms, apply for Food Stamps or find other government information or services. Eighty percent of libraries report helping patrons connect with government information and services online.

“For anyone without a computer, you're really out of luck without the library,” said Elsie Werden, who spent almost two weeks trying to get the information she needed to enroll herself and her husband in a Medicare plan that would cover her husband's expensive medications. With assistance from the Pasco County Library System (Fla.) e-government librarian, she was able to complete an online Medicare enrollment form in less than 30 minutes. The Pasco library provided e-government services to more than 9,100 people from October 2008 to March 31, 2009, up 177 percent over the same period one year ago.

“Libraries are part of the solution for Americans struggling to regain their footing in uncertain economic times. Most jobs, and many government services, require that people fill out online applications at a time when many people lack home Internet access and the necessary online search, software or even basic keyboard skills,” said ALA President Camila Alire. “Investing in our libraries is key to ensuring every person has access to vital online information and resources.”

While libraries across the country have reported significant spikes in patron usage over the past 12-18 months, many are struggling to maintain hours and staffing levels to meet demand as funding cuts at the state and local level loom large. Forty-four percent of states reported declines in state funding for public libraries in FY2009—in some cases as much as 25 or 30 percent. These cuts often are compounded by declining or flat funding at the local level. Fourteen percent of libraries reported FY2009 declines.

“Libraries serve as community technology centers for millions of Americans every day,” said Jill Nishi, deputy director of the Melinda Gates Foundation, a funder of the U.S. Libraries Program at the Bill & Melinda Gates Foundation. “Today we want to highlight the importance of libraries in helping public sector agencies to strategically address Internet infrastructure, hardware and patron needs. With the BTOP emphasis on community partnerships, libraries also are ideal public partners with telecom companies and other government agencies. Nearly 60 percent of libraries report Internet connection speeds are insufficient to meet patron demand at some point in the day.

To meet growing demand, many library agencies are applying for federal stimulus funds through the Broadband Technology Opportunities Program (BTOP), which would help enable libraries to strategically address Internet infrastructure, hardware and patron needs. With the BTOP emphasis on community partnerships, libraries also are ideal public partners with telecom companies and other government agencies. Nearly 60 percent of libraries report Internet connection speeds are insufficient to meet patron demand at some point in the day.

To view the final report, please visit www.ala.org/plinternetfunding.

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American Society for Public Administration
PA TIMES • OCTOBER 2009
Employer-Sponsored Health Insurance Premiums Increase 11% from 1999-2008; Likely to Double Again by 2020

Health System Reforms Could Save $3,700 Per Family by 2020

New York–Nationally, family premiums for employer-sponsored health insurance increased 119 percent between 1999 and 2008, and could increase another 94 percent to an average $23,842 per family by 2020 if cost growth continues on its current course, according to a new Commonwealth Fund report.

The report, “Paying the Price: How Health Insurance Premiums Are Eating Up Middle Class Incomes,” finds that national reforms that slow health care cost increases by 1 to 1.5 percent per year would yield substantial savings for families and businesses across the country. By 2020, slowing the annual rate of growth by 1 percent would yield more than $2,500 in reduced premiums for family coverage, and slowing growth by 1.5 percent would yield more than $3,700 in premium savings compared to projected trends.

According to the report’s state-by-state analysis, the five-year increase (2003 to 2008) in employer-based premiums for family coverage averaged 33 percent, ranging from a high of 45 percent in Indiana and North Carolina to an average of 25 percent in Michigan, Texas and Ohio. Most states saw increases of 30 to 40 percent. By 2008, average family premium costs were highest in Indiana, Minnesota, Massachusetts, and New Hampshire—surprisingly high at more than $15,000. Iowa and Hawaii had the lowest average family premiums, around $11,000.

The report found that insurance premiums have been rising much faster than income across states. As a result, by 2008 total premium costs—including employee and employer shares—equalled or exceeded 18 percent of the average household income for the working age population in 18 states, compared to just three states in 2003.

In three states—Mississippi, Tennessee and West Virginia—family premiums averaged 20 percent or more of middle household incomes for the state’s under-65 population. The stress on businesses and families is particularly acute in Southern and South-central states, where premiums are often high, yet incomes are lower than national averages. In addition, they are often paying more for less, because as costs rise employers have increased patient cost-sharing while limiting benefits.

The authors note that a health industry coalition recently has pledged to slow the rate of cost growth by 1.5 percent annually. Further, estimates indicate that payment and system reforms, including the creation of a public insurance plan to compete with private plans, could reduce projected spending by $2 trillion to $3 trillion between 2010 and 2020—a reduction of 1 to 1.5 percent in annual growth rates. Authors conclude that if current trends continue, middle and lower income families could end up priced out of the health insurance market. In contrast, national reform offers an opportunity to put families on a path to rising incomes and health security.

For more information visit www.commonwealthfund.org.

Latest State Alliance for e-Health Report Offers Guidance for States on Health IT

Preparing to Implement HITECH: A State Guide for Electronic Health Information Exchange

Washington, DC—As the national dialogue on health care reform continues, health information technology (IT) and health information exchange (HIE) have emerged as critical tools to improving a health care system that is affordable, effective, safe, and transparent. A new report from the State Alliance for e-Health, “Preparing to Implement HITECH: A State Guide for Electronic Health Information Exchange,” aims to help states lead the way in using health IT and HIE and guide them as they begin implementing the federal Health Information Technology for Economic and Clinical Health (HITECH) Act.

The State Alliance for e-Health, a consensus-building, executive-level body comprised of governors, state legislators, attorney generals and state commissioners, was created by the NGA Center for Best Practices in 2006 to address the role states can play in facilitating adoption of health IT and HIE. The HITECH Act, enacted as part of the 2009 American Recovery and Reinvestment Act, expands the role of states in fostering health information exchange and adoption of electronic health records over the next five years.

The report recommends actions states should begin undertaking to successfully implement the HITECH Act, including:

- Preparing or updating the state plan for HIE adoption;
- Engaging stakeholders;
- Establishing a state leadership office to manage the different phases of HIE implementation;
- Preparing state agencies to participate; implementing privacy strategies and reforms;
- Determining the HIE business model; creating a communications strategy; and
- Establishing opportunities for health IT training and education.

The report and state initiatives to implement health IT and electronic HIE will provide a central focus for the State Alliance for e-Health’s semi-annual conference, to be held August 7 in Burlington, Vermont.

The State Alliance—supported by funding from the U.S. Department of Health and Human Services—provides a nationwide forum through which governors, state policymakers and other stakeholders can work together to identify effective HIE policies and best practices and explore solutions to challenges related to the exchange of health information.

For more information on the State Alliance, please visit www.nga.org/center/ehealth.

WASHINGTON, D.C.—In response to the pressing challenges facing our nation’s transportation system, states and territories are exploring ways to make better use of existing and new approaches to fund and finance transportation, according to a new report by the National Governors Association Center for Best Practices (NGA Center). “How States and Territories Fund Transportation: An Overview of Traditional and Nontraditional Strategies” examines these challenges and looks at the traditional funding mechanisms states are using to address them, as well as new and innovative programs at work in the United States and internationally. Additionally, the report summarizes strategies and programs for innovative surface transportation funding approaches.

Among the new or innovative transportation funding and financing approaches being used in one or more states are:

- Grant Anticipation and Vehicular Efficiency (GARVEE) bonds; financing instruments issued by a state whose principal and interest are repaid primarily by future federal-aid funds;
- Private Activity Bonds (PABs)–financing instruments authorized for highway and intermodal transfer stations;
- ARRA Bonds—two new types of transportation bonds, Build America Bonds (BABs) and Recovery Zone Bonds (RZBs), that are provided for by the American Recovery and Reinvestment Act of 2009;
- Federal credit assistance–direct loans, loan guarantees or impact fees charged to motorists for road use during times of peak demand or for entry into a congested area during some portion of the day, respectively;
- Public-private partnerships (PPPs)—contractual agreements between a public agency and a private sector entity to collaborate on a transportation project;
- Vehicle miles traveled (VMT) fees–fees charged directly to drivers for each mile traveled, in replacement of a traditional motor fuel tax; and
- Other sources such as impact fees, container fees and traffic camera fees.

For more information on state efforts to address transportation issues, please visit www.nga.org/center/transport.

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

Send a report for this column to Christine McCrEHin at cjee@aspanet.org.
Opening Dialogues, Building Collaborations
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WHAT will you be doing?
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**ASPA TIMES**

**Advancing excellence in public service. . .**

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**ASPA Introduces Professional Development Webinars**

*Four Sessions Scheduled, More to Come, Special Introductory Rates Available*

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**New Podcasts Now Available**

ASPA is pleased to announce that additional podcasts from the 2009 Annual Conference are now available for free to members.

Member podcasts cover important topics including human resources, financial management, and performance measurement.

