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Americans are Divided about Health Reform Proposals

But Public and Critics More Supportive When Told about Key Provisions

Menlo Park, CA–A new Kaiser Family Foundation poll finds that Americans are divided over congressional health reform proposals, but also that large shares of people, including skeptics, become more supportive after being told about many of the major provisions in the bills.

The January Kaiser Health Tracking Poll, conducted before the Massachusetts Senate vote, finds opinion is divided when it comes to the hotly debated legislation, with 42 percent supporting the proposals in the Congress, 41 percent opposing them and 16 percent withholding judgment. However, a different and more positive picture emerged when we examined the public's awareness of, and reactions to, major provisions included in the bills. Majorities reported feeling more favorable toward the proposed

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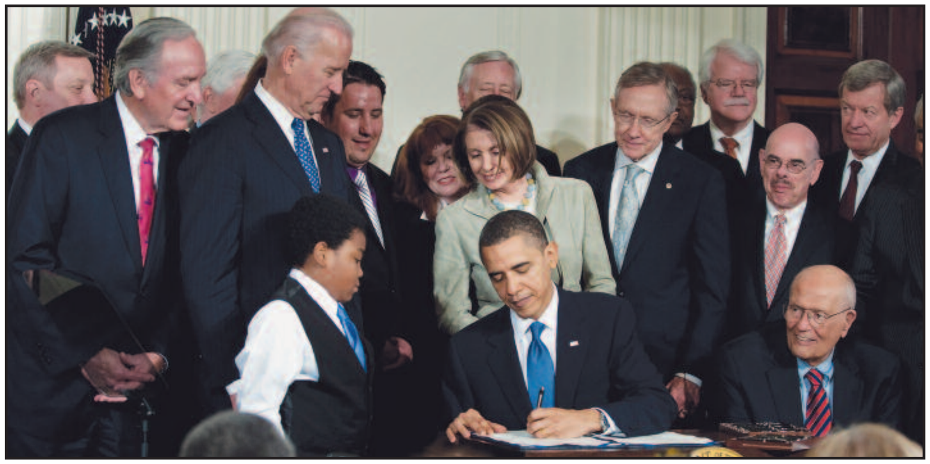
President Signs Landmark Health Care Reform into Law



March 23, 2010, Washington, DC–In a ceremony in the East Room of the White House after addressing an audience that included lawmakers who supported the measure, President Obama signed a landmark health-care bill into law, enacting a sweeping overhaul of the nation's health system. (Photo by: Pete Marovich/ZUMApress.com)

Local Government Better Than Feds, States Say American Voters

43% of U.S. Voters Rate Local Government Above Counterparts

Asbury Park, NJ–Forty-three percent of U.S. voters rate the performance of their local government as tops compared to its counterparts on the state or federal level.

A new Rasmussen Reports national telephone survey finds that just 14 percent think the federal government does a better

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ASPA Conference
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Families with Children Face Increased Job Loss

Washington, DC–The latest look at the American family from the U.S. Census Bureau shows just what effect the recession is having on families and households. Of the 25.8 million married couples with children under 18, about 6 percent of husbands were unemployed in 2009, compared with 3 percent in 2007; 4 percent of wives were unemployed in 2009, compared with 2 percent in 2007.

Among the 1.5 million family groups with two unmarried parents, 16 percent of the fathers were unemployed in March of 2009, compared with 9 percent in March of 2007, while 8 percent of the mothers

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Many Americans Still Unfamiliar with Key Elements of Health Reform

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legislation after learning about many of the key elements, with the notable exceptions of the individual mandate and the overall price tag.

For example, after hearing that tax credits would be available to small businesses that want to offer coverage to their employees, 73 percent said it made them more supportive of the legislation. Sixty-seven percent said they were more supportive when they heard that the legislation included health insurance exchanges, and 63 percent felt that way after being told that people could no longer be denied coverage because of pre-existing conditions. Sixty percent were more supportive after hearing that the legislation would help close the Medicare "doughnut hole" so that seniors would no longer face a period of having to pay the full cost of their medicines. Of the 27 elements of the legislation tested in the poll, 17 moved a majority to feel more positively about the bills and two moved a majority to be more negative.

In some cases elements of the legislation were popular enough to prompt a majority of skeptics to soften their opposition, including the tax credits for small businesses (62 percent of current opponents said it made them more supportive), the fact that most people's existing insurance arrangements would not change (59 percent), and the stipulation that no federal money would go to abortion (55 percent).

A smaller number of provisions cut the other way. When told that nearly all Americans would be required to have health coverage, for instance, 62 percent of people said it made them less likely to support the legislation and 51 percent said they were less likely to support the reform package after learning it will cost at least $871 billion over 10 years.

"It's one thing to talk about the public's perception of health care reform legislation, which right now is in some ways negative, but it's another to tell people what's actually in the bill and when you do that people are more positive," said Kaiser President and CEO Drew Altman.

The poll finds that even after a year of substantial media coverage of the health reform debate, many Americans remain unfamiliar with key elements of the major bills passed by the House and Senate. About half are aware that tax credits would be available to small businesses, one of the most popular provisions. And 44 percent recognize that the legislation would help close the Medicare "doughnut hole."

Awareness can matter. Among the least known elements of the bills, those with the biggest potential to change minds include the fact that the Congressional Budget Office has said health reform would reduce the deficit (only 15 percent expect the legislation to reduce the deficit, but 56 percent said hearing that makes them more supportive) and that the legislation would stop insurers from charging women more than men (37 percent are aware that the legislation would do this, but 50 percent said this provision makes them more supportive). There were no lesser known provisions that would push a majority of supporters away from the bill.

Independents Occupy The Middle Ground In the Debate

Americans' views of health reform generally track with their politics: Most Democrats (64 percent) support the proposals on Capitol Hill, while an even larger majority of Republicans (76 percent) oppose them. The middle ground is left to independents, with 41 percent in favor and 43 percent opposed– even as a narrow majority (52 percent) backs the general idea that it is more important than ever to take on health reform now.

As with the public overall, independents say the elements most likely to push them in the direction of supporting the legislation include the tax credits for small businesses (74 percent); the insurance exchanges (69 percent); and the stability in coverage for most people with employer-sponsored plans (66 percent). Similarly, they are turned off by the individual mandate (67 percent say this makes them less supportive) and the overall cost of health reform (57 percent).

Independents do differ in some ways from those with declared partisan leanings. They are much more likely than Republicans to say that they feel more supportive of the legislation because it would provide coverage for the uninsured (61 percent of independents compared to 22 percent of GOP members). And they are more concerned than Democrats about the bills' multi-billion dollar price tag; 57 percent of independents say the cost makes them feel less supportive, compared to 34 percent of Democrats.

Many Seniors Are Unaware of Effort To Close The Medicare "Doughnut Hole"

The new survey finds that America's seniors, a politically important group, lean against the proposed legislation, with 48 percent opposed, 37 percent in favor and 15 percent offering no opinion. However the survey finds that, somewhat surprisingly, seniors were less likely than younger Americans to be aware that the legislation includes provisions to close the "doughnut hole." Thirty-seven percent of seniors were aware of such provisions, compared to 53 percent of those under age 40. Six in 10 seniors say that if the legislation did work to close the doughnut hole they would feel more supportive of it, a level of support identical to that found among younger Americans.

There is a generational split, however, on proposals that would limit future increases in some Medicare provider payments. Younger Americans favor such measures by almost a 2-to-1 margin while the opposite is true of seniors.

The Kaiser Family Foundation is a non-profit private operating foundation, based in Menlo Park, California, dedicated to producing and communicating the best possible information and analysis on health issues. www.kff.org/

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THE NEXT DECADE OF HEALTH CARE: EXPECTATIONS AND REFORM

Controlling Medicaid Spending in an Aging Population: Cost Versus Equity?

Jacqueline L. Angel, Stipica Mudrazija

As Congress ponders options in health care reform, the nation is also facing a dilemma of how to provide cost-effective services that greatly benefit the increasing number of people aging with disabilities. This demographic trend puts substantial additional pressure on health care entitlement programs like Medicaid. Almost half of long-term care is paid for by Medicaid, the public health insurance benefit for almost 60 million low-income individuals.

According to the Congressional Budget Office Medicaid expenses are particularly high for elderly and disabled beneficiaries who account for about two-thirds of the program's spending. Medicaid long-term care for chronically ill elderly persons represents a large portion, about 17 percent, of the average state budget, with estimated spending of 1.6 trillion dollars over the next two decades.

Although the vast majority of dollars still go to long-term care in nursing homes, the federal government provides a cost-effective mechanism for states to allow individuals with disabilities and the elderly to live in an environment that is less restrictive than institutionalized care and more conducive to independence under the Medicaid home and community-based services 1915(c) waivers (HCBS).

Since the HCBS waiver program's inception, the number of Americans served by 1915(c) waivers increased dramatically. In 1982, only six states were participating in the waiver program, while by 1997 all 50 states had developed a waiver program with the exception of Arizona, which operates a section 1115 waiver. People who are aged or have physical disabilities comprise the largest number of Medicaid waiver recipients, and consequently states spend about 41 percent of their Medicaid budget on HCBS, more than double than a decade ago.

As a result, several cost-containment strategies are necessary to help offset the cost of the increasing demand for Medicaid waiver services. One strategy embedded in the 1915(c) waivers is the cost-neutrality stipulation which stipulates that average Medicaid acute and long-term care expenditures, including any service or package of services for 1915(c) waiver recipients, not exceed those for institutional care recipients.

To meet this test, states develop waivers with an array of services or with individual cost caps on annual expenditures for services. The Government Accountability Office (GAO) reports that by limiting the amount, scope, and duration of certain services, such as home health care, states are able to control costs for the waiver programs. In addition to cutting benefits, states may choose to control costs by restricting program eligibility, reducing provider reimbursement rates or increasing client co-payments.

This brings us to a core focus of our discussion. How is Medicaid state spending affected by bureaucratic requirements for programs serving elderly persons in community-based long-term care? Do administrative strategies effectively curb access to waiver services by establishing stringent level-of-care (or need) criteria or by using more restrictive eligibility requirements? Conversely, does using broader eligibility criteria increase community-based long-term care placements and thus reduce the amount spent on institutional admissions?

The Cost of Level-of-Care Criteria

To address these questions, data from the CMS-64 expenditure form were appended to a nationwide survey of the largest 1915(c) based programs serving the "aged and disabled" in 50 states and the District of Columbia in 2004. In the analyses, three main types of thresholds were created to determine functional eligibility for program participation: Level I, professional judgment and/or no minimum threshold criteria; Level II, functional criteria only; and Level III, combination of medical needs and at least one additional factor (ADL/IADL limitations and/or cognitive/behavioral limitations). The vast majority of states fit into the second category requiring functional limitations only. About one-half of waiver programs use medical or nursing needs. Cognitive impairments and behavioral problems are only rarely used. Generally, clients must meet more than one criterion to qualify for the programs.

To examine the financial implications of using these minimum threshold requirements for the 1915(c) waiver we estimate models of expenditures per elderly and expenditures per participant for the waiver program taking into account factors associated with higher-term care Medicaid expenditures among older adults, including population characteristics (85 and older, disabled adults, ethnic minorities, living alone), Medicaid administration, and health-related factors.

In general, what the results reveal is a significant amount of variation in the effects of using minimum threshold criteria on state spending even after adjusting for differences in state population and political characteristics. Level II criterion, on balance, lowers expenditures per elderly and per participant by approximately 40 percent compared to Level I. Likewise, Level III criterion decreases expenditures per elderly by approximately 53 percent and per participant by more than 48 percent compared to Level I.

So what are the potential implications of using functional eligibility criteria that result in lower levels of aggregate expenditures in light of challenges that state policymakers will encounter in the future? Will states be more strained by attempting to balance the availability of quality HCBS services with the need to effectively manage state expenditures? Given the recent financial strains in state budgets and pressure placed on policymakers to reduce spending, should home and community-based waiver programs be viewed as a cost-effective alternative to nursing facility care?

For states that choose to use narrower and more specific level-of-care criteria and spend relatively less per elderly and per participant than other states, Medicaid 1915(c) waivers may be a viable, cost-effective alternative. By the same token, while the financial costs to the Medicaid program and state budgets may be less, there may be other costs to potential service recipients, such as limited access, that should not be overlooked.

Medicaid long-term care for chronically ill elderly persons represents a large portion, about 17 percent, of the average state budget, with estimated spending of 1.6 trillion dollars over the next two decades.

Our findings suggest, then, the increased use of the 1915(c) HCBS waiver option by states creates an imperative to understand the extent to which stringent functional eligibility requirements contribute to upward trends in Medicaid 1915(c) waiver costs. States using narrower and more specific eligibility criteria have, on average, higher rates of poverty, higher numbers of individuals on waiting lists, and a bias toward spending for institutional care in the past. Surprisingly, factors related to the political environment within states do not account for total Medicaid HCBS expenditures. On the other hand, states using professional judgment, by and large, have a higher level of spending per elderly and per participant on community-based waivers.

Although lower expenditures for HCBS waiver programs could be an indication of cost-effectiveness for state long-term care programs, it is imperative that states are aware that lower levels of spending may also negate the goals of independent living and the provision of quality HCBS services that are apparent in the Olmstead decision. Many states do not keep a waitlist in the 1915(c) waiver program for aged and disabled because they find it more cost-effective than nursing home care.

Consequently, those states with a higher demand for overall use of community-based services will need to explore using new tools and methods like level-of-care requirements to monitor this growth. Furthermore, proposed changes in federal Medicaid policy and financing structure could diminish qual-

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THE NEXT DECADE OF HEALTH CARE: EXPECTATIONS AND REFORM

A Model for State Health Insurance Rate Authorities

Nathan Myers

As the federal government and the states explore options for controlling increases in the cost of insurance premiums, high-risk pools may offer a model which states can use for a government body to set standards for acceptable rate increases.

The rising cost of health insurance premiums and how best to control them is at the heart of the debate sparked by the Democratic plan to reform the American health care system. In February, David Herszenhorn reported in the *New York Times* the Obama administration's plans to grant broad authority to the Secretary of Health and Human Services, in conjunction with state regulators, to annually review insurance rate increases.

The HHS secretary could then block those rate increases deemed to be unreasonable, possibly over the objections of state regulators. Furthermore, the new provision also calls for the creation of a group of health policy experts to set standards for what constitute acceptable rate increases. This new body, the Health Insurance Rate Authority, would consist of consumer representatives, an insurance industry representative, a physician, as well as economists and actuaries.

The federal board's responsibility is to provide guidance to the states as to whether rate increases are justified. It will be up to the states to act on the recommendations. Twenty-five states already have insurance commissioners with the power to regulate rates, so for the federal board to truly have a meaningful influence the remaining states will need to empower their insurance commissioners to do so as well. Alternatively, states could establish their own Health Insurance Rate Authority. A useful model for this state board would be the governing boards of state high-risk health insurance pools.

The high-risk pools are nonprofit entities created by the state to insure those denied coverage due to a pre-existing condition or other federally-mandated groups. These pools are governed by a board of directors that oversees the operation of these pools, including the approval of premium levels and eligibility requirements.

Board Composition

As noted in the NASCHIP publication *Comprehensive Health Insurance for High-Risk Individuals: A State-by-State Analysis*, the composition of the governing boards varies considerably from state to state. In most of the states that have implemented high-risk pools, the membership of the board is appointed by the governor or the insurance commissioner. However, the pools differ in the degree to which the state government is actively involved in the operations of the governing board.

An example of a board with limited government involvement would be the Minnesota Comprehensive Health Association. According to NASCHIP, Minnesota's pool, one of the oldest high-risk pools in the country, has a board consisting of six directors selected by the insurance industry and five directors chosen by the insurance commissioner. Of those directors selected by the insurance commissioner, two should be enrolled in the plan, two should represent employers who are assessed fees by the state to cover program costs, and one represents insurance agents.

Among those states with significant government involvement, the Illinois Comprehensive Health Insurance plan has a 10-member board appointed by the governor and approved by the State Senate. The board also consists of a representative from the governor's Office of Management and Budget, a representative from the attorney general's office, with the insurance commissioner or their designee serving as chair. Four legislators serve on the board as ex-officio, non-voting members.

The State of Kentucky is a unique case in that the pool is operated directly by the Kentucky Department of Insurance. It does have an advisory committee consisting of the Commissioner of Insurance, Secretary of the Cabinet for Health and Family Services, four members of the Kentucky legislature, the deans of two of the state's medical schools, two representatives of Kentucky health care providers, and four at-large citizen members.

