

Management Matters

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Call for Proposals 10th PMRA Conference The Ohio State University October 1-3, 2009

We are excited to open the call for proposals for the 10th Research Conference of the Public Management Research Association. The conference will be hosted by the John Glenn School of Public Affairs at the Ohio State University.

The Public Management Research Association (PMRA) is a nonprofit academic membership association that furthers research on public organizations. PMRA grew out of a bi-annual series of public management research conferences and has substantially grown its membership base over time (to learn more about PMRA, visit www.pmrnet.org). In addition, PMRA now publishes the *Journal of Public Administration, Research and Theory* (JPART), one of the premier journals in the field. Both PMRA and JPART emphasize the links between the study of public institutions, their management, and the study of public policy. One of the goals of PMRA and JPART is to foster multidisciplinary research from a variety of fields on government and governance. The organization supports the development of empirical and normative inquiry, theory

building and systematic testing of theory consistent with the canons of social science, using the full range of quantitative and qualitative methodologies. Since 1991, the Public Management Research Association Conference has become the foremost gathering of leading public management scholars in both the U.S. and around the world. Each conference has been more popular than the last, and the competition for participation has become more intense. Given this increased demand, the 2009 conference will have facilities which can accommodate an increase in the number of panels and papers.

In the multi-disciplinary and multi-method spirit of PMRA and JPART, the program committee for the 10th bi-annual conference welcomes proposals that feature high-quality qualitative or quantitative empirical research. These proposals will be evaluated based on the significance and quality of the research question, research design, methods, data and findings. The program committee also welcomes conceptual proposals without qualitative or quantitative empirical



From Lemasany Hill by Robert Sudlow

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Hal G. Rainey, Department of Public Administration and Policy, School of Public and International Affairs at the University of Georgia, has been selected to receive the 2009 Dwight Waldo Award. Conferred by the American Society for Public Administration, the award recognizes a person who has made "outstanding contributions to the professional literature of public administration over an extended career."

Donald P. Moynihan of the La Follette School of Public Affairs was recently awarded the H. I. Romnes Faculty Fellowship. The Fellowship is a \$50,000 research award for outstanding associate professors at the University of Wisconsin-Madison. Professor Moynihan will become the Associate Director of the La Follette School in the summer of 2009.

The Department of Public Administration and Policy in the School of Public Affairs at American University is proud to announce the appointments of Stephanie Newbold (Ph.D., Virginia Tech, 2003) and Edmund Stazyk (Ph.D. expected May 2009, University of Kansas) as assistant professors of public administration and policy beginning Fall 2009. Daniel Fiorino (Ph.D., Johns Hopkins University, 1977), director of the Environmental Protection Agency's

components. Specifically, the committee welcomes conceptual pieces that develop a theory or theoretical framework that provides insight into a compelling research question or subject of study in public management. Strong conceptual papers should identify foundational assumptions and key concepts, develop an internally consistent logic or model of causation, and result in specific propositions or testable hypotheses. The program committee welcomes proposals for either empirical or conceptual papers that focus on new areas of research or evaluations of existing streams of research. Proposals from individuals at all stages of their careers are welcome.

In addition to individual paper proposals, the program committee encourages the submission of complete panels consisting of no more than four papers. Panel submissions should bring together complementary papers that tackle compelling research questions or subjects of study in public management. Panel proposals should provide information on the overall theme of the panel and indicate how each of the proposed papers connects to the panel's theme. Each of the papers in the panel will be evaluated separately on whether it meets the criteria for individual paper submissions. The program committee may drop or add papers to proposed panels.

All paper proposals should be no more than one page, single-spaced, and should include the following information:

(1) Author name, title, and institutional affiliation;

(2) Ph.D. or terminal degree granted (field, date, institution);

(3) Paper title; and

(4) Research question, relevant literature, research design and methods, data, and findings (if available).

A person may submit no more than two proposals (including both single-authored and co-authored papers). Individuals will be limited to two acceptances (at least one of which must be multi-authored) and only one opportunity to present research at the conference.

Panel proposals should include one single-spaced page on the panel, contact information for the panel organizer, and one-page, single-spaced proposals for each of the individual papers within the panel.