If you were not able to attend the conference or if you would like to hear these sessions and workshops again, visit the ASPA website at www.aspanet.org. Please note that members must login to the ASPA website in order to gain access and view a link to the Podcasts. If you need help with the login process, please contact Matt Rankin at mrankin@aspanet.org

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Washington, DC—ASPA is taking a look into the future and is proud to introduce its new professional development webinars. The webinars focus on topics in public administration and public service based on member feedback. Each live, interactive, 60-minute session provides you with a convenient and economical way to get up to speed on professional development topics important to your career.

The webinars are also an excellent educational tool for you and your staff. You can participate from the comfort of your office or conference room, all for a single, low registration fee.

ASPA is offering a special introductory rate for the webinars. To view our 2009 webinar schedule and for information on how to register, see below.

**Professional Development—Human Resources:** Addressing the Challenges of Today’s Workforce Through Effective Onboarding

**Description:** In response to the challenges facing employers today, public sector organizations are increasingly turning their attention to improving onboarding processes. Research demonstrates that best-in-class onboarding programs increase employee retention and productivity. This webinar reviews best practices in onboarding and provides a case study of how one agency is enhancing its onboarding program.

**Cost:** Member—$15.00
Non-member—$30.00

**Speaker:** Marilyn A. Dickman, deputy director of Human Resources at the National Science Foundation (NSF), has more than 34 years experience in human resource management and strategic workforce development in the public sector. In her current role, Dickman oversees the full range of employment, compensation, labor and employee relations, training and development and performance management for the Foundation. She also provides leadership and actively participates in the strategic design, development, and implementation of NSF’s onboarding programs. The New Employee Welcome (NEW) and New Executive Transition (NEXT) programs.

**Member Webinar—Social Media Connect with ASPA: All You Need to Know About Social Media and More**

**October 27, 2009, 2:00-3:00pm ET**

**Deadline to Register—October 22**

**Description:** Social media is the new term that everyone is using, but what exactly does this term mean? This webinar provides a detailed overview of social media and all it has to offer. In this session, you will learn how to connect with ASPA via social networking, and how to use the social media tools available at your finger tips. Also, you will learn how social media applies to public service.

**Cost:** Member—Free, Non-member—$25.00

**Speakers:** Erik Bergher currently serves as ASPA’s national vice president from which he will ascend to the society’s presidency in spring 2011. In his professional career, Bergher is senior director for Community and Government Relations at Park University. He served as administrator of Park’s Hauptmann School for Public Affairs from 1992-1998 and rejoined Park in 2005. Bergher holds the unique distinction of having been a student, professor and administrator at the university.

Caneka McNeil is ASPA’s communications specialist. In her current role, she develops and executes strategies that attract new members and customers and enhance the society’s visibility among strategic publics. She oversees ASPA’s media relations efforts as well as its electronic communications. McNeil is also responsible for managing and advancing ASPA’s social media initiatives such as social networking, webinars and blogs.

Steve Ressler is founder of GovLoop.com, the “Facebook for Government,” which connects and fosters collaboration among over 17,500 members of the government community. On GovLoop, members use social media such as blogs, videos and forums to discuss best practices and share ideas on improving government. GovLoop won the 2009 AFCEA Bethesda Social Media Award and was a finalist for the 2009 ACTIAC Intergovernmental Solutions Award. Ressler is also the co-founder of Young Government Leaders (YGL), a professional organization of over 2,000 government employees across the United States.

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**The Section for Women in Public Administration**

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6:00 p.m. – 8:00 p.m.
John Jay College (Room 6201)
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(Dinner will be served)

Keynote Speakers:
Chandra Hanke,
Coordinator for Instructional Design

Adam S. Wandt
Deputy Chair for Instructional Technology
Department of Public Management
John Jay College of Criminal Justice

For more information contact:
Emanuelle Mathurin: (917) 445-2119, emanuelle.mathurin@gmail.com or
Marian Bobbin: (914) 497-4528, mariann.bobbin@hotmail.com

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**ASPA Prepares for Online Voting**

Washington, DC—The 2010-2011 ASPA Election is approaching. This year will mark our second annual online voting process. To help familiarize members with this process, a demo was emailed on Monday, September 21, 2009.

Additionally, ASPA members are being asked to log onto the ASPA website and confirm or update your email address so that you can fully benefit from the online voting process.

To ensure receipt of emails from the national ASPA office, including the e-ballot, add thebridge@aspanet.org and announcements@aspanet.org to your address book.

**Ballots will be emailed to ASPA members on October 16, 2009, polls will close on December 18, 2009. The candidate winning the vice-presidential seat will assume the presidency in 2012. The new Council members will begin their terms at the conclusion of the ASPA Annual Conference next April in San Jose, CA.**

If you have any questions or concerns about the online voting process, please contact Duane Crawley at dcrawley@aspanet.org.
Policy Issues Task Force Formed

Paul L. Posner

Every once in a while, windows open in long standing policy debates that provide opportunities for chronic issues and problems to gain broader attention and exposure. That time may have arrived for those of us practicing our trade as public administrators. Beginning with Hurricane Katrina, it seems that our nation’s leaders have gained new appreciation for the political risks associated with poorly designed and managed programs and implementation. President Obama’s inaugural speech signaled a new turn when he said what matters is not what is right or left but what works.

...this is ASPA’s time to make a difference on the broader stage of public policy.

If we are indeed at such a threshold, then this is ASPA’s time to make a difference on the broader stage of public policy. Many of us have toiled over the years to boost our capacity to better serve our members in the public service and academia. Now it is time to think about how our organization can serve the broader public policy community and how public service can come to grips with the key policy and management challenges facing us all.

In this spirit, I have formed a Policy Issues Task Force, under the leadership of Thomas Stanton. We have a broad-based group that has met several times to develop a strategy for ASPA to tap the institutional knowledge of our membership to make a real difference in the outcomes of major debates. Unlike previous ASPA policy position initiatives, we will select key issues from the broad tableau of problems facing the public service. We want to focus our limited resources on being an effective presence on these several issues, including working with high level policy leaders, rather than just issuing proclamations and position papers.

One of these vital few issues is human resource management reform. Already, we have succeeded in gaining access to Director of Office of Personnel Management John Berry. As a former Maxwell MPA, Berry knows us well and has asked for help in understanding the track record for pay for performance systems in government.

Under the leadership of Steve Condey of the University of Georgia, we have formed a human resources subgroup to work with the OPM Director on these issues. We will keep you informed of our progress as we work with national leaders on these issues.

We have also decided to form a subgroup on intergovernmental management issues, with a focus on the implementation challenges associated with the federal stimulus programs. With the help of Deputy Director of ICMA Beth Kellar and Executive Director of the National Governors Association Ray Scheppach, we will bring together a small group of federal, state and local managers to have conversations in important concerns and develop possible positions on some of these issues.

We have also decided to issue a broad charter paper laying out the critical issues facing public administration. Rather than a detailed roadmap of recommendations, this white paper offers an agenda for top level leaders on what issues should be on their radar screen, with some suggestions about potential changes that should be considered. The paper lays out challenges in eight areas:

• Fiscal Challenges
• Human Resource Management
• Performance Accountability
• Intergovernmental Management
• Collaborating with the private and nonprofit sectors
• Addressing social equity as government restructures
• Enhancing public trust and confidence in troubled times
• Supporting improved program and organizational design

We have developed a draft of this paper that has been reviewed by the National Council. It is now time to share it in draft form with you—our members. We would like to solicit your comments within the next month. You can access the paper on ASPA’s website at the following link:

http://www.aspanet.org/PolicyReport.doc

Please forward your comments to Tom Stanton, the Policy Issues Task Force chair at tstant77346@gmail.com.