Citizen Participation

In addition to the level of government and insurance industry involvement in the governance of the high-risk pools discussed above, the involvement of public members such as those covered by the pools, advocates for consumers, advocates for the uninsured, representatives of medical care providers and representatives of business interests varies from state to state. As noted in "Comprehensive Health Insurance for High-Risk Individuals," Louisiana's 13 member board includes members of state hospital association and medical society, a member of the Louisiana Consumers League, a representative of a group eligible for enrollment in the pool, and a representative of business interests in the state. Washington's pool includes health professionals, small employers, large employers, representatives of health care consumers, while Wisconsin's board includes a representative of small employers and a professional consumer advocate.

...states could establish their own Health Insurance Rate Authority. A useful model for this state board would be the governing boards of state high-risk health insurance pools.

Modeling Performance

Not only could the high-risk pool boards serve as a model for the make-up of state health insurance rate authorities, but studying the performance of the various high-risk pools operating in the United States today could be instructive in evaluating the effectiveness of such groups. The purpose of the proposed Federal Health Insurance Rate Authority, according to Senator Dianne Feinstein as quoted in the *New York Times,* is "help make sure that people are not unfairly subject to arbitrary rate hikes."

Studying the performance of high-risk pool boards could provide some evidence as to how effective boards with membership from a variety of sectors with a stake in health care can be in protecting consumers, particularly at-risk consumers, from unfair treatment. While many high-risk pools are constrained by statute in terms of the premium levels (according to NASCHIP the National Association of Insurance Commissioners model suggests 125-150 percent of average individual rates), the state pools do vary in terms of deductibles, differentiating premiums based on variables such as age, gender, and prior health experience. Important insight may be also gained by studying how the composition of the governing boards is related to the fiscal health and sustainability of the program.

Examining the effectiveness of these boards in protecting consumer interests while

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THE NEXT DECADE OF HEALTH CARE: EXPECTATIONS AND REFORM

Medication Compliance

Traci Foster, David Milen

Patient compliance of medications is a growing concern within the health care industry and considered a highly sensitive issue. It has been noted that approximately a quarter of patients do not take their medications as prescribed. Approximately 125,000 deaths are due to improperly taken medications. Furthermore, patients will incur increased doctor's office and hospital visits due to improperly following pharmaceutical orders, or not taking medications at all due to possible resistance.

Noncompliance further leads to a deterioration of the patient's health which can ultimately lead to a lower quality of life or even possibly death. When patients are not taking their medications, the likelihood of physician office visits or hospitalizations are increased. Some of the consequences of noncompliance also include a missed health benefit as well as productivity issues in regard to lost work time and wages.

Patients' Perspectives

Factors that influence the patient's compliance with medications include the following: age, memory problems and dose related problems or medication information errors. Another possible cause includes the variety of pills that the individual is already taking on an everyday basis for more than one medical condition.

Patients may forget they have taken their medications and have an increased likelihood of taking them again. Some patients, due to their age, forget to take medications altogether. While forgetfulness on part of the patient is also factor it is seen as an unintentional non compliance. Regardless of memory loss or forgetfulness, the fact remains that if the patient does not take his/her medication then it is not beneficial to the patient.

Some individuals do not take their medications in order to ration their supply. This is generally due to cost issues. Furthermore, cost is usually the deciding factor in the patient decision not to get them refilled. In addition, some patients do not fill the initial prescription due to cost issues. Medication management for more than one chronic condition can be a great challenge to the elderly individual.

Examples of these include congestive heart failure (CHF), chronic obstructive pulmonary disease (COPD) and diabetes to name a few. In fact, noncompliance with medication is a well-known problem in patients with CHF, economic costs of noncompliance are assumed to be high in CHF, and interventions are frequently ineffective or not well accepted by patients.

Medication Compliance

Medication compliance by the patient is very important. Taking medications as prescribed and continuing therapy for the duration is most vital. However, patients do not take their medications as prescribed, this includes completing the regimen. Some patients feel that they are not that sick or are no longer sick, and stop their regimen prior to finishing the prescription.

Also, some patients see that their symptoms are improving from the medication being taken and do not complete the regimen, but save medications for a possible future occurrence. An example of this is generally seen with antibiotic therapy. Patients are instructed to take their regimen for a period of 14 days. What happens quite frequently is that the patient begins to feel better after a few days therapy. The patient then decides that he/she will save the remaining pills for a "future" illness, thereby avoiding an unnecessary trip to the doctor.

What factors need to be addressed in helping compliance? In this particular case, education is most important. Education showing the patient the benefits of completing the whole antibiotic regimen is central. Most importantly, the most important interventions are those that will promote a behavior change that is for the long term.

Approximately 125,000 deaths are due to improperly taken medications.

Interventions

There are several interventions that can be addressed in order to help a patient be compliant with their medication regimen. First, and most importantly, is the relationship between the patient and the provider. A central point to the successful delivery of primary health care is the relationships established

See MEDICATION, pg. 10

States Face Important Medicaid Decisions

From MEDICAID, pg. 3

ity by reducing access to community-based long-term care.To avert this crisis, the federal government could develop uniform criteria to assure equal access to Medicaid community waiver services across states.

These findings augur well for states to take full advantage of the flexibility 1915(c) waivers provide. Nonetheless, important implications arise. There is, to be certain, an important fiscal impact of administrative functional eligibility criteria on Medicaid community-based waivers. Medicaid clients who prefer to use HCBS may be kept on a wait list for a much longer time due to stringent level-of-care thresholds.

The question also remains to be answered by public administrators in the near future of how the determination process will affect the changing needs for assistance, especially among Americans who may be harmed in the next downturn in the economy. Clearly, understanding state plans in meeting the needs of people who qualify for Medicaid long-term care, but desire community-based care, deserves our highest priority.

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THE NEXT DECADE OF HEALTH CARE: EXPECTATIONS AND REFORM

The Role of ICDDR,B: A Success Story from Bangladesh

Azharul Islam Khan, Shakeel Mahmood

In late July 2007, Bangladesh experienced atypical torrential rains causing widespread flooding, affecting about 50 percent of its administrative districts. Floods are typically associated with contamination of surface water and the piped water system in cities; they are usually followed by outbreaks of waterborne diseases, particularly diarrheal diseases, and increased prevalence of vector borne diseases. Floods displace people from their homes and force them to take refuge in overcrowded camps, facilitating the transmission of many infectious and contagious agents, including diarrheal diseases, measles, acute respiratory infection (ARI), and scabies.

Because of poverty, malnutrition is common, which may lead to compromised immunity with higher risks of infectious diseases, including cholera.

Mohakhali Cholera Hospital
In Bangladesh, both public and private healthcare facilities can provide appropriate treatment to diarrhoeal patients. However, all year round and particularly during outbreaks of diarrhea, a disproportionately higher number of patients visit the Dhaka Hospital, popularly known as 'Mohakhali Cholera Hospital.'

Patient visits to the Dhaka Hospital average around 110,000 per year, with pre-monsoon (April-May) and post-monsoon (August-September) peaks. The 2007 epidemic was unusual, since an exceptionally higher number of patients visited Dhaka Hospital during July-September 2007, which provided care and treatment to a record highest number of 1,045 patients on a single day since its establishment in 1962.

Clinical Procedures
The Dhaka Hospital has maintained a Diarrheal Disease Surveillance System (DDSS) since 1979, which monitors sociodemographic, economic, nutritional and illness characteristics in a systematic 2 percent sample of all patients. The DDSS also determines the etiology of diarrhea and antimicrobial susceptibility of major bacterial pathogens. DDSS data, during the study period, showed that over 70 percent of patients aged over five years and 35 percent of under-five children presented with severe dehydration.

The policies that resulted in the successful management of one of the worst diarrhea outbreaks may well be recommended for replication in both public and private sectors offering health services for tackling similar situations in the future.

Epidemics of diarrheal diseases in emergency settings may be associated with relatively higher case-fatality rates, which is illustrated in Goma in the recent past, where inappropriate management, slow intravenous rehydration, and delay in treatment were believed to have been responsible for very high case-fatality among cholera patients. In 2007, a huge influx of patients at the Dhaka Hospital during the flood-related diarrheal outbreaks placed a heavy burden on the Hospital's resources, requiring additional manpower, excessive amount of intravenous (I.V.) and oral rehydration fluids, and antimicrobials. Despite these odds, no diarrheal patients without any co-morbidity died.

With an annual patient visitation rate of around 110,000, inclusive of diarrhea outbreaks, average daily patient visits vary between 250 and 300. An outbreak is defined as the time when the daily patient visits reach or exceed 350 on 3 consecutive days, and also when 20 percent or higher proportion of them have culture-proven cholera. From the DDSS database, 451 patients were identified as eligible for stratified analyses by age group: children aged less than five years and patients aged five years and older.

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Law Guarantees Good Service Jobs at Developments

First of its Kind Law Requires Good Permanent Jobs at Subsidized Developments and through City Contracts

Pittsburgh, PA–The country's first city-wide policy to create jobs that pay prevailing wages to service workers employed at city-subsidized developments became a law in Pittsburgh on Friday. The new law, which received a unanimous vote from City Council, requires developers receiving subsidies or other tax-incentives to pay the private-sector going rate to building service, food service, hotel and grocery workers.

"The law ensures Pittsburgh families will see more of their tax-dollars go toward creating good jobs," said Mike Fishman, 32BJ SEIU President. "Cities around the country should follow Pittsburgh's lead and get out of the business of creating poverty jobs."

Although the Davis-Bacon Act requires prevailing wages be paid to construction workers on projects where federal dollars are used, no comparable requirements exist for permanent service jobs created at these sites. Some states and cities also require developments subsidized by state and local tax-dollars to pay prevailing wages to construction workers.

"Low-wage jobs in the service industry are keeping our families in poverty," said Gabe Morgan, 32BJ SEIU Western Pennsylvania Director. "Developers should not benefit from tax breaks unless their plans include good jobs for our city's working families."

"We cannot afford to spend our tax dollars creating poverty-wage jobs," said Allegheny County Executive Dan Onorato. Onorato is also a front-runner in the Pennsylvania gubernatorial race. "Working families in Pennsylvania and around the country need their elected leaders to be innovative and bold about creating and maintaining good jobs in their communities.

Over the past few years, individual projects have required prevailing wages be paid to workers in permanent jobs at subsidized developments, but to date, no city-wide policies have been implemented. In New York City, for example, project agreements at several major developments, including Coney Island, require prevailing wages for building service workers and hotel workers. In Pittsburgh, Los Angeles and other cities, community benefit agreements which require good job creation have been negotiated between developers, cities and community organizations.

"Americans want government to promote and attract good jobs to their communities," said David Madland from the Center for American Progress. "The Pittsburgh law is a model for cities, states and counties that want to be sure their tax-incentive programs are benefiting the community."

"Being a responsible member of the communities where we develop helps our bottom-line," said Jeffrey Fleming, Principle of Amazing Hospitality Group. Fleming has more than twenty-five years of hospitality management experience and is currently looking into developing a hotel around the Pittsburgh Convention Center, a project that has been on hold for nearly ten years. "We hurt our business and our workers if we don't pay a decent wage."

The law also requires city-contractors to pay prevailing wages to their workers. In this respect, Pittsburgh joins more than 140 cities that have set wage standards for their contracting programs, according to the National Employment Law Project (NELP). NELP reports these cities have seen little, if any, impact on costs for services.

"Communities across the country are demanding more for the development dollars that are being spent," said Paul Sonn, National Employment Law Project Legal Co-Director. "The new Pittsburgh law will mean good jobs for working families at all future developments."

Pittsburgh United, a coalition of faith, labor, environmental and community organizations, including 32BJ Service Employees International Union (SEIU), United Food and Commercial Workers (UFCW) Local 23 and Workers United, advocated for this bill.

"Pittsburgh has truly come together to support this legislation," said Barney Oursler, Pittsburgh United Executive Director. "Faith leaders, environmentalists, working families and the entire City Council all want good jobs for our city."

Families with Children Increasingly Face Unemployment

From JOB LOSS, pg. 1

were unemployed in 2009, compared with 4 percent in 2007.

In 2009, 12 percent of the 1.7 million father-only family groups with children under 18 were maintained by an unemployed father, compared with 7 percent in 2007. Of the 9.9 million mother-only family groups, 10 percent were unemployed in 2009 compared with 6 percent in 2007.

These data come from the March 2009 Current Population Survey, presented as a series of detailed tables known as America's Families and Living Arrangements.

The percentage of married couples with children under 18 with both parents employed dropped from 63 percent in 2007 to 59 percent in 2009. A higher percentage of married couples with children under 18 had only the wife employed in 2009 (7 percent) than in 2007 (5 percent).

These statistics varied by race and ethnicity. White non-Hispanic married couples with children under 18 where both were employed went from 66 percent in 2007 to 63 percent in 2009. The percentage of these couples where only the wife was employed went from 4 percent in 2007 to 7 percent in 2009.

Black married couples with children under 18 with both parents employed went from 66 percent in 2007 to 61 percent in 2009. The percentage of these couples where only the wife was employed went from 9 percent in 2007 to 12 percent in 2009.

Asian married couples with children under 18 where both spouses were employed went from 57 percent in 2007 to 55 percent in 2009. The percentage of these couples where only the wife was employed went from 5 percent in 2007 to 7 percent in 2009. Neither of these changes was statistically significant.

Hispanic married couples with children under 18 where both spouses were employed went from 50 percent in 2007 to 43 percent in 2009. The percentage of these couples where only the wife was employed went from 5 percent in 2007 to 8 percent in 2009.

Other statistics of note:

- The percentage of children living with two parents varied by race and origin: 85 percent of Asian children, 38 percent of black children, 69 percent of Hispanic children, 78 percent of white, non-Hispanic
- The median age at first marriage was 28.1 for men and 25.9 for women.
- In 2009, 67.5 million opposite-sex couples lived together–60.8 million were married and 6.7 million were not.
- The United States had an estimated 5.3 million "stay-at-home" parents: 5.1 million mothers and 158,000 fathers. The number of stay-at-home moms was lower in 2009 (5.1 million) than in 2008 (5.3 million). The number of stay-at-home dads did not differ statistically between 2008 and 2009.
- In 2009, 22.6 percent of married-couple family groups with children under 15 had a stay-at-home mother, down from 23.7 percent in 2008.
- Spouses in 7.6 percent of married couples in 2009 were of different races or one spouse was Hispanic and the other was non-Hispanic. This is up from 6.4 percent of married couples in 2003. When only race is considered, regardless of Hispanic origin, the percentage of mixed race couples was 4.1 percent in 2009, compared with 3.7 percent in 2003. (In cases where both spouses reported being multiracial, they were not considered to be mixed-race couples.) The earliest year for which these comparisons can be made using data from the Annual Social and Economic Supplement is 2003.

The Current Population Survey is a monthly survey of households conducted by the Census Bureau and the Bureau of Labor Statistics. See www.census.gov for more.

Family Health Care Spending To Skyrocket Without Reform

Number of Uninsured Americans Could Grow by 10 Million in Just Five Years

Princeton, NJ–Without significant reform to the current health care system, the number of uninsured Americans could grow by 10 million people in just five years, and spending on government health care programs for the poor could more than double by 2020, according to a new report released today by the Robert Wood Johnson Foundation (RWJF).

The report projects that by 2015, there could be as many as 59.7 million people uninsured–and further estimates that the number could swell to 67.6 million by 2020. An estimated 49.4 million individuals were without health coverage in 2010.

Analysts at the Urban Institute used their Health Insurance Policy Simulation Model to assess the changes in coverage patterns and health care costs that will occur nationally from 2010 to 2020 in the event that major reforms are not enacted. The study examined three alternative scenarios:

- *Worst case*–continuing high levels of unemployment; slow growth in incomes; high growth rates for health care costs;
- *Intermediate case*–somewhat faster growth in incomes, but a lower growth rate for health care costs; and
- *Best case*–full employment; faster income growth; even slower growth in health care costs.

Under all three economic scenarios, the analysis shows that the middle-class would suffer most without reform. For employers who continued to offer health insurance benefits, an increasing amount of the costs would likely be passed on to workers. At the same time, individuals and families would face higher out-of-pocket costs for premiums and health care services.

