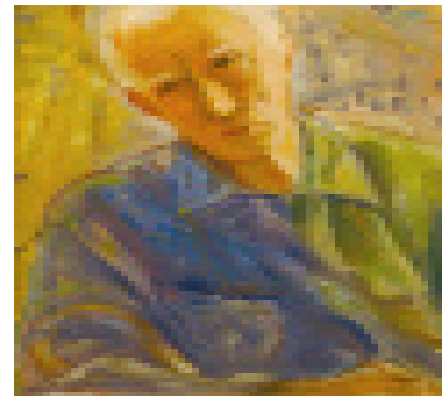


# Management Matters

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Self-Portrait by Pierre Daura

## Introducing the New JPART Editor

A new Editor has been appointed to the *Journal of Public Administration Research and Theory* (JPART): Professor Craig Thomas of the Evans School at the University of Washington. The recommendation of Professor Thomas came from the JPART Editor Search Committee, which employed a rigorous process involving phone as well as face-to-face interviews of each candidate. The committee was composed of Beryl Radin (chair), Carolyn Heinrich, Fran Berry, Frank Thompson, and Rosemary O’Leary. The new Editor will begin in January 2009. Cheers to Carolyn Heinrich for her excellent work as editor over the past four years.

Craig Thomas is a scholar in the fields of public administration, public management, collaborative governance, and environmental management. He joined the Evans School of Public Affairs at the University of Washington in 2006 after teaching at the University of Massachusetts-Amherst’s Department of Political Science and Center for Public Policy and Administration. In addition to articles published in JPART, *Administration and Society*, and *Public Administration Review*, he has published two books on collaborative government. Besides his publication record, he has broad methodological training in both quantitative and qualitative methods.

## JPART Again Ranked No. 1

JPART has once again been ranked number 1 in the Thomson ISI public administration category. Over the past year, citations increased from 442 to 632, and the impact factor rose from 1.655 to 1.982.

The 2007 impact factor was calculated as follows:

2007 cites to 2005-2006 articles
<hr/>
Total 2005-2006 articles published

The following tables offer a more detailed view of JPART’s impact factor rating and citation history. Table 1 lists the top 10 journals in the public administration category. Table 2 shows the impact factor history of the journal from 2003 to 2007. Finally, table 3 indicates which journals most cited JPART, as well as which journals were cited by JPART most frequently.

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In May 2008, Oxford University Press published *Motivation in Public Management: The Call of Public Service*, edited by James Perry and Annie Hondeghem. The volume is a comprehensive guide to the history, methodology, empirical research, and institutional and managerial implications of research on public service motivation.

The University of North Carolina-Charlotte warmly welcomes Claudia N. Avellaneda (Ph.D., Texas A&M University, 2007) as Assistant Professor of Political Science. Dr. Avellaneda will teach courses in Public Policy, Public Administration, and Latin American Politics. Her research interests include comparative governmental performance with a regional focus on Latin America. Her recent research focuses on the impact that managerial quality has on municipal performance in Colombia.

Maja Husar Holmes will be joining the faculty at West Virginia University's Division of Public Administration in Fall 2009. She continues her research on leadership and collaborative public management.

Karl Nollenberger received a PhD from the University of Illinois at Chicago, and will start as a professor at the University of Wisconsin-Oshkosh this Fall.

**Table 1 - Top 10 PA Journals in 2007**

Rank	Journal	Total Cites	Impact Factor
1	JPART	632	1.982
2	JPAM	739	1.800
3	PAR	1534	1.321
4	J. Eur. Pub. Policy	784	1.183
5	J. of Social Policy	429	1.177
6	Philos. & Pub. Aff.	712	1.107
7	Public Admin.	626	0.920
8	Policy and Politics	300	0.910
9	Governance	350	0.865
10	Admin. & Society	253	0.821

**Table 2 - Imp. Factor History**

Year	Impact Factor	Rank in Category
2003	0.340	14/24
2004	0.872	7/26
2005	1.451	1/25
2006	1.655	14/23
2007	1.982	1/27

**Table 3 - Most Frequently Cited/Citing Journals**

Journals Citing <i>JPART</i> Most	Journals Most Cited by <i>JPART</i>
Public Administration Review	Public Administration Review
JPART	JPART
Administration & Society	American Political Science Review
Public Management Review	American Journal of Political Science
Public Administration	Administrative Science Quarterly
ARPA	Academy of Management Review
Local Government Studies	Public Administration
Government Information Quarterly	Administration & Society
Int'l Review of Admin. Sciences	Academy of Management Journal
Policy Studies Journal	JPAM

## The Fourth Transatlantic Dialogue

The Fourth Transatlantic Dialogue (TAD) was held in Milan, Italy at the University of Bocconi from June 12-14, 2008. The conference was part of a continuing series of collaborations between the American Society for Public Administration

(ASPA) and the European Group on Public Administration (EGPA). This year's theme was the Status of Inter-Governmental Relations and Multi-Level Governance in Europe and the U.S., and several members of PMRA attended.

The concept of TADs was the brainchild of Flemish scholar Geert Bouckaert, Professor of Public Management at the Katholieke Universiteit Leuven, in Leuven, Belgium. Professor Bouckaert envisioned a platform where cultural boundaries would be broken down and scholars from all over the world could be mutually engaged by their research as well as teaching interests.

The implementation of TADs followed from a Memorandum of Understanding (MOU) between ASPA and EGPA; the School of Public Affairs and Administration (SPA) at Rutgers University's Newark cam-

pus serves as the Secretariat for the MOU. The First TAD was held at the Katholieke Universiteit Leuven, followed by the Second TAD also held at Leuven, and the Third at the University of Delaware, USA. The Fifth TAD is scheduled for June 2009 at the George Washington University. Professor Bouckaert and SPAA Dean Marc Holzer continue their collaborative efforts to link scholars worldwide in transatlantic dialogues on critical matters relating to public affairs, management and administration, and have identified the "Future of Governance" as the overall theme for the Fifth TAD.