ASPA member Paul Posner is the Society’s president. He is also a professor and director of the MPA program at George Mason University. Email: pposner@aspanet.org

Visit ASPA’s Website

www.aspanet.org

Kuotsai Tom Liou
Candidate for ASPA Vice President

• Twenty Years Services to ASPA Chapters, Sections, Journals, Committees, and Task Forces
• Professional and Voluntary Services to Community Groups, City/County/State Governments, and International Public Agencies
• Leadership to Promote Local Action and Global Connection

What ASPA Members Say about Tom Liou:

“As a former city manager and ASPA Chapter President I wholeheartedly endorse the candidacy of Tom Liou for ASPA Vice President. Tom is exceptionally committed to enhancing the involvement of practitioners in ASPA, and, he will use his past success in developing and implementing programs important to both academicians and practitioners as a platform to further the strategic vision of ASPA.” Michael Abel, Former City Manager, Delaware

“Tom Liou is an internationally recognized scholar who is committed to mentoring junior faculty and promoting the field of public administration. I have had the pleasure of working with Tom and can attest to his wonderful leadership skills. ASPA will gain much for Tom’s vision and commitment.” Maria P. Arisiguetu, University of Delaware

“ASPA needs Tom Liou. He has the knowledge, experience, and networking skills to help ASPA solidify its foundation and extend its reach further. He is well-known for his ability to see a task through to completion. His integrity and honesty are rock-solid. Please join me in supporting Tom for ASPA Vice-President.” John R. Bartle, University of Nebraska – Omaha

“I am pleased to give my whole-hearted endorsement to Tom Liou. He is an exemplary leader who has a clear sense of ASPA’s future. Tom is well-liked for his generous and positive spirit, and he is well-organized, hard-working and someone who will significantly contribute to the public service leadership we need for ASPA and for the world.” Frances Stokes Berry, Florida State University

“Tom Liou has been a solid contributor to the field of public administration for many years and his commitment to ASPA specifically and the art and science of public administration generally is significant and heartfelt.” Robert Denhardt, Arizona State University (Former ASPA President)

“No one within ASPA has a greater appreciation for public service and public management. No one is more dedicated to the organization and the profession. No one exceeds Tom’s ability and potential to serve ASPA. Tom is the obvious choice for ASPA Vice-President. Please give his candidacy your consideration and your vote.” Maria P. Arisiguetu, University of Delaware

“Tom Liou is a proven leader of ASPA, a leader who has given generously to the organization and to public service. He has a solid understanding of the challenges facing today’s public administrators and skill in working with others to address those challenges. He knows the diversity of our membership and is sensitive to our varied needs and interests. He is well known not only in American public administration, but also internationally. He has the qualities we need in our national leaders. I urge your support for his election.” Edward T. Jennings, University of Kentucky (Former ASPA President)

“I am pleased and honored to support Tom Liou’s candidacy for ASPA Vice-President. I’ve always been impressed by Tom Liou’s character and accomplishments. Tom Liou has the qualities necessary to lead ASPA as it continues the transition into the 21rst century-ethics, loyalty, commitment, expert knowledge, understanding and appreciation of diversity in every respect, and an unparalleled international reputation.” Patria de Lancer Julnes - University of Baltimore

“As Tom Liou has demonstrated a proven record of organizational commitment and performance over the years, I am sure he could make a significant contribution for further development of ASPA in promoting both theory and praxis of public administration locally and globally.” Pan S. Kim, Tongsol University, South Korea

“Tom Liou is an internationally recognized and highly respected expert in public administration who will bring outstanding, outward looking and energetic leadership to ASPA. I support his candidacy in the strongest terms, with complete confidence, and without reservation.” David H. Rosenbloom, American University (Former Editor-in-Chief, PAR)

“As someone who has been to Tom Liou’s university as a site visitor and has otherwise appreciated his numerous research contributions as well as his service to ASPA and SECOPA, my view is that there are few persons in our field who have contributed as much to quality teaching, research, service, and administration as Tom has in his long and distinguished career. He has my whole-hearted endorsement for ASPA Vice President.” Tom Vocino, Auburn University at Montgomery

Thank You for Your Support and Vote. For more information go to:

http://aspaonline.org/centralflorida/LiouforVP.html

Paid for by Tom Liou
SWPA Offers Conference Scholarship
Nomination Period Now Open, Deadline is November 30, 2009

Washington, DC—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.

Receipts of the SWPA Scholarships will participate in the 2010 ASPA Conference, April 9-13, 2010, in San Jose, CA, and will be honored at the SWPA National Awards Breakfast on Monday, April 12, at 7:30a.m. at the San Jose Fairmont. 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.

The nomination deadline for receiving completed Scholarship Applications is November 30, 2009!

To learn more about these SWPA Conference Scholarships and to access the application form, please visit the SWPA Website at www.aspanet.org/swpa/ or contact Yahong Zhang at yahongzh@rutgers.edu.

ASPA to Host Four Webinars

From WEBINARS, pg. 13

Description: This session outlines the best practices gleaned from 240 GPRA performance reports produced over 10 years by 24 major federal agencies. Topics include making strategic goals and measures outcome-oriented, techniques to make a report easy to read and verify and how to discuss failures and management challenges.

Cost: Member--$25.00
Non-member--$50.00

Speaker: Jerry Ellig is a senior research fellow at the Mercatus Center at George Mason University. Between August 2001 and August 2003, he served as deputy director and acting director of the Office of Policy Planning at the Federal Trade Commission. Ellig has also served as a senior economist for the Joint Economic Committee of the U.S. Congress and as an assistant professor of economics at George Mason University. Ellig co-authored eight out of ten editions of the Mercatus Center’s Performance Report Scorecard, which evaluates the quality of annual performance reports produced by federal agencies.

Professional Development—Public Budgeting and Financial Management: Financial CPR
December 9, 2009, 1:00-2:00pm ET
Deadline to Register—December 6

Description: In this economic climate, it is essential for government leaders and staff to learn how to address the nature of the fiscal challenges facing their agencies. Financial diagnostic and treatment tools are presented with an emphasis on emergency response and building foundations for long-term planning.

Cost: Member--$25.00
Non-member--$50.00

Speaker: Melanie D. Purcell is the assistant director for the University of Tennessee Municipal Technical Advisory Service. She has over 15 years experience in local government management and finance, serving communities of various sizes in Michigan, Wisconsin, Nebraska, and Nevada. Her emphasis has been in strategic budgeting, organizational design, and public and employee communications. She has authored articles on a variety of topics for Government Finance Review, Michigan Municipal Review, and on behalf of the GFOA Women’s Network.

How to Register for ASPA’s Webinars
For instructions on how to pay and register for ASPA’s webinars, go to www.aspanet.org/scriptcontent/word/webinarregistrationinstructions.doc

For more information about webinars, contact Caneka McNeil, ASPA’s communications specialist, at 202-585-4313 or cmcneil@aspanet.org.

The North Texas ASPA Chapter Endorses Dr. Abraham David Benavides For Vice President of ASPA

- Fortify Local Chapters – He understands very well what it takes to manage a local chapter and he will be committed to providing the tools necessary for chapters to be successful
- Reestablish stronger links with practitioners – As a former practitioner he sees the value in being a member of an association that provides opportunities for development and networking
- Professionalism – He is committed to establishing a stronger foundation of competencies in public administration to elevate the image of the public servant
- Academics – He will strengthen ASPA’s position as a leader in academic research, and as the first choice for presenting cutting edge research at national and regional conferences

This Ad paid for by the North Texas ASPA Chapter
### New ASPA Members

ASPA welcomes the following new members from the month of AUGUST 2009.  
**Please note: Members rejoining ASPA are not included on this list.**

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PA TIMES to Combine November and December 2009 Issues

The PA TIMES will be combining the November and December 2009 issues for publication on December 1, 2009. All Chapter and Section announcements should be submitted to the paper by November 22, 2009.

If a December publication date is too late for your announcement, ASPA offers three electronic options for dissemination of your information to members:

• “The Bridge,” b-weekly e-newsletter, editor Caneka McNeill, cmcneill@aspanet.org.
• “The Informant,” monthly e-newsletter, editor Caneka McNeill, cmcneill@aspanet.org.
• “Member Express,” quarterly e-newsletter, editor Jeanne Jefferies, jjefferies@aspanet.org.

Please contact the respective editors for publication dates and deadlines. For information or questions about PA TIMES, contact Editor Christine Jewett McCrath, cjewett@aspanet.org.

Call for Papers

Theme: “Intergovernmental Relations in 2020: Theory and Practice.” Special Friday Symposium of the American Society for Public Administration, April 9, 2010, San Jose Fairmont, San Jose, CA.

Sponsored by: The Section on Intergovernmental Administration and Management (SIAM) and the Federal Systems Panel at the National Academy of Public Administration (NAPA).

Deadlines:
• One-two page proposals conveying clear purpose statement are due October 20, 2009.
• Notification of paper acceptance October 23, 2009.
• Notification of acceptance and selection of practitioner participation will be made November 15, 2009.
• Draft manuscripts of 25 double-spaced pages, 12-point font in APA format is due February 1, 2010.
• Practitioner Responses due March 1, 2010.
• Presentations of Papers and Responses, April 9, 2010.

Contact and send proposals to both: Jack W. Meek, University of La Verne (meekj@ulv.edu); and Kurt Thurmaier, Northern Illinois University (kthur@niu.edu).

Note: The symposium is scheduled for 9:00-4:00, Friday, April 9, 2010, and has a $50 registration fee.

Senra Book Prize of $500

The Section on Environmental and Natural Resources Administration seeks books for its annual Prize. The award is $500. The competition is open to all authors, not just members of ASPA.

The book must be published in the past year on a topic of environmental or natural resources. Criteria are its quality, importance, relevance, policy implications, and clear writing. It should appeal to both practitioners and scholars, and to the educated public.