Proposals should be submitted to pmrcsubmission@jgippm.ohio-state.edu as either a PDF or Word attachment no later than March 31, 2009. Review of proposals will commence immediately on April 1. Notifications of proposal acceptance or denial will be sent by June 1, 2009. If a proposal is accepted, the presenter must register for the conference in order to participate.

Requests to be panel chairs also may be submitted to pmrcsubmission@jgippm.ohio-state.edu. Include information about your title, institutional affiliation, Ph.D. granted (date, field, and institution), and general research interests.

Any questions regarding the conference or proposal submissions may be sent to either Trevor Brown (brown.2296@osu.edu) or Beryl Radin (radin@american.edu), the co-chairs of the committee.

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Online at www.pmrnet.org

On Behalf of the Board

As you know, Carolyn Heinrich has stepped down as editor of JPART effective January 1, 2009. On behalf of the entire PMRA Board, I would like to thank Carolyn for her tremendous efforts in leading JPART to one of the leading journals in public management and administration. She has worked assiduously to ensure that only the

highest quality of manuscripts get published in our journal. Carolyn has set the bar very high, and we are extremely grateful to her for her invaluable contributions. Cheers from all of us on the Board!

*Norma Ricucci
Rutgers*

Letter from the Outgoing JPART Editor

Dear colleagues and friends,

I am writing this letter just a few weeks before I complete my four-year term as Editor of the Journal of Public Administration Research and Theory. It was almost exactly four years ago that I received four large boxes of papers from Beryl Radin, the previous JPART editor, signifying the transition and beginning of my new role. The first big change came shortly thereafter, as JPART went electronic on January 1, 2005. We soon realized how important this decision was, as the number of papers submitted to JPART has tripled since that time.

The increase in submissions to JPART is undoubtedly correlated with its rise in stature in the field and in the rankings of journals of public administration. As we all know, JPART is a relatively young journal, and it first entered the ISI Thomson Scientific rankings in 2003, coming in strong at #14 among 24 journals with an impact factor of 0.340. In 2004, JPART rose to the #7 place with an impact factor of 0.872; clearly, JPART was

on a solid, upward trajectory when I assumed the editorship at the end of that year. That said, I don't think anyone (including our competitors) anticipated that JPART would jump to the top of the rankings in the next year, when its impact factor ranking overtook those of long-standing, highly regarded journals in the field such as *Governance*, *Public Administration Review* and the *Journal of Policy Analysis and Management*. JPART's impact factor has continued to rise; today (last ranked for 2007), it is at 1.982, and JPART is still the #1-ranked journal in the field.

JPART's success has clearly been a collaborative effort. It began with the vision of H. George Frederickson, who established the journal in 1990 to serve as a bridge between public administration and public management scholarship and public policy studies. The multidisciplinary aim of JPART to embrace the organizational, administrative, and policy sciences and provide in-depth analysis of developments as they apply to government and governance in the United States and internationally continues, as does

National Performance Track, will also join the faculty in Fall 2009 as Scholar in Residence after a 30-year career in the federal government and numerous research awards. They join David Pitts, Anna Amirkhanyan, Joe Sabia, and Alison Jackowitz as the department's newest public management and policy colleagues, along with Robert Carroll, Executive in Residence and former Deputy Assistant Secretary for Tax Analysis at the U.S. Treasury Department.

Richard Feiock has been named Director of Florida State University's newly established Sustainable Energy & Governance Center (<http://seg.fsu.edu>). The Center's \$1.5M budget is focused on research investigating the role of government and governance institutions in shaping sustainable energy outcomes at the state and local level, particularly legal and institutional barriers to policy innovation, and factors that shape sustainable energy adoption, diffusion and implementation.

Brian K. Collins has joined the Department of Public Administration at the University of North Texas.

Alexander C. Heckman graduated with doctorate in Public Policy and Management from The Ohio State University John

Glenn School of Public Affairs in December 2008.

The Department of Public Administration at the University of Illinois at Chicago has recently established the Science, Technology, and Environment Policy Lab. The ST&E Lab provides a research and learning environment for social science, science and engineering faculty, graduate students, post doctoral scholars, and practitioners to explore key ST&E policy and management issues using multidisciplinary approaches. Faculty and graduate students are supported on grants and contracts in such areas as science policy, technology management, environmental technology, and electronic government. Lab research and activities provide an organizational focus for the UIC's Science and Technology doctoral concentration in public administration. Principal UIC public administration faculty involved in the Lab include Drs. Eric Welch, Mary Feeney, and Meg Haller. More information is available at <http://www.uic.edu/orgs/stresearch>.