*Marc Holzer & Edoardo Ongaro*



*Fran Berry, George Frederickson, & Geert Bouckaert*

Xavier Basurto, who received his PhD in Public Management from the School of Public Administration and Policy at the University of Arizona, has been appointed as an Assistant Professor at Duke University.

Michael A. Pagano, professor of public administration at the University of Illinois-Chicago, has been appointed Dean of the UIC College of Urban Planning and Public Affairs effective July 28, pending approval by the University of Illinois Board of Trustees. Pagano, an expert on infrastructure and city finances, has served as interim dean since September. Before joining UIC, Pagano was professor of political science at Miami University for more than 20 years. He earned his B.A. from the Pennsylvania State University and his PhD from the University of Texas at Austin. He has written or edited four books and more than 70 articles for scholarly journals on urban finance, capital budgeting, federalism, transportation policy, infrastructure, urban development and fiscal policy, and has presented his research in the United States, Europe, and Africa.

Nicole Darnall of George Mason University was awarded a grant from the IBM Center for the Business of Government for her project, *What the Federal Government*

*Can do to Encourage Green Production.* She also received the Decision Sciences Institute's 2007 Distinguished Paper Award for her paper (with Inshik Seol and Joseph Sarkis) titled *Stakeholder Influences and Environmental Audit Choice*, and The Case Association's 2008 Best First Case Award for her teaching case (with Mark B. Milstein) titled *Sustainability and Environmental Standards: Seeking Competitive Distinction at Damai Lovina Villas.*

Mary Tschirhart is moving from her position as director of the Campbell Public Affairs Institute at Syracuse University. In August, she will be serving as the director of the Institute for Non-profit Research, Education and Engagement at North Carolina State University at Raleigh, and as a faculty member of NC State's public administration department.

Keith Provan, McClelland Professor at the School of Public Administration and Policy, University of Arizona, recently received a grant from the National Cancer Institute. Professor Provan and several other colleagues will examine the dissemination of innovations and best practices across networks of organizations that provide services to people trying to quit smoking. The grant is for five years and will involve several waves

## Big, Unanswered Questions in Public Administration

In a recent issue of the American Political Science Association's Comparative Politics newsletter, the editorial board presented a symposium in which several scholars were asked to pose, big unanswered questions in comparative politics. We've decided to shamelessly borrow this idea, and provide a similar symposium for *Management Matters* readers.

To do so, we asked roughly forty scholars to pose big, unanswered questions in public administration in 300 words or less. We also asked these scholars to pose a question on which no one is working—to their knowledge—or a question that has been studied but never satisfactorily answered. Otherwise, scholars were free to exercise their creativity.

We originally hoped to present these questions in a single issue of *Management Matters*. However, due to an overwhelming response from contributors, we have decided to carry the symposium through the next three issues. We believe many of the questions posed are quite provocative, and hope this symposium may prompt new and additional streams of research.

Our symposium begins with pieces by Rosemary O'Leary, Laurence Lynn, Charles Wise, George Boyne, David Van Slyke, and Richard Feiock.

*How Do Public Managers' Become Lateral Thinkers to Address Policy Problems?*

Rosemary O'Leary  
Syracuse University

The phrase "lateral thinking" is used to describe creativity that

stems from taking knowledge from one substantive context or discipline and seeing how useful it is in an entirely different one. For example, DaVinci's genius stemmed from his mastery of lateral thinking. He moved fluidly from art to science, engineering, mathematics, medicine, architecture, and beyond, finding universal rules of nature manifest in widely varying contexts. He dissected the human arm and a bird's wing, and then tried to engineer a machine to enable people to fly. In this way, he applied what he learned from human physiology and natural science to engineering.

With the evolution from government to governance, public managers have been challenged to be lateral thinkers. Typically, those who serve the public are no longer solely unitary leaders of unitary organizations. Instead, they are facilitating and operating in multi-organizational networked arrangements to solve problems that cannot be solved, or solved easily, by single organizations. This phenomenon has been the subject of an explosion of research in recent years and raises an important question with several sub-themes: How do public managers working in complex environments that include networks become lateral thinkers in order to address today's most pressing public policy problems? What cultural and public policy constructs both help and hinder lateral thinking? What role does public law play in hindering or catalyzing cross-boundary creative solutions to complex public policy problems? How does the creation of the work environment

help or hinder the DaVinci spirit?

These questions cross disciplinary and cultural boundaries. They require public management scholars to become DaVincis themselves—moving fluidly from organization theory to negotiation theory to psychology to anthropology to geography to law to sociology to policy analysis and beyond, finding ideas and rules that manifest in widely varying contexts. They require scholars who will dissect the public organizational setting as well as that of the private and non-profit organization—across cultures—discovering what it takes to foster the DaVinci spirit when one becomes a collaborative manager—either fortuitously or by design.

*If There is No Politics-Administration Dichotomy, What is There?*

Laurence E. Lynn, Jr.  
University of Texas

How do politics and policy making relate to public administration and management?

This issue is settled, is it not? Fact: administration and management are extensions of policy making by other means. Fact: legislatures and courts row as well as steer. Fact: we are all trinitarians now: there is no Fourth Branch of Government.

Or not. For many, the dichotomy remains a longing. That “public policy” is often privileged over “administration” in professional education stirs lively resentment. Popular texts and treatises say little or nothing of what the rule of law means for practice. Politics, not administration, is said to cause corruption, waste, and abuse. Don’t be supine before elected officials, say respected voices; instead, nullify if you must. The profession has a higher calling: correcting imperfections in our constitutional scheme on behalf of

... well, choices abound; you pick.

Let’s really settle this. The profession’s calling is “to run a constitution,” our Constitution, on behalf of the values in its Preamble and by means of the republic it creates. Says Nick Henry, “how the literally thousands of units of American government relate to one another “is based on broad rules of the game set by the Constitution and court decisions.” Say Jim Fesler and Don Kettl, “[p]ublic organizations exist to administer the law, and every element of their being—their structure, staffing, budget, and purpose—is the product of legal authority.” Our calling as scholars is to identify the implications for public management theory and practice of the rule of law. How does it work? What are its values? What, for example, do “exit, voice, and loyalty” mean for those who “run a constitution”?

