



# MANAGEMENT MATTERS

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## On the Status of the Journal of Public Administration Research and Theory

H. George Frederickson  
Editor-in-Chief, J-PART  
University of Kansas

On the assumption that the history and present status of the Journal of Public Administration Research and Theory may be of interest to members of the Public Management Research Association, this report has been prepared for the January 2005 issue of Management Matters.

### History

Fifteen years ago, in January of 1990, the first issue of the Journal of Public Administration Research and Theory (JPART) was published. Initially JPART was financed by a combination of subscriptions and some cash from the four founding sponsors, the University of Kansas, the University of Southern California, Syracuse University, and Pittsburgh University. Two years later Pittsburgh University was replaced by Indiana University. The period of initial support was designed to be phased out as soon as JPART could support itself on the basis of subscriptions, which happened in 1995. The same universities also provided a range of in-kind support, primarily the time of editors, postage, storage, stationary, and computing capacity. JPART was also the primary publication of the Section on Public Administration Research of the American Society for Public Administration, a vehicle by which members could receive discounted subscriptions.

JPART was initially printed, bound, and mailed by the Allen Press, a company specializing in academic journals, in Lawrence, Kansas. In the mid-1990s the JPART publishing contract was moved to Transaction, also a publisher of academic journals. In 2003 the Oxford University Press took over the JPART publishing contract.

After an extended period of deliberations, in 2001, a group of public administration and public policy scholars established the Public Management Research Association (PMRA). PMRA brought together the bi-annual Public Management Research Conferences and JPART. At that point the association between JPART and the ASPA Section on Public Administration Research was discontinued. PMRA now owns JPART and the PMRA charter and by-laws provide for the transition of JPART editors and other details of the relationship between the journal and the association. Based on a contract with JPART and PMRA, Oxford University Press serves as the JPART publisher and also handles both JPART subscription services and annual PMRA membership renewals.

# Paper Proposal Invitation For the 8th Public Management Research Conference

Dear Colleague:

We are pleased to invite you to submit a paper proposal to the 8<sup>th</sup> Public Management Research Conference. An official biennial conference of the Public Management Research Association, the conference will be held in Los Angeles and hosted by the School of Policy, Planning, and Development at the University of Southern California from September 29 to October 1, 2005. The conference will have a broad theme on governance, and there will be roundtables devoted to the topic. Yet all paper proposals that address key issues in the general field of public management will be welcome.

Your proposal should be no more than one page, single-spaced and should include the following: (1) Name, Title, Institutional Affiliation; (2) Ph.D. granted: Field, Date, Institution; (3) Paper Title; and (4) Research Focus, Relevant Literature, Methods, and Findings (if available).

Your proposal should be submitted to [liliwang@usc.edu](mailto:liliwang@usc.edu) as either a PDF or Word attachment no later than Monday, March 7, 2005. You will be notified by Monday, May 2, 2005 whether your proposal has been accepted.

For those who don't intend to present a paper but would like to participate in the conference, you may submit a request to be panel chairs. In this case, please submit a brief message to [liliwang@usc.edu](mailto:liliwang@usc.edu) about your general research interest, together with your title, institutional affiliation, and Ph.D. granted (date, field, and institution).

Since its first meeting in 1991, the Public Management Research Conference has been the foremost gathering of leading public management scholars. We hope to build on its past successes, while encouraging more junior scholars and other non-U.S. scholars to participate in the conference.

The conference will include two evening receptions and two luncheons with prominent speakers. Accommodation

## Indexing

Systems of journal abstracting and indexing were initially established to help scholars keep abreast of their fields. With the growth of higher education and the flood of new journals, indexing has taken on the additional purpose of separating established journals with a reputation for quality from the larger universe of journals. One company, ISI Thompson Scientific, is the acknowledged leader in indexing only the best journals in each scholarly field. The Thompson Social Science Citation Index (SSCI) Public Administration list is the grouping of journals in public administration and includes the following journals:

- Administration & Society, USA
- Administration in Social Work, Quarterly, USA
- American Review of Public Administration, Quarterly, USA
- Australian Journal of Public Administration, Quarterly, England
- Canadian Public Administration-Administration Publique du Canada, Quarterly, Canada
- Canadian Public Policy-Analyse de Politiques, Quarterly, Canada
- Climate Policy, Quarterly, England
- Contemporary Economic Policy, Quarterly, USA
- Environment and Planning C-Government and Policy, Bimonthly, England
- Governance- An International Journal of Policy and Administration, Quarterly, USA/England
- International Review of Administrative Sciences, Quarterly, England
- Journal of European Public Policy, Bimonthly, England
- Journal of Policy Analysis and Management, Quarterly, USA
- Journal of Public Administration Research and Theory, Quarterly, England
- Journal of Social Policy, Quarterly, USA
- Philosophy & Public Affairs, Quarterly, USA
- Policy and Politics, Quarterly, England
- Policy Sciences, Quarterly, Netherlands
- Policy Studies Journal, Quarterly, USA
- Public Administration, Quarterly, England
- Public Administration and Development, Bimonthly, England
- Public Administration Review, Bimonthly, USA
- Public Interest, Quarterly, USA
- Public Money & Management, Quarterly, England
- Public Personnel Management, Quarterly, USA
- Social Security Bulletin, Quarterly, USA

As can be readily seen, this list includes many journals that would seem to many public administration specialists to be out of place.

JPART has been included in SSCI since 2001. In modern systems of academic promotion and tenure and in other measures of the quality of scholarly work, publishing in SSCI or other ISI Thompson indexed journals is now the international standard of excellence.

Modern systems of internet based journal and article storage and retrieval are also determinants of journal status. JSTOR is the coin of the storage and retrieval realm and JPART has been a part of JSTOR for about two years.

One of the advantages of membership in the Social Science Citation Index is the potential for the measurement of comparative journal, article and author impact. These measures take several forms including journal citation impact factors, article citation factors, and author citation density factors. Two of these measures are relevant to this report.