In December, W. W. Norton & Co. published *The Next Government of the United States: Why Our Institutions Fail Us and How to Fix Them* written by Donald F. Kettl.

George's role as Editor-in-Chief of the journal. I personally owe a great debt of gratitude to George. He took a risk in selecting a relatively young scholar to take on the editorial role following Beryl Radin (a stalwart in the field), and he has since been a wonderfully supportive colleague and mentor in every way. George's continuing involvement in the journal, as well as Craig Thomas's role as the new editor, should ensure the bright future of JPART.

George Frederickson is just one of the many important people that I would like to thank for their tremendous support of the journal and my work as editor. As submissions to the journal increased, we added co-editors to help with some of the key decision-making tasks of the journal. The longest-serving co-editors (since before my term) are Ken Meier and Hal Rainey, both of whom have been incredibly responsive, supportive and vital to the journal's success. I was also very fortunate to have Anne Khademian, David Lowery, George Boyne and Don Moynihan accept this role as well, and Bryna Sanger also served for a time as co-editor. In addition, Patrick Wolf has served as the book review editor throughout my term. No editor could ask for a more brilliant and helpful set of co-editors than I have had the pleasure of working with over these four years.

JPART also has a very distinguished board of editors, more numerous than I can name, and I also call on many, many other scholars to review for JPART. I think it is important to convey that JPART has developed a reputation for having excellent referees who really put a lot of thought, time and effort into providing valuable and timely feedback to authors who submit their work. In fact, the typical response

I receive even from those authors whose paper is rejected is that they are extremely grateful for the helpful critique and suggestions that they receive through the review process. It is through the review process that good scholarship is made great, and this would not be possible without the dedication and service to the journal of so many generous colleagues in the field. To all of you, I am also deeply indebted, and I can't say enough to express my gratitude.

Of course, the journal could not be publishing great work if not for the many scholars who submit their very best papers to JPART. JPART has an outstanding pipeline of research in the queue for publication, so I am confident that many of us will continue to see JPART as our first choice for sending our very finest work for review in the future.

I would also like to add a number of other "thank-yous" to those who have made my work as editor both possible and enjoyable. The La Follette School of Public Affairs provided student assistance to the journal from the fall of 2005 through the spring of 2008, and I am particularly thankful for the assistance of Sarah Maguire and Maureen Quinn. Since the beginning of 2008, Oxford University of Press has increased its level of support to the journal, and Jo Ferrier has been wonderful in this editorial support role. I also thank Colleen Wray and many others at both the Oxford University of Press office in Cary, North Carolina as well as the UK office.

Finally, I would be remiss in not thanking my family—my husband, Kurt Heinrich, and our three children, Victoria, Nathan and Lauren—for their considerable patience and all that they gave up during the many hours that I spent working on the business of the

journal. It is only partly a joke to say that my laptop computer was becoming indistinguishable from my other body parts, as it traveled to martial arts and ice-skating lessons, track and cross-country meets, football, volleyball and softball games, forensics tournaments, the orthodontist's office, and even on vacations and drives to grandma's house. One of the reasons I am "retiring" from this position is that I assumed the role of Director of the La Follette School in

July of 2008, so it is unlikely that I am going to shed this extra appendage anytime soon. But I do hope to recover a little bit of additional family time, as college will soon be on the horizon for Victoria.

Thank you again to all, as I enthusiastically turn over the baton to Craig Thomas...

Carolyn Heinrich
University of Wisconsin-Madison

Letter from the Incoming JPART Editor

Dear PMRA members,

We should all be thankful for the magnificent work Carolyn Heinrich has done on behalf of JPART. We have reaped the benefits of reading exceptional articles, and are justifiably proud of the journal's reputation. I have an additional reason for thanking Carolyn, in that she is leaving behind a superb production system for reviewing manuscripts. One of the reasons I am pleased to serve as JPART editor is that I will inherit this smooth-running production system. Carolyn not only studies performance management, she practices it as well. I am both honored and daunted to follow in her footsteps—and those of past JPART editors. It will be difficult to improve the quality of the journal, but in the spirit of continuous improvement, I will do my best to maintain what is great about JPART and to explore new ideas for improving the journal.