"Families and individuals across this country are already stretched beyond their means. They simply cannot afford to see their insurance costs rise by more than a third in just five short years," said Risa Lavizzo-Mourey, RWJF president and CEO. "This report paints a grim picture for the future of our nation if we fail to make health insurance more affordable for all Americans, while also reducing health care costs."

The Urban Institute model shows that under the worst case scenario, if health care reform is not enacted:

- Families will face dramatically higher health care costs. Individual and family spending on premiums and out-of-pocket health care costs will increase significantly. Spending will jump 34 percent by 2015 and 79 percent by 2020.
- The number of uninsured Americans will increase from 49.4 million in 2010 to 59.7 million in 2015, and 67.6 million in 2020. If states were to cut back eligibility for public programs like Medicaid or the Children's Health Insurance Program–or make the enrollment process more difficult–the number of uninsured will be even higher.
- Middle-income families will be hardest hit. The uninsured rate for middle-class families earning 200-399 percent of the federal poverty level (FPL)–roughly $40,000 to $75,000 a year–will rise by nine percentage points, from 19 percent to 28 percent. Overall, the share of the uninsured from all families with incomes higher than about $40,000 will rise from 44 percent to 53 percent in 2020.
- Uninsured rates will also rise among older adults. The uninsured rate for adults ages 45 to 54 will increase from 17 percent in 2010 to 24 percent in 2020. For adults ages 55 to 64, the uninsured rate will increase from 15 percent in 2010 to 22 percent in 2020.
- Premiums will become increasingly expensive for employers and their workers. Premiums for both single and family policies will more than double by 2020, increasing from $4,800 to $10,300 for single policies, and from $12,100 to $25,600 for family policies.
- Employers will see large increases in costs. Employer spending on premiums, despite the fact that fewer people will be covered through their employer, would increase from $430 billion in 2010 to $851 billion in 2020–a 98 percent increase.
- Employers will quit offering coverage benefits to workers in small and medium-sized firms. As premiums nearly double, employees in small firms would see offers of health insurance almost cut in half, dropping from 41 percent of firms offering insurance in 2010 to 23 percent in 2020. Medium-sized firms would also cut offers of health insurance, dropping from 90 percent in 2010 to 75 percent in 2020.

To learn more, log on to www.CoverTheUninsured.org.

Voters Say Local Governments Doing a Better Job

From LOCAL GOVERNMENT, pg. 1

job. Nineteen percent say state government is better than the other two. But, one-in-four voters (25 percent) are not sure which level of government performs better.

- Sixty percent of the Political Class, however, rank the federal government as the better of the three, while nearly half (47 percent) of Mainstream voters prefer the work of local government.
- Fifty-six percent of all voters believe the federal government has too much influence over state government. Only 12 percent percent say the federal government doesn't have enough influence over states, and 26 percent say the balance is about right.

These findings help explain why 59 percent of likely voters say states should have the right to opt out of federal government programs they don't agree with. Even more (63 percent) think states should have the right to opt out of federally mandated programs if the federal government doesn't help pay for them.

- Fifty-three percent of male voters view local government as better that state and federal governments, compared to only 34 percent of female voters. Women are twice as likely as men to be undecided on the question.

But then nearly two-thirds of men (64 percent) say the federal government has too much influence over state governments.

African-American voters rank the federal government and local government as about equal, while whites put local government first and the federal government third.

Whites are nearly twice as likely as blacks to say the federal government has too much influence over state governments.

Most Republicans (54 percent) and a plurality (46 percent) of voters not affiliated with either major party say local government is better than the others. Democrats are more narrowly divided on the question. One-in-four Democratic voters (25 percent) say the federal government does a better job, a view shared by just five percent (5 percent) of Republicans and 10 percent of unaffiliateds.

- Seventy-eight percent of Republicans and 64 percent of unaffiliated voters believe the federal government has too much influence over state governments. Just 30 percent of Democrats agree.

Once again the difference between Mainstream voters and the Political Class is striking. Seventy percent (70 percent) of Mainstream voters say the federal government has too much influence over state government, but 71 percent of the Political Class say the balance is about right.

- Seventy-five percent of voters say they are at least somewhat angry at the government's current policies, up four points from late November and up nine points since September.
- Seventy-one percent say the federal government has become a special interest group, and 70 percent believe government and big business often work together to hurt consumers and investors.

Most voters still oppose the national health care plan proposed by President Obama and congressional Democrats. They continue to have very mixed feelings about the $787-billion economic stimulus plan approved by Congress last February.

Looking back, most voters still don't approve of the multi-billion-dollar government bailouts of the financial industry and troubled automakers General Motors and Chrysler.

- Forty-nine percent worry the government will try to do too much to help the economy and 39 percent fear it won't do enough.

Many states are now facing big budget problems and are looking for federal help. But 58 percent of Americans oppose giving bailout money to financially troubled states.

www.rasmussenreports.com

Medication Noncompliance Costly to Patient and Industry

From MEDICATION, pg. 6

between physicians and patients. The patient must trust the physician or nurse practitioner, and communication and trust between the patient and the health care provider is significant. The provider needs to ensure the patient understands the reasons behind taking the medication as well as what the dosing regimen will be. The patient also needs to understand the risks involved if altering the dosing regimen or stopping it altogether.

Today, cost is a factor that drives patient compliance of medications. Patients do not have the benefits of health insurance and have to pay the full cost of medications. A cost saving alternative is using a generic brand of the medication; however, that is not available with every medication. There are hundreds of prescription medications that are available or at a reduced cost; however, not all drugs are available.

Some patients also live on a fixed income and the price of medication may not be obtainable. Therefore, the provider can offer free samples of the medication or write for the generic equivalent if available. There are also prescription assistance programs that are available that may help the consumer. Approximately $4 billion annually in patient costs and 22 million prescriptions were provided free or at a greatly reduced rate.

With reduced medication costs or patient prescription assistance programs medication compliance increases. On the other hand, studies also show that medication compliance increases with higher incomes. In comparison, compliance also increases with reduced medication costs. This further demonstrates the need for providers to take this into consideration when writing the prescriptions for the patient.

In the United Kingdom (UK) prescription medications are free to 85 percent of the population,, but despite having this benefit compliance is no higher in this country versus a country with no access to free medications. Other interventions include medication monitoring devices. There are many types of monitoring devices. This may include pill boxes, timers or even watches that beep to remind a patient to take their medication.

Lastly, offering value-based insurance design (VBID) suggests an improvement in medication compliance. VBID's are also called evidence-based benefits and value-based design. VBID's reduce co pay costs for medications that are most important while increasing the co pays for drugs and tests that do not seem worthwhile.

Medication compliance is an important issue for the health care industry and the patient. Taking medications as prescribed generally grants the patient an improved health status. The key is to make sure that the patient understands the benefit that he/she should see when taking the prescription as indicated.

Physicians or the nurse practitioner should discuss a timing regimen that is suitable for the patients and take the time to educate the patient on side effects. Furthermore, they should indicate when a patient should follow up, either for an adverse affect of the medication or a general follow up visit to ensure that the patient doesn't require a longer medication regimen.

Since costs are a factor in filling the initial scripts as well as refills, the provider should be aware of the patient's financial and insurance availability to best prescribe medications that might have a generic form. They can also instruct the patient on what other programs may be available to offer free or reduced cost medications. The goal is to ensure medication compliance for the patient and the health care provider needs to be creative in his/her interventions to help the patient succeed in receiving an improved health benefit by taking his/her medications.

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INSIGHTS ON **PERFORMANCE MEASUREMENT** *by JOHN KAMENSKY*

Obama's Performance Revolution: Changing How Government Works

John M. Kamensky

"The Administration is committed to revolutionizing how the federal government works on behalf of the American people," states President Obama's fiscal year 2011 budget. But this comes as a surprise to many inside-the-Beltway grumblers who are disappointed that Obama has not announced some "big bang" government reform initiative so far. There's been no splash like Bill Clinton's National Performance Review or George W. Bush's President's Management Agenda.

So where's the revolution? University of Maryland's Professor Don Kettl notes that a series of Obama initiatives, when taken cumulatively, are significantly reshaping how government works. He calls it a "stealth revolution" that is quietly reshaping both governance and performance in the federal system.

What's Promised in the FY 2011 Budget? The performance agenda in the FY 2011 budget comes across as modest–and achievable. It focuses on three initiatives:

High Performance Goals. The new chief performance officer, Jeffrey Zients, worked with the major agencies to identify a sub-set of goals that they felt they could achieve in the following 18 to 24 months. Consequently, the budget details 128 specific, measurable goals that Zients, and the Office of Management and Budget, will track via a "performance portal" and quarterly meetings. Goals include reducing the number of homeless veterans to 59,000 by 2012 and increasing the number of on-line filers for Social Security to 50 percent.

Public Dashboards. The budget commits to an expanded use of other portals, as well. It describes how it has already created an IT Spending dashboard, which regularly posts the progress of major agency information technology projects on-line. It proposes creating dashboards for other projects as well, including improper payments, citizen services, hiring, procurement, etc.

...a series of Obama initiatives, when taken cumulatively, are significantly reshaping how government works...a "stealth revolution"

Problem Solving Networks. The budget also commits to building on existing, or creating new, cross-agency teams to tackle shared problems. Some will be mission-related (such as reducing obesity), some will be process- based (such as improving transaction processing or customer service), and some will focus on policy "tools" (such as block grants or conducting evaluations). The governmentwide Performance Improvement Council will be the hub for any performance management networks.

However, the real effects of Obama's approach to performance are woven into his Administration in different ways and are reflected in several policy statements, such as his Transparent and Open Government memo, which advocates greater transparency, participation, and collaboration. The most direct statement, for the performance community, is in the FY 2011 budget: "Government operates more effectively when it focuses on outcomes, when leaders set clear and measurable goals, and when agencies use measurement to reinforce priorities, motivate action, and illuminate a path to improvement."

While policy statements help frame a way forward, what is actually being done? Following are three of the more significant steps being taken so far:

- Challenging the traditional governance approaches by creating new roles and responsibilities reaching across agency boundaries.
- Advocating the use of radical transparency of government data as a new form of accountability, and
- Using Web 2.0 social media to increase citizen and employee participation and collaboration.

Challenging the Traditional Governance Approaches. Professor Kettl's 2009 book, *The Next Government of the United States*, is premised on his observation that "the government we had was not a good match for the problems we were trying to solve." He says we need to organize government around collaborative, results-based behavior, but that

See KAMENSKY, pg. 25

ICDDR,B *Achieves* Historic Milestone

From INNOVATION, pg. 7

Outbreaks

Despite the high burden, Dhaka Hospital could keep the mortality rate remarkably low; in fact, none of the patients with diarrhea alone, irrespective of their severity, died; those who died had other co-morbidities as the primary cause of death. Severe dehydration is the leading cause of death from diarrheal diseases, and rapid rehydration, using appropriate intravenous fluids, as advocated by WHO , is the key to prevent deaths. It reduces vomiting by correcting metabolic acidosis, leading to promotion of ORT and normal food intake, and facilitating early recovery. Based on the high proportion of patients hospitalized with severe dehydration and cholera and assuming that at least 30 percent of them would have died in the absence of efficient management, we estimate that the hospital saved 13,000 lives during this period.

50 Years of ICDDR,B

The success of the Dhaka Hospital relates to several factors. First, this is a specialized diarrheal diseases hospital in existence for 50 years. It is supported by highly knowledgeable and skilled clinicians and researchers, nurses, health workers, and auxiliary staff with unparallel experience. The Hospital experiences outbreak situations annually and, due to seasonal variations, it can anticipate such events, although timings and magnitudes may vary each year.

The Hospital practices evidence-based treatment protocols and essentially follows the WHO guidelines with minor modifications in assessing dehydration and in reducing inter-individual variations for quick identification of patients requiring intravenous rehydration. This method also called ‘Dhaka Method’ has been used for WHO-sponsored, multi-country studies in cholera. In 2009, Dhaka Hospital turned into a paperless patient management information system which is totally a new concept globally.

Modifications were made in the patient registration system, which itself take a couple of minutes. Following this, trained experienced nurses triage patients taking into account a brief medical history and a quick assessment focusing on dehydration status and presence of complications or co-morbidities. However, a delay of minutes could be critical for the survival of patients with hypovolemic shock. Recognizing these factors, the hospital waived both registration fees and triaging, to directly put patients on emergency beds which initiated immediate resuscitation with concomitant assessment and a deferred registration after stabilization of the patient’s condition.

The use of ‘cholera cots’ (modified camp cots with a central hole), regularly used at the ICDDR,B’s hospitals is a low-tech but high output device, which ensured efficient fluid balance, hygienic disposal of diarrheal stool, and kept the extremely busy hospital clean and almost smell-free.

The hospital routinely emphasizes oral rehydration with its many advantages, including its ability to save intravenous fluids, and building confidence among patients. The main limitation of ORS, however, is that it neither reduces stool volume nor dirahea duration, two factors that are considered important for its acceptance by caretakers. We prefer rice-based ORS (R-ORS) for patients older than 6 months as R-ORS has been proven to be beneficial in cholera because it is associated with significantly less purging both in terms of duration and volume and it is equally effective in diarrhea due to other causes.

The concentrations of the salts (sodium, and potassium) and bases are the same in the rice-based and glucose-based formulations. R-ORS may induce early recovery of patients, facilitating early discharge, which is essential in managing an excessive number of patients without turning away any. ICDDR,B has an in-house kitchen catering rice-based ORS.

While ICDDR,B achieved a historic milestone, available government infrastructure remained heavily underutilized. The policies that resulted in the successful management of one of the worst diarrhea outbreaks may well be recommended for replication in both public and private sectors offering health services for tackling similar situations in the future. Facilities in Bangladesh and agencies that respond to outbreaks of diarrheal disease globally should consider adopting the collapsible cholera cot, protocolized diarrheal-management practices, and prior planning and responsive management, including hands-on training of potential staff, for such emergency situations.

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Initiative Created to Improve Economic Stability for Workers

Ford Foundation Puts $80 Million Toward Supporting American Workers and Families

New York–As unemployment in the United States reaches its highest level in decades, the Ford Foundation recently announced a five-year, $80 million effort to ensure Americans get the support they need to stabilize family incomes, cope with unemployment, and keep the jobs they have.

The initiative will focus on two related areas:

- Strengthening programs and policies that improve job quality for U.S. workers, especially low-wage employees
- Helping states modernize the delivery of existing public programs to ensure working Americans are able to meet basic needs when their wages are too low to support a family

Together these efforts seek to address sweeping changes in the country's economic landscape and workforce, which is now almost 50 percent female.

"Millions of Americans are working hard to build economic security for their families, yet antiquated labor policies actually set them up to fail," said Luis Ubiñas, president of the Ford Foundation. "The bedrock of our country is hard work, but for too many families, that hard work isn't yielding the economic security it used to. These grants are about building a smarter system that rewards responsibility and brings basic economic security within reach of more workers."

Modernizing Unemployment Insurance Systems

The initiative will focus its investments on a series of programs and policy issues that have an enormous bearing on the ability of low-wage working families to maintain household stability, including existing benefit programs such as unemployment insurance and new policies like paid sick days.

Grants will support state efforts to modernize the unemployment insurance program. Created more than 70 years ago, the program has not kept pace with changes in the American workforce, and now serves less than half of all workers who lose their jobs. The Unemployment Insurance Modernization Act, a key part of the 2009 American Recovery and Reinvestment Act, provides $7 billion in financial incentives to states to close these gaps. This funding has resulted in a flood of requests from states for technical assistance and training. A grant from the Ford initiative will deliver $2 million to the National Employment Law Project, the key organization providing this technical support and guidance to state advocates and agencies working to improve coverage.

Smarter Rules for the Workplace

The initiative will also focus on improving job quality to ensure low-wage workers, once employed, can remain in their jobs and find success over the long term. For instance, nearly 48 percent of private-sector workers have no paid sick leave. The urgency of this issue has gained public attention in the face of the H1N1 epidemic, in which the government has advised workers experiencing flu-like symptoms to remain at home. Without paid sick days, such workers are forced to choose between losing much-needed income (or even a job) and risking the health of their co-workers, customers, themselves or their loved ones.

An early grant from the initiative is providing $2 million to Family Values @ Work to conduct studies and develop public education efforts about paid sick days and affordable, accessible family leave. Ford's grant will allow the consortium to expand to 14 states and to strengthen coordination among grassroots organizations. It will also result in a series of best practices to share with business leaders and others concerned about these issues.