Textbooks are not eligible. The deadline is December 31. Right now send an e-mail to Mary Timney at Pace University, the chair of the selection committee. She will give instructions on sending the books. mtimney@pace.edu.

Free Podcasts for Members!

Visit the ASPA website for the latest member benefit–free podcasts from our recent conference in Miami!

ASPA 2010 Awards

Nomination Period Ends Soon

ASPA’s 2010 Awards nomination period ends October 16, 2009! Each year during our Annual Conference, ASPA presents awards to deserving individuals in over 25 categories. Awards are given to individuals who have made significant contributions to ASPA, to the profession of public administration, and to the world.

Also, ASPA’s chapters and sections are recognized for their outstanding service to our members through their newsletters and professional development programs. For additional information and guidelines, click here or contact Patricia Yearwood at pyearwood@aspanet.org.

ASPA Chapter In Compliance-Reporting Forms Required

Each year, ASPA provides a rebate check to chapters in compliance based on their total membership. Chapters are deemed to be in compliance if they have submitted their list of current officers, their annual financial statement and all officers are current members of ASPA.

Contact Patricia Yearwood with questions, pyearwood@aspanet.org or 202-585-4309.

ASPA Term Life Insurance Opportunities

When was the last time you reviewed your life insurance needs? Life Insurance is not something you buy once and forget about. Your life insurance needs change throughout your lifetime.

Major life events such as getting married, buying a home, starting a family and planning for retirement are a good time to reassess your life insurance needs, and if necessary, upgrade your coverage. Keep in mind that some experts recommend that you have as much as ten times your annual income in life insurance protection.

In the event of your death, proceeds from life insurance could be used to help:
• Pay mortgages and other debts
• Fund your children’s education
• Replace income lost if you are not there to provide for your family.
• Pay expenses likely incurred at the time of your death, including taxes, legal fees and funeral costs.

Term Life Insurance is designed to help safeguard your family’s financial future with significant life insurance protection at an affordable cost. To learn more about this valuable product—including plan features, costs, eligibility, renewability, limitations, exclusions and underwriting companies—and to access product application forms click the link on ASPA’s website www.aspanet.org.

ASPA Blog Update

Topic’s recently posted on ASPA’s blog (http://aspanational.wordpress.com) include: The Oxymoron of Re-Invention, It’s Not Just What I Know and Is Public Administration Ready for the 21st Century?

Access to Research

ASPA members can access dozens of papers presented at the 2009 Annual Conference in Miami. To access an archive of more than 150 papers visit the “Communities” section of ASPA’s website, www.aspanet.org.

If you have an announcement for ASPA in Brief, contact Christine McCrath at cjewett@aspanet.org.
Submission Sought for 2009 Johnson Award for Best Papers in Ethics, Accountability and Leadership in Public Service

Pittsburgh—The Johnson Institute for Responsible Leadership in Pitt’s Graduate School of Public and International Affairs at the University of Pittsburgh is accepting submissions for the 2009-10 Johnson Award for Best Papers in Ethics, Accountability and Leadership in public administration.

At least one winner in the following two categories will be selected through a blind review process: papers published or accepted for publication in refereed forums between September 2008 and December 2009 and student papers, including work by doctoral students prior to the awarding of their degree.

Cash prizes of $2,000 and $1,000 will be awarded to first place winners, respectively. Young scholars and students are especially encouraged to apply.

Papers should have one of the following themes: international and civil security, human security, international development, public administration, and nonprofit/NGO management and governance. Themes are broadly interpreted. Generally, most papers with significant implications for public policy, public management, or nonprofit sector management will be acceptable.

This year, papers addressing the broad theme of accountability and leadership in contexts where power and authority are diffused are strongly encouraged. For example, this could include how to exercise leadership and monitor performance in networked delivery systems or how globalization is affecting leadership and ethics.

All entries must be received by April 2, 2010.

Interested applicants should submit an application cover sheet, available at www.johnsoninstitute-gspia.org; a two-page executive summary, including title of the paper with author name(s) removed; and a copy of the paper with author name(s) removed. Submissions must be sent electronically, preferably in Microsoft Word format. All entries must be less than 35 pages double-spaced, including bibliography, and written in English. Also indicate whether the submission should be considered in the published or student papers category. Winners will be notified by mid-summer 2010.

For more information, visit www.johnsoninstitute-gspia.org, e-mail ethics@gspia.pitt.edu.

Rutgers University, Newark Launches Free Public Service Online Magazine and International Alliance for Public Service

Newark, NJ—The School of Public Affairs and Administration (SPAA) at Rutgers University in Newark has launched a new, free online magazine, Civic Engagement, featuring the exemplars of public service—people and projects—as well as publications, other resources for “doing” public service, and personal reflections. The magazine’s inaugural cover story provides an in-depth look at President Obama’s public service as a community organizer. The magazine is available at http://spaa.newark.rutgers.edu.

“The magazine seeks to deepen the discourse about, and underscore our shared commitment to, public service,” said Marc Holzer, dean of SPAA.

SPAA is also expanding the public service discourse by establishing a new alliance of individuals and groups committed to public service and the common good. Civic Engagement is the first project of the International Alliance for Public Service (Alliance), a network that aims to engage a broad range of citizens, public interest organizations, governments and not-for-profit service providers in the active promotion of public service at the local level.

“Looking at service through a wider lens enables a broad array of stakeholders, regardless of sector, to be involved in the promotion of public service and the development of solutions to public problems,” said Holzer.

The Alliance will work on projects across the public, private, and nonprofit sectors, as well as volunteerism and philanthropy. One technique it will use to promote service is the expansion of capacity-building programs to facilitate the education and professional development of leaders in public service. The Alliance will provide the communication networks needed to develop programs and collaborate with similar organizations on issues concerning the quality of life of the public and civic society. It will advocate public service through media channels, print and online publications, conference presentations and other opportunities.

“The new public service undergraduate minor at Rutgers University in Newark has definitely stirred up excitement among the student body as seen through our classrooms, which are full to capacity,” said Mahako Eta, assistant director of the public service undergraduate program.

“The new International Alliance for Public Service web site adds to this excitement by allowing students access to vital resources for professional development, job attainment and most importantly shaping a sustainable career in public service.”

Individuals and organizations are welcome to become members of the Alliance and may join at alliance@publicservice or view Civic Engagement at http://spaa.newark.rutgers.edu.

ASP Introduces its New Professional Development Webinars at a Special Rate!

ASP is taking a look into the future and is proud to introduce its 2009 new professional development webinars. The webinars focus on topics in public administration and public service based on member feedback. Each live, interactive, 60-minute session provides you with a convenient and economical way to get up to speed on professional development topics important to your career.

If you are interested in expanding your knowledge about topics in public administration or advancing your career, these webinars are just for you! ASP is offering a special introductory rate for the webinars. Please take advantage of this special rate now! To view our 2009 webinar schedule and for information on how to register visit www.aspnet.org.

F YI... Internship with the United Nations University, New York Office Announced

The United Nations University Office at the United Nations, New York (UNU-ONY) recruits Junior Professional Fellows (JPFs) for two sessions each year running from August to January, and February to July. The internship title, “Junior Professional Fellows” reflects the high level of responsibility and opportunity given to those accepted into this program.

Applications Deadlines: February 1st to July 31st Session: November 30th.

As a UN agency, the aim of the UNU is to function as a think tank of and for the UN, and to bridge the gap between policy makers and academia. The UNU Office in New York’s areas of responsibility include Events, Marketing, Partnership-Fundraising, Policy Research and work on Latin America.

For more information, please visit www.ony.unu.edu/internships.
I'd never felt anything like that before. My reel. Swig. Cast, tug, reel... Whoa! beer and started to get into the rhythm of little faith, then popped open a bottle of

Robert Wilson
Until I was 30-years-old, I wasn't much of a fisherman. I'd take a rod and reel along on a camping trip, but I never expected to catch much of anything. In my mind, fishing was a relaxing pastime you enjoyed with friends and beer. Then my buddy Brian asked me to go fishing. I took him to a lake I knew that was hidden in the woods; and he taught me how to fish for bass. He showed me how to cast my lure along the edge of the lake; how to give the line a couple of tugs to "jig" the lure and attract the fish; and to reel it back in quickly. I accepted his instructions affably, but with little faith, then popped open a bottle of beer and started to get into the rhythm of relaxation. Cast, tug, reel. Swig. Cast, tag, reel. Swig. Cast, tag, reel... Whoa! Something hit my line. Hard. Really hard! I'd never felt anything like that before. My line started spining out of the reel with a high-pitched whining sound. I cranked it back in as fast as I could, but the drag was set too low and the fish was pulling it back faster than I could turn the handle. Suddenly, a hundred feet in front on me, a bright green monster burst out of the lake. For the first time in my life, I had experienced fishing success. Success in anything is very motivating. It builds confidence and encourages you to keep pursuing that particular endeavor.