First, we separate from the SSCI Public Administration list of indexed journals those that are the most relevant or the most like JPART.

Journal impact factors are calculated by dividing the number of citations in the universe of SSCI public administration group in 2003 by the number of JPART articles published in 2001 and 2002. The 2003 journal impact factors thus determined are:

Journal	Citations	Impact
PAR	859	.647
JPAM	466	1.070
Pub Adm	417	.866
Governance	181	.805
JPART	191	.340
A&S	157	.339
Int.Rev.Adm.Sci.	87	.302
ARPA	71	.128

Because of the number of European and particularly British and UK (Canada, Australia, etc.) in the SSCI list (ISI Thompson Scientific is a Canadian company), the numbers of citations in journals in their list to other journals in their list tilts in the direction of European journals. And, of course, older and better established journals always have the edge in such comparisons.

Unbundling the measures would indicate that PAR has by almost twice the number of citations but that JPAM has a significantly greater impact factor. PAR appears six times a year and ordinarily has at least a dozen articles. JPAM is quarterly, has shorter articles and fewer of them.

Governance is a bit of a hybrid, published by Blackwell (English) with an almost even mix of American and non-American editors. Governance articles are also about evenly mixed between American and non-American authors. Governance has about the same number of citations as JPART but a greater impact factor. Perhaps most interesting in these findings is the absence of Administration & Society, the American Review of Public Administration, the International Review of Administrative Sciences, and the Policy Studies Journal. And, of course, there are important journals such as Publius, that are not included in SSCI membership.

In the twelve months between August 2003 and August 2004 the JPART articles with the most online requests were:

Jones, Bryan D. (2003) **Bounded Rationality and Political Science: Lessons from Public Administration and Public Policy**. 13(4) 395-412.

Bobic, Michael P. and William Eric Davis (2003) **A Kind Word for Theory X: Or Why So Many Newfangled Management Techniques Quickly Fail**. 13(3) 239-264.

Page, Stephen (2003) **Entrepreneurial Strategies for Managing Interagency Collaboration**. 13(3) 311-339.

O'Toole, Laurence J., Jr. and Kenneth J. Meier (2003) **Plus ça Change: Public Management, Personnel Stability, and Organizational Performance**. 13(1) 43-64.

Brewer, Gene A. (2003) **Building Social Capital: Civic Attitudes and Behavior of Public Servants**. 13(1) 5-26.

Hill, Heather C. (2003) **Understanding Implementation: Street-Level Bureaucrats' Resources for Reform**. 13(3) 265-282.

Boyne, George A. (2003) **Methods and Epistemology: Sources of Public Service Improvement: A Critical Review and Research Agenda**. 13(3) 367-394.

Raab, Jörg and H. Brinton Milward (2003) **Dark Networks as Problems**. 13(4) 413-439.

Nørgaard, Asbjørn Sonne and Thomas Pallesen. (2003) **Governing Structures and Structured Governing: Local Political Control of Public Services in Denmark**. 13(4) 543-561.

PMRC Invitation continued:

arrangements near USC have been worked out. You will be notified of the details for registration and accommodation once your proposal has been accepted.

We look forward to receiving your proposal!

Best,

George Boyne  
Terry Cooper  
Carolyn Hill  
Larry Lynn  
Yan Tang

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## Beryl Radin Best Paper Award: Committee Announced

### Committee Members:

Greg Lewis (chair), Georgia State University, PADGBL@langate.gsu.edu

Sharon Mastracci, University of Illinois, Chicago, mastracc@uic.edu

Erik-Hans Klijn, Erasmus University, klijn@fsw.eur.nl

### Committee Charge

The Beryl Radin Best Paper Award Committee is to examine the papers published in the Journal of Public Administration Research and Theory for the calendar year 2004 and select what in their opinion is the best paper published. This is an annual award that in odd number years will be presented at the annual meeting of the Public Management Research Association. The committee should notify the president of PMRA as to the winner of this award by July 1, 2005.

## PMRA Announces and Requests Nominations for: The H. George Frederickson Award for Career Contributions to Public Management Research

The purpose of the H. George Frederickson Award for Career Contributions to Public Management Research is to honor a senior scholar for career contributions to the field of public management scholarship. Both written scholarship and contributions to building professional capital (e.g., journal development and other means of sharing PM scholarship and information) related to public management research will be considered. Established by the Public Management Research Association (PMRA), the first Frederickson Award will be given at the 8th Public Management Research Conference. This biennial conference is hosted by the School of Policy, Planning, and Development at the University of Southern California, and takes place in Los Angeles from September 29 to October 1, 2005. Nominees for the Frederickson Award should have made exemplary contributions to the intellectual development of the field.

Nominations must include a letter detailing why the nominee merits this recognition, as well as his or her curriculum vitae. The committee also may consider any other individuals who in the judgment of its members merit consideration for the award.

Nominations should be e-mailed to each committee member by **March 31, 2005**.

Committee members are:

Robert Durant (chair), American University, [durant@american.edu](mailto:durant@american.edu)

Frances Stokes Berry, Florida State University, [fberry@garnet.acns.fsu.edu](mailto:fberry@garnet.acns.fsu.edu)

Graeme Hodge, Monash University, [Graeme.Hodge@law.monash.edu.au](mailto:Graeme.Hodge@law.monash.edu.au)

Moynihan, Donald P. and Patricia W. Ingraham (2003) **Look for the Silver Lining: When Performance-Based Accountability Systems Work**. 13(4) 469-490.

Total online usage of JPART for 2004 was about 200,000 home page hits, about 9,000 table of contents hits, about 12,000 abstract downloads, and about 24,000 full-text article downloads.

JPART participation in JSTOR is too recent to make informed calculations of online usage at that venue.