The initiative also seeks to modernize the delivery of government-funded benefits, such as food stamps and children's health insurance, which already exist and can give low-wage workers the support they need to stay in the workforce. It will fund pilot projects in select states to find the best ways of delivering these programs to the people who need them most. These lessons will then be shared with other states to spur innovation across the country. Helping states streamline the way they offer access to already available programs would help tens of thousands of families who find paperwork and red tape a roadblock to accessing critical support.

Learn more at www.fordfound.org/issues/economic-fairness/overview.

Hiding in Plain Sight

An Ethics Moment

Donald C. Menzel

Conventional wisdom holds that corruption is like an iceberg. Most corruption (like an iceberg) is not in plain sight. And, even when corruption is detected and documented beyond question, it is believed to be only a small slice of corrupt behavior. Consider the case of Harriette Walters, a long-time employee of the Real Property Tax Administration in the District of Columbia.

In November 2007 she was arrested and charged with defrauding the District of more than $48 million. She pleaded guilty to the charges in September 2008. When asked about how she been able to escape detection for nearly two decades, she exclaimed “I was hiding in plain sight.” A subsequent investigation of the case found that her scheme was not sophisticated, to the contrary, it was rudimentary.

She simply processed fraudulent real property tax refunds and arranged for the proceeds to be deposited in the bank accounts controlled by her or her friends and family. She started small, processing fraudulent refunds for less than $5,000 each but soon began increasing the transactions to $10,000. And, after becoming manager of her unit, she increased the amount of the fraudulent refunds to $350,000 or more with two refunds processed in 2007 that exceed $500,000.

Why did the scheme go undetected for so long? The investigative report submitted to the Council of the District of Columbia in 2008 concluded that Walters’ scheme went undetected because of a failure of controls (none were in place), a dysfunctional work environment where a culture of apathy and silence pervaded relevant offices, and lack of oversight–when she increased significantly the scale of her fraud, no one who read the reports investigated or discovered the cause of the spike.

Walters and ten individuals, none of whom were District employees, pleaded guilty in connection with the scheme. Nonetheless, more than 30 District employees and managers lost their jobs for their failure to prevent or detect the embezzlement.

The bottom line for Harriette Walters–she was sentenced to 17.5 years in prison and ordered to pay more than $60 million in forfeited assets, restitution and taxes. The sentencing judge told her: “It’s a shame you couldn’t use your brains and your talent to help the D.C. government.” Is it not so?

Sources: *http://baltimore.fbi.gov/dojpressrel/pressrel09/ba010509.htm* accessed 6 March 2009, and *New York Times*, July 1, 2009, p. A18.

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State Risk-pool Governing Boards Could Serve as Model for Implementation

From MODEL, pg. 5

guarding the sustainability of health care at the state level may provide some useful evidence for how effective we can expect state or federal rating authorities to be.

Can advocates for consumers and small businesses really have equal status on such a board alongside insurance companies and health care providers in the face of rising health care costs, which even the current health reform proposal may do little to curtail? While conservatives concern themselves with the question of federal health care regulation, an equally important question is ensuring effective consumer protection by a body such as this.

With Anthem’s recent premium increase, many have advocated for more regulation of insurance premiums increases. Whether or not a body like the Health Insurance Rate Authority is the best vehicle to do this deserves further research.

As the legislation is currently constituted, many states will have to empower an official or group of officials in order to implement any recommendations from the federal government. State risk-pool governing boards could serve as a model for creating such a group, and studying the effectiveness of the state high-risk pool governing boards could provide some evidence as to such a body’s potential effectiveness.

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Reports on the Web

Featured Report: The "2009 State Homeland Security Advisors Survey," which is in its sixth year, provides an overview of states' homeland security governance structures, strategies and priorities, as well as an examination of the evolving relationship between the U.S. Department of Homeland Security (DHS) and states in the areas of communications, intelligence sharing and coordination of efforts.

www.nga.org

GAO Reports:

• Electronic Government: Implementation of the Federal Funding Accountability and Transparency Act of 2006.

• Temporary Assistance for Needy Families: Fewer Eligible Families Have Received Cash Assistance Since the 1990s, and the Recession's Impact on Caseloads Varies by State.

• Global Food Security: U.S. Agencies Progressing on Governmentwide Strategy, but Approach Faces Several Vulnerabilities.

• Cybersecurity: Progress Made but Challenges Remain in Defining and Coordinating the Comprehensive National Initiative.

• Food Safety: FDA Should Strengthen Its Oversight of Food Ingredients Determined to Be Generally Recognized as Safe (GRAS).

• Recovery Act: One Year Later, States' and Localities' Uses of Funds and Opportunities to Strengthen Accountability.

www.gao.gov

Other Reports/Online Resources:

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

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

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

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

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

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

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

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

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

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

• Markle Foundation *www.markle.org/*

• Governing Magazine *www.governing.com*

• Government Executive *www.govexec.com*

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

WTS WhereThingsStand

Partnership With Microsoft To Offer Job Training In Michigan

Detroit–Lieutenant Governor John D. Cherry, Jr. recently announced that Michigan will join forces with Microsoft in an innovative public-private partnership to provide free technology training to individuals across the state. Through its Elevate America program, Microsoft will partner with the Department of Energy, Labor and Economic Growth (DELEG) to provide training to displaced workers and current students with career resources to find internships and permanent jobs.

Michigan will receive 71,000 total vouchers for online training, including: 31,500 basic e-Learning vouchers, 8,000 e-Learning vouchers for IT Professionals, and 31,500 Microsoft Business Certification Exam vouchers:

- Each training voucher is redeemable for a free online training course in Microsoft Windows or for one of the programs in the Microsoft Office Suite.
- Each testing voucher is redeemable for a certification exam which, if passed, signifies a student Microsoft certified in a particular Microsoft Windows or Office program.
- Advanced level vouchers are redeemable for training for those on IT professional career tracks in areas such as web development or database management.

In its role as Microsoft's "designated partner" for administration of Elevate America in Michigan, 25 local Michigan Works! Agencies will work with the DELEG to distribute 31,500 basic e-Learning vouchers, 8,000 e-Learning vouchers for IT Professionals, and 31,500 Microsoft Business Certification Exam vouchers each. Local Michigan Works! Agencies will retain the remaining vouchers for distribution as needed. Vouchers will be distributed to citizens across the state on a first come, first served basis.

"Microsoft's Elevate America program is a great addition to Michigan's No Worker Left Behind initiative," Levin said. "Basic technology skills are a prerequisite in today's work environment. This program will help bridge the skills gap and improve Michigan's demand driven workforce."

In August 2007, the Granholm-Cherry administration launched the No Worker Left Behind Program, an innovative plan to train 100,000 citizens for careers in high-demand occupations and emerging industries. The program surpassed its goal of 100,000 citizens enrolled last fall, almost one full year ahead of schedule.

Michigan's participation in Microsoft's Elevate America program makes it the ninth state in the country to take part in this groundbreaking initiative to prepare workers for the demands of a 21st century economy.

Microsoft announced the "Elevate America" program at the National Governor's Conference in February 2009. The initiative is expected to provide up to 1 million vouchers nationwide for Microsoft e-Learning courses and select Microsoft certification exams at no or low cost to recipients. The program is a part of Microsoft's overall efforts to provide technology training for up to 2 million people during the next three years.

More information can be found on Microsoft's Elevate America's website: www.microsoft.com/elevateamerica

U.S. Makes Progress Toward Cleaner Air

Washington, DC–The U.S. Environmental Protection Agency (EPA) is making the most recent data available on the state of the nation's air quality. Air pollution impacts public health, the environment, and the Earth's climate, and understanding these impacts are important priorities for the agency.

Since 1990, nationwide air quality has improved significantly for the six common air pollutants: ground-level ozone, particle pollution, lead, nitrogen dioxide, carbon monoxide, and sulfur dioxide. Emissions of toxic air pollutants, such as benzene, have declined about 40 percent nationwide between 1990 and 2005.

Despite this progress, about 127 million Americans live in counties violating at least one of the national air quality standards. The agency has taken recent actions to tighten air quality standards to help ensure improvements in air quality for everyone.

More information: www.epa.gov/airtrends

OPM Launches *FedsHireVets.Gov*

Washington, DC–The Office of Personnel Management (OPM) recently announced the official launch of *FedsHireVets.gov*, a critical component of President Obama's Veterans Employment Initiative. This website will help ensure Veterans, transitioning military service members, their families, HR professionals, and hiring managers receive accurate and consistent information regarding Veterans employment in the Executive Branch.

John Berry, director of OPM, stated "*FedsHireVets.gov* will be a one-stop gateway to Veterans employment resources throughout the government. Our goal is to honor Veterans service by helping them find good federal jobs when they lay the uniform down."

On November 9, 2009, OPM Director John Berry joined President Obama as he signed the Executive Order on the Employment of Veterans in the Federal Government, which established the Veterans Employment Initiative for the executive branch and the Council on Veterans Employment. The Executive Order underscores to Federal agencies the importance of recruiting and employing Veterans, and assisting transitioning service members seeking employment with the Federal Civil Service.

At the end of Fiscal Year 2008, there were approximately 480,000 Veterans working within the Federal Executive Branch.

For more information visit: www.FedsHireVets.gov

Improvements to *Regulations.gov* Allow Easier Access to Federal Regulations

Washington, DC–As part of President Obama's commitment to more effective and open government, the public can more quickly access federal regulations at *Regulations.gov*, thanks to comments received during the *Regulations.gov* Exchange online forum held last year. *Regulations.gov* provides one-stop public access to information related to current and forthcoming regulations issued by the federal government.

The eRulemaking Program made the following specific-site improvements to *Regulations.gov*:

- a new rotating panel of images and video clips offering a preview to the latest Web site changes
- a dashboard of regulatory documents housed on *Regulations.gov*
- a new A-Z index of rules and proposed rules categorized by topic
- instructional video-clips highlighting site functions
- improvements to the site's homepage and search wizard

In addition, the eRulemaking Program has re-launched its *Regulations.gov* Exchange online forum to allow the public to explore proposed new designs and features, provide comments, and engage with other site visitors and the eRulemaking Program staff.

More information: www.regulations.gov

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ASPA TIMES

Advancing excellence in public service. . .

SDSJ Honors Solano County Foster Parents

ASPA's Section on Democracy and Social Justice to Present Award at Society's Conference

Solano County, CA–Solano County foster parents Roger and Corinne Vogel are the best in Northern California.

They are being honored as "Outstanding Foster Parents" by ASPA's Section on Democracy and Social Justice.

"We were very touched to hear the stories of outstanding people doing extraordinary feats to ensure our most vulnerable children receive a stable home in very unstable circumstances," said James Nordin, chair of the Section's awards committee and District 5 National Council member of ASPA. "The Vogels truly stood out among an exceptional group. Everyone in Solano County should be proud and grateful to have the Vogels as fellow citizens."

The Vogels have provided more than 100 abused and neglected children a safe and loving home, often taking on the extra challenges of caring for medically fragile infants and toddlers. Over their 34 years of service, they have added to their family of five children by adopting six of their foster children. They have used their story to motivate others to become foster parents.

"The Vogels are an exceptional family. They demonstrate the compassion, love, faith and, above all, the hope that these children need so they know there is a better day possible," said Supervisor John Vasquez.

The Vogels will receive the award at the eighth annual Gloria Hobson Nordin Social Equity Award luncheon on Saturday, April 11, 2010 at the ASPA conference in San José, CA.

Foster parents MaryJo Nakashima of Santa Clara County and Carol Ihlenburg of Marin County received certificates of appreciation for their outstanding contributions to social justice.

"These individuals provide the ultimate proof that governments and social services programs can work and can improve the lives of all of us, especially the lives of our most vulnerable," Nordin said.

The Section on Democracy and Social Justice was formed in 2008 to bring together academics, practitioners and other interested parties who want to bring attention to the outstanding commitment of public servants. The Section works to underscore the vital connections between governing institutions and private initiatives. This year's award highlights the connection between the government foster care program and the private individuals who provide the care–making a difference not only now, but for future generations.

ASPA member James Nordin is chair of the Section on Democracy and Social Justice (SDSJ). Email: nordinja@sbcglobal.net

Balancing Personal, Community and Work Life

Third in a Series of Women's Programs for Evergreen Chapter

Wendy E. Ekern

New Year inspires women to take pause and balance their lives for the rest of the year. "Women's Ways of Leadership Balancing Personal, Community and Work Life," the Evergreen Chapter's third program, gave them the opportunity to do this. The evening program featured a keynote speech on women and balancing life followed by four breakout sessions on volunteerism, financial health, social media and public administration leadership. The program was sponsored by the Chapter and the Institute of Public Service, Seattle University.

Wendy E. Ekern, Planning Committee chair, employed new technology to market, publicize and update the program. Josh Holland, public relations intern, City of Tacoma, created the online brochure in poster style. Leslie Wolff and Dorian Waller, Chapter board members, used social media techniques (Email, Twitter, Blogging and Facebook) to market the program. Although attendance was modest, attendees traveled from four counties, 13 cities and were employed by all levels of government, nonprofits, private sector and represented four academic institutions.

The evening's performance bar was set high by key note speaker, Diana Gale, senior lecturer emeritus of public affairs,

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PRESIDENT'S COLUMN *Paul Posner*

ASPA: Rising to the Challenge

As this issue comes out, ASPA will be convening our annual conference in San Jose. As we do so, it is time to take stock of our field and our association together because they are inextricably bound together. When I came to office last year this time, we seemed to be on the verge of a new dawning of possibility for the public sector, grounded in a renewed appreciation for the public values and the role that an effective public sector can play in improving the life of the nation. The advent of a new Administration marked a seeming inflection point in our recent history, where we seemed to embrace government as the solution and not just the problem.

Many of us posted our new President's inaugural remarks on our walls and refrigerators–it's not a question of right or left, but what works. That's our calling card. We are the people to turn to–ASPA, public service and the networks of organizations working on public values and goals–when you want to deliver programs that matter to people.

In the short space of nine months, we went from what was heralded as an era of hope to one of seeming despair and public anger. The irony and paradoxes are everywhere we look. The day after we passed the most important piece of social legislation since the Great Society, an article appeared in the *Federal Times* entitled "Feds Alarmed by Anti-Government Movement." A man named Joe Stack flew his small plane into the IRS building in Austin, TX. Facebook groups praised his actions. A federal courthouse was the scene of a shooting in Las Vegas. The IRS reports that threats against its facilities increased by 11 percent in the past year. A November Gallup poll found that only 20 percent of Americans have a positive impression of the federal government, even though 60 percent report a positive experience when they interacted with a federal employee. Only 6 percent of Americans agree that the Obama stimulus has created new jobs, even as CBO and other economists generally put the number of new jobs created at 2 million.

The persistent recession plays a role, but I would argue today that these incidences have roots in our deep ambivalence about government. We have a growing appetite for public services, even while we keep taxes at a lower share of the economy than nearly every OECD?? nation. We turn to government to solve all manner of private troubles, whether it be obesity or housing prices, yet are perennially disenchanted with government and public servants who are necessary to deliver on political leaders' bold promises.

While we ask government to do ever more, we limit and constrain them at the same time. The following commonly accepted duality in American politics reflects the dilemma–get the government off our backs; there ought to be a law. Whether it be political leaders or the broader public, we all subscribe to both of these values and seem to persist in believing there is no contradiction between the two!

The following commonly accepted duality in American politics reflects the dilemma–get the government off our backs; there ought to be a law.

This is the environment that makes our work as stewards of public values and the public trust so challenging. The cruel fact is that we will be both more prized and more damned at the same time. As epitomized by the health care reform just enacted, the kinds of problems we are taking on have higher stakes, involve many more actors who are independent of the state and are difficult to control through government action alone.

Those of us in public administration have to fall back on John Kennedy's memorable words. We enter our profession not because it is easy, but because it is hard. When the going gets tough, it is our business to rise to the challenge. The battering of the public sector from the Great Recession is instructive. As the only port in a terrible economic storm, public sector programs and staff have become more critical for many Americans out of work and out of luck. Once again the public sector has performed its time honored role of saving capital markets from their worst excesses. As they fill the critical gaps in our economy, thousands of public servants themselves must persevere through deep budget cuts, furloughs, and painful program reductions.

The worst of times in fact are the times when we excel, when we rally around our common obligation to promote public values. And fortunately for ASPA, it is a time when our own organization is more appreciated, and necessary, than ever before. Many nonprofit organizations are suffering with large drops in memberships and painful cutbacks in services. Some have had such severe reductions that they have had to cancel their conferences. We at ASPA eyed these trends with some apprehension this year. We were particularly worried about having a national conference in the region of the nation that has suffered most severely from the economic downturn.