If the last eight years have taught anything, it’s that answering such questions more fully and clearly matters greatly.

*How Should We Measure and Assess the Capacity of Public Institutions to Execute Public Policy?*

Charles R. Wise  
The Ohio State University

While the public administration field has focused in a broad way on reductions in government personnel and programs or “hollow government,” it has not developed methods for systematically, empirically, and comparatively assessing the capacity of public institutions to execute the public policy responsibilities that they have been assigned or that they have assumed. For example, the U.S. Department of Homeland Security has been assigned a very broad set of functions including everything from natural disaster prevention,

of data collection from organizations in networks in the US and Canada.

Laurence E. Lynn, Jr. will become the Sid Richardson Research Professor, a part-time, non-tenured position, at the Lyndon B. Johnson School of Public Affairs at the University of Texas in Austin, where he now lives. He is also the Sydney Stein, Jr. Professor of Public Management Emeritus at the University of Chicago. Among other things, he will teach public management using his soon-to-be published textbook co-authored with Carolyn J. Hill.

Rosemary O’Leary has been named the Phanstiel Chair of Leadership and Strategic Management at the Maxwell School of Syracuse University. The chair exists due to the generosity of Maxwell alumnus Howard Phanstiel (MPA ’72). Also, honorable mention (\$1,000) goes to Rob Alexander of the Maxwell School of Syracuse University for Best Teaching Case: *A Collaborative Strategy for Organizational Survival*.

Stephen P. Osborne (University of Edinburgh Business School) has been named as the Associate Director for Scientific Dissemination of the newly created ESRC Research Centre on Philanthropy, and Co-Director (with Jenny Harrow of Cass Business School)

of its constituent research programme on institutionalized giving structures. The Centre has a budget of £5 million over five years.

In March of 2008, Georgetown University Press published *The Dynamics of Performance Management: Constructing Information and Reform*, by Donald P. Moynihan, of the University of Wisconsin-Madison. Drawing on research from state and federal levels, the book illustrates how governments have emphasized measurement systems, but have neglected wider organizational change needed to foster the use of measures. Moynihan develops an interactive dialogue model to highlight how performance data has often been used selectively to serve the interests of particular agencies and individuals, undermining attempts at interagency problem solving and reform.

The Department of Public Administration at the University of Illinois-Chicago is pleased to announce the promotion of Drs. Allyson Holbrook and Sharon Mastracci to the position of Associate Professor with tenure effective August 2008. Dr. Holbrook has published widely on matters of survey methods. Dr. Mastracci does research in the areas of labor economics, human resource manage-

mediation, and relief to cyber security. What is the true capacity of this newest Federal department to effectively execute all these functions now or in the foreseeable future? In order to answer that question, what factors should be the focus of the assessment? What research do we have (and do we need) to link the specified factors to performance in terms of outputs and outcomes?

The performance failures in Iraq to plan for, and to execute, assistance efforts directed at restoring services, developing the economy, and establishing effective governance structures by multiple Federal departments and agencies are now apparent. New or revised institutional structures and programs are now being proposed so that future efforts (or even present ones such as those in Afghanistan) to assist potentially failing states will be more effective. What factors should be used to assess whether or not these revised institutions have sufficient capacity to execute these responsibilities in a way that is demonstrably better than what we saw in the first periods in Iraq? What yardsticks should we use to measure such change?

Perceived failures in execution by executive service agencies (schools, prisons, mental health institutions, environmental agencies) have motivated numerous groups to ask the courts to order changes in the execution of public policy. While there has been much debate and some examination of individual cases, systematic assessment that links courts, and characteristics of various courts, to specific outcomes has not been prevalent. Many groups have turned to non-profit organizations in an attempt to secure more effective execution of public policies. What factors should those who fund and oversee

such non-profits use to assess their capacity to execute public responsibilities? What metric should be used to link capacity to performance?

Some research broadly grading government jurisdictions exists, such as that grading state governments in terms of administrative functions or national governments in terms of democratic procedures or extent of corruption. However, such research is too global in order to guide analysis that is sufficiently fine-grained to provide assessments of the capacity of particular institutions execute particular public policies. The institution that has received the most attention is schools with attention focused on factors such as teacher training and class sizes, but this is still inconclusive.

What is needed is to specify various factors thought to contribute to capacity, whether they are resources, organizational arrangements, or program designs and to systematically measure their contribution to performance outcomes over time. Admittedly, such efforts will be extremely resource intensive and time consuming. Nonetheless, the answers to such a big question will require big efforts.

#### *How Does Organizational Change Affect Public Service Performance?*

George Boyne  
Cardiff Business School

In the last decade the topic of organizational performance in the public sector has attracted substantial attention from scholars across the globe. Some of the headline findings from this body of work are that performance is influenced by internal organizational characteristics (such as structures and processes), managerial strategies (for example,

the extent of prospecting and defending), and external constraints (including revenues, client characteristics and the level of turbulence in these variables). Thus, significant progress has been made in differentiating between high and low performers on a range of variables (for critical reviews of this work see Ashworth, Boyne, and Entwistle, *Theories of Public Service Improvement*, Oxford University Press, forthcoming). Yet, if studies of performance are to be more than purely academic then the current stage of their evolution is insufficient. As has often been argued, public administration as a discipline seeks to be not only a social science but also a 'design science'. Evidence that, for example, inter-organizational variations in formal planning are positively associated with performance does not in itself lead to any clear prescriptions for policy and practice. The conclusion might be drawn from such evidence that organizations that do little planning should do more, but this is an inferential leap that relies on a number of untested assumptions; for example, that low planners can become high planners, that they will reap the same performance rewards as their high planning counterparts, and that these gains will not be outweighed by the disruptive effects of the shift from low to high planning. What is required for further progress in this field is to go beyond static organizational variables to studies of organizational change over time. What are the disruptive and adaptive effects of different types of change, what are the contingencies that shape the consequences of organizational change, and what are the net effects of change on performance. Answers to questions such as these will help to show whether public organizations can be 'designed

for performance improvement'.