### Subscriptions

At one time it was easy to describe a journal's subscription base. No longer. In the age of electronic publication, subscriptions come in several forms. The approximate JPART subscription base is as follows:

Institutions (libraries):	300
Institutions with online access via consortia:	1,050
PMRA member:	160
Personal:	40
Gratis	30
Total	<hr/> 1,580

While the JPART subscription base is not as high as some older and more established journals, it is high given the age of the journal and enough to make the journal self-supporting, assuming continued editorial, computer and other in-kind support. And the JPART subscription base is steadily growing.

Another story in this issue of Management Matters describes in detail the newly established JPART advanced online publishing and citation system. Check it out.

### Conclusions

JPART is now firmly established in the field and has taken its place as a primary outlet for high quality scholarship in public administration and policy. It is solvent and now part of a viable association of public administration and policy scholars.

The two primary objectives for JPART over the next few years are to be a stronger outlet for high quality public policy research and to be more international and comparative in content.

## Report of the Internationalization Committee of the Public Management Research Association 17 December 2004

On July 1, 2004 the President of the Public Management Research Association (PMRA), Kenneth J. Meier, charged a five-member ad hoc Internationalization Committee as follows:

Public Management is an international field in both scholarship and practice. The public management community has much to gain from continued interactions that cross national boundaries. The PMRA internationalization committee is to discuss and propose a strategy to increase the international exposure of the association and to facilitate the cross-national exchange of scholarship. The scope of the internationalization committee should include whether or not PMRA should sponsor international conferences, what the relationship of PMRA should be to existing international management associations, and any other factors the committee deems relevant. The committee should report to the executive board of the association by December 17, 2004.

The committee deliberated via e-mail exchanges for a few months. On occasion, other PMRA members were included in the discussion. This report reflects the conclusions of the committee and represents a set of recommendations to the PMRA board.

It should be noted that the committee agreed about a set of important considerations that have guided the development of a proposed PMRA strategy on internationalization. Committee members agreed unanimously with the goal of substantially increased international participation in the PMRA, for the reasons sketched in the charge to the committee. Internationalization, in the committee's sense, refers to decisions and processes that move the Association from one heavily dominated in membership and activities by researchers and events in the United States to one that involves greater numbers of these from and in multiple national settings. Second, while the committee believes it is important to think strategically about achieving this goal, it also believes that such efforts should be guided by attention to the perspectives and ideas of members and potential members in a variety of countries. The PMRA, therefore, should avoid planning efforts for internationalization that represent an overly centralized or top-down approach. Third, nonetheless, the committee unanimously concludes that the present focus of the PMRA on high-quality and systematic social-scientific research represents an important strength of the Association and needs to be preserved and enhanced as internationalization develops. Internationalization should develop and be encouraged, in other words, in ways that build on the PMRA's recognized value and strengths.

The committee's specific recommendations build upon these premises. The recommendations can be organized into several categories.

Similarly, competition for space on the program is not restricted or rationed by country. Participation by some non-US-based researchers has been evident at most of the conferences in the past. Since these meetings have been and will continue to be convened in North America, however, the extent of broadly international participation in them is likely to be rather limited. One way of ensuring some attention to international research and potential interest in these meetings is to include a non-US-based representative on the Program Committee for each of these gatherings. A recommendation to that effect was offered by an earlier PMRA committee established to recommend procedures for organizing and publicizing the Research Conferences. (See the then-untitled PMRA Newsletter *Management Matters*, volume 1, number 1, October 2003, page 2.) This practice is already underway, and we recommend that it be continued into the future. As the PMRA membership itself internationalizes further, it can be expected that participation in these meetings from beyond the US will increase.

The Association has recently co-sponsored its first non-US-based conference, on "Determinants of Performance in Public Organizations," at Cardiff University, in Wales (May 2004). The participants numbered approximately 20 and included scholars from the US, the UK, continental Europe, and Australia; and the occasion was generally seen as successful.

Should additional such gatherings be planned? If so, should they be regularized to coincide with the off-years of the Public Management Research Conference in North America? Or should such gatherings be convened on a more episodic, and perhaps thematic, basis? Under any such scenario, how should decisions about location, co-sponsors, budget, and program content be made?

There are clear advantages to at least occasional PMRA-sponsored research meetings outside of North America. Such workshops or conferences can publicize the PMRA and its work in other parts of the world, reduce travel costs for members who live relatively near to the site but far from North America, encourage the exchange of research approaches and findings, and broaden the scope of excellent research on public management developed and

## **Attention Junior Scholars, Doctoral Students, Doctoral Advisors The Paul A. Volcker Endowment for Public Service Research and Education Junior Scholar Research Grant Program**

### **2005 Call for Proposals**

**Application Deadline: April 15, 2005**  
**Note: Applications accepted no earlier than March 15th.**

#### **Scope of the Grant Award**

The Section for Public Administration of the American Political Science Association (APSA) invites applications and research proposals from junior scholars researching public administration issues affecting governance in the United States and abroad. Proposals will be judged on their potential to shed new light on important public administration questions, their scholarly and methodological rigor, and their promise for advancing practice and theory development. Individual grants are not renewable. As a part of the APSA Centennial Campaign, support from the Volcker Endowment can, but need not, involve research residencies at the Centennial Center in Washington. Recipients may conduct research on issues affecting or relevant to public administration at any level (or levels) of government, in any nation (or across nations), and from whatever locale is most useful or appropriate for their research purposes.

#### **Application Materials**

Proposals must address all items under the scope of the award and must be done in triplicate or sent electronically. Proposals are limited to five (5) single-spaced pages and must:

- State the purpose of the project
- State how the project contributes to scholarship within public administration and its applicability for practice and theory development
- State how the project relates to previous research and theoretical developments
- Specify research design
- Provide an itemized budget and budget justification
- Specify any additional financial support that the applicant is already receiving or anticipates receiving

In addition, each proposal also must include (in excess of the five-page written proposal):

- A cover letter summarizing project title, qualifications for successfully completing the project, and professional status (doctoral student working on dissertation or untenured assistant professor)

- An abstract of the proposal (maximum 150 words)
- A letter attesting to the quality of the research project (typically from a doctoral student's dissertation advisor or a junior faculty member's department chair)
- A curriculum vitae (no more than three pages)

### Eligibility

Eligibility is limited to doctoral students who have successfully defended their dissertation prospectus and tenure-track assistant professors. Applicants must be APSA members at the time of application. Membership in the Section for Public Administration is not required, but can be one of a variety of factors that the Volcker Awards Committee considers in making awards.