As I begin this new position, I look forward to meeting as many PMRA members as possible to learn about what you value in the journal, and to gather ideas for

improvement. JPART is our journal; so it is important to me that I hear your thoughts and desires. The one desire I cannot meet, of course, is to publish all of your papers. JPART receives far more submissions than can be published. Therefore, the most difficult part of my job will be sending "thanks, but I regret" letters. While I cannot promise that your papers will be published, I can promise that you will receive timely and first-rate feedback from reviewers. I make that promise knowing that when I request reviews, you will put the energy and commitment into reviewing manuscripts that is required to maintain—and enhance—the journal's reputation. This reputation has been built upon high-quality submissions, high-quality reviews, and quick turnaround by reviewers and editorial staff. Please submit your best manuscripts, and be diligent and thoughtful when responding to my requests for reviews.

I do not intend to move the journal in radically new directions. I will continue to publish the highest quality articles employing sophisticated

The Rockefeller College of Public Affairs and Policy added four new tenure track faculty including Torrey Shanks, Meredith Weiss, Ellen Rubin, and Stephen Weinberg. In addition, Dean Jeffrey D. Straussman was inducted into the National Academy of Public Administration.

Nicole Darnall received the 2008 Academy of Management, Organization and Natural Environment's (ONE) Emerging Scholar Award in recognition for research excellence. This is the first year the Academy sought nominations for the honor of being named an *ONE Emerging Scholar*—defined as being within the first 6 years since receiving their Ph.D.—from colleagues who are recognized as leaders in ONE-related research.

Anthony Bertelli will join the faculty of the University of Southern California's School of Policy, Planning, and Development in Fall 2009 and will become the holder of the C. C. Crawford Endowed Chair in Management and Performance. Tony is currently on the faculty at the University of Georgia.

In October 2008, W. Bartley Hildreth, Regents Distinguished Professor of Public Finance at Wichita State University, received the Aaron B. Wildavsky Award

for lifetime scholarly achievements in the field of public budgeting and finance from the Association for Budgeting and Financial Management of the American Society for Public Administration.

In November 2008, Jones and Bartlett Publishers released *Federal Government Reorganization: A Policy and Management Perspective* by Beryl A. Radin and Joshua M. Chanin. This textbook reader discusses the importance of organization and reorganization in the contemporary structure of the American federal government. Through a range of conceptual readings, it explores why reorganization and the changing structure of government continue to happen, allowing the reader to understand the conflicting goals involved in changing organizational structure. It highlights two contrasting approaches to reorganization: a management approach and a policy approach. It also discusses the consequences of reorganization activity by focusing on the results of a number of federal government reorganizations. These are the creation of the Department of Homeland Security, the Department of Defense, and the Department of Education. It also includes arguments for the creation of a department of food safety.

methods and cutting-edge theory. I will make decisions about which papers to publish based on rigorous peer reviews that may include multiple revise-and-resubmits. I will not favor any discipline, theory, method, or topic. I do, however, prefer papers that are presented in particular ways. I encourage authors, for example, to have clear research questions, and justifications as to why those questions are theoretically and empirically important. I also encourage authors to discuss the strengths and weaknesses of their methods. No methodology is perfect. All have limitations. In my view, it is better to identify methodological trade-offs, rather than to allow reviewers and readers to call them out. On a related point, I do not believe there is a great divide between qualitative and quantitative methods. All quantitatively oriented papers employ some qualitative methods; and some qualitative papers can be improved with quantitative evidence. Hence, I encourage authors to discuss trade-offs and commonalities among methods, not just among theories. I will strive to publish exciting and well-executed articles that speak to a wide range of theoretical, methodological, and disciplinary persuasions.

I will also ensure that the editorial board reflects this diversity. Like all new editors, I will make some changes to the editorial board to allow opportunities for others to serve, and to thank some current board members for their service. My criteria in making any changes will be to ensure the editorial board represents broad diversity of discipline, theory, methods, and topics. I will also strive to include other types of diversity, including representation of diverse programs, universities, and geographic regions.