*How Does Investing Shape Public Management Capacity?*

David M. Van Slyke  
Syracuse University

If you read GAO reports a common finding is the agency had insufficient capacity to provide the necessary management and oversight of the program in question. The issue of capacity, often translated as an agencies' people and its knowledge, technology, capital, standard operating procedures and processes, is both acclaimed and disparaged in the public space. And yet, as a field of study, our approach to the capacity issue has often consisted of normative descriptions of heroic leaders or analyses of the causal relationships between 'public management' tools and performance outcomes. Where we as scholars have been less successful is getting our research into the mainstream debate about the important role and value of public management capacity. I realize these are fairly general statements and I may be overlooking a cutting piece of research to the contrary. However, I am suggesting that we have more evidence than policy makers, pundits, and citizens of the effects of capacity deficits on modern day governance, but we are not affecting this enough to be used.

The GAO does a good job of communicating that \$1 of GAO analysis translates to \$100 of taxpayer savings when their recommendations are implemented. However, what we seldom see reported are the costs associated with failing to attract, train, and retain vital public managers. As social scientists we have peeled away too few layers of this problem to begin documenting

ment and emotional labor. In addition, Dr. Mastracci is co-author with Mary Ellen Guy and Meredith Newman of *Emotional Labor: Putting the Service in Public Service* published by ME Sharpe.

Public policy has been strengthened in the UK University of Birmingham's recent restructuring. The new College of Social Science, with a complement of 350 academics, is headed by Edward Peck, with PMRA member Chris Skelcher as Director of Research and Knowledge Transfer, both formerly in the School of Public Policy. The College's 4 new schools—Government and Society, Social Policy, Education, and Business—include over 150 staff actively engaged in public and non-profit agendas. The College includes the new endowed Centre for Public Service Partnerships, engaged in research and knowledge transfer on PPP, public-public and public-non-profit relationships, and the Centre for Leadership at the University of Birmingham, with a strong focus on political and public leadership.

Dr. Naim Kapucu is being granted tenure and promotion to Associate Professor at the Department of Public Administration in the University of Central Florida. He has received \$45,000.00 grant for the Public Service

and Leadership program from the Ministry of Interior, Republic of Turkey. He also received \$89,000.00 grant money from Orange County Health Department to assist in building capacity for small nonprofit organizations in Central Florida. His article on Interstate Partnerships using Emergency Management Assistance Compact as an example (with students Maria-Elena Augustin and Vener Garayev) will be published in *Public Administration Review*.

In February 2008, New York University Press published *The Collapse of Fortress Bush: The Crisis of Authority in American Government*, by Alasdair Roberts. Roberts' book was recently the subject of a profile in *Public Administration Review*. Additionally, Dr. Roberts has taken a new position as the Rapaport Professor of Law and Public Policy at Suffolk University Law School in Boston.

The University of Southern California has recently added two faculty members in public management, including David Suarez and Nicole Esparza. Dr. Suarez has a PhD in Education Administration and a MA in Sociology from Stanford University. His research interests include organizational analysis, non-profit organizations, and human rights. Nicole Esparza has a PhD

the costs (financial and otherwise) resulting from insufficient capacity (i.e., expertise, oversight, regulation). Nor have we made enough progress theoretically and conceptually about the interdependent effects of capacity on other dimensions of governance, like contract management. Each of the public management activities viewed as so vital during times of challenge is manifestly more necessary during periods of opportunity and prosperity. As a field, research conducted on public management capacity and translated in a form that stakeholders can use is a critical component to investing in healthy governance.

#### *Who Governs and How?*

Richard Feiock  
Florida State University

Robert Dahl provided a definitive answer to this question almost 50 years ago while tracing the evolution of governance in New Haven from oligarchy to pluralism. Many of Dahl's insights are enduring, but the nature of government and governance has changed since radically since 1961. Instead of power centralized in large general purpose governments, governmental authority is increasingly fragmented horizontally among competing local governments as well as vertically among overlapping specialized federal, state, and local agencies.

The scope and nature of governance problems have also changed as metropolitan regions have emerged as perhaps the dominant

economic and social units in global society and as underlying systems and problems become increasingly interconnected. Thus externalities arise among services and policy arenas, not just among government units in urban areas. For example, cooperative agreements on economic development will have implications for transportation and land use regulation decisions. Governance is challenged by fragmented governmental authority, residential sorting, and intergovernmental externalities produce inequalities across metropolitan regions that cumulate across issues to produce cumulative disadvantage to some areas.

The field of public management is perhaps better positioned than urban political science to tackle questions of who governs metropolitan regions and the mechanisms for regional governance, because of its focus on networks and intergovernmental and inter-organizational collaboration. Yet extant work on network management and governance narrowly focuses on designed, rather than self-organizing networks, and on individual service networks and governance mechanisms in isolation. Network governance can exacerbate, rather than solve the problems of fragmentation if problems or costs are pushed from one policy arena to another. Understanding who governs requires that these mechanisms be treated as pieces of a more integrated and multiplex system of urban governance that includes both designed or managed networks as well as emergent self-organizing networks.

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## Maxwell School Celebrates the 40th Anniversary of Minnowbrook

In September 1968, Dwight Waldo, Albert Schweitzer Chair at the Maxwell School, sponsored a conference of young public administration scholars at the Minnowbrook conference site of Syracuse University in the Adirondack Mountains. Waldo was concerned that neither the study nor the practice of public administration was responding in appropriate measure to mounting turbulence and critical problems of the day. The conference ideas, reflective of the tumultuous sixties, sparked a critical examination of public administration scholarship and practice aptly called the “New Public Administration.” The conference has left an enduring imprint on our field.