### Funding Process and Purposes

Grants will be awarded annually by a three-person Volcker Awards Committee. The number, size of grants, and allocation of grants (to doctoral students and tenure-track assistant professors) awarded annually will be up to the Volcker Awards Committee. Initially, grants are expected to range between \$2,000 and \$3,000. Funds may be used for such research activities as: travel to archives; travel to conduct interviews; administration and coding of survey instruments; research assistance; and purchase of datasets. This list is merely illustrative, but specifically excluded from funding are: travel to professional meetings; secretarial costs except for preparation of the final manuscripts for publication; and salary support.

### Submission

Proposals sent electronically (preferred) should be emailed to [grants@apsanet.org](mailto:grants@apsanet.org). Otherwise, three (3) hard copies of the total proposal package should be submitted to:

**Paul A. Volcker Endowment for Public Administration Research and Education Junior Scholar Research Grant Program**

**c/o American Political Science Association  
1527 New Hampshire Avenue, NW  
Washington, DC 20036-1206**

For further information call APSA, send email to the Grants office at [grants@apsanet.org](mailto:grants@apsanet.org), or contact Robert Durant (Chair), Volcker Junior Scholar Awards Committee, ([durant@american.edu](mailto:durant@american.edu)).

encouraged within the PMRA. Such gatherings may also stimulate more direct collaboration among scholars from different countries and the use of appropriate data by researchers in various locales.

Complications can be foreseen, as well. At first, and perhaps over the longer run as well, such gatherings are likely to be quite modest in size. Small workshops have their significant advantages, but they also entail substantial decision and transaction costs. The recent Cardiff co-sponsored conference was funded entirely by another source (Advanced Institute of Management, an effort of the UK Social Science Research Council). For the foreseeable future, the PMRA is unlikely to have resources to cover the bulk of the costs for such a meeting, and it is unreasonable to expect funders to refrain from participation in or control over decisions about invitations, program, format, location, and the like. Still, the committee believes it unwise for PMRA to cede such decisions to any and all potential funders. The clear profile of the Association and its reputation for quality are at stake.

These considerations suggest the wisdom of an admittedly ambitious goal, coupled with a judicious implementation approach: the PMRA should begin efforts to convene conferences outside of North America on a fairly regular basis, for instance during the off-years of the PMRA meetings in North America.

While a regular schedule of such events cannot and should not be guaranteed in advance, the PMRA can take concrete steps to increase the odds of success. First, the Association's President should appoint a standing committee of the board to serve as a point of contact and deliberative body to recommend possible PMRA sponsorship of selected and appropriately designed workshops or conferences outside of North America. Second, the committee should contact the PMRA membership from outside North America on a regular basis (at least once every other year) to solicit interest by relevant institutions and on appropriate themes. Third, while the PMRA should not invest significant financial resources in such sponsorship, it should attempt to keep costs to members within reasonable bounds. The typical design, absent financial support from another entity, would involve a research-focused event convened at a university that is home to a critical mass of public management researchers, with travel costs covered by participating individuals or their own institutions, and with reasonable registration fees supporting local costs and possibly one or more meals. For such a PMRA-sponsored event, the standing committee of the board should ensure that information about and calls for program participation in the planned event are disseminated in a timely fashion to all PMRA members, with additional efforts, where feasible, to alert public management researchers in the region of the planned gathering.

The Association, in short, should regularly seek opportunities to sponsor or co-sponsor appropriate conferences or workshops in other parts of the world. Appropriate opportunities would be those that fit the research agenda and profile of the Association, are not likely to be prohibitively expensive, offer the prospects of stimulating research exchange and publication beyond what has already developed, provide the PMRA via its governance structure with the likelihood of participating in the implementation of appropriate quality control and conference design, and involve cooperation with suitable partner(s) – including other research associations – if appropriate. As prospects for such gatherings emerge, the standing committee should consider each on a case-by-case basis and make a timely recommendation to the PMRA board. The Association's President should communicate that decision to all relevant parties and ask the standing committee to represent the PMRA in processes related to design, finances, location program, and publication, as appropriate.

*What should be the relationship of the PMRA to existing management associations?*

As part of its deliberations, the committee sought to catalog some of the more important public management-related research organizations with centers of gravity outside North America. We omitted those organizations centered in North America, since these are already relatively well known to most PMRA members, and the PMRA was founded, in part, because of a perceived lack of attention to high-quality public management research among these organizations.

Among the obviously relevant groupings are the International Research Symposia on Public Management, organized annually via the Aston (UK) Business

School and affiliated with the *Public Management Review*; as well as regional associations in the field, like the Asian Forum on Public Management (affiliated with the Governance in Asia Research Center). Also directly relevant is the International Public Management Network (IPMN), sponsor of the *International Public Management Journal*. The International Institute of Administrative Sciences (IIAS) publishes the *International Review of Administrative Sciences* and includes research as one element of its mission. The IIAS in turn operates as a federated arrangement that includes regional bodies like the European Group on Public Administration (EGPA), which is devoted to strengthening contacts and exchanges among European specialists in public administration, including both practitioners and academics; and the International Association of Schools and Institutes of Administration. In addition, of course, there are numerous international scholarly organizations that devote some space on their programs to public management research, broadly defined. Examples are the European Consortium for Political Research, the European Group for Organizational Studies, and the Asia Political and International Studies Association.