Much to our delight, this has not been a down year for ASPA. Our membership has held its own. Our San José conference is on course to meet or exceed attendance records established during better times. We have a lineup of speakers and events that signal we are again the crossroads for the public service. The presence of Paul Volcker, David Walker, John Berry and Norm Mineta reflect that we are viewed as an important audience for national leaders.

The fact that we are also joined by the executive director of the National Governors Association, the president of the National League of Cities, as well as budget and human resource directors of major government agencies tells us our conference will constitute a rich networking experience. The presence of leading academics and practitioners in our field shows that we continue to fly the lonely flag of the pracademic–one of the only destinations welcoming both academics and practitioners under the same roof. This year we supplemented our traditional call for papers with a new call for best practices to more fully engage our practitioners, who still constitute a majority of our membership.

Thanks to dedicated leadership by so many of you, we have made our organization more relevant to our members. This year alone, we have begun several important initiatives

- A Policy Engagement Process, which has already borne fruit through ASPA's involvement with high level federal officials on human resource management issues and a new white paper that will be vetted by our membership during the conference. We in the process of institutionalizing a new process to involve our members in setting our future policy issues agenda. In addition, I testified before the Senate Budget Committee on performance budgeting in my role as ASPA President.
- A new webinar series where we are providing our members with up-to-date presentations of key public administration issues by national leaders in our field.
- A new student representative added to the National Council who will better position us to serve our young members.
- A *PA TIMES* initiative that will gradually move our monthly publication to an online version to provide members with up-to-date information more timely and efficiently.
- Resurrection of a number of dormant chapters–our principal link to many of you who can't participate at the national level.
- The formation of a new nonprofit sector initiative within ASPA to link to this vital segment of our field.
- The development of new collaborative relationships with key organizations in our field, including the National Forum of Black Public Administrators and the Young Government Leaders.
- The expansion of ASPA's engagement with international partners, as reflected in our membership in the International Institute of Administrative Sciences (IIAS).

This is a partial list to be sure. Those of you attending the conference will hear more about our new organizational membership initiative, our new linkage with the certified public managers programs, and emerging relationships with public administrators in Mexico and Korea, among many other nations.

Our continued vitality as an organization reflects the hard work and dedication of people too numerous to mention. Much of our accomplishments bear the strong imprint of our officers. Many of these efforts have a long history. Don Kligner certainly deserves much credit for working tirelessly prior to my term to keep the pressure on to move ASPA forward. And Meredith Newman, our new president, and Erik Bergrud, our president-elect, have been valued partners in all of these activities.

Finally, there is one group that deserves far more recognition than they commonly receive–ASPA's staff. Under the energetic and inspired leadership of Antoinette Samuel, they work tirelessly–and patiently–with all of us to make us look far better than we deserve. They care deeply about ASPA and take the initiative to work proactively with the officers and members to move us forward as an organization. Recently, they have been soldiering on under even more duress, as the staff has had to absorb a furlough to sustain our membership services in difficult economic times. Significantly, they have sacrificed so that our programs and member services could continue to expand. Like all public servants on the firing line these days, they have risen to the challenge. It would be good for all of us to acknowledge their efforts in our own ways at the San José conference this year.

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

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Evergreen Chapter Hosts Successful Women's Programs

From EVERGREEN CHAPTER, pg. 17

Evans School of Public Affairs, University of Washington. Her speech inspired us all to discover our true passions while balancing our personal, community and work life.

Social media was the hot new session topic. Christina Siderius, deputy communications director for new media, Office of Secretary of State, was the presenter. Evaluations said it all with comments like "Christina rocks!" Given only 90 minutes for her session, she covered the complex subject well.

Previous sessions were evaluated by attendees as "excellent–very knowledgeable and relevant." They were:

- "The Community and You." (Presenter: Kibibi Monie, executive director, New Black Arts West Theatre)
- "Smart Women Finish First." (Presenter: Kathleen L. Weber, director, Wealth Management, Morgan Stanley Smith Barney LLC, Bellevue)
- "The Public Administrator as Leader." (Presenter: Ann Daley, executive director, Higher Education Coordinating Board, Washington State).

Special thanks go to Cheryl Simrell King, director, MPA Program, and member of the faculty at TESC, Evergreen State College. Her suggestions included the brochure's on-line poster style and distribution techniques. Thanks to J. Paul Blake, chapter president, for his support and assistance. As chair of the Planning Committee, I know that no one does a program like this alone.

ASPA member Wendy E. Ekern is an Evergreen Chapter board member. Email: ekerng@seattleu.edu

4th Best Practices Conference

The South Florida Chapter of ASPA

Florida Memorial University • Friday, April 23rd, 2010

The South Florida Chapter of the American Society for Public Administration (ASPA) is hosting its Fourth annual Best Practices Conference at Florida Memorial University on Friday April 23rd, 2010. This year's conference theme "PUBLIC SERVICE IN TRANSITION" draws attention to the constantly changing economic environment; both the Public and Private Sectors are experiencing extreme challenges in management, thus underscoring the need for examination and utilization of Best Practices.

A series of breakout sessions that cover the significant areas of operational importance and criterion in the execution of governance will be held throughout the conference. Panels of local and state experts will discuss:

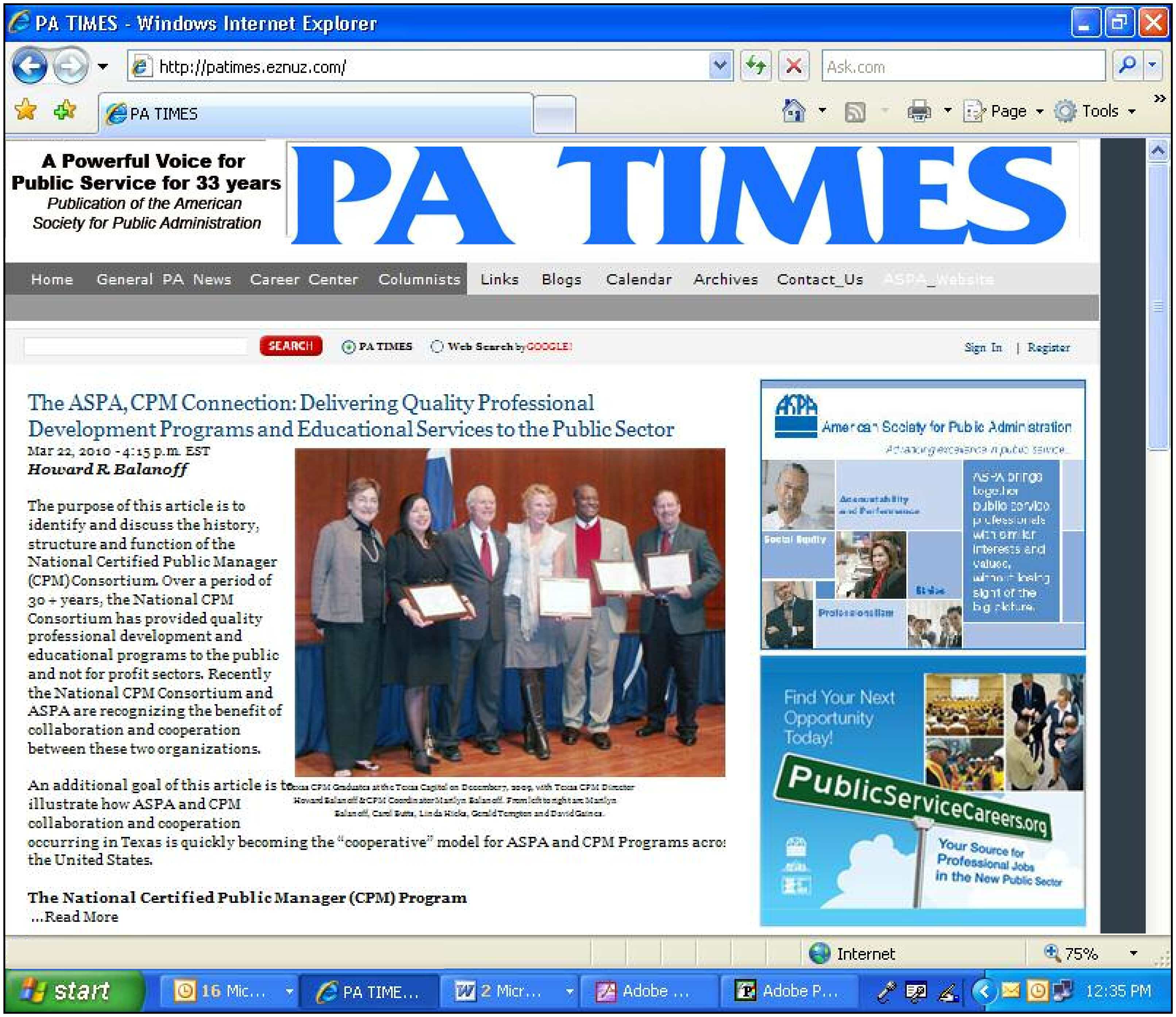
- Decision-Making and Allocation of Scarce Resources,
- Mitigating the Effects of the Economic Downturn,
- Collaboration in Service Delivery,
- Growth Strategies in an Environment of Consolidation,
- Human Capital Nurturing in an Era of Organizational Cutback,
- Innovation and Motivation Strategies,
- How Does Green Generate Green $,
- Leadership Challenges.

WHO: Representatives from municipalities in Miami-Dade and Broward Counties, Mayors of local municipalities, State Representatives, Senior officials of Broward and Miami-Dade Counties

Registration for this conference could be done online at www.aspaonline.org/southfla. The email address is aspasouthfla@yahoo.com. For additional information contact Ms. Roslyn Alic-Batson at 305-375-5658 or 754-581-6242, or aspasouthfla@yahoo.com

http://www.aspaonline.org/southfla/best-practices.html

Coming Soon to a Screen Near You...



PA TIMES Online

Featuring the Latest News in Public Service, More Columnists, ASPA Chapter and Section Highlights, the Ability to Comment on Articles, and Searchable Archives of Recent Issues

First issue launches May 2010!

ASPA in Brief

Registration is Now Open for 2010 ASPA Webinars

Washington, DC–ASPA is proud to announce its 2010 new professional development webinars. The seven 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!

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

ASPA members receive a 50 percent discount off the cost of each webinar. Visit www.aspanet.org for more information.

New Editor of *Public Administration Review* Sought for 2012

Due to term limits specified in ASPA's bylaws, the six-year term of Richard J. Stillman, II as editor-in-chief of ASPA's flagship publication will end in 2011.

The full Request for Proposal is available on ASPA's website (*www.aspanet.org*) and a "bidders' summit" will be held in San José, CA, in April; coincideing with the ASPA Conference.

Do not miss this opportunity to lead a journal that consistently earns a top-three impact factor, renews at an outstanding 97 percent and boasts an international readership that rivals the United States.

Show Your Commitment To Public Service, Give an ASPA Membership!

As we approach that time of year when gift giving is on your mind, why not give an ASPA membership! An ASPA membership is the best way to tell a colleague, new professional, or student how important their professional future is in the field of Public Service. So why not give the gift that keeps on giving…12 months a year? For only $75 (students $50) they'll receive a year's worth of *Public Administration Review* (*PAR*), *PA TIMES* (both online and hard copies), a local chapter membership where networking and volunteer opportunities are available, plus many more benefits! Visit our website at *www.aspanet.org* today and be a part of the change in our society!

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 college 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*.

Benefit Extended for ASPA Members

ASPA members have been receiving complimentary electronic copies of *The Public Manager*–a quarterly journal for practitioners that is dedicated to encouraging professionalism and high performance at all levels of government. The response to this new benefit has been tremendous! We are pleased to announce that your electronic subscription has been extended.

Please remember that if you would like to continue receiving an electronic copy of *The Public Manager* for free, you need to remain a member of ASPA.

Also, your latest free issue of *The Public Manager* is now available. Visit *www.aspanet.org* and log on to the ASPA website to download it in PDF format.

ASPA Book Series Introduces New Publication

ASPA, in partnership with Taylor and Francis Group, are proud to present *The New Face of Government: How Public Managers Are Forging a New Approach to Governance* by David E. McNabb. The latest title in The ASPA Series in Public Administration and Public Policy explores how leaders at the federal, state and local levels are changing the art and practice of government and how public managers are shaping and guiding government's response to the transformation.

Visit *www.crcpress.com* for more information on this book and to order your copy today. ASPA members receive a 15 percent discount on this and other books in the series. Simply enter the promo code 392DP at check out.

Online Benefits Available!

Why wait until your benefits arrive in the mail? Access recent issues of *Public Administration Review* (*PAR*) and *PA TIMES* online.

To access your online publications, visit the ASPA website at *www.aspanet.org*. You will need your ASPA login information, if you are unsure of your user login and password, contact Patricia Yearwood at *pyearwood@aspanet.og* or Jeannie Jeffries *jjeffries@aspanet.org* or (202) 585-4310.

Free Podcasts for Members!

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

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 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 Public. In an important post, a member is seeking successful business ideas and programs for parks that have been implemented throughout the United States.

Public Administration Book Proposals Welcome

The "ASPA Book Series in Public Administration and Public Policy," publishes books that are relevant to ASPA members and practitioners. The ASPA Series is a partnership between ASPA and Taylor & Francis, a leading publisher. So far, six books have been released with another nine in press or in development.

In addition to the ASPA Series, Taylor & Francis publishes a well-established "Public Administration and Public Policy" book series with over 140 titles that broadly bridge theory with practice and can be used in practice or in classroom settings.

We consider single authored, co-authored and edited works. Have an idea? Waiting to write a book? A simple paragraph to Evan Berman, the editor-in-chief of both book series, is sufficient to get the discussion going. Contact him at *evanmberman@gmail.com*.

Possible book topics include: Measuring the Performance of Health Care Organization; Measuring the Performance of Educational Organizations; Productivity Enhancement in Health Organizations Benchmarking; Pension Management; Outsourcing; Debt Management; Employee Performance Appraisal; Affirmative Action; Performance Budgeting; Benefits Administration; Labor-Management Cooperation; Statistical Methods in Public Administration; Effective Management Communication; Media Strategies in Public Administration; Job Analysis; Government Regulation of Business; Organizational Revitalization; Distributed Data Processing; Labor Contract Negotiations; Procurement Management; Economics for Public Administration; Revenue Forecasting; Age Discrimination; Reasonable Accommodation; Strategic Planning; Capital Budgeting; Government Financial Condition; Organization Development; Job Security; Accountability; Government Accounting and Standards; The Auditing Function; Team Development; E-Government

Want to know more? You can see examples of past books at: *www.aspanet.org/scriptcontent/books.cfm* and *www.crcpress.com/ecommerce_product/browse_book_categories.jsf?category=PAD*

We look forward to hearing from you.

If you have an announcement for ASPA in Brief, contact Christine McCrehin at cjewett@aspanet.org.

New ASPA Members

ASPA welcomes the following new members from the months of JANUARY and FEBRUARY 2010.