H. George Frederickson spearheaded a conference at the Minnowbrook Center to commemorate the 20th anniversary of the original conference in 1988. Several of the papers were published in edited journal symposia in the years following the conference and continued to challenge the status quo of public administration research and practice.

In September 2008, the Department of Public Administration at the Maxwell School of Syracuse University is celebrating the 40th anniversary of Dwight Waldo’s Minnowbrook conference by examining the future of public administration, public management, and public service around the world. The Maxwell School’s 40th anniversary celebration will be held in three parts and is funded by the Maxwell Dean’s Office, Syracuse Univer-

sity Vice President Ben Ware, and Maxwell alumnus Howard Phanstiel.

First, a preconference workshop with 50 new scholars will be held September 3-5, at the original Minnowbrook conference site at Blue Mountain Lake, New York (“Phase One”). Prior to the conference, each new scholar will write a brief essay critiquing any part of the field they deem important. Then, led by a professional facilitator at the Minnowbrook site, the new scholars will be tasked with critiquing the field, as a whole, and developing suggestions for future directions (Regrettably, the preconference workshop is full, with a waiting list).

Second, a larger conference with approximately 150 participants on the future of public administration, public management, and public service around the world will be held September 5-7 at Lake Placid, New York (“Phase Two”). Conference participants will come from Canada, China, India, Korea, the Netherlands, Mexico, Thailand, the United Kingdom, and the United States, and will range in age from 21 to 81. Highly seasoned scholars and practitioners will mingle with newly minted PhDs and those in mid-career. While all panel slots are filled (we received over 300 submissions), this conference is open to the world. To register, please go to [www.maxwell.syr.edu/pa/minnowbrook3](http://www.maxwell.syr.edu/pa/minnowbrook3).

Phase Two of the conference will begin at 3:00 on September 5 with a report from the new scholars with their critique of the field and ideas for future directions, fol-

and MA in Sociology from Princeton. Her research interests include organization theory, social networks, health, and philanthropy.

In 2008, Princeton University Press published *The Politics of Presidential Appointments: Political Control and Bureaucratic Performance* by David Lewis. The book examines in-depth how and why presidents use political appointees and how their choices impact government performance—for better or worse. Additionally, Dr. Lewis will begin an appointment as Professor of Political Science at Vanderbilt University starting on July 1, 2008.

The ASU School of Public Affairs is pleased to welcome two new senior faculty: Gerald Miller, formerly of Rutgers University, and Kathryn Mohrman, formerly of Johns Hopkins. The school is also pleased to welcome several very talented Assistant Professors: Chris Herbst (Maryland), Erik Johnston (Michigan), Yushim Kim (Ohio State), Edgar Ramirez (Florida State), and Larry Terry (Texas-Dallas).

The Arizona State University School of Public Affairs is pleased to welcome Barry Bozeman as Distinguished Visiting Scholar.

Carolyn J. Hill has been promoted to Associate Profes-

son with tenure at the Georgetown Public Policy Institute, Georgetown University. In addition, *Public Management: A Three-Dimensional Approach*, a new textbook designed for core public management courses and authored by Carolyn J. Hill and Laurence E. Lynn, Jr., will be published in late fall by CQ Press.

Rebecca Nesbit (PhD in public affairs, Indiana University, 2008) joins the University of North Carolina-Charlotte as Assistant Professor of Political Science on August 15, 2008. Her recent research focuses on civic engagement, particularly the causes and consequences of volunteerism in American life. At UNC-Charlotte, Dr. Nesbit will work to build and develop the MPA program's concentration in Arts Administration, but will also teach public and nonprofit management, and contribute to the interdisciplinary PhD in Public Policy Programs.

Stephen Billings (PhD in economics, University of Colorado, 2008) joins the University of North Carolina-Charlotte as Assistant Professor of Political Science on August 15, 2008. His recent research concerns the capitalization of the value of urban public services into real property values in large urban communities. He holds a prior master's degree in Planning and Urban Policy from the University of North Carolina-Chapel

lowed by a welcoming reception.

On Saturday, September 6, twenty-four panel sessions will address the following topics:

- Participatory Policy Making
- Assessing Leadership Theory and Practice
- Public Administration for the Globalizing 21st Century—Seeking a New Paradigm
- Managing Publicness
- Emergency Planning and Disaster Response CPM
- Public Service Ethic and Motivation
- Public Administration and the Skills of Democracy: Equipping Future Public Managers for Democratic Leadership and Shared Governance
- An Endangered Species List for Public Administration? Law, Ethics, History, and Democratic Knowledge
- The Future of Development Administration
- Networks and Collaboration
- Accountability and Authority
- Managing the Public Organizations of the Future
- Civic Engagement
- Breaking the Mold of the Traditional Core
- Globalizing Public Administration
- Urban Challenges
- The Future of Network Research
- Finally, Equity is a Pillar of Public Administration—Now What?
- Collaborative Governance and Climate Change
- IT Role in Governance
- Managing the International Public Sector
- Public Management Challenges
- Homeland Security and Public Administration
- Sustaining Statecraft under Conditions of Diffused Authority

A lunch plenary session on

September 6, led by H. George Frederickson, will feature “Minnowbrook Past, Present, and Future: Reminiscences and Predictions of Former Minnows.”

On Sunday, September 7, six “Super Delegates” will summarize and analyze what they heard at four different panels, discussing what it all means in terms of critiquing the current state of public administration, and plotting the future of the field. A plenary discussion and closing lunch will follow.