At times, it is very difficult for me to not be elitist when it comes to ethics and respecting the right to withhold my payment. When I was a child, I was quickened by a county clerk who left town for a conference on public administration upon the orders of Klu Klux Klan members. They gave the person an ultimatum—your job or a marriage license. I was enraged when I see or hear a colleague is treated unfairly by a dictatorial administrator for what often appears to be vain and selfish reasons. But I must remind myself that as a public administrator, a college professor, an ASPA member and a citizen of our great nation that I must uphold the ethical standards that were engrained in me through positive example and not respond negatively to those inappropriate behaviors. It is not easy and I may not return to that ethical mindset upon reading or hearing about the incident. But to remain comfortable in my own skin, I have no other choice. As ASPA members, public servants and citizens, none of us can afford to remain there. It takes a village to raise an ethical child into a healthy adulthood where one can debate these issues and feel comfortable about choosing a profession to do the right thing by paying forward to the next generation those things that you all have given to us.

Thank you Nicholas Henry and all of the philosophers that were highlighted in your text. Thank you Grandma. President Bill Clinton, ASPA President Paul Posner, and all of my professors and partners in public administration, you have my deepest gratitude. Your example inspires others and me to do the right thing by paying forward to the next generation those things that you all have given to us.

ASPA member Dwight Vick is an assistant professor of public administration and graduate coordinator of political science programs at West Texas A&M University. Email: dvick@mail.wtamu.edu

THE UN-COMFORT ZONE, a column by Robert Wilson

The First Million

Robert Wilson

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

Dwight Vick

Nicholas Henry, the intellectual icon of public administration, wrote in Public Administration and Public Affairs on the theory of justice as part of his discussion on ethics in our field. Henry contends the philosophical contributions of John Rawls, John Locke, Jean-Jacques Rousseau and Thomas Hobbes creates two principles of justice:

- each person is to have an equal right to the most extensive basic liberty compatible with a similar liberty for others;
- social and economic inequalities are to be arranged so they are both a reasonably expected to be to everyone’s advantage and b) attached to positions and offices open to all.

If conflict occurs between the two principles, public administrators should rely upon the latter and not the former. The most important tenet in any of the philosophical or practical applications is the dignity of the individual person. While these thoughts are the cornerstone of “paying it forward,” often times administrators become hypocrites when applying these lessons in their professional lives.

Many public administration textbooks, like Henry’s, include chapters on ethics, its historical development, and practical application. Every ASPA member is made aware of our organization’s ethical code of conduct. It is the right thing to do. Our graduate programs should discuss this issue in all of our courses. It helps the next generation understand the ethical guidelines. By reminding ourselves of where we were and what we need to do to carry the messages to those students who will one day lead our field and organization beyond the 21st Century. Upon comparing definitions on ethics within our more prominent textbooks and our code of conduct, one thought comes to mind. “Don’t people already know that?” It is often followed by, “You would think so, unless you are psychopathic, sociopathic, or elitists.” The best lessons I learned about ethical behavior and “paying it forward” came from my real-life experiences that were reinforced through my readings and lectures.

I remember my grandmother who suffered from Parkinson’s disease. A woman of Caucasian descent, born at the turn of the 20th Century South, treated everyone with respect and dignity even when it was unpardonable or her illness stole those basic rights from her. Ethical values were paid forward to me by my college professors who gave a poor country boy a chance because “they saw something” in me. While some participants in the program and his actions negatively impacted our lives, former President Bill Clinton’s White House Internship Program annually gave over 400 students like me the opportunity to pay forward what we were given by our nation. Our ASPA President, Paul Posner, practices his practice of pay forward by including new scholars, new practitioners and creating new approaches on our membership’s National Council and our upcoming 2010 national conference in San Jose.

At times, it is very difficult for me to not be elitist when it comes to ethics and reserving the right to withhold my payment. When I was a child, I was quickened by a county clerk who left town for a conference on public administration upon the orders of Klu Klux Klan members. They gave the person an ultimatum—your job or a marriage license. I was enraged when I see or hear a colleague is treated unfairly by a dictatorial administrator for what often appears to be vain and selfish reasons. But I must remind myself that as a public administrator, a college professor, an ASPA member and a citizen of our great nation that I must uphold the ethical standards that were engrained in me through positive example and not respond negatively to those inappropriate behaviors. It is not easy and I may not return to that ethical mindset upon reading or hearing about the incident. But to remain comfortable in my own skin, I have no other choice. As ASPA members, public servants and citizens, none of us can afford to remain there.

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I asked him about the fish, I yelled at the top of my lungs, “Brian, Help!” He was running halfway around the lake, but he dropped his rod and charged toward me; yelling instructions all the way. I tightened the drag and reeled the fish in a feedback out to tire him. It felt like an hour, but was

probably less than ten minutes, before I finally got him. He was 18 inches long and weighed eight pounds. The bass wasn’t the only one to get hooked that day; I was too! I could wait to go fishing again for the first time in my life, I had experienced fishing success. Success in anything is very motivating. It builds confidence and encourages you to keep pursuing that particular endeavor. In sales, getting to that first closed deal is critical for getting people to stay in that profession. When I started out in my first sales job, I recall becoming deeply discouraged by hearing “No,” over and over again. I mistakenly took the rejection personally, and wanted to give up too soon. I recall the old timers advising me, “It’s just a numbers game—you have to get a certain number of rejections before you’ll get a sale.”

Over time, I realized that this was not really accurate. It is only a numbers game in that every single sales attempt is a baby step up the learning curve. You learn how to read body language; and how to listen carefully to what your prospect is telling you about their needs. Then from these things you gain clues in how to share your expertise so that your customer has enough confidence to buy from you. Eventually, you go from baby steps to giant steps. Wealthy, successful people have always said, “The first million is the hardest to make.”

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

Abraham David Benavides
University of North Texas
I have participated in ASPA for the past 15 years. As a student and practitioner, I was a council member of the Greater Akron Area Chapter. This was my first exposure to the inside workings of an ASPA chapter and where I learned about the challenges and opportunities facing local chapters. While there, I helped organize career fairs, monthly meetings and assisted in the organization of the District II conference in Akron, OH. For the past six years, I have served as the president of the North Texas Chapter. I was co-chair of the host committee for the national conference in Dallas. This experience exposed me to the operations of ASPA at the national level. My dedication to the organization and my commitment to advancing ASPA’s mission are unconditional.

Seventy years ago, ASPA began with a commitment to public service, good government and to the advancement of the art and science of public administration. William Mosher, the first president of ASPA, envisioned an association that would provide the opportunity for newly minted MPA students to associate and “keep up-to-date with the advancements of the field.” Today, we also need to work to engage students and young professionals. The vision and mission of ASPA have varied slightly over the years but the core purpose—a commitment to public service—has remained steadfast.

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

Thank you for your support.

Kuotsai “Tom” Lioi
University of Central Florida
I am honored to be nominated as a candidate for the ASPA Vice President. Now more than ever, it is important for us to work collaboratively to find innovative solutions to critical issues. As Vice President, I will work tirelessly with our members to:

• Promote ethics, diversity and accountability in all aspects of public service;

• Strengthen our capacity to address new challenges;

• Develop joint-research on international education and administration initiatives;

• Enhance advanced technology and information to meet the needs of new generations;

• Encourage participation by and mentoring of young scholars and practitioners through ASPA conferences and governance opportunities.

I have been a committed member of ASPA for 20 years. I have provided leadership as the president of Gold Coast and Central Florida chapters; chaired national committees (the Publication Committee, the Dwight Waldo Award Committee, the International Public Administration Award Committee, the Section Development Committee, the ASPA-Chinese Public Administration Society Committee, the National Conference Host Committee, and the SECoPA Program Committee); and served as a member of the section board, the PAR-related award committee, and a task force on international affairs.

I have 30 years of professional public service experience as a practitioner and professor. I have worked with state/city/municipal governments, and international public agencies to provide expertise on program evaluation, economic development and government innovation. I have also served as department chair, Ph.D. and MPA coordinator, journal co-editor, and editorial board member (e.g., PAR).

It is an exciting time to be a part of ASPA. I am ready for the challenge of working with students, practitioners, educators and.YOU to enhance the success of ASPA and to help foster the future development of our field. I would greatly appreciate your vote and suggestions to make ASPA more meaningful for future public sector professionals (kliou@yahoo.com).

ASPA National Council Candidates Submit Statements

A warm thank you to our Vice Presidential candidates for their valuable service to the organization.

District I Candidates

Gokturk Morcol
Pennsylvania State University, Harrisburg
I am honored to be nominated to the ASPA National Council by my colleagues. I am an associate professor of public administration and policy at the Pennsylvania State University at Harrisburg. Before Penn State, I taught at the Middle East Technical University and Kennesaw State University. I have been a member of ASPA since 1993. I am a member of the Section on Complexity and Network Studies (SCNS) and the Section on Democracy and Social Justice. I am also a member of the Public Administration Network since 1994.