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

Brenda Buren	Arizona
Kandyce Fernandez	Arizona
Viola Fuentes	Arizona
Christopher Lenzi	Arizona
Michele Roy	Arizona
Tina Voigt	Arizona
Amy Whatley	Arizona
Marrk Callier	At Large Member
Kula A. Francis	At Large Member
Andrew Highsmith	At Large Member
Otis Hollar	At Large Member
Natasha Lightbourne	At Large Member
Jamie Lockman	At Large Member
Yonel Pierre	At Large Member
Kristjan Rahe	At Large Member
Melissa Rollins	At Large Member
Jorge Otero	Bakersfield
Janet Doucette	Bakersfield California
Jorge Otero	Bakersfield California
Fred Bell	Centex
James W. Chesnut	Centex
Stacey A.M. Christopher	Centex
Jane M. Crane	Centex
Essi Eargle	Centex
Tyler Ferguson	Centex
Rosa A. Gandarin	Centex
Jennifer L. Germer	Centex
Brianne Giese	Centex
Susan Higginbotham	Centex
Troy Houtman	Centex
Dennis H. Kleppe, Jr.	Centex
Aline Milam	Centex
Dawn Moers	Centex
Jasper Newton McDonald	Centex
Paula Ramirez	Centex
Amanda Reed	Centex
William J. Spaar	Centex
Brian Suarez	Centex
Lawrence E. Verner	Centex
Dorothy G. Wood	Centex
Lesa Wood	Centex
Abdulaziz Alrashidi	Central California
Samuel Anuakpado, Sr.	Central California
Omar Alawy Baakeel	Central California
Pham Tra	Central California
Stephanie Dazo	Central Florida
Tauheedah Muhammad	Central Florida
Brian Goodnough	Central New York
Melissa Sumpter	Central New York
David Lawrence	Central Ohio
Rebecca Hefner	Central Piedmont
Rick Parker	Central Piedmont
Kristjan Rahe	Central Piedmont
Jessica Tillman	Central Piedmont
Dana Andrews	Chicago Illinois
Carrianne Carallis	Chicago Illinois
Nicholas Crite	Chicago Illinois
Zelma Evans	Chicago Illinois
Preya Nixon	Cleveland State University Affiliate
Eric Vickers	Connecticut
Nina Marem	Detroit Metropolitan Area
Adria Richmond	Detroit Metropolitan Area
Debra Holmes	East Georgia
Napoleon Byars	Eastern North Carolina
Queenie Byars	Eastern North Carolina
Michele Kindlon	Empire State Capital Area
Paul B. Shore	Empire State Capital Area
Kimberlee Archie	Evergreen
Marilyn Brown	Evergreen
Tricia Diamond	Evergreen
Susan Hoffman	Evergreen
Gail Johnson	Evergreen
Shauna M. Lunde	Evergreen
Justin Tull	Evergreen
LeAnne Wiles	Evergreen
Wanda Williams	Evergreen
Robert Harbison	Georgia
Debra Holmes	Georgia
Michael Johnson	Georgia
Deborah Johnson-Blake	Georgia
Christine B. Ledvinka	Georgia
Jennifer Mbanu	Georgia
Kristie Roberts	Georgia
Samuel G. Robinson	Georgia
Paul Rutledge	Georgia
Penelope Schmidt	Georgia
Marcos A. Nichols	Greater Cincinnati
Keren Lowenstein	Greater Kansas City
Vanessa Williams	Greater Kansas City
Brian Goodnough	Greater Rochester
Marjorie Lawlor	Greater Rochester
Salvatore D'Angelo, III	Gulf Coast
Christine Bullard	Hampton Roads
Gail Johnson	Hampton Roads
Arkesha Moses	Hampton Roads
Jorge Otero	Hampton Roads
Jose Rivas, Jr.	Hampton Roads
Susan Wood	Hampton Roads
Stephanie Russell	Houston Area
Cathryn Mierek	Hudson Valley
Nyasha Guramatunhu-Cooper	Inland Northwest
Partha Banerjee	Intl Electronic Chapter
Bhartendra Singh Baswan	Intl Electronic Chapter
Khaled Fayez Bazeed	Intl Electronic Chapter
Rajeev Mathur	Intl Electronic Chapter
Santosh Mehrotra	Intl Electronic Chapter
Mary Morales	Intl Electronic Chapter
Rajiv Sharma, IAS	Intl Electronic Chapter
Eran Vigoda-Gadot	Intl Electronic Chapter
Erin Mullenix	Iowa Capital
Daniel Royer	Iowa Capital
Corey Watt	Iowa Capital
Dina Berg	Los Angeles Metro Area
Brad Brusavich	Los Angeles Metro Area
Toni Childers	Los Angeles Metro Area
Nicole Crigler	Los Angeles Metro Area
Jewel Iheanacho	Los Angeles Metro Area
Mary Morales	Los Angeles Metro Area
Alyssa Newton	Los Angeles Metro Area
Chinelo Oyakhilome	Los Angeles Metro Area
Elaine Palaiologos	Los Angeles Metro Area
Casey Paxton	Los Angeles Metro Area
Charlene Robinson	Los Angeles Metro Area
Elizabeth Saragosa	Los Angeles Metro Area
Autumn F. Stewart-Luckey	Los Angeles Metro Area
Michelle Tse	Los Angeles Metro Area
Pablo Ubago	Los Angeles Metro Area
Barbara Watts	Los Angeles Metro Area
Catherine Dearborn	Louisiana
Jessica Meehan	Louisiana
Amy Ballard	Lowcountry
Barbara Moran	Lower Hudson Valley
Zelika Compaore	Maryland
Victoria Garcia	Maryland
Brian Goodnough	Maryland
Renee M. Hawkins-Presha	Maryland
Penny Kriesch	Maryland
Willingham Krystal	Maryland
Jeremy S. Lawson	Maryland
Apriel Nicole Owens	Maryland
Marsha Schertzer	Maryland
Anna C. Schneider	Maryland
Deborah R. Scruggs	Maryland
Christine Wallace	Maryland
Michael Wilson	Maryland
Christina Yancey	Maryland
Jacqueline Dorfman	Massachusetts
Judith Herzberg	Massachusetts
Daniel Wilczynski	Massachusetts

See NEW MEMBERS, pg. 26

Chapter News

Partnerships Play Key Role in Los Angeles Metropolitan Chapter's Membership Growth and Development

Los Angeles–The Los Angeles Metropolitan ASPA Chapter is the second largest in the United States. Serving a large geographical area with a diverse population provides us with both opportunities and challenges. Investing in the professional and personal growth of our members is a priority. Our leadership is committed to providing local, timely, interesting and relevant programming.

Many of our members belong to several professional organizations. In an effort to reduce competition for attendance and duplication of efforts to inform our members on current topics of interest, the Los Angeles Metropolitan Chapter reached out to other ASPA chapters and other local organizations to partner on scheduling events.

Funding limitations do not have to be a constraint in providing quality programming that meet members' needs. Sharing calendars has provided all organizations an opportunity to grow event attendance and membership through additional exposures.

The last two years have marked a record-setting number of events without sacrificing quality. This was only possible though partnerships with ASPA's Sacramento Chapter, California-Inter-City/County Management Association, Federal Executive Board, US Department of Labor, Municipal Managers Association of Southern California, Municipal Managers Association of Northern California, Women Leading Government, CSM Financial Officers, University of Southern California, California State University, Dominguez Hills, and California State University, Fullerton.

Our flourishing partnership with the Sacramento ASPA Chapter has provided our members with webinar broadcasts that provide in-depth information on issues affecting public administration at a state level.

The benefits are especially evident in the caliber of speakers featured in these shared events.

These partnerships allowed us to offer diverse programming spread over a large geographic area. Our membership was given webinar and conference call programming in addition to live events in Los Angeles, Santa Monica, Burbank, Santa Anita, Monterey Park, Dominguez Hills, Long Beach, Fullerton, San José and Sacramento. In ten months the chapter offered the following types of events:

- Current Topics of Interest: 6
- Professional Development Events: 10
- Professional Development Training Seminars: 9
- Social-Network Development and Recruitment Events: 7

We have been pleased at the balance of experienced public administration practitioners, young professionals, academics, and students attending our events. This balance could not have been possible without our partners in academia. Their access to students and their needs guided the programming committee in selecting senior members to host events on topics of interest. The introductions made at these events often lead to recruitments, mentoring, and collaboration.

This year, considering the serious financial situations our local governments/institutions are facing juxtaposed with the need to continue to maintain a steady flow of talent in the pipeline, the LA Metro Chapter Board is preparing to launch the Public Administration Intern Resource (PAIR). Student ASPA members will be able to gain internship experience and academic credit, while host organizations have the opportunity to develop young leaders, gain fresh insight on projects, and establish avenues to acquire and maintain interns.

Opportunities for partnerships and collaborations are everywhere. Brainstorm a list or resources/relationships at your next Board retreat. You'll be surprised at the connections for potential partnerships that exist right in front of you.

If you are interested in attending an upcoming LA Metro event, please see our Calendar tab at *www.aspaonline.org/lametro*. We recommend our cornerstone event: the Annual Awards Banquet scheduled for May 13, 2010.

LA Metro would like to once again thank our partners!

Submitted by the LA Metro 2010-11 Board Members.

Halachmi Selected as Distinguished Fulbright Professor

ASPA member Arie Halachmi was selected as the 2010/2011 Distinguished Fulbright Professor at Linz University, Austria. Halachmi is also the recipient of the 2010 Paul Van Riper Award of ASPA which recognizes significant contributions to the research and practice of public management. He is the author/editor of 15 books and more than two hundred scholarly articles. He has received many scholarly and public service awards. Some of his publications have been translated to one or more of 10 languages. Halachmi teaches public management and advises officials at all levels of government around the world.

Chapter News

Hampton Roads Chapter Hosts Annual Symposium

Keynote speaker, Leslie Fuentes, director of information technology for the city of Hampton spoke on the success of technological efforts to enhance citizen participation and, ultimately, public services.

Pamela Gibson

The Hampton Roads Chapter of ASPA held an extremely successful annual symposium on March 19, 2010 in Virginia Beach. The gathering of over 60 professionals included representation from five universities, four regional cities and two non-profit organizations.

This year's theme, "Rethinking Governance: Changing Roles, Operations and Organizations," was well captured in the nine breakout sessions and lunch program in this half day affair. The sessions included the collaborative efforts to address community problems by the City of Norfolk Bureau of Community Outreach and Office to End Homelessness as well as the nonprofit organizations Smart Beginnings and the Hampton Roads Center for Civic Engagement.

Senior management for the Cities of Virginia Beach and Hampton spoke to the fiscal challenges facing localities. Faculty and students of Troy University, Old Dominion University, Regent University, Virginia Wesleyan University and the University of Virginia presented a wealth of research. Their studies included creating effective networks and multi-sector partnerships; assessing the impact of federal regulation; improving organizational effectiveness; strengthening public service values; meeting the challenges of leadership; and, formulating innovative measures in maritime security and emergency response teams.

The keynote speaker, Leslie Fuentes, director of information technology for the city of Hampton provided an engaging presentation on the success of technological efforts to enhance citizen participation and, ultimately, public services.

The symposium chair and past president of the Hampton Roads Chapter, John Dunning, put together a truly collaborative effort that reflects the powerful success of integrating the work of academics and practitioners, public and nonprofit organizations to meet the ever increasing demands of public service. More information about the symposium and other upcoming events can be found at *www.aspahr.org*.

ASPA member Pamela A. Gibson is at Troy University. Email: pagibson@troy.edu

Catch Obama Performance Revolution Online

From KAMENSKY, pg. 11

the old-style accountability system "drives out the quest for results." The Obama Administration seems to have taken this to heart and is trying to change the governance system, at least in the executive branch.

The first step was to redefine roles of some key officials. Obama's presidential campaign committed to creating three new positions: a chief performance officer, a chief technology officer, and a chief information officer. He also appointed a series of high-level coordinators for key initiatives–health care reform, the financial crisis, implementation of the Recovery Act, improving food safety, and more. In fact, he has been criticized for appointing too many "czars." But by doing so, he was trying to address the inability to get things done in the traditional agency-and-program approach to governance. Kettl says "this is a revolutionary in-scale move to maneuver past the permanent bureaucracy."

However, these may only be the first steps in redefining governance. The Obama budget also praises the use of CompStat meetings in state and local governments. These are frequently scheduled, goal-focused, data-driven meetings that use statistics to solve problems.

But how do you ensure accountability under this new approach? This is linked to a second major set of initiatives, Obama's "transparency and open government" efforts.

Advocating Radical Transparency in Data. President Obama's commitment to "radical transparency" goes far beyond approving more Freedom of Information Act requests. It involves sharing massive amounts of raw, machine-readable data on-line. For example, agencies have been asked to post "high value data sets" on the internet on the Data.Gov website. So far, people are downloading, re-using, and interpreting more than 170,000 available data sets.

The Recovery Act is another example of radical transparency of both spending and performance data. Recipients of Recovery Act funds–over $300 billion–are required to submit quarterly reports on spending, progress, and results. Over 160,000 entities–states, localities, non-profits, and for-profits–are reporting via this new system. Anecdotal evidence suggests that these new reporting requirements are creating a demand among citizens for similar reporting of other funds, and organizations are beginning to use the Recovery Act data collection requirements to monitor their own performance progress.

Using Social Media to Promote Participation and Collaboration. The new Chief Technology and Chief Information Officers are actively promoting the use of technology as a way of increasing citizen and employee participation in getting insights and results.

Citizens are being invited to comment on government proposals, such as new regulations, at an earlier stage in the process. They are also being invited to offer ideas for improving agency operations, as well. For example, citizens were invited to provide insights for the Department of Homeland Security's quadrennial review and to interact with people from other countries in framing priorities for U.S. foreign aid.

Inside the government, the Administration is expanding pilot programs that offer incentives and prizes for innovation. For example, last year OMB hosted a contest to find ways to save money. Over 38,000 ideas were submitted and the winner had the honor of presenting her idea directly to the President. In addition, the budget commits to creating a governmentwide on-line "platform" to allow employees to collaborate more readily across agency boundaries.

What Are the Implications for the Performance Movement? Obama's evolving "performance revolution" has a series of potential implications for those interested in performance management. When taken together, these various initiatives could significantly change the performance measurement and reporting world.

First, the shift from a traditional performance model organized around agencies and programs–to one premised on a series of services and results–will likely result in different executive and legislative branch roles and relationships. In addition to "czars" around cross-cutting outcomes, this could include institutional changes, such as a congressional "performance resolution" setting goals for cross-cutting outcomes, such as climate change, rather than the traditional approach where dozens of congressional committees independently set their own sub-goals for executive agencies to act upon.

Second, changes in institutional structures will likely lead to changes in accountability structures. Again, this could occur in both the executive and legislative branches. For example, agencies may move away from standardized, static performance measures being reported annually–such as the current Performance and Accountability Reports–to near-real-time, unanalyzed performance information being available to both government employees and the public. This will unsettle both politicians as well as senior career leaders!

Finally, this has the potential to change the role of citizens, where they have the opportunity to become far more involved in defining accountability, developing solutions, and analyzing data via ever-evolving social media tools. Government analysts won't be able to control the data and analysis, and they will have competition in creating meaningful and actionable knowledge from the data. Again, an unsettling prospect in many agencies.

So these are exciting times in the performance world and, to paraphrase a saying from the 1960s, the Obama Performance Revolution will not be televised, but you can catch it online!

ASPA member John M. Kamensky is a senior fellow with the IBM Center for The Business of Government. He is also an associate partner with IBM Global Business Services and a fellow of the National Academy for Public Administration. Email: john.kamensky@us.ibm.com.