The committee reviewed this range of associations and concluded that none matches the PMRA's focus and research emphasis. Therefore, the further development and internationalization of the Association should not entail a competition with existing organizations. The most appropriate stance of the PMRA toward other relevant associations, therefore, is as a distinct but on occasion collaborative entity. In this regard, the committee offers two suggestions for action:

1) The PMRA President should convey some basic introductory information on the Association (brief letter, brochure, copy of an issue of *JPART*, PMRA url) to representatives of the leadership of the principal related associations identified by the committee. Basic information sharing may stimulate other kinds of exchange among some of these organizations in the future.

2) One or more representatives of the PMRA should participate in the emerging discussion regarding one such related group, the IRSPM. The IRSPM is currently considering steps toward further institutionalization as a Society or Association. The PMRA leadership should be represented in those deliberations, but the PMRA should retain its distinct identity.

*How should the PMRA increase its international membership?*

The committee believes that the steps outlined in this report will have the effect of increasing the international visibility of the Association and will therefore stimulate some growth in international membership. The committee does not recommend a concerted campaign from the leadership of the organization to solicit membership internationally from as many researchers as possible. The committee recommends that international membership growth emerge as a product of information sharing about the Association, its distinctive profile, and its research journal. In this regard, the committee recommends specifically that the President periodically contact the current membership to encourage this group to look for opportunities to distribute information on the PMRA and its activities to researchers located in countries not well

represented in the Association at present. With such efforts, membership growth should follow.

*Should the PMRA make an explicit effort to internationalize its leadership?*

Representation by outstanding international researchers in the PMRA leadership is highly desirable. The committee recommends that those involved nomination processes explicitly take into account this goal when considering potential members of the Board and other leadership positions, but the committee recommends against any designated international seats or target number of non-US members in the PMRA leadership.

*How should a strategy of internationalization affect the operations of the Journal of Public Administration Research and Theory?*

The *Journal of Public Administration Research and Theory* is the official scholarly publication of the Association. While editorial decisions about the *Journal* belong properly within the jurisdiction of the Editor-in-Chief, Editor, and Board of Editors, as well as indirectly with the Board of Directors of the Association, the committee has considered it useful to deliberate about the *Journal* as a possible element of a strategy for internationalization.

Recently, there has been significant international representation among authors of articles published in *J-PART*. The editorial board includes numerous appointees from outside the United States, primarily from Europe, although the majority are from within the US. A recently announced transition in editorial leadership for the *Journal* provided an opportunity to internationalize the board still further and is reflected in the new board of editors (see <http://www3.oup.co.uk/jnls/list/jopart/edboards/>). The committee considered whether to recommend in favor of the establishment of a *J-PART* position of associate editor for international research. The committee would not favor such a position if it were to imply or create a separate review process, section within the journal, or formal distinction between US-based research and that from other countries. Nor does the committee favor a "European editor" position, as has been established by some journals at various times (for instance, *Public Administration* (UK)). The committee is unanimous in its recommendation that the journal continue with its objective of publishing the best available scholarship, regardless of place or origin or empirical focus. The committee does conclude, however, that a new position of associate editor for internationalization can be a useful encouragement to the further internationalization of the PMRA and to *J-PART*. The portfolio of such a position would include such responsibilities as publicizing the journal to scholars across many countries, identifying non-US libraries for new subscriptions, attending to the schedule of research meetings on public management in various parts of the world, seeking submissions of the best work from such gatherings and from non-US researchers, and assisting the editor and editor-in-chief in otherwise increasing the international standing and recognition of the journal among scholars in the field.

## Comings and Goings

**Domonic Bearfield** will be joining the faculty of the George Bush School of Government and Public Affairs at Texas A&M University on August 1, 2005. Dr. Bearfield earned his Ph.D. in public administration at Rutgers University and is currently a faculty member at the University of New Hampshire. His areas of teaching and research at the Bush School will include leadership and public management, human resources management and public personnel systems, including issues of diversity and representative bureaucracy, and ethics.

**Anthony Bertelli**, formerly on the faculty of the Bush School of Government and Public Service at Texas A&M University, has assumed a faculty position at the Department of Public Administration and Policy at the University of Georgia in public management at the assistant professor level. Bertelli holds the Ph.D. from the University of Chicago, as well as the J.D. from the University of Pittsburgh.

**Angela Bies**, Assistant Professor in the Bush School at Texas A&M, is the recipient of the Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA) 2004 Gabriel G. Rudney Award for outstanding Dissertation in Nonprofit and Voluntary Action Research. Bies will receive the award and \$1000 cash prize during a luncheon on Friday, November 19th at ARNOVA's annual conference in Los Angeles. Bies's dissertation, "Nongovernmental Accountability in Poland: Mandatory versus Discretionary Self-Regulation", was awarded by the University of Minnesota.

**Yu-Che Chen** and **Kurt Thurmaier** are managing two eGovernment projects at Iowa State University, with funding from the IOWAccess Council totaling \$250,000. The 28E Project is building a web-accessible information system that makes available all interlocal agreements filed with the Secretary of State between 1993 and 2004; it also includes field interviews with interlocal agreement managers to identify best and worst practices. The goal is to improve the practice and understanding of public management networks and trans-boundary collaboration. The eGovernment Policy Research Project involves statewide surveys of businesses and citizens

PMRA Internationalization Committee:

Laurence J. O'Toole, Jr., University of Georgia, USA (chair)

Carolyn Heinrich, University of Wisconsin-Madison, USA

Patrick Kenis, Tilburg University, The Netherlands

Ann Chih Lin, University of Michigan, USA

Richard Walker, Cardiff University, Wales, United Kingdom; and University of Hong Kong

## Hiding the Bureaucracy

H. George Frederickson

It is our duty, dear reader, to report a recent telephone conversation between Knute and Thor, the public administration twins. Recall, if you will, that Knute, the long-time manager of Forest Hills, Illinois, is noted for his deliberate, careful, and rather dull administrative style, and the fact that he drives a '73 Plymouth. His brother, Thor, is the manager of Pismo Beach, California. Esteemed for his innovative skills and his cutting-edge practice of contemporary public administration concepts, Thor is particularly recognizable because of his gold earring and the attractive yet discrete tattoo of a hierarchy on his left shoulder. He also claims to be the only professional public administrator licensed to do body piercing. But I digress.