In closing, I am excited to assume the editorship of JPART. It is a great journal, one of which we should all be proud. I am honored to have been selected as the next editor, and will do my best to continue current best practices while exploring new opportunities. The Daniel J. Evans School of Public Affairs will provide a solid institutional home at the University of Washington. I look forward to receiving your feedback, and your best papers. Together, we can maintain and even enhance JPART's preeminent stature.

Craig Thomas
University of Washington

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

In past issues of *Management Matters*, we have updated PMRA members on the current status of the Journal of Public Administration Research and Theory. Once again, we have prepared a report for our members (detailed informa-

tion on the history of JPART and on the Thomson Social Science Index can be found online in Volume 3, Issue 1 of *Management Matters*).

Brief History and Current Status

The Journal of Public Administration Research and Theory has been included in the Thomson Social Science Index (SSCI) since 2001. One advantage of membership in the SSCI is the potential for the measurement of JPART's impact through comparative journal citation impact factors.

Journal impact factors are calculated by dividing the number of citations in the universe of the SSCI public administration group in 2007 by the number of JPART articles published in 2005 and 2006. The 2007 impact factors for the top five journals in the public administration group thus determined are:

Journal	Total Cites	Impact Factor
JPART	632	1.982
JPAM	739	1.800
PAR	1534	1.321
J. Eur. Pub. Policy	784	1.183
J. of Social Policy	429	1.177

According to Thomson's SSCI reports, JPART's impact factor increased in 2007, and the journal once again tops the list in the public administration grouping. Additionally, JPART's impact factor has steadily increased. The journal's impact factor and overall rank in the public administration grouping are provided below:

Year	Impact Factor	Rank
2007	1.982	1/27
2006	1.655	2/23
2005	1.451	1/25
2004	0.872	7/26
2003	0.340	14/24

In the twelve months between July 2007 and June 2008, the JPART articles most frequently downloaded (as a PDF) were:

- Dunleavy, Patrick et al. (2006). New Public Management Is Dead—Long Live Digital-Era Governance. 16, 467-494.
- Bobic, Michael P. and William Eric Davis. (2003). A Kind Word for Theory X: Or Why So Many Newfangled Management Techniques Quickly Fail. 13, 239-264.
- Peters, B. Guy and John Pierre. (1998). Governance Without Government? Rethinking Public Administration. 8, 223-243.
- Olsen, Johan P. (2006). Maybe It Is Time to Rediscover Bureaucracy. 16, 1-24.
- O'Toole, Laurence J., Jr. (2000). Research on Policy Implementation: Assessment and Prospects. 10, 263-288.
- Meier, Kenneth J. et al. (2007). Strategic Management and Performance of Public Organizations: Testing Venerable Ideas against Recent Theories. 17, 357-377.
- Wright, Bradley E. (2001). Public-Sector Work Motivation: A Review of the Current Literature and a Revised Conceptual Model. 11, 559-586.
- Hood, Christopher. (2004). The Middle Aging of New Public Management: Into the Age of Paradox? 14, 267-282.
- Jones, Bryan D. (2003). Bounded Rationality and Political Science: Lessons from Public Administration and Public Policy. 13, 395-412.
- Willem, Annick and Marc Buelens. (2007). Knowledge Sharing in Public Sector Organizations: The Effect of Organizational Characteristics on Interdepartmental Knowledge Sharing. 17, 581-606.

Erica Gabrielle Foldy, Laurie Goldman, and Sonia Ospina published their paper *Sensegiving and the Role of Cognitive Shifts in the Work of Leadership* in the journal *Leadership Quarterly* in 2008. This paper documents how nonprofit and social change organizations attempt to influence how audiences view their organization's issue and their primary constituency, or the population the organizations were designed to serve or mobilize. Foldy is an Assistant Professor of Public and Nonprofit Management; Ospina is Associate Professor of Public Management and Policy; and Goldman is in the Urban and Environmental Policy and Planning Department at Tufts University.