I have worked actively in the creation of the SCNS, as a founding member of the section and its chair for the first three years. After I stepped down as the section chair this year, I am continuing to serve the section as the chair of its publications committee.

I believe in the power of intellectual exchange in advancing public administration as an area of academic study and practice. I have been motivated in my work in establishing the SCNS and publishing my books and articles by the belief that public administration benefits from attempting to understand the complexity and dynamics of the larger world. Many highly sophisticated works by ASPA members published in PAR and other venues over the years demonstrated that public administration is a sophisticated field of study and that it is informed better through intellectual engagements with other areas of social theory and study and through sharing experiences internationally.

If I am elected, I will work to support ASPA’s facilitating role in the intellectual advancement of public administration and to strengthen its international ties. I offer my books and articles in the areas of complexity and network studies, urban/metrology governance, and poverty studies and my international experience to support this pledge.

William Ciaccio
New York City Transit Authority
Since joining ASPA National Council in 2007, I have been a strong proponent of increasing support to ASPA Chapters and sections, since I believe that strong chapters and sections are the backbone of our organization. I am the Senior National Council Representative on SIG #5, which was responsible for the major change that was approved by the national council in September which was the revision of the ASPA bylaws, and the increase of our National Council to include student and international representatives. In addition, SIG #5 presented a revised conference standards report which will help to improve future conferences. I am also a member of the planning committee for the 2011 ASPA National Conference. My duties as a council member in District 1 include representing chapters and sections with over 900 members.

I joined ASPA in 1979 when I received my MPA from Columbia University. In the New York Chapter, I served on the Council for 12 years, as president from 2001 to 2007, and made it one of the most active chapters by having tours, speakers and large annual dinner meetings with prominent speakers which drew 250 people.

Professionally, I am Senior Director, Capital Program Management, MTA/NYC Transit, responsible for managing a $3 billion capital construction program with 400 employees, and have worked in the transportation field for 30 years.

ASPA’s major issues are improving our finances and increasing our membership. I am involved with ASPA leadership to improve both areas and feel we can accomplish both goals. My three years on the council combined with my years as a chapter president, have allowed me to help our organization in the past and will allow me to continue to improve our organization. If reelected, these are the goals that I will pursue.

District II Candidates

Cryshanna Jackson
Youngstown State University
If I am elected to serve as your National Council Representative for District II I will actively support the mission of ASPA. In particular my service will focus on advancing the teaching and practice of public and nonprofit administration to promote the value of elevating the public service profession. I would like to give back to the organization that has inspired me throughout the years, by providing resources, networks and the true meaning of public administration.

When I was a PhD student, I was invited to attend the Diversity in Academia workshop held at the annual ASPA conference. This experience enlightened me in such a way that I continued in the path of being a public servant. I have a strong desire to positively contribute to individuals, along with society as a whole. Since becoming an Assistant Professor, I take the job of teaching and advising students and community service very seriously. Inside of the classroom, I aim to provide students with the best educational experience possible. I engage my students in an effort to prepare them for the real world and provide them with usable knowledge. Outside of the classroom, I am seen as a public servant, speaking at different events, consulting and evaluating federally funded grants.

My diverse background and experience will help me to better serve ASPA as an organization and its members. I am looking to enhance the organization by offering viable solutions to some of the pressing issues of the times, such as increasing membership and bridging the gap between academics and practitioners. If you feel that I could be a positive asset to national council I urge you to vote for me. Thank you for your time.

P. Ann Cotten
University of Baltimore
It is an honor to be nominated as the District II representative to the National Council. My work as an applied researcher, with over 20 years of experience working with
public and nonprofit organizations, and as an instructor have prepared me to understand the perspectives and needs of practitioners from the public and nonprofit sectors, academics and students.

As a two time president of the Maryland Chapter of ASPA, I am keenly aware of the challenges chapters face as they continually evolve to remain a valuable resource and network for their members. During my tenure with the Maryland chapter, we have worked to expand our chapter by enhancing our public service awards program and expanding our reach to students and members of the nonprofit community.

In addition to being a member of the Maryland Chapter Council, I am a member of the local host committee for the 2011 ASPA conference in Baltimore. I bring to this role experience主持三 national conferences and numerous local professional conferences and training programs.

In my role as Director of the Schaefer Center for Public Policy, I provided research and service unit within the University of Baltimore’s School of Public Affairs, I have been privileged to work on a broad range of public service issues. The Schaefer Center provides a wide array of services including program evaluation, strategic planning, performance measurement, opinion research, and professional development to government and nonprofit organizations in the Maryland area. I am also the director of the Harry & Jeanette Weinberg Fellows program, a leadership development program for Maryland nonprofit executive directors. My research interests include strategic planning, workforce planning, public sector management, performance measurement, opinion research, and program evaluation.

If elected, I will work to strengthen ASPA at the local and national levels.

**District III Candidates**

**Allan Rosenbaum**

Florida International University

This is a critical time for our profession and for ASPA. For that reason, I seek to serve on ASPA’s National Council and ask for your support. Decades of political attacks on government and the world financial crisis, which is also a crisis of governance, has put the public service and ASPA to extraordinary tests. However, these tests also represent great opportuni-

ties to strengthen both the public service and ASPA. What is required is commit-

ment, inclusiveness and effective leadership.

I believe that my experience in ASPA, and as a professional, has equipped me with these qualities. My first ASPA involvement occurred 25 years ago as membership chair for the National Council of Area Chairs. After moving to FIU as Dean of its School of Public Affairs, I served as Chair of ASPA’s International Committee. A year and a half ago, I assumed the Presidency of the South Florida ASPA Chapter as we prepared to host the National Conference. Supported by extraordinary committees and board members, we raised $70,000 from government, private and university sources. This enabled us to fund all host responsibilities, contribute $5,000 to National for its confer-

cence expenses (a new first for an ASPA chapter) and fund student conference registrations. We also initiated a public sector leadership scholarship for women and significantly increased the chapter’s membership and financial resources.

My professional experience has involved senior positions in local, state and national government and directing projects devoted to building democratic institutions in Africa and Latin America. I am completing a term as President of the International Association of Schools and Institutes of Administration, having served as Co-Chair of a UN Expert Group on Improving Governmental Leadership and Chair of a UN/IASIA Task Force on Excellence in Public Administration Education and Training.

With your support, together, we can continue building ASPA.

**Phin Xaypangna**

Mecklenburg County, North Carolina

I look forward to the opportunity to serve as a member of the District III National Council. My goal is to strengthen ASPA to become the model organization in public administration. I will work to:

- Advance ASPA by greater outreach to local chapters
- Mentor the next generation of young professionals
- Increase diversity of our membership
- Ensure that ASPA increases its capacity to become culturally competent

I have been an active member of ASPA since 1999 and have presented at several ASPA National Conferences. I served as the president for the Central Piedmont Chapter in Charlotte, NC. Under my leadership as Host Conference Chair for the SECoPa 2004 Conference, both organizations realized a significant profit. Other ASPA leadership positions I have held are:

- SECoPa Board – 4 years, chaired the Site Selection Committee to select the 2008 and 2009 conference sites
- SWPA Board – 3 years
- Conference chair for SWPA’s partici-

pation in the 2007 ASPA National Conference
- Co-chair, SWPA Professional Development Committee – 2008
- Currently, SWPA Treasurer

My experience of over 15 years in city and county government includes providing consulting services to influence change as a facilitator and trainer, development and implementation of diversity management plans and workforce planning model. My current position is Diversity Manager/Strategic Organizational Development Consultant for Mecklenburg County, NC. I received an MPA from University of North Carolina-Charlotte.

As a volunteer in the community, I serve on boards and committees at local government, county and nonprofit organizations including the University of Texas at Austin. I have served on the City of Austin’s Employee Advisory Board and the Travis County Retirement Board. I have been involved in a number of boards and organizations that have worked to strengthen the public service.

I am excited about the future of ASPA: together we will realize great success. I appreciate your vote and support.

**District IV Candidates**

**Sherri Greenberg**

University of Texas, Austin

- Fellow, Max Sherman Chair in State and Local Government
- Fellow, Center for Politics and Governance
- LBJ School of Public Affairs, The University of Texas at Austin

Sherri Greenberg has been a faculty member of the LBJ School of Public Affairs at the University of Texas at Austin since 2001. She has a B.A. in Government from UT Austin and an M.S. in Public Administration and Policy from the London School of Economics. Her teaching and research interests include public finance and budgeting, Texas state government, local government, education, housing, technology, and campaigns and elections. Her current research interests include public and private sector strategies: Identifying Best Practices and Applications, and Beyond the Bid: An Evaluation of State and Local Government Procurement Practices.