Third, a book bringing together the best of Phase One and Phase Two will be edited by Rosemary O’Leary. In the spirit of Dwight Waldo’s *Minnowbrook*, the book will seek to assess the following important questions, as well as others:

- How is the field of Public Administration different in 2008 from 1968 and 1988. What is Public Administration in 2008?
- Can we draw important theoretical and empirical conclusions about the market-oriented New Public Management that now has a 30 year history?
- Given the influx of scholars from many disciplines into Public Administration, is Public Administration closer or further away from developing a core theoretical base?
- Has progress been made in resolving the inherent tensions between democracy and bureaucracy that Waldo, Mosher, Redford, and others wrote about?
- How are new ideas about networked governance and collaborative public management changing the way we look at Public Administration, Public Management, and Public Service? Should they change what we teach in our programs?
- How has globalization affected our understanding of the key challenges that face the study and

practice of Public Administration, Public Management, and Public Service in the United States, the developed world, and developing and transitional countries?

Additional information about

## Call for Survey Questions

Scholars of public management are invited to propose questions for the 2008-9 Texas School District Survey. The 2008-9 survey will be the sixth survey of school superintendents since 2000. Previous surveys have been used to examine the impact of management on organizational performance and to gauge responses to major environmental events. Past surveys of these 1000+ public school superintendents have generated response rates of 55% to 67%.

the Maxwell School's Minnowbrook conference may be found at [www.maxwell.syr.edu/pa/minnowbrook3](http://www.maxwell.syr.edu/pa/minnowbrook3). We hope to see you at Lake Placid on September 5, 6, and 7!

To propose questions, scholars are asked to include a short paragraph outlining the importance of the concept being measured as well as the text of the question(s). Proposed questions should be sent to Ken Meier ([kmeier@polisci.tamu.edu](mailto:kmeier@polisci.tamu.edu)) by September 1, 2008. Individuals whose questions are selected will be given immediate access to the survey data subject only to an agreement on protecting the confidentiality of the respondents. Copies of previous surveys can be obtained by sending an email request to Ken Meier.

## News at Arizona State University

**The Alliance for Innovation (Now at ASU) Fosters New Research Activities.** The Alliance for Innovation is a unique partnership formed among the Innovation Groups (IG), the International City/County Management Association (ICMA), and ASU School of Public Affairs. The Alliance, which was officially launched earlier this year, is co-located with the ASU School of Public Affairs and the ASU Phoenix Downtown Campus. The Alliance web-site is [www.transform.org](http://www.transform.org).

The purpose of the Alliance is to transform local governance through discovery and application of leading ideas and practices to better serve

citizens and their communities. The top priorities of the Alliance are to understand major trends in local government, identifying leading practices that can help governments respond to change, foster research designed to improve performance, and create a repository of information on innovative practices and the process of innovation.

An Academic Network of scholars interested in local government affairs and innovation is being formed to link researchers with the Alliance. An urban research agenda, drawing on the ideas of practitioners and scholars, will shape Alliance research activities and inform the

Hill. At UNC-Charlotte, Dr. Billings will teach in the MPA and interdisciplinary PhD in Public Policy Programs.

Auerbach Publications of Taylor & Francis recently published *Business Improvement Districts: Research, Theories, and Controversies*, as part of the Public Administration and Public Policy Series. The book is edited by Goktug Morcol, Lorlene Hoyt, Jack Meek, and Ulf Zimmerman

The Department of Public Administration at the University of Illinois-Chicago is happy to welcome James R. Thompson as the new Head of the Department. Thompson, an Associate Professor in the department, served as Interim Director for the 2007-2008 academic year. His research focuses on human resource management and issues of organizational change and reform in the public sector. Thompson has a PhD from Syracuse University.

In August 2008, Rienner Publishers will release *Diasporas and Development: Exploring the Potential*, by Jennifer Brinkerhoff.

The Department of Public Administration and Urban Studies, Andrew Young School of Policy Studies, Georgia State University is pleased to announce the hiring of three new faculty for the fall semester: Cathy Y. Liu, who

recently completed her PhD degree at the University of Southern California, will be an Assistant Professor with research interests in planning and economic development; Yoon Jik Cho, who is finishing his PhD at Indiana University, will be an Assistant Professor with research interests in public management; and Zeynep Esra Tanyildiz, a recent graduate of the joint doctoral program in public policy at Georgia State and Georgia Tech, who will be a Clinical Teaching Assistant Professor.

Harvey K. Newman, a longtime member of the faculty at Georgia State University, has been appointed Chair of the Department of Public Administration and Urban Studies. Dr. Newman's publications include articles and a book on policies related to economic development in Atlanta through the hospitality industry. He has also published articles on nonprofit organizations in an urban context. He is the recipient of several awards for both his teaching and service to the community. Newman has provided leadership at the national level to his professional association, serving two terms as Chair of the Governing Board of the Urban Affairs Association. Professor Newman holds a masters degree from Duke University and PhD from Emory University.

survey research program of ICMA. Academic Network members will share their research with local governments and with each other. A database of relevant publications will be assembled to make scholarly research more accessible to practitioners. Guided by the research agenda and with knowledge of the research interests of network members, teams will be assembled to address high priority topics and to seek outside funding to sponsor the research.

For additional information about the Academic Network, contact [james.svara@asu.edu](mailto:james.svara@asu.edu).

**ASU Develops New Center for Policy Informatics.** ASU is developing a new Center for Policy Informatics, housed, in part, in the ASU School of Public Affairs. The Center will focus on techniques, methods, and theories related to the storage, retrieval, sharing, and optimal use of policy data, information, and knowledge for problem solving and decision making. In time, we expect to build a curriculum in policy informatics as a core area of study in the School of Public Affairs and the School of Computing and Informatics as a joint degree, with dual concentrations in business, nursing, planning, political science, economics, and other fields. The Center will also use the facilities of

ASU's Decision Theater, one of the first research centers in the nation to focus on immersive, collaborative policy decision making. The Decision Theater provides a 260 degree, 3D visualization environment coupled with advanced simulation and collaborative decision making tools. The Center is being developed under the leadership of Rick Shangraw of the ASU School of Public Affairs.