Cleopatra Charles will join the Robert F. Wagner Graduate School of Public Service at New York University as a post doctorate fellow in January. Her dissertation focuses on the financial impacts of tax and expenditure limitations and budget stabilization funds. Receiving her M.P.A. from Baruch College and Ph.D. at University of Kentucky in Public Policy and Administration, Charles was honored with a Doctoral Fellowship from the Institute for Federalism and Intergovernmental Relations in 2007-2008. She is a member of the American Society for Public Administration, the Association for

Budgeting and Financial Management, and the Association for Public Policy Analysis and Management.

Daniel Smith has received a faculty appointment as Assistant Professor of Public Budgeting and Financial Management at the Robert F. Wagner Graduate School of Public Service at New York University. Smith's research focuses on the fiscal implications of state-level budgetary institutions, the interaction between public financial management and organizational performance, and tax equity. Holding a Ph.D. in Public Administration at the University of Georgia and a M.P.A. in State and Local Management from the University of Delaware, Smith completed fellowships and internships with the Delaware Economic Development Office and the state House of Representatives. Previously, he served as a constituent services intern in the Wilmington office of U.S. Senator Joseph R. Biden.

Robert Agranoff, SPEA, Indiana University-Bloomington and Instituto Universitario Ortega y Gasset, Madrid will teach an Intergovernmental Management/Network doctoral class in January 2009 at Ortega. It is the 19th consecutive year of Agranoff's affiliation with this postgraduate institute.

Total online usage of JPART for 2007 was about 46,000 home page hits, about 40,000 table of contents hits, about 116,000 abstract downloads, and about 70,000 full-text article downloads.

Since 2005, JPART circulation has grown by 26%, from 2,055 in 2005 to 2,592 year-to-date. The approximate JPART subscription base is as follows:

Institutions (libraries)	2327
PMRA Members	234
Personal	31
Total	2592

Conclusions

As we've noted in past reports, JPART is firmly established in the field and has taken its place as the primary outlet for high quality scholarship in public administration and policy. Moreover, PMRA is flourishing and serves as the foremost association for public administration and policy scholars.

Big, Unanswered Questions in Public Administration, Part II

We recently 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.

This issue of Management Matters provides Part II of the unanswered questions symposium. The third and final segment will be presented in the Summer 2009 issue. We believe many of the questions posed are quite provocative, and hope this symposium may prompt new and additional streams of research.

Part II includes pieces by Keith Provan, Donald Moynihan, Jocelyn Johnston, David Lowery, and Laurence J. O'Toole, Jr.

Keith Provan
University of Arizona

Since my research is on publicly funded organizational networks, this will be the focus of my comments. Anyone who has studied public management since the 1990s will recognize that networks have become a major area of attention. We currently know much about what networks are, why they are important, and how they are managed. But there is also a great deal we simply do not know about networks, particularly regarding the critical and closely related topics of effectiveness and evolution.

There is an implicit assumption that networks are positive and that public managers should collaborate more with their colleagues in other organizations when addressing a common problem. The logic behind this is strong, especially for public and nonprofit organizations and especially when compared to not

cooperating. But we have only limited evidence, mostly anecdotal, that networks are really effective. And even if networks are an effective form, which seems likely, we know even less about exactly what specific network forms work best under what specific conditions related to task, resources, and so on. Patrick Kenis and I recently addressed this issue by examining different network governance forms (JPART, 2008). But there are many questions that remain and empirical research is definitely lacking on the topic.

One major barrier to understanding more about public network effectiveness has been the shortage of rigorous research on evolution. Currently, we know very little about how networks evolve. Such information is critical for understanding whether or not networks are effective, since effectiveness at one point in time may bear little resemblance to effectiveness one year later. How does the structure and governance form change over time? How do changing resource needs get addressed? And how does commitment get sustained, especially given shifting organizational priorities and network membership? These are all critical issues for future research on public networks.

Performance Information Use as a Dependent Variable

Donald P. Moynihan
University of Wisconsin-Madison

In 1995, Behn argued that one of the “big questions” facing public management research centered on how performance data is used. This question has not been satisfactorily answered, even as performance data has increased in importance. Governments have devoted ex-

traordinary effort in creating performance data, wagering that it will be used to improve governance. How, and why, is performance information actually used?

Performance information use should become the key variable in studying the success of performance management systems. It is feasible to measure in a manner consistent with other organizational behaviors, and it is certainly a more tractable approach than trying to directly measure how result-based reforms improve outcomes.