"Hey Knute, howzit in Illinois?" Thor asked.

"Steady, Thor, always steady," Knute answered. "What's new in sunny California?"

"Well," Thor said, "This is not a time for modesty. I have found the key to really outstanding public administration. With this key I will be the manager of Pismo Beach forever."

"You have never drawn a modest breath, Thor. I can understand why you would want to manage Pismo Beach forever, the two of you being so nicely matched and all. Anyway, what is this key to really outstanding public administration?" Knute asked.

"This is it," Thor said. "This is beyond gold, this is platinum, no this is titanium. This is really big. Are you copying Knute?"

"Yes," Knute said.

"The key to better public administration is to hide the bureaucracy," Thor announced.

"That's cute, Thor, but you can't hide the bureaucracy," Knute replied.

"Yes you can," Thor said. "I just did it in Pismo Beach. I'm the David Copperfield of public administration. Good managers are doing it all over California and its very big cheeseburgers in Washington."

"How did you hide the Pismo Beach bureaucracy?" Knute asked.

"I know this is a bit swift for you Knute, but try to track. Work with me here. With some effort you can learn to hide your bureaucracy," Thor said.

"First, everyone despises bureaucracy, right?" Thor said.

“Right,” Knute answered.

“Second, because everyone despises bureaucracy, our political leaders want us to downsize, rightsize, loadshed, shrink, and disappear the bureaucracy.”

“Third, we know that the citizens count on us to deliver services. And we know that our political leaders, for all of their posturing, know that we cannot eliminate bureaucracy because it is the bureaucracy that delivers services and they know that it is services citizens want.

“Fourth, so the only way to save the bureaucracy is to hide it. By hiding the bureaucracy the citizens still get the services they demand, and politicians get to claim that they have all but eliminated the bureaucracy.”

“Okay,” Knute said. “I am tracking. But I still don’t understand how you hide the bureaucracy. Where does it go?”

“Try to focus, Knute. Let me describe what we learned from the federal government so you will understand where the bureaucracy is hidden. On the books there are now only 1.8 million Federal civilian bureaucrats, down from over 3 million in 1992. So, we have downsized, and, as Presidents Clinton has put it, ‘the era of big government is over,’ right? Wrong. The most recent estimates are that there are an additional 18 million workers who can trace their paychecks directly to the federal government. This is the hidden bureaucracy. So, for every one person directly employed by the Federal Government there are more than seven others who are hidden. This explains how the Federal workforce can shrink, enabling our political leaders to claim that the era of big government is over, while at the same time the budget is growing and services are being provided. This is better than smoke and mirrors with Sinatra in the background.”

“Well, Thor, I enjoyed your little lecture, but what does this have to do with Pismo Beach,” Knute asked.

“Everything. Pay attention. Are you taking your meds, man?” Thor said impatiently. “When I arrived, the Pismo Beach bureaucracy was at 1,200. We now have only 240 directly employed bureaucrats and 960 hidden bureaucrats. Most police work is now contracted-out. We just contracted for much of public works, hiding that bureaucracy. The good news is that most of the hidden bureaucrats were formerly on the direct city payroll. The bad news is that the hidden bureaucrats have fewer job benefits and less job security. But it’s great for the city.”

“Tell me, Thor, will there be further downsizing?”

“Oh, you can bet your last money on it. And we will have this downsizing at the same time we have program growth. That is the beauty of the hidden bureaucracy. We are going to significantly expand the Pismo Beach airport, which will require at least 40 more staff. None of them will be on the city payroll. We will, of course, have to pay them through contracts.”

“But Thor, the knocks on downsizing by contracting out are that it causes an erosion of accountability, a loss of loyalty to the

regarding current and future demands for online transactions with state agencies, and a determination of their willingness to pay for the services they demand. This project was solicited by the state’s CIO, and the policy recommendations that result will inform the IOWAccess council as they formulate Iowa’s eGovernment policy and financing models.

**Amy Kneedler Donahue** (University of Connecticut), **Walter Broadnax** (Clark Atlanta University) and **Rosemary O’Leary** (Syracuse University) serve on NASA’s Return to Flight Task Group assembled in response to the Columbia space shuttle accident. Donahue and O’Leary also serve on NASA’s Aerospace Safety Advisory Panel.

**Beth Gazley** has joined the faculty of Indiana University-Bloomington as Assistant Professor of Public and Environmental Affairs, where she teaches public and nonprofit management.

**Holly Goerdel** has joined the Public Administration Department at the University of Kansas, effective Fall 2005. Holly will teach public management at the assistant professor level. She currently finishing her doctoral degree at Texas A&M University.

**Carolyn Heinrich** received APPAM’s David N. Kershaw Award and Prize. The award, with a \$10,000 honorarium, recognizes distinguished contributions to the field of public policy analysis and management made before the age of 40.

**Patricia W. Ingraham**, Distinguished Professor of Public Administration at Syracuse University’s Maxwell School, has been chosen to deliver the Donald Stone Lecture at the Annual Meeting of the American Society for Public Administration in April. At that meeting, Ingraham will also receive the Paul Van Riper Award for Distinguished Career Service and Scholarship. In September, Ingraham received the John Gaus Award for Distinguished Career Contributions from the American Political Science Association at its Annual Meeting in Chicago. At that meeting, she also delivered the Gaus Lecture “You Talking to Me? Accountability and the Contemporary Public Service”.

**Hank Jenkins-Smith** and **Kishore Gawande**, from Texas A&M University, have just been awarded a 2-year, \$275,000 NSF grant. The title of their research is: Environmental Risk Perceptions and Property Values.