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Ann M. Christman	Michigan Capital
Kevin Corder	Michigan Capital
Regina Crudup	Michigan Capital
Diontrae Hayes	Michigan Capital
Karen Welsh	Michigan Capital
David Winder	Michigan Capital
Elizabeth Jones	Minnesota
Gloria Billingsley	Mississippi
Yolanda J. Cook	Mississippi
Jeremiah D. Liddell	Mississippi
Lewis Liddell, Sr.	Mississippi
Avrell L. Stokes	Mississippi
Wendy Bryson	Montgomery Area
Amy Ballard	National Capital Area
Jose Mauricio Castro	National Capital Area
Adria Crutchfield	National Capital Area
Dylan Davis	National Capital Area
Paul Galonsky	National Capital Area
Brian Goodnough	National Capital Area
Stephanie Jadotte	National Capital Area
Eunice Maize	National Capital Area
Charlene Robinson	National Capital Area
Ruby L. Smith	National Capital Area
Christina Yancey	National Capital Area
Noah Ginter	New Jersey
Michael C. Illuzzi	New Jersey
Barbara Moran	New Jersey
Cynthia Mason	New Mexico
Matthew Pahl	New Mexico
George Chang	New York Metropolitan
McLawrence A. David	New York Metropolitan
John De Libero	New York Metropolitan
Lisbeth Dominguez	New York Metropolitan
Aubrey Featherstone	New York Metropolitan
Michael C. Illuzzi	New York Metropolitan
Nina Marem	New York Metropolitan
Louise McLoughlin	New York Metropolitan
Gita Mednik	New York Metropolitan
Louis Molina	New York Metropolitan
Barbara Moran	New York Metropolitan
Evita Q. Sison-Torre, M.D.	New York Metropolitan
Andrew Stutman	New York Metropolitan
Ana M. Ventura	New York Metropolitan
Kimberly Sampson	North Florida
Michael Wessel	North Florida
Gina E. Buchanan	North Texas
Kenneth Jacobs, Jr.	North Texas
Brandi Lea	North Texas
Martin Phillips	North Texas
Scott Kornegay	Northeast Florida
Kula A. Francis	Northeast Ohio Regional
Monique Harris	Northeast Ohio Regional
David Lawrence	Northeast Ohio Regional
Christine B. Ledvinka	Northeast Ohio Regional
Dawn Lee	Northeast Ohio Regional
Chris Opoku -Agyeman	Northeast Ohio Regional
Luis Antilus	Northern New Jersey
Kris Cheung	Northern New Jersey
Delon T. Dorset	Northern New Jersey
Michael C. Illuzzi	Northern New Jersey
Soojin Kim	Northern New Jersey
Lauren B. Mullins	Northern New Jersey
Daniel J. Pizzani	Northern New Jersey
Shemaj Ragin	Northern New Jersey
Karina Saldivar	Northern New Jersey
Charles M. Stieber	Northern New Jersey
Rusi Sun	Northern New Jersey
Amy Ballard	Northern Virginia
Amy Ballard	Northern Virginia
Sarah Lieu	Northern Virginia
Dawn Lee	Northwest Ohio
Sylvva JoAnna Stevenson	Oklahoma
George M. Peña	Orange County
Erin Rose O'Neil Alexander	Oregon/SW Washington
Will Bauscher	Oregon/SW Washington
Gail Johnson	Oregon/SW Washington
David Snider	Oregon/SW Washington
Anna R. Wuitschick	Oregon/SW Washington
Stephanie C. Peters	Philadelphia Area
Jessica Sattizahn	Philadelphia Area
Rawls Howard, III	Piedmont Triad
Lori Kramer	Piedmont Triad
Charles Harrington, Jr.	Pittsburgh Area
Shayla Akins	Research Triangle
Amy Ballard	Research Triangle
Kemp Burdette	Research Triangle
Shamir Faison	Research Triangle
Charles Harrington, Jr.	Research Triangle
Meghan Lewis	Research Triangle
Adrienne McTigue	Research Triangle
Carol Page	Research Triangle
Hollyene C. Turner	Research Triangle
Chris Williams	Research Triangle
Daniel Crain	Rio Grande/Rio Bravo Valley
Judy Davila	Rio Grande/Rio Bravo Valley
Maria Hernandez	Rio Grande/Rio Bravo Valley
Ryan J. Pistochini	Sacramento California
Bryanna Williams	Sacramento California
Mashan Wolfe	Sacramento California
Peter Wright	Sacramento California
Ray Patchett	San Diego
Brenda Buren	San Francisco Bay Area
Adam Crenshaw	San Francisco Bay Area
Anthony Farenga	San Francisco Bay Area
Tiauna George	San Francisco Bay Area
Mohammed Hadeed	San Francisco Bay Area
Edward Henderson	San Francisco Bay Area
Marie I. Ibanez	San Francisco Bay Area
Meryl Klein	San Francisco Bay Area
Anna Lee	San Francisco Bay Area
Abbie Maggied	San Francisco Bay Area
Frank Malifrando	San Francisco Bay Area
Lesley Miller	San Francisco Bay Area
Katherine Williamson Padilla	San Francisco Bay Area
Richard Price	San Francisco Bay Area
Kyle Salwasser	San Francisco Bay Area
Abenet Taye	San Francisco Bay Area
Leslie C. Werosh	San Francisco Bay Area
Bryanna Williams	San Francisco Bay Area
Michaela Williams	San Francisco Bay Area
Shawn Witaschek	San Francisco Bay Area
Karl Reasoner	Siouxland SD
Amy Ballard	South Carolina
Shannon Estenoz	South Florida
Jerry Estrada	South Florida
Emmanuel Lafalaise	South Florida
Sergio Rivas	South Florida
A. Dexter Samuels	South Florida
Janet Sardina	South Florida
Paul D. Maple	South Texas
Carnetta Preyer	South Texas
Stephen B. Springer	South Texas
Amy Ballard	Southeastern North Carolina
Ryan Wetherington	Southeastern North Carolina
Eric Silverberg	Southern Arizona
Chayla Washington	Southern Illinois
Marion Biron	Southern Nevada
James C. Gerren	Southern Nevada
Jason Criner, II	Southwest Virginia
Donald Stolberg	St. Louis Metropolitan
Kathleen Fisher	Suncoast
Julie Griswold	Suncoast
Piot D. Bol	Tennessee
Cecilia Crenshaw	Tennessee
Keith Ferguson	Tennessee
Kinisha Floyd	Tennessee
Alicia Hannah	Tennessee
A. Dexter Samuels	Tennessee
Mark Travis	Tennessee
Stephanie Dazo	University of Central Florida
Daniel Stephens	University of Central Florida
Matthew Pahl	USC Los Angeles Affiliate
Kara Glaubitz	Utah
Amy Ballard	Virginia
Jason Criner, II	Virginia
Cynthia S. Linkenhoker	Virginia
Solva Mwema	Virginia
Cynthia Schroeder	Virginia
David Lawrence	Walden University Affiliate
Brian Jay Bruce	West Michigan
Amy Ballard	Western North Carolina

Commentary

Workforce Challenges within the Public Library Sector: Recruitment, Retention and Diversity

Tamera Hanken

Libraries, as organizational members of the public sector, face a staffing crisis in the areas of recruitment, retention, and diversity. Factors affecting the supply and demand of librarians parallel those affecting the public sector: a competition with the private sector for better salaries, an aging workforce and an increasingly multi-cultural and ethnically diverse labor pool and citizenry.

Libraries, however, have the added distinction of a workforce that is even older and less diverse than the public sector workforce. Reviewed here are the impacts of two high profile efforts to recruit a library workforce that is qualified and reflects the diversity of the citizens served and suggests that strategies of incorporation, or recruiting from within, might be a more effective method of resolving the current workforce crisis.

In the article, "The Graying of the Library Profession," published in Searcher in 2002, author Rebecca Lenzini predicted that by 2009, 25 percent of the U.S. workforce will be 65 years old and by 2019, 58 percent of the workforce will reach 65 years. Comparatively, according to Stanley Wilder of the University of Rochester Libraries, 63 percent of librarians are over 45 years versus 39 years old in other professions; 12 percent of librarians are between the ages of 25 and 34 versus 25 percent in other professions.

Compounding the problem of an aging workforce, according to Ashley E. Bonnette in her article, "Mentoring Minority Librarians up the Career Ladder," published in 2004 by *Library Administration & Management*, is a lack of multi-cultural or diverse librarians in the existing workforce to reflect the rapidly changing U.S. demographics. By 2050, half of the U.S. population will be made up of ethnic minorities. A comparison of 1990 census data with 2000 data finds that minority populations have increased significantly: Latinos increased 57 percent; African Americans increased 16.2 percent; Native Americans up by 15.3 percent; and, Asian/Pacific Islanders up by 60.9 percent.

In 2005, Denise Davis, director of the American Library Association's (ALA) Office for Research and Statistics, compiled the results of a membership survey regarding ALA's membership demographics, in her article, "Get Out the Hair Dye-We Really are Aging," published by *American Libraries*. She found that 75 percent of the members are women; 87 percent are white; 4 percent are African American; 58 percent were born between 1940 and 1959; 36 percent were born between 1960 and 1975.

The authors, Sonia Ospira and James O'Sullivan remark in their essay, "Working together: Meeting the Challenges of Workforce Diversity" published in *Public Personnel Administration: Problems and Prospects*, that if organizations hope to remain competitive they must successfully address internal and external pressures, from laws and regulations to perceptions of employees and clients, to make diversity the norm. The most effective organizations will strive to have their workforce reflect the demographics of the community or clients served and implement the policies that will recruit and retain employees from diverse backgrounds.

The two most high profile recruitment strategies to recruit a capable and diverse workforce within the library profession began nearly ten years ago. In 2002, Laura Bush announced a multi-million dollar initiative to recruit and train the next generation of librarians using Institute of Museum and Library Services (IMLS) funding. Since 2003 the Laura Bush 21st Century Librarian Program has awarded over $100 million dollars to fund 3,220 master's degrees, 186 doctoral degrees, 1,256 pre-professional programs, and 26,186 continuing education events. The focus of the award changes from year to year but the intention of the initiative is to increase the number of librarians and increase the diversity of librarians within the workforce.

The Spectrum Scholarship Program is the second largest recruitment strategy, established by ALA in 1999. To date, the Spectrum Scholarship Program provides fifty $5,000.00 scholarships annually with 415 scholarships awarded by the end of 2006. The stated mission of the Program is to "improve service at the local level through the development of a representative workforce that reflects the communities served by all libraries in the new millennium," according to Amy Stone, in her article, "Spectrum Turns 10" published in 2007 by *American Libraries*.

The efforts of the library profession to recruit a workforce of qualified and diverse librarians is impressive but given the Spectrum Scholarship Program, as an example, 415 scholarships awarded to minority candidates in 7 years time is a drop in the bucket compared to the overall growth of the minority citizenry, or labor pool, in the United States.

Bonnette noted that the real problem facing minority librarians is not discrimination at the hiring stage but in retention and promotion after hire. And, if by 2050 half of the U.S. population will be made up of ethnic minorities, the library profession must establish methods and programs to ensure that the future workforce, at all levels, represents the populations the library expects to serve.

Recent research demonstrates that the establishment of mentoring programs in all professions, including the library profession, is the most significant positive factor contributing to retention and promotion, and long-term success of the organization. Mentoring, according to Bonnette, is the most effective tool for career development for minorities. Ronald Edwards, in his presentation, "Recruiting More Minorities to the Library Profession: Responding to the Need for Diversity," ACRL Ninth National Conference, suggests that mentoring is cited as the "most critical factor in influencing minority librarians to initially pursue their library careers." He maintains that mentoring instills confidence and provides motivation.

Libraries, however, have the added distinction of a workforce that is even older and less diverse than the public sector workforce.

The authors, Adkins and Hussey, in their article, "Unintentional Recruiting for Diversity" published in 2005 by *Public Libraries* conducted three research projects between 2001 and 2002 that consisted of interviewing Latina and Native American librarians and library students to discover ways in which librarians unintentionally recruit students of color to the profession.

Typical methods of recruiting involve marketing strategies, scholarships, and mentoring programs. Adkins and Hussey argue that for students of color, while scholarships help, the motivating factors for pursuing a career in libraries include their perception of libraries and librarians. Did they personally know a librarian, receive personal attention from a librarian, were they comfortable in the library environment, and were their diverse research and entertainment needs met with respect.

Adkins & Hussey also recommend that librarians keep the following in mind: While most students drawn to the profession personally knew a librarian, students of color may not have this opportunity. Comfort levels and positive library experiences is key for all potential recruits, including students of color, these experiences can range from childhood visits to the public library to work-study positions at the college level. Students of color view the profession as one that provides service to others and respect for others, given this, it is important for librarians to foster a comfortable and accepting environment.

Tamera Hanken is director of technical services, UNLV Libraries. Email: Tamera.Hanken@UNLV.edu

CAREER CENTER

New Foundation Will Encourage Federal Government Service, Foreign Policy Careers

Washington, DC–Faced with daunting domestic and global challenges and the looming retirement of tens of thousands of experienced federal employees, Washington received welcome news today from a new and unique nonprofit foundation whose sole mission will be to inspire, encourage and assist talented college graduate students to pursue careers in federal government service.

The Robertson Foundation for Government (RFG) will invest several million dollars annually in this effort, a spokesman said, providing funding for scholarships, graduate fellowships, mid-career training programs, and other initiatives to address the talent needs of the federal government. Special emphasis will be given to those areas of government involved in foreign affairs and international relations.

To help the family foundation begin immediately to assess how it can best meet the talent needs of the foreign policy and national security communities, Foundation Chairman William S. Robertson named Timothy "Bo" Kemper, a senior executive with extensive higher education, family foundation and non-profit experience, as Executive Director of the new foundation.

He also announced that former National Security Advisor, General Brent Scowcroft, and former two-term U.S. Senator and Governor of Virginia Charles S. ("Chuck") Robb had agreed to serve on the foundation's Advisory Board. Other advisory board members will include Dr. John Palmer, university professor and dean emeritus of the Maxwell School at Syracuse University, America's top-ranked graduate school of public affairs, and an authority on U.S. Government budget policy, and author and New York University Professor Paul Light, an expert on human resource issues in the federal government.

"In these complicated times, the United States needs the nation's best minds serving in positions throughout the federal government," said General Scowcroft.

Senator Chuck Robb added, "Our government needs to compete actively for the ablest young men and women in the country, particularly in the field of international affairs. The Robertson Foundation for Government will be dedicated to assisting in the identification, encouragement, and recognition of the best of the best, to help the international affairs community meet this need."

The new foundation was established by the family of the late Charles and Marie Robertson from the proceeds of a legal settlement with Princeton University, which had benefited from a 1961 gift from Mr. and Mrs. Robertson.

RFG Chairman William Robertson said the new Robertson Foundation for Government would adhere closely to the mission envisioned by his mother and father when they gave their original gift: To "strengthen the Government of the United States and increase its ability and determination to defend and extend freedom throughout the world by improving the facilities for the training and education of men and women for government service," with a particular emphasis on international relations and foreign affairs.

"We have been given a wonderful opportunity to give new life to our parents' dream," he said. "The Robertson Foundation for Government hopes to work with institutions of higher learning all across the country, with the federal Office of Personnel Management, with executives from all of the departments and agencies of government concerned with international affairs, and with like-minded organizations to ensure that a steady flow of exceptionally talented and motivated men and women accept the challenge of public service in the 21st century and make the federal government their career choice."

"The government's talent needs are wide and deep. While it may be natural to think of the State Department and the U.S. Foreign Service when you mention foreign-policy careers," he said, "today's interconnected world requires a variety of experts in international affairs." In addition to State, other government agencies with such interests, he said, include the uniformed military services, the Agency for International Development, the Congressional Research Service, the Congress itself, the Departments of Agriculture, Commerce, Defense and Homeland Security, the International Trade Administration, and the CIA, among others.

Robertson said that "there are talented students and faculty members on college campuses everywhere in the United States. And with no disrespect to the Ivys, we intend to seek the best and the brightest wherever they might be."

The new foundation, he said, will be governed by a board of directors consisting of six family members. The distinguished advisory board will provide advice and counsel to the directors and staff.

Individuals and organizations interested in program details can find them at http://www.rffg.org.

Online Government Job and Internship Resources

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

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

Federal Job Information–
www.makingthedifference.org

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

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

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

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

FYI

New Penn State MPA Degree Opens this Fall

University Park, PA–The federal government expects to hire as many as 273,000 new workers through 2012 to replace retiring baby boomers, according to the Partnership for Public Service. Many of the jobs in medical and public health, security and protection, compliance and enforcement, legal, and administration and program management will require advanced education.

State and local governments will face similar challenges in an increasingly competitive labor market. Penn State's new online MPA degree is designed to enable more professionals in government and nonprofit organizations to acquire the knowledge and skills they need by learning online.

For application information, visit: www.worldcampus.psu.edu/MasterofPublicAdministration?CID=NEW27213

ASU Announces Bachelor of Science in Public Service & Public Policy

ASU's School of Public Affairs now offers Arizona's first professional undergraduate degree program in public service and public policy.

The Bachelor of Science in Public Service and Public Policy is designed to create strong leaders in the public and nonprofit sectors through comprehensive coverage of topics in public policy, public leadership and management, and urban studies.

Students will examine the challenges of managing and leading a public organization, the process of policy development, and the purpose and direction of the public sector. Graduates will be prepared for professional careers in public service or admission to graduate programs in public administration, public policy, law, or other public service and policy-oriented fields.

Choose from three in-demand concentration areas: Public Policy, Public Leadership and Management, Urban Studies

Evening courses and online options are available. To learn more, visit http://spa.asu.edu/explore.htm or contact Dena Frei at 602-496-0411 or dena.frei@asu.edu.

Public Service Recognition Week, May 3-9, 2010

Celebrated since 1985, Public Service Recognition Week (PSRW) is a nationwide public education campaign honoring the men and women who serve our nation as federal, state, county and local government employees and ensure that our government is the best in the world. Each year, the President and Congress designate the first full week of May as PSRW and activities are held nationwide and around the world in celebration of public employees who put service above self.

2010 National Mall Events Calendar

Civilian and Military Public Service Exhibitions
Thursday, May 6 / Friday, May 7 / Saturday, May 8, 10:00am-5:00pm

Students Day
Friday, May 7, 10:00am-5:00pm

Opportunities in Government
Saturday, May 8, 10:00am-5:00pm

Featuring agency human resources representatives discussing current job opportunities, what qualities they're looking for in candidates and what it's like working at their agency.