**ASU Develops New Institute for University Design.** ASU is developing a new Institute for University Design that will explore innovative organizational models for the emerging universities of the 21st century. The Institute for University Design will seek to understand and guide the ongoing evolution of innovative organizational models for public universities worldwide. The Institute will facilitate research on university design and management approaches, build communications networks among scholars of member universities, and publish materials that illustrate Institute findings and discussions. Because of the synergies that can be built through collaborative efforts between the United States and China, the Institute will initially examine universities in these two countries. The ASU component will be led by Kathryn Mohrman of the ASU School of Public Affairs.

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## Comings & Goings (cont'd)

La Follette School Assistant Professor Susan Webb Yackee has won the Paul Volcker Endowment Junior Scholar Research Grant from the American Political Science Association's Public Administration Section. The \$3,000 award will support her research project *Does Political Accountability Lead to Regulatory Delay? An Empirical Assessment of Federal Agency Rulemaking*. The award is given for research that sheds new light on important public administration questions, their scholarly and methodological rigor, and their promise for advancing practice and theory development.

Indiana University faculty and alumni shared in three awards at the August 2008 annual meeting of the Academy of Management. Robert K. Christensen (PhD 2007, Indiana) received the Public and Nonprofit Division's award for best dissertation defended in 2007. Professor Christensen is Assistant Professor of Political Science at the University of North Carolina-Charlotte; his dissertation is entitled, *When Courts Manage: Judicial Rowing in Desegregation Governance*.

Beth Gazley and Jeffrey L. Brudney received the award for best journal article published during 2007 in the field of public and nonprofit management. The article is entitled *The Purpose (and Perils) of Government-Nonprofit Partnership* and appeared in the September 2007 issue of *Nonprofit and Voluntary Sector Quarterly*. Professor Gazley is Assistant Professor in the School of Public and Environmental Affairs, Indiana University-Bloomington. Professor Brudney holds the Levin Chair of Urban Studies and Public Service at Cleveland State University.

Laurie E. Paarlberg (PhD 2003, Indiana) received the Accenture award for best article published in the *International Journal of Public Management* during 2007. The article is entitled *The Impact of Customer Orientation on Government Employee Performance*, appearing in Vol. 10, Issue 2. Professor Paarlberg is Assistant Professor of Public and International Affairs at the University of North Carolina-Wilmington.

The Department of Public Policy at the University of Connecticut has made two terrific hires: Dr. Eric Brunner and Deneen Hatmaker. Dr. Eric Brunner is a very well regarded economist at Quinnipiac University who will join us in January 2009 as an Associate Professor. He is a UConn alumnus whose PhD in economics is from the University of California, Santa Barbara.

Deneen Hatmaker will begin in August, 2008. She comes from Nelson A. Rockefeller School of Public Affairs and Policy at the State University of New York at Albany, where she is currently finishing her PhD in Public Administration and Policy.

The department has also recently been awarded a highly competitive research grant from the Department of Homeland Security's Office of University Programs as Part of the Center of Excellence for the Study of Natural Disasters, Coastal Infrastructure and Emergency Management. This is a five-year \$566,000 study that will begin in the next several months.

This fall, the John Glenn School of Public Affairs at The Ohio State University will welcome three new professors to its core faculty. Glenn School Director Charles Wise recently announced the additions of

Jason Seligman, Stephanie Moulton, and Craig Boardman to the faculty. Dr. Seligman is currently a member of the Department of Economics at the University of Georgia, as well as a Public Service Assistant within the Carl Vinson Institute of Government. Dr. Seligman completed his doctoral work at the University of California-Berkeley and specializes in public finance and budgeting.

Stephanie Moulton is currently completing her doctoral studies at the School of Public and Environmental Affairs at Indiana University. Ms. Moulton specializes in public management, non-profit management, and housing policy, and her work has been recognized by the Department of Housing and Urban Development's Office of University Partnerships.

Craig Boardman will join the teaching faculty after receiving his doctorate from the Georgia Institute of Technology. He has been serving as a Research Policy Analyst at the Science and Technology Policy Institute in Washington, D.C. He will be teaching in the areas of Science and Technology Policy and Public Management.

"We are delighted that Jason Seligman, Stephanie Moulton, and Craig Boardman have accepted our invitation to join the Glenn School," said Dr. Charles Wise, School Director. "They not only are outstanding scholars and teachers, but are fully engaged in public affairs."

The NYU Wagner Graduate School of Public Service has recently hired Amit Nigam. Dr. Nigam has an MA in International Relations from Yale University and a joint PhD in Management & Organizations and Sociology from Northwestern University. His research examines the role of professions and relations

between professional groups in shaping processes of organizational and systemic change in health care. He recently finished a post-doctoral fellowship at the Collaborative for Health System Performance at the Rotman School of Management. His work addresses a wide range of topics, including the impact of policy debates surrounding Bill Clinton's health care reform effort in shaping health system change, the complex role of the medical profession in the shift to managed care in the United States, and the nature of political and interpretive dynamics between professional groups in shaping organizational change and performance improvement. During his post-doctoral fellowship, he examined the impact of a series of provincial initiatives that aim to improve performance in Ontario hospitals.

The Graduate School also awarded a management PhD to Ariel Zaltzman. Ariel's dissertation, titled *The Role of Monitoring and Evaluation in the Budgetary Process: Insights from a Study of Chile's Performance-Based Budgeting System*, was chaired by Professor Sonia Ospina.