On December 1, **Steve Kelman** from Harvard University became editor of the International Public Management Journal. New additions to the Journal’s editorial board include James March, Karl Weick, Paul Dimaggio, Michel Crozier, Johan Olsen, and John Brehm. Send submissions to [steve\\_kelman@harvard.edu](mailto:steve_kelman@harvard.edu).

**Don Kettl** left the University of Wisconsin-Madison for the Fels Institute of

Government at the University of Pennsylvania, where he is the Stanley I. Sheerr Endowed Term Professor in the Social Sciences. In July, he will become director of the Fels Institute.

**Aman Khan** (Texas Tech) and **W. Bartley Hildreth** (Wichita State) have a new co-edited book, *FINANCIAL MANAGEMENT THEORY IN THE PUBLIC SECTOR*, Preager, 2004.

**Gordon Kingsley**, Associate Professor in the School of Public Policy at Georgia Institute of Technology, was recently awarded the Eichholz Faculty Teaching Award. This Institute-wide award includes a three-year honorarium and is made for outstanding performance in undergraduate education. Dr. Kingsley was recognized for innovations in teaching introductory courses in American government.

**Gordon Kingsley** was also recently awarded two major research projects to study the development of managerial capacity under policies requiring intensive inter-organizational and inter-sectoral engagements: 1) A \$339,700 research grant was awarded by the Georgia Department of Transportation (GDOT) to examine the use of “comprehensive contracts” for maintenance operations. This grant is the latest in a series of studies which Dr. Kingsley has conducted on behalf of GDOT examining strategies for developing managerial capacity for a post-privatization policy environment; and, 2) A \$365,603 National Science Foundation (NSF) grant to study the development of large-scale Math-Science Education Partnerships sponsored by the NSF under the auspices of the “No Child Left Behind Act.”

The Center for Real Estate and Economic Development, housed within the Department of Urban Studies & Public Administration at Old Dominion University, received a gift of \$1,000,000 this January from E. V. Williams, an alumnus of Old Dominion University. **John R. Lombard**, Assistant Professor and Center Director reports that the money is intended to offset some of their operating costs.

**Rosemary O’Leary** (Syracuse University) was awarded the 2004 NASPAA/ASPA Distinguished Research Award for published work that has had a substantial impact on the thought and understanding of public administration. O’Leary is the only person to be awarded three NASPAA awards for distinguished research, distinguished teaching, and best dissertation.

**Laurence J. O’Toole** of the School of Public and International Affairs at the University of Georgia has been selected as the recipient of the 2005 Dwight Waldo Award of the American Society for Public Administration. The Waldo Award is “presented to persons who have made outstanding contributions to the professional literature of public administration over an extended career.”

**Mark Stater**, an economist focusing on public policy questions, strengthens the Department of Public Administration and Policy at the University of Georgia’s growing faculty and curriculum in policy. He has completed the Ph.D. in economics from the University of Oregon, and his work focuses on education policy.

**David Van Slyke** has been appointed Assistant Professor in the Department of Public Administration and Senior Research Associate in the Campbell Public Affairs Institute at the Maxwell School of Citizenship and Public Affairs at Syracuse University. He previously served as an Assistant Professor and Director of the Nonprofit Studies

city, and a loss of institutional memory. How are you going to overcome those problems?” Knute asked.

“I don’t deny that we may have those problems over the long run. But in the short run, the only way we could save the bureaucracy was to hide it. Remember, city council members seldom take the long view,” Thor said.

“That’s true,” Knute replied, “But I thought that taking the longer view of city interests was our job?”

“Come on, Knute, we both know lots of former city managers who took the long view. If you are worried about the long view get your council to do one of those ‘vision’ things. That always takes care of the long range stuff. Then the council can get back to downsizing, which is what they really like.”

“Well, Thor, tell me this. Does Pismo Beach now have more government or less government,” Knute asked.

“Both,” Thor replied. “That’s the beauty of it. Don’t you remember the motto I have on my desk? GIVE ME AMBIGUITY, OR GIVE ME SOMETHING? Pismo Beach has less government because it has fewer bureaucrats. Pismo Beach has more government because the budget is growing and more services are being provided. Can you get your head around that?”

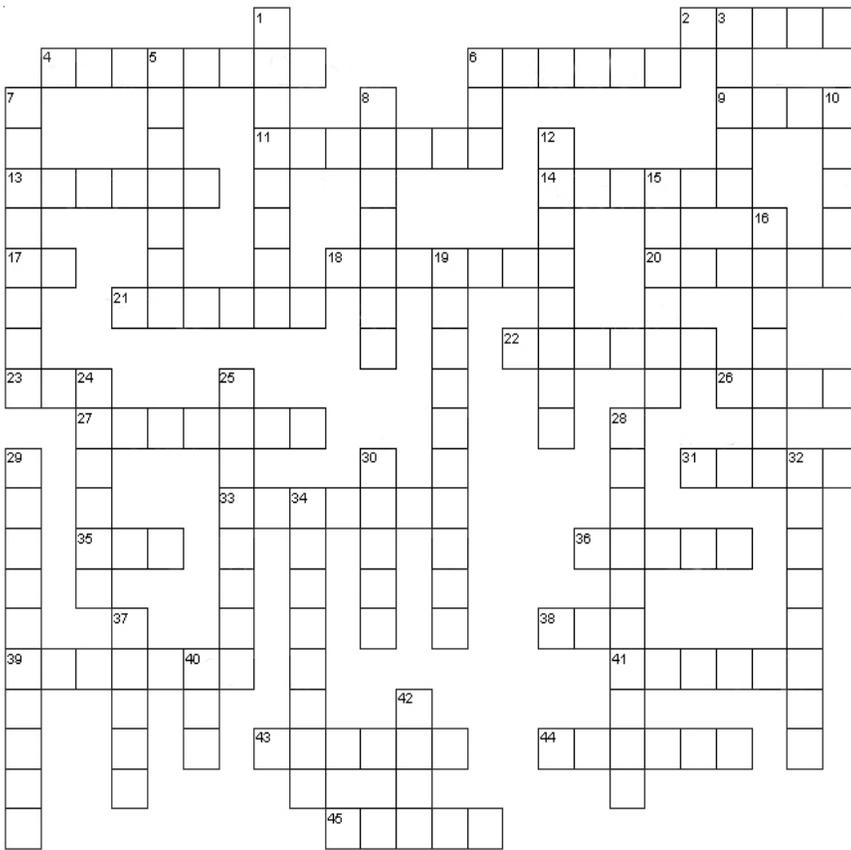
“Is this that governance thing?” Knute asked.