Military Public Service Exhibitions
Sunday, May 9

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

J. Paul Blake

During his 2009 presidential campaign Barack Obama said he wanted government to be "cool again." Whether or not government is, in fact, cool, is certainly a personal opinion.

However, if the level of interest in public service is any indication, I'd suggest evidence exists that supports a conclusion that government is "cool."

All indications are that college graduates, high school students and adults seeking new employment opportunities, view government or public service work as an attractive career alternative.

College admissions officers are reporting a clear trend toward enrollment in government and public service courses. Fewer and fewer students, according to admissions officials, are seeking careers on Wall Street. This change in student's interest may be attributed to the debacle in the financial markets, as well as the president's comments.

A *Seattle Times* editorial stated, "The energy and ideas of young people eager to help in social services, health care, energy and climate change will benefit communities."

In any event, with more and more students choosing government or public service academic programs, the competition for classroom seats, internships and attractive full-time positions continues to grow.

In this environment, a key question for anyone seeking a government or public service career is how can I stand out from the crowd?

Whether you're a recent grad, a young professional with limited experience or a seasoned pro, keep in mind that your career is your responsibility and yours alone.

Beyond the usual "tips" for planning your career including be a life-long learner, be prepared, find a mentor, have a vision and so on, I suggest having a good attitude is critical to creating a successful career.

Winston Churchill reportedly said, "Attitude is a little thing that makes a big difference."

Too often, people, unknowingly in some case, carry poor attitudes into the workplace. Constant griping, unwillingness to help a colleague, disparaging fellow employees are all manifestations of a poor workplace attitude which can, ultimately, bring your career to a grinding halt.

On the other hand, a positive attitude, a spirit of collaboration and a willingness to step up to help a fellow employee in need, can establish you as a valued employee.

"The greatest discovery of my generation is that a human being can alter his life by altering his attitudes," wrote William James, philosopher and psychologist.

Suggestions and guidelines for developing a positive attitude unlimited. My suggestions include:

- Live a life of integrity
- Be thoughtful in the choices you make
- Be flexible and open to change
- Believe in and understand you abilities as well as your limitations
- Be persistent
- Do what you say, say what you mean
- Be clear about what success means to you
- Develop steady habits and practices
- Join a professional organization, like ASPA

It's been written that Aristotle reportedly said "We are what we repeatedly do. Excellence, then, is not an act, but a habit."

Wise words indeed.

ASPA member J. Paul Blake is president of the Evergreen Chapter and incoming District V Representative to the ASPA National Council. He is also director of community relations, Seattle Public Utilities. Email: JPaul.Blake@seattle.gov

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

Keep Your Power

Robert Wilson

"Baby Bobby! Baby Bobby!" The words stung and Mike knew it - he could read it in my face.

"Sticks and stones may break my bones, but names will never hurt me!" I yelled back.

Mike just laughed; he knew I didn't believe it. Bolstered by figuring out how to push my buttons, he continued to torment me as I walked home from school.

"Baby Bobby! Baby Bobby!"

The charge had an element of truth because I had cried several times in first grade, but I was now in fifth grade and had long outgrown my fear of school. I recalled the menacing teacher who pounded her paddle on our desks and threatened to spank us if we kept talking in class. She made several kids cry, but I was the one who got the reputation. It wasn't fair, but four years later I was still ashamed of my crying and Mike knew it. He continued the harassment.

"Baby Bobby! Baby Bobby!"

"Those are fighting words," I threatened.

He stuck his face right in mine and stated deliberately, "Baby... Bobby!"

I punched him in the nose, and suddenly he was the one crying. I had to fight several more boys that year before the name-calling stopped. It was not the solution I wanted, but it worked. It took me years to learn that the problem was mine; that I was giving away my power every time I reacted to taunting and teasing. And, it's a problem that doesn't go away with childhood.

Insecure adults wanting to feel superior will seek out your weaknesses and attempt to make you feel bad. Several years ago, I was invited to speak on Creative Thinking in Business to a civic club luncheon. During the meal, a man at my table sneered, "Sooo, you're a motivational speaker. Well, motivate me!" His tone of voice said it all–the only difference between him and a school yard bully was the accompanying, "Na Na Na Na Nah."

I was shocked by the unprofessionalism, and thought, "I'm getting heckled, and I'm not even on stage yet." So, I laughed and said, "Dude, nobody can motivate you, but you."

He shocked me a second time by apologizing after my presentation. He explained that the club had a new speaker each week who tried to sell something, and that most of them were boring. To his surprise, he said he found my presentation entertaining and motivating.

If we give in to bullies, they can rob us of our confidence and our motivation. Lately, I've worked with my children on how to not give their power away when kids assault them verbally. "Laugh it off," I tell them, "even if the words hurt. Fake it if you have to; the trick is to fool them into thinking it doesn't bother you."

My friend Rob Maxwell uses what he calls Verbal Judo to fend off words that hit like a fist. "In some martial arts," he explains, "you don't meet force with force. Instead, you take your opponent's thrust and redirect it away from you. Often their own energy works against them."

As an example, he told me of a college friend who was teasing him about losing his hair. Rob replied, "It's true John, I am losing my hair, but you were always the handsome one."

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.

Obituaries

Carol Jules Gandy, 74

Carol passed away on January 25, 2010 and her celebration of life will be on Sunday, March 7 in Laguna Woods Village, California. Carol earned her Bachelors Degree and Masters Degree in Public Administration from Cal State Fullerton and later taught at Cal State Long Beach. She started her public service career with the City of Westminster and soon moved on to Orange County, where she was named the first woman to serve as Chief of Staff to a member of the Board of Supervisors. From there she moved on to become the Public Administrator/Public Guardian and the Executive Director of the Orange County Housing Authority. She was a founding member of the Woman's Roundtable of Orange County, the first woman to be elected to the Coast Community College Board of Trustees and in 1991 was honored by Orange County with a Woman of the Year Achievement Award. Carol was active in ASPA, serving on the host committee for the National Conference that was held in Orange County, participating in the creation and restructuring of SWPA, and also serving as a member of the Board of Insurance Trustees. Carol was preceded in her death by her husband, Arthur Gandy, who died in 1999 and her daughter Elizabeth Zuniga who died in 2003. In 1999, Carol married Donald Tanney and they traveled the world extensively, loved to play bridge, to dance and to generally celebrate life together. We will miss her…*–Christine Gibbs Springer*

Carol Gandy was one of the first ASPA leaders I met on the national scene when I was elected to the National Council in 1988 from New York. Carol had been active for many years at ASPA's national level, and soon became a mentor to me, sharing with me her vast knowledege of government, politics, and public service in California, which I would reciprocate with similar "inside baseball" about New York. As we got to know each other better, we became friends and colleagues. Carol and Don would regularly come to New York City in the fall for theater–and my wife (Pilar) and I would be one of the first persons they would meet for long enjoyable dinners. We have lost a giant among us, and our deepest sympathies go to Don and their families. May she rest in peace.*–Stephen Rolandi*

Sanford H. Levine, 71

Levine, a lawyer, died at home on Nov. 18, 2009 of pancreatic cancer. A veteran of the U.S. Army, he served on active duty during the Berlin crisis in 1961-62. From 1962-66 he served as Law Clerk to Judge Sydney F. Foster of the New York Court of Appeals and Supreme Court and to Judge Francis Bergan of the New York Court of Appeals. In 1966 he joined the legal staff of the Temporary State Commission to prepare for the Constitutional Convention. He then embarked on a 40-year career devoted to the State University of New York. Levine joined the University Counsel's office as Associate Counsel in 1967, became Deputy Counsel in 1970, and served as University Counsel and Vice Chancellor for Legal Affairs from 1978-97.

In 1997, Levine shifted his focus from State University governance to full-time teaching. Having taught graduate students for many years as an adjunct professor at the University at Albany, as well as law students at the University at Buffalo, he became a Professor at Albany in the School of Education's Department of Educational Administration and Policy Studies. On retirement in 2007 he returned to adjunct status and continued his affiliation with the department until his death.*–Tributes.com*

Richard L. "Dick" Dunham, 80

Richard L. Dunham passed away with his family at his side. Known by his friends and family as Dick, he had a long and distinguished career in public service and in the private sector. He proudly worked for the State of New York for 18 years under governors Thomas Dewey, Nelson A. Rockefeller and Malcolm Wilson. He began his career with the Division of the Budget as an intern in 1954. He later moved to Columbus, OH to take a position with the Ohio State Legislature, where he met his wife of 52 years, Evelyn L. Lutz.

In September 1957 the couple married, and Dick took an assignment to serve two years with the U.S. State Department's Foreign Service as a financial advisor to the government of Cambodia. Dick returned to Albany to work in the Division of the Budget in 1964. He served as a deputy budget director for Gov. Rockefeller, and served as Director of the Budget from 1971 to 1974. Dick was invited by Gov. Rockefeller to join his team in Washington when President Gerald Ford appointed him as Vice President in 1974. Dick held the position of Deputy Director of the White House Domestic Council and in October 1975 was appointed Chairman of the Federal Power Commission, known today as the Federal Energy Regulatory Commission–where he served under Presidents Ford and Carter until August 1977.

Dick was President of H. Zinder & Associates, an economic and regulatory consulting firm in Washington, D.C., during the 1980s. After he "retired" at age 70, Dick continued to serve as a Board Member of the Albany Medical Center Foundation. He established an Endowed Lectureship.

The PA TIMES would like to honor our members who have passed on.

Please submit obituaries/links to obituaries for ASPA members.

cjewett@aspanet.org

The Recruiter WHERE EMPLOYERS AND JOB SEEKERS MEET

UNIVERSITY POSITIONS

Public Administration Job Announcement – MPA Director
Department Of Political Science
University Of Utah

The Department of Political Science at the University of Utah invites applications for a tenure-track faculty position in public administration. The rank is open, with an expectation of appointment at the associate professor level. The successful applicant will serve as MPA Director, a highly responsible position entailing leadership over a nationally ranked, NASPAA accredited program with approximately 200 students in three executive cohorts and an evening program. The MPA program actively recruits women and minority students as part of its core mission. The University of Utah values candidates who have experience working in settings with students from diverse backgrounds, and possess a strong commitment to improving access to higher education for historically underrepresented students.

The University of Utah is a Carnegie I research university. Candidates must have an active well-established research agenda with high-quality peer-reviewed publications. The primary teaching and research interests are open within the mainstream public administration fields, including public management, public policy, and/or nonprofit administration. We are seeking a scholar who is also administratively able. Prior management experience in public and/or nonprofit sector organizations is desirable.

A full version of this job announcement can be viewed online at www.mpa.utah.edu, www.poli-sci.utah.edu or www.diversity.utah.edu. Review of applications will begin immediately, with the goal of filling the position anytime between Summer 2010 and Summer 2011. Inquiries about the position should be directed to Professor Rick Green, MPA Director, at (801) 581-6781 or rick.green@cppa.utah.edu. Applicants should submit letter of application with current curriculum vitae, teaching evaluations, and sample of scholarly writing to:

Public Administration Search Committee, University of Utah, Department of Political Science, 260 S. Central Campus Drive, Rm. 252, Salt Lake City, UT 84112. Three letters of reference should be sent directly to this address under separate cover.

The University of Utah is fully committed to affirmative action and to its policies of nondiscrimination and equal opportunity in all programs, activities, and employment with regard to race, color, national origin, sex, age, status as a person with a disability, religion, sexual orientation, and status as a veteran or disabled veteran. The University seeks to provide equal access to its programs, services and activities for people with disabilities. Reasonable prior notice is needed to arrange accommodations. Evidence of practices not consistent with these policies should be reported to the Office of Equal Opportunity and Affirmative Action, (801) 581-8365 (V/TDD).

Position in Public Management with Rank Open
John Glenn School of Public Affairs
The Ohio State University

THE OHIO STATE UNIVERSITY

The John Glenn School of Public Affairs at The Ohio State University invites applications for a position in Public Management with rank open, depending on qualifications of applicants, beginning fall 2010. The position may be filled from among candidates representing a variety of disciplines or from cross-disciplinary programs. A strong research program and strength in teaching are essential. Applicants must have completed, or be nearing completion, of all Ph.D. degree requirements. Salary will be commensurate with the experience and qualifications that the candidate presents.

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

Applications will be evaluated as received and will be accepted until the position is filled. Please send a letter of application, curriculum vitae, and the names and addresses of three professional references to PubManagement@jgippm.ohio-state.edu or: Dr. Charles Wise, Founding Director, John Glenn School of Public Affairs, The Ohio State University, 1810 College Road, Columbus, Ohio 43210

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

Department Head and Full Professor of Public Administration
Department of Political Science and Public Administration
Auburn University Montgomery

The Department of Political Science and Public Administration at Auburn University Montgomery seeks applications for the position of Department Head and Full Professor of Public Administration. The position will begin in August 2010 or when the appointed candidate is available.

The successful candidate will be responsible for leading a department of nine full-time faculty and approximately 10 adjunct faculty per semester and will have a record of successful leadership in an academic environment, effectiveness as a student adviser, and the ability to communicate effectively with civic and governmental leaders and scholars both on and off campus. We are seeking a scholar whose teaching and research interests include at least two of these areas: program evaluation, E-governance, research methods, organization behavior, policy formulation and implementation, quantitative decision making, and state and local administration. Teaching responsibilities are primarily at the graduate level. Experience in teaching courses in a web-enhanced environment is a plus. All candidates should have a terminal degree in public administration, political science or a related field, successful teaching experience, and a scholarly record that will support the rank of Full Professor.

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

Review of applications has been extended and will continue until the position is filled. Applicants should send a letter of interest, a curriculum vitae, a statement of teaching philosophy, a description of their ongoing research program, a graduate transcript, copies of syllabi and teaching evaluations, and copies of published work to: Bradley Moody, Chair, Political Science/Public Administration Search Committee, Department of Political Science & Public Administration, Auburn University Montgomery, P. O. Box 244023, Montgomery, AL 36124-4023

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

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

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

Review of applications will begin immediately and continue until the position is filled. Appointment will be effective September 1, 2010. Interested candidates should submit a letter of interest, curriculum vitae and names of three references to: Dr. Carl L. Figliola, Chair, Department of Health Care & Public Administration, Hoxie Hall Room 100, College of Management, C.W. Post Campus of Long Island University, 720 Northern Blvd., Brookville, New York 11548-1300.

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

CONFERENCES Calendar

April 2010

6-9 Performance Measurement For Government: How To Enhance Transparency And Accountability To Deliver Program Results
Location: Washington, DC
More Info.: www.aliconferences.com/conf/perf_meas_govt0410/index.htm

7-9 International Research Society for Public Management (IRSPM)
Theme: The Crisis–Challenges for Public Management
Location: Berne, Switzerland
More Info.: www.irspm2010.com

9-13 ASPA Annual Conference
Location: San Jose, CA
More Info.: www.aspanet.org

22-25 68th MPSA National Conference
Location: Chicago, IL
More Info.: www.mpsanet.org

23 Best Practices Conference, ASPA South Florida Chapter
Location: Florida Memorial University
More Info.: www.aspaonline.org/southfla/best-practices.html

May 2010

3-9 Public Service Recognition Week (PSRW)
Location: Nationwide
More Info.: www.ourpublicservice.org

25 Public Affairs Conference
Location: National Press Club, Washington, DC
More Info.: prnewsonline.com.

June 2010

14-17 2010 Sino-US International Conference on Public Administration (5th)
Theme: "The Role of Government in Fighting the Financial Crisis"
Location: Xiamen City, P.R. China
More Info.: Mengzhong Zhang, Mengzhongzhang@gmail.com

24-26 Sixth Transatlantic Dialogue (6TAD)
Location: Siena, Italy
More Info.: www.6TAD.org

28-30 National Conference on Volunteering and Service
Location: New York, NY
More Info.: www.volunteeringandservice.org

July 2010

12-17 International Association of Schools and Institutes of Administration (IASIA) Conference
Location: Bali, Indonesia
More Info.: www.iias-iisa.org

September 2010

17-18 Northeast Conference on Public Service (NECoPA)
Location: School of Public Affairs and Administration, Rutgers, Newark
More Info.: http://spaa.newark.rutgers.edu

October 2010

13-16 SECOPA 2010
Location: Wilimington, NC
More Info.: www.secopa2010.org

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

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