Arizona State University has recently awarded seven students PhDs. Congratulations to:

- Tara A. Blanc, *Terms of Engagement: Civic and Political Behavior Among Arizona Youth*
- Mary Ellen Dalton, *Financial Indicators and Sustained Quality Improvement in Hospital Performance*
- Viola Lerma Fuentes, *Comparing and Analyzing the Policy Design of Undergraduate Higher Education Strategies in Four Southwestern States*
- Kimberly Annette Kaan, *Online Usability Among Arizona Local Governments*
- Jill Jamison Rissi, *Deliberative Democracy: How Dialogue Affects Policy*

*Preferences for Health System Reform*

- Charlene Roach, *E-Government: Usability of Trinidad and Tobago Ministry Websites*
- Meghna Sabharwal, *Job Satisfaction of Foreign-Born Faculty in Science and Engineering by Citizenship Status*

Nicole Thibodeau has been appointed Assistant Professor of Accounting at the Atkinson Graduate School of Management, Willamette University. She recently co-authored *Value Creation in Public Enterprises: An Empirical Analysis of Coordinated Organizational Changes in the Veterans Health Administration*. Other appointments include Polly Rizova, author of *The Secret of Success: The Double Helix of Formal and Informal Structures in a Government R&D Laboratory* (Stanford University Press, 2007), as Associate Professor of Management, Paul Dwyer as Assistant Professor of Marketing, Larry Ettner as Professor of Management Practice, and Wei Wu as Instructor of Statistics and Finance. Robert Wiltbank was promoted to the rank of Associate Professor of Strategic Management and awarded tenure, Lisbeth Claus was promoted and awarded the title of Professor of Global Human Resources Management, and Dean Debra Ringold, Professor of Marketing, was awarded the Jen-Weld Foundation Chair in Free Enterprise. Debra is the 2004 recipient of the Thomas C. Kinnear/Journal of Public Policy and Marketing Award for outstanding research. She currently serves as Chair of the American Marketing Association.

Kenneth A. Smith, Assistant Professor of Accounting at the Atkinson Graduate School of Management, Willamette University, is the co-chair of the Oregon Public Performance Management Association. The Atkinson School hosts the association's annual workshop

for public employees. This year the theme of the conference was performance measurement, budgeting and managing and featured a keynote address by Katherine Barrett and Richard Greene, authors of *Grading the States: A Management Report Card*.

Fred Thompson, Grace and Elmer Goudy Professor of Public Management and Policy at the Atkinson Graduate School of Management, Willamette University, has been appointed to a three year term as Director of Willamette University's Center for Governance and Public Policy Research.

Bruce Gates, Professor of Quantitative Methods and Public Management, and Ilan Vertinsky, Distinguished visiting Professor of International Management and Policy, retired and Bryan Johnston, Professor of Management Practice, died tragically three weeks before he was scheduled to assume the presidency of St. Martin's University in Lacey, Washington. Professor Johnston's service to AGSM was limited this year because of his appointment as interim leader of the state's embattled children and family programs within the Oregon Department of Human Services.

The School of Public Affairs at the University of Colorado-Denver has recently hired Drs. Mary Ellen Guy, Danielle Varda, and Chris Weible. Additionally, Christine Martell has been promoted to Associate Professor. Dean Paul Teske has been awarded grants from the Bill and Melinda Gates Foundation and the U.S. Department of Labor. Finally, *Evaluation in Action: Interviews with Expert Evaluators* by Jody Fitzpatrick, along with co-authors Christina Christie and Mel Mark, will be published by Sage.

The School has recent-

ly awarded PhDs to:

- Bette Brassfield, *The Gift of Self: Determination of the Role of Rationality in Organ Donation*
- Jamie VanLeeuwen, *Public, Private and Non-Profit Collaboration: Understanding Social Constructions & Public Participation in Transitioning Homeless Youth Off of the Streets*
- Catherine Anthes, *An Exploratory Study of How Policy Research is used in the Policy Process by Policymaker Staff and Public Administrators*
- Tonya Aultman-Bettridge, *A Gender-Specific Analysis of Commu-*

- nity-Based Juvenile Justice Reform: The Effectiveness of Family Therapy Programs for Delinquent Girls*
- Sean Michael Jones, *Why did Voters approve the 1998 Denver Broncos Stadium Tax Initiative? Three Competing Theories*
- Mary West-Smith, *Dad's in Prison: A Qualitative Study of the Lives of Children of Incarcerated Fathers*
- Jo Arney, *Ethics and Organizational Structure: A Study of Organizational Values*
- John McGrath, *Gender and Rank Attainment in Municipal Policing: The Role Career Paths, Mentoring, and Educa-*

- tion have on the Promotional Process*
- Giannina Rikoski, *Coordination of an Emergent Multiorganizational Network: Responding to the Arrival of Katrina Evacuees in Colorado Springs*
- Spiros Protosaltis, *Political and Policy Dynamics of Higher Education Governance and Finance Reform: The Shaping of the First State Postsecondary Education Voucher System*
- Phyllis Resnick, *The Law of Unintended Consequences: Do Tax and Expenditure Limitations Impede State Tax Reform Efforts*

## Job Postings

### NYU'S WAGNER GRADUATE SCHOOL OF PUBLIC SERVICE: TENURE TRACK POSITION IN HEALTH MANAGEMENT (OPEN RANK)

The Wagner Graduate School of Public Service at New York University seeks to hire a tenure-track faculty member in health management, to begin in Fall 2009. Applicants should have strong theoretical and practical research interests in health care management (at the level of organizations, institutions and systems) and the ability to teach management effectively to masters and doctoral level students. Applicants must possess a Ph.D. or equivalent. The position is open to all ranks. The successful applicant will have a substantial research portfolio and a track record of strong collaborative research engagement. Involvement in international health management is a plus.

NYU Wagner has a unique focus on the intersection of management and public policy at the organizational, local, regional, national, and international levels. Current

full-time management faculty come from diverse backgrounds, including organizational behavior, organization studies, sociology, political science, health management, and public and nonprofit management. Health faculty are similarly multidisciplinary, with advanced degrees in policy, management, planning, politics and medicine. While Wagner faculty salaries are fully funded internally, faculty are highly successful at obtaining external funding to support an active and diverse research portfolio.

Applications will be reviewed upon receipt, but should be received by September 15, 2008. Applicants should email their CV, statement of research and teaching interests, and up to 3 representative manuscripts to healthmanagementsearch.wagner@nyu.edu. In addition, 3 letters of recommendation should be sent either by email (directly from the recommender), or by hardcopy to the following address:

Health Management  
Search Committee  
NYU Wagner Graduate

School of Public Service  
The Puck Building, 2nd floor  
295 Lafayette Street  
New York, NY 10012-9604

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