“Exactly, Knute. Now you’re tracking. This is governance. This is shadow government. This is third party government. This not only hides the bureaucracy it almost hides the government. Wow. It sends little chills up my spine just telling you about it.”

Then Knute asked: “Isn’t the Pismo Beach Clam Festival in November? I would like to come out and go digging for clams. Am I invited?”

“Of course, brother,” Thor said, “but these days clams are harder to find than bureaucrats.”

# PA Theory Crossword Puzzle



## Across

- 2 Simon's co-author
- 4 Muddling through
- 6 Notes on the theory of organization
- 9 National budgeting model
- 11 Principled agents
- 13 Father of intergovernmental relations
- 14 Intellectual crisis
- 17 Used to be personnel administration
- 18 Hollowed out
- 20 Goal displacement & unintended consequences
- 21 Network guy
- 22 The giving of orders
- 23 ASPA Journal
- 26 Constitutions and ethics
- 27 Cooperation guy
- 31 Garbage can man
- 33 Bureau men, Settlement women
- 35 Fairness organization
- 36 Studied sin
- 38 Carter's budgeting idea
- 39 Cuban missile crisis
- 41 Cut-back management
- 43 Redundancy
- 44 Ethics Leader
- 45 March's co-author

## Down

- 1 Defends Bureaucracy
- 3 Policy Organization
- 5 Theorist
- 6 Congresses auditors
- 7 Democratic Theorist
- 8 Accountability
- 10 Laureate
- 12 Core Acronym
- 15 Accountability
- 16 Mixed Scanning
- 19 Budgeting theorist
- 24 Galloping Elephants
- 25 Implementation
- 28 P.A. and the separation of powers
- 29 Selznick
- 30 Invented Charisma
- 32 Invented Environmental Policy
- 34 HR leader
- 37 Comparative Leader
- 40 President's Budgeters
- 42 Award named after

Program in the Andrew Young School of Policy Studies at Georgia State University.

La Follette School faculty member **David Weimer** was elected president-elect of the Association for Public Policy Analysis and Management at its October conference in Atlanta.

**Carol Weissert**, Professor of Political Science and LeRoy Collins Eminent Scholar Chair at Florida State University, is the new editor of *Publius: The Journal of Federalism*. She welcomes federalism manuscripts from PMRA members. For more information or to send manuscripts electronically, her email address is [cweisser@fsu.edu](mailto:cweisser@fsu.edu).

**Andrew Whitford** has joined the faculty at the Department of Public Administration and Policy at the University of Georgia in an associate professor position from the faculty of the University of Kansas. Whitford specializes in organization theory, and he is a respected methodologist as well. He holds the Ph.D. from Washington University in St. Louis and sits on the editorial board of the *Journal of Public Administration Research and Theory*.

**Brian Williams** has also joined the faculty of the Department of Public Administration and Policy at the University of Georgia, effective January 2005. He moves to Georgia as an assistant professor from the faculty of Vanderbilt University. He also served previously on the faculty at Florida State University. An alumnus of the Georgia program, he is an expert on local administration, as well as on relationships between bureaucratic units and communities. He is the author of *Citizen Perspectives on Community Policing* (SUNY Press).

**Patrick J. Wolf** was recently promoted to Associate Professor of Public Policy with tenure at Georgetown University. He also has been named Principal Investigator of the 5-year impact evaluation of the new federal school choice program in Washington, DC.

# J-PART Publishing On-line Ahead of Print Goes Live

An Oxford Press Report

## Background

Most established journals in the social sciences operate with several issues-worth of papers in hand. When papers are accepted, they join a queue before they are published. There are several advantages to this system. It allows for peaks and troughs to be smoothed out, and for issues to be fairly regular and predictable in size. It helps with forward planning and budgeting. And it means that there is always enough material to fill each issue. Although this is a system that authors are used to and largely accept, most authors would prefer to see their paper published more quickly, given the choice. And while speed of publication is seldom likely to be a major factor for authors in deciding where to publish, any slight advantage is valuable with so many journals competing for a limited supply of good papers.

## Publish Ahead of Print

Advances in online publication have provided us with an opportunity to bring papers out earlier without affecting the

print publication schedule. Papers can be published online ahead of print either singly, in batches, or as issues. This is known as 'Publish Ahead of Print' or 'P>P'. Papers go through the normal publication process, and once they are in their final form before printing they are put on the Web site in a special section titled 'Advance Access'. Page numbers are allocated at a later date prior to going to press, and so the editors' flexibility to put issues together, grouping or fast-tracking particular papers, is unchanged. On publication of each issue, the papers from that issue are deleted from the Advanced Access section.

## Citing P>P Papers

To allow P>P papers to be cited prior to print publication, before they have been allocated volume, issue and page numbers, each paper is given a digital object identifier (DOI). The DOI is a unique reference, which is printed on the title page of the paper. The DOI is made up from numbers and letters signifying the publisher, the journal, the year, and the number assigned to the paper when it enters production. Once the paper has been published in a print issue, then it is normal practice to cite it using both the DOI and the volume and page numbers, thereby acknowledging the date of first publication.

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## MANAGEMENT MATTERS

the public management research association newsletter

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