Currently, Greenberg serves as a board member of the Center on Women in Public Administration of ASPA. She was a board member of the Centex Chapter of ASPA from 2002-2005, and she first became involved with ASPA when she was at the City of Austin, in the 1980’s. Also, she is an appointed member of the City of Austin General Obligation Housing Bond Review Committee, and the Travis County Clerk 2009 Elections Study Group, and serves on many community boards.

Prior to the LBJ School, Greenberg served 10 years in the Texas House of Representatives, completing her final term in 2001. In 1999, she was appointed by the Speaker of the House to chair the House Pensions and Investments Committee and to chair the Select Committee on Teacher Health Insurance. She also served two terms on the House Appropriations Committee, as well as other committees.

Greenberg's professional background is in public finance. She has served as Capital Finance Manager for the City of Austin and as a Public Finance Officer for Standard & Poor's Corporation in New York.

**District V Candidate**

**J. Paul Blake**

Seattle Public Utilities

Last May, during our Evergreen Chapter luncheon celebrating National Public Service Recognition Week, I said the occasion provided an opportunity for each and every one of us who serve the public to come together, to share what we do and to encourage colleagues to share that pride.

Diana Gale, Ph.D., our keynote luncheon speaker, encouraged the audience to “value yourselves, value government and practice the time-tried values of good government” including thinking strategically for the long term; developing people-years of experience; facilitating change and working collaboratively through other people and groups.

Through public engagement and outreach strategies, ASPA can take advantage of the public’s increasing interest in government and successfully reverse the public’s perception toward government. That trend may have already started according to research conducted by the Partnership for Public Service and the Gallup Organization. Research shows that “among those who came into direct contact with government, more viewed the interaction favorably (32 percent) than unfavorably (18 percent). The inescapable conclusion is that public interactions with government are key opportunities to create good experiences that translate to positive feelings about government overall.”

Our chapter is talking with the Seattle Mariners about an event next May to draw attention to public service. I encourage other chapters and ASPA to do the same in their areas. I’d like to see ASPA staff and volunteer leadership sought out for comment on current topical issues. I believe we can do this in a non-partisan way while raising the organization’s profile. I will encourage proactive member-

ship efforts and work in tandem with efforts we’ve been too timid in our efforts to promote ASPA and encourage practitioners and academics to join our organization.

It’s an exciting time and I look forward to serving ASPA as a member of the National Council.
**Assistant Professor in Public Policy Analysis**
**Department of Public Administration**
**School of Public and International Affairs**
**North Carolina State University**

**Position Vacancy Number: 06 49 09 03**

The Department of Public Administration at North Carolina State University invites applications for a tenure-track position at the assistant professor level beginning August 16, 2010. We seek candidates with a research focus and teaching interests in public policy analysis. Teaching responsibilities will be at the graduate level in the department’s MPA and PhD programs. The applicant must be able to teach the public policy analysis course, which is required for MPA students. He or she should also be able to teach courses in economics of the public sector and advanced quantitative analysis.

Applicants for the position must be at or near completion of the doctorate in public administration or a related field at the time of appointment and must demonstrate evidence of teaching excellence, strong quantitative research skills, and research productivity.

The School of Public and International Affairs, in the College of Humanities and Social Sciences at North Carolina State University, houses the Department of Public Administration, the Department of Political Science, the Master of International Studies Program, the Public Safety Leadership Initiative, and the Leadership in the Public Sector degree completion program (for more information, see http://pia.chass.ncsu.edu/). In its commitment to diversity and equity, NC State seeks applications from women, minorities, and persons with disabilities.

For instructions on how to apply, please visit https://jobs.ncsu.edu or to go directly to this position posting: jobs.ncsu.edu/applicants/CWS.cfm?ID=51229.

Applicants should attach a letter of interest, curriculum vitae, and at least one example of scholarly writing. Applicants should also arrange to have three letters of recommendation, official transcripts, and (if applicable) course syllabi and teaching evaluations sent to the Search Committee Chair. Screening will begin on October 15, 2009, and will continue until the position is filled.

Information requests may be addressed to Chair, Public Policy Search Committee, Department of Public Administration, Box 8102, School of Public and International Affairs, North Carolina State University, Raleigh, NC 27695-8102.

AA/EOE. In addition, NC State welcomes all persons without regard to sexual orientation.

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**Assistant Professor, Public Administration**
**Department of Political Science**
**Bridgewater State College**

The Political Science Department invites applications for a tenure-track faculty position at the assistant professor level in the field of public administration, beginning fall 2010. Candidates will be expected to teach graduate courses in the department’s growing and NASPA accredited Master of Public Administration program and undergraduate public policy science courses. Research and teaching interests in public policy, intergovernmental relations, and human resources management (including leadership and public personnel) are desirable. Candidates will be expected to work closely with graduate and undergraduate students. Requires earned Ph.D., commitment to teaching excellence, and evidence of scholarly activity. Candidates with strong quantitative skills and some practitioner experience preferred.

Interested applicants should apply online at http://jobs.bridgew.edu and attach the following documents to their online application: a letter of interest, current curriculum vitae, and samples of written work. The names and contact information of three recommenders should also be listed in the application. Review of applications will begin immediately and continue until position has been filled. Bridgewater State College is an Affirmative Action/Equal Opportunity Employer which actively seeks to increase the diversity of its workforce.

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**Public Administration: Non-Profit Resource Management**
**Northern Illinois University**

The Division of Public Administration at Northern Illinois University anticipates hiring an assistant professor with a specialization in non-profit resource management, to begin in August 2010, pending budgetary resources. The successful candidate will address teaching needs in a new undergraduate major and MPA track position at the assistant professor level starting August 2010, pending budgetary resources. We seek candidates with a research focus and teaching interests in public policy analysis. Teaching responsibilities will be at the graduate level in the department’s MPA and PhD programs. The applicant must be able to teach the public policy analysis course, which is required for MPA students. He or she should also be able to teach courses in economics of the public sector and advanced quantitative analysis.

Applicants for the position must be at or near completion of the doctorate in public administration or a related field at the time of appointment and must demonstrate evidence of teaching excellence, strong quantitative research skills, and research productivity.

The School of Public and International Affairs, in the College of Humanities and Social Sciences at Northern Illinois University, houses the Division of Public Administration, the Department of Political Science, the Master of International Studies Program, the Public Safety Leadership Initiative, and the Leadership in the Public Sector degree completion program (for more information, see http://pia.chass.ncsu.edu/). In its commitment to diversity and equity, NC State seeks applications from women, minorities, and persons with disabilities.

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Applicants should attach a letter of interest, curriculum vitae, and at least one example of scholarly writing. Applicants should also arrange to have three letters of recommendation, official transcripts, and (if applicable) course syllabi and teaching evaluations sent to the Search Committee Chair. Screening will begin on October 15, 2009, and will continue until the position is filled.

Information requests may be addressed to Chair, Public Policy Search Committee, Department of Public Administration, Box 8102, School of Public and International Affairs, Northern Illinois University, DeKalb, IL 60115 (email: mpeddle@niu.edu).

Northern Illinois University is an AA/EEO institution that strongly encourages applications from women and minority candidates.

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**Martin School Of Public Policy And Administration**
**University Of Kentucky**

The Martin School of Public Policy and Administration at the University of Kentucky is recruiting to fill a faculty position at the junior level beginning in August 2010. We seek outstanding scholars who can contribute to our Ph.D. program and our professional master’s degree programs. We are particularly interested in candidates with research and teaching interests in one or more of the following primary or secondary areas of interest:

- Public/Non-profit management
- International Policy
- Public Policy

The Martin School is a University Center of Excellence with a multidisciplinary faculty. We offer three degrees: Ph.D. in public policy and administration, master of public administration, and a master of public policy. We also offer a joint J.D./MPA and a joint Pharm.D./MPA.

Applications will be accepted until the position is filled. Review of applications will begin October 10, 2009. All interested applicants should send a letter of application, a curriculum vitae, and a recent working paper or publication either as email attachments to Donna Owlesley at donna.owlesley@uky.edu or by mail to: Faculty Search Committee, Martin School of Public Policy and Administration, 419 Patterson Office Tower, University of Kentucky, Lexington, KY 40506-0027.

Candidates should arrange for three letters of recommendation to be sent as email attachments to the committee. Review of applications will begin October 10, 2009. All interested applicants should send a letter of application, a curriculum vitae, and a recent working paper or publication either as email attachments to Donna Owlesley at donna.owlesley@uky.edu or by mail to: Faculty Search Committee, Martin School of Public Policy and Administration, 419 Patterson Office Tower, University of Kentucky, Lexington, KY 40506-0027.

The University of Kentucky is an Equal Opportunity University. We encourage applications from individuals with disabilities, women, African Americans, and members of other minorities. http://www.martin.uky.edu

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**Faculty Position—Rank Open (Assistant, Associate or Full Professor)**
**School of Public Affairs and Administration**
**Rutgers-Newark, September 2010**

The School of Public Affairs and Administration at the Newark Campus of Rutgers, the State University of New Jersey, is seeking excellent candidates for a position in Public Performance Management. Candidates must be able to teach performance measurement and management, as well as introductory and advanced core courses in public management and administration. We are especially interested in candidates who have a demonstrated commitment to research and publications, as well as teaching (expertise in qualitative methods is a plus).

Urban interests are particularly important to the mission of the Campus, and SPAA faculty may participate in the School’s widely recognized National Center for Public Performance.

Teaching responsibilities will be primarily in the Master’s and Doctoral programs, and may also extend to the new undergraduate major in Public Service. Experience with, or interest in, teaching students with diverse cultural backgrounds is essential. Appointees will be core faculty members in a highly-ranked NASPAA-accredited public administration program.

As a major public university in New Jersey’s largest city, the Newark Campus of Rutgers provides students with the knowledge and preparation necessary for leadership roles in an increasingly complex society. The campus is the most diverse national university in the United States and is ranked twelfth among doctoral degree-granting small universities in the country. The School offers an on-campus MPA, an off-campus Executive MPA, and a research-oriented Ph.D. A new initiative is an undergraduate major in Public Service. Faculty are also involved in an MPH program, a Not-for-Profit Certificate, a Business District Management Certificate and a Certificate in Urban Educational Administration and Leadership. Total enrollment is more than 400 students. Teaching, published research, and public service are important to the School.

Candidates must hold an earned doctorate in public administration or a related field at the time the appointment begins. Review of applications will begin immediately and will continue until outstanding candidates are found. Women and minorities are especially encouraged to apply.

To ensure full consideration, candidates should submit an electronic application as soon as possible: letter of interest, current vita, teaching interests, and writing sample; three letters of reference and copies of publications should follow as either electronic files or hard copy.

Submit applications to: spaa@andromeda.rutgers.edu

Questions should be addressed to: mbolzer@rutgers.edu. Dr. Marc Bolzer, Dean, School of Public Affairs and Administration, Rutgers, The State University of NJ, 111 Washington St., Newark, NJ 07102

Please contact the School and Campus websites for further information (http://spaa.newark.rutgers.edu and http://www.newark.rutgers.edu).
The School of Public and Environmental Affairs (SPEA) at Indiana University seeks a tenure-track faculty member in the area of Energy Policy on the Bloomington campus. Applicants whose training is in one or more diverse disciplines, including economics, law, political science, environmental or physical sciences, or engineering, and whose research focuses on energy policy are invited to apply. The appointment is expected to be at the Assistant Professor level, but a more senior appointment is possible for an exceptionally qualified candidate. Applicants must present evidence of high quality research and an ambitious research program with a public policy orientation, an interest in professional service, and a strong commitment to high quality teaching. The individual selected for this position should be able to teach graduate-level courses in energy policy expertise, as well as serve on doctoral advisory committees. The Ph.D. or equivalent terminal degree is required in an appropriate field before the appointment is completed.

SPEA is a multidisciplinary, professional school within Indiana University committed to excellence in research, teaching, and service and to addressing critical issues of public and environmental affairs. SPEA is one of the largest U.S. public affairs schools in the nation with more than 70 tenure-track faculty on its two main campuses, Bloomington and Indianapolis. Faculty members teach required and elective courses in programs at the undergraduate, professional masters, and doctoral levels. The school offers degrees in public affairs, environmental science, public health, and arts administration. SPEA graduate programs consistently rank among the best in the country and the environmental policy program has held a number one ranking for many years. A central element in the School’s Strategic Plan is enhancing its capacity in the energy and environmental policy arena. The Center for Research in Energy and the Environment is administered by the School as a campus-wide research center.

Review of applications will begin October 15, 2009 and continue until the position is filled. Please submit a letter of application, statements of research and teaching interests, current curriculum vita, complete contact information, and names and address of three persons who could provide letters of recommendation electronically to spea@indiana.edu or a hard copy to: David Reingold, Associate Dean for the Bloomington Campus, SPEA, Room 300, 1151 E. Tenth Street Indiana University, Bloomington, IN 47405-1700. Inquiries or questions about this job announcement can be forwarded to Professor A. James Barnes, Search Committee Chairperson, at barnesaj@indiana.edu.

For more information see: http://www.indiana.edu/~spea. Indiana University is an Equal Opportunity/Affirmative Action Employer, Educator and Contractor, and is strongly committed to achieving excellence through cultural diversity. The university actively encourages applications and nominations of women, persons of color, applicants with disabilities and members of other underrepresented groups.

Assistant Professor of Public Administration/Leadership

Tenure-Track, Ref #FAC10-007

Gabelli School of Business, Roger Williams University

The Gabelli School of Business at Roger Williams University invites applications for a tenure-track position in public administration and leadership at the assistant professor level, beginning fall 2010. Responsibilities include teaching core courses in the graduate Leadership and Public Administration programs. The individual hired will be expected to provide excellence in teaching, advise students, and maintain a high level of professional activity through quality research and service.

Candidates should have an established record or strong potential for high quality innovative instruction, publishable research, and service to the University and community. Minimum requirements include candidacy (ABD) for the Ph.D. in public administration, public management, or business administration with a public and not-for-profit sector focus. Knowledge of leadership and organizational performance is essential. Willingness to develop course work in human resource development and high performance work teams plus public personnel administration is desired. Evidence of successful teaching experience, along with evidence of use of online course delivery software is required. For the exceptional candidate without online course delivery software experience, expression of willingness and a commitment to do so will be considered.

A completed application consists of a letter of interest; curriculum vitae; and the names and contact information of at least three references. Applications should be submitted to the Chair of the Search Committee – Public Administration (Ref #FAC10-007), Gabelli School of Business Dean’s Office, Roger Williams University, One Old Ferry Road, Bristol, Rhode Island, 02809-2921. Electronic submissions to (vbertolino@rw.edu) are encouraged; applications may also be sent via surface mail.

Roger Williams University is an Equal Opportunity Employer committed to inclusive excellence and encourages applications from underrepresented populations.

University Position

Tenure Track Faculty Position in Energy Policy
School Of Public And Environmental Affairs
Indiana University-Bloomington Campus

The School of Public and Environmental Affairs (SPEA) at Indiana University seeks a tenure-track faculty member in the area of Energy Policy on the Bloomington campus. Applicants whose training is in one or more diverse disciplines, including economics, law, political science, environmental or physical sciences, or engineering, and whose research focuses on energy policy are invited to apply. The appointment is expected to be at the Assistant Professor level, but a more senior appointment is possible for an exceptionally qualified candidate. Applicants must present evidence of high quality research and an ambitious research program with a public policy orientation, an interest in professional service, and a strong commitment to high quality teaching. The individual selected for this position should be able to teach graduate-level courses in energy policy expertise, as well as serve on doctoral advisory committees. The Ph.D. or equivalent terminal degree is required in an appropriate field before the appointment is completed.

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<thead>
<tr>
<th>Date</th>
<th>Event</th>
<th>Location</th>
<th>More Info</th>
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<tbody>
<tr>
<td>1-3</td>
<td>District IV ASPA Conference</td>
<td>Omaha, NE</td>
<td><a href="mailto:mary.hamilton@cox.net">mary.hamilton@cox.net</a></td>
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<tr>
<td>Oct. 31-Nov. 5</td>
<td>International Association of Emergency Managers (IAEM) Annual Conference</td>
<td>地点: Orlando, Florida</td>
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<tr>
<td>1-4</td>
<td>The International Conference for Administrative Development</td>
<td>Riyadh, Saudi Arabia</td>
<td><a href="http://www.aspanet.org">www.aspanet.org</a></td>
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<td>2nd Annual ASPA/The Public Manager Conference</td>
<td>Washington, DC</td>
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<td>Social Media For Crisis Communications in Government: How To Integrate The Latest Web 2.0 Technologies To Maximize Effectiveness Before, During, and After a Crisis</td>
<td>地点: Washington, DC</td>
<td><a href="http://www.ali">www.ali</a> conferences.com/conf/social_media_crisis1109/index.htm</td>
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<td>11</td>
<td>Our Morphing Media and Public Policy: Towards a New Frontier</td>
<td>Indiana Chapter, ASPA</td>
<td><a href="mailto:littlep@iuui.edu">littlep@iuui.edu</a></td>
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<td>2-5</td>
<td>Association for Strategic Planning Annual Conference</td>
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<td>7-9</td>
<td>International Research Society for Public Management (IRSPM)</td>
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<td>22-25</td>
<td>68th MPSA National Conference</td>
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*Items listed in blue are conducted in affiliation with ASPA.