Recent years have seen a nascent empirical literature emerge that offers some reoccurring findings. An appropriate organizational culture, supportive leadership, and access to useful data appear to be the most robust predictors of performance information use. But there remains an enormous amount of work to be done. The following areas appear, to me, to demand the most attention:

- Conceptualizing the variable: Performance information may be used for many different purposes. Currently we do not have a standard conceptualization or measure of performance information use in the way that we have for other concepts, such as PSM, goal ambiguity or red tape.
- Building knowledge of independent variables: There remains a host of individual, job, organizational, and environmental-level variables to be tested.
- Setting: Who is using the information? Citizens, managers, leaders, elected officials, network actors, or stakeholders? How do their uses vary?
- Methodology: Most existing work relies on self-reported survey data. More qualitative and especially experimental work would provide methodological balance.
- Theories: There appears to

During 2008, Agranoff delivered six invited lectures/seminars on collaborative public management, network management and conductive public organizations: Wayne State University, Autonomia University of Barcelona, Ohio State University, University of the Basque Country, University of North Carolina (Business School), and the Intergovernmental Panel of the National Academy of Public Administration.

Moye Godwin Bongyu, obtained a Ph.D. in Public Policy from Jackson State University, May 2008. He published a book entitled *Debt-Poverty as an Impediment to Social Development: An Economic and Political Analysis*. Another book, entitled *African Personnel Administration: Concepts, Challenges, Crises and Reforms*, will be out soon.

Trevor Brown, Matt Potoski, and Dave Van Slyke received two grants from the IBM Center for the Business of Government and a grant from the Department of the Navy and the Naval Postgraduate School to support their research on contracting for large complex projects.

In December, Trevor, Matt, and David released a report published by the IBM Center for the Business of Government titled *The Challenge of Contracting for Large Com-*

plex Projects: A Case Study of the Coast Guard's Deepwater Program. Additionally, they have received a second grant from the IBM Center for the Business of Government to further examine the Coast Guard's Deepwater Acquisition Program.

Finally, David Van Slyke gave seminars on Contracting for Complex Products at the Italian Swiss University in Lugano, Switzerland and at the University of Bocconi, Milan, Italy. David also served as a visiting faculty member at the Maastricht Graduate School of Governance, Maastricht, Netherlands teaching a course on policy implementation in the Masters of Public Policy program.

Rosemary O'Leary (The Maxwell School of Syracuse University) and Lisa Blomgren Bingham (SPEA-Indiana University-Bloomington) are pleased to announce three publications on collaborative public management: *The Collaborative Public Manager* (Georgetown University Press 2009), *Big Ideas in Collaborative Public Management* (M.E. Sharpe 2007), and *A Manager's Guide to Resolving Conflicts in Collaborative Networks* (IBM Center for the Business of Government 2008).

The Department of Public Administration at the University of Illinois-Chicago

be no dominant theory of the antecedents of performance information use. Organizational learning theory is a possible exception, but this is relevant only to some forms of information use.

- Independent variables: Ultimately, it would be desirable to link performance information use to indicators of individual/organizational performance or other critical variables.

How Can Public Administrators Balance Democratic Values and Market Strengths?

Jocelyn M. Johnston
American University

In the current political and administrative environment, government service delivery has migrated increasingly to the use of market tools and strategies, with the objective of improving the efficiency, performance, and value of citizen services. Yet it has become increasingly clear that market dynamics threaten democratic values such as responsiveness, equity, transparency, and accountability. The question above has yet to be answered to our satisfaction, and existing scholarship on the topic is plagued by gaps.

Although various theoretical approaches offer some guidance on the question of balancing democratic values and market benefits, the reality is that empirically, the application of market theories to public service delivery does not always deliver the expected results, and may further endanger democratic values. For example, government contracts often push provider markets for public goods and services toward consolidation and monopoly, thereby threatening the performance benefits of a dynamic market, as well as the incentive for providers to compete

in terms of compliance with democratic values. To what extent should policymakers and administrators intervene in contractor markets to correct such market/competition deficiencies? The notion of administrators shaping contract provider markets is both ironic and troubling.

How can administrators responsible for contracting decisions balance the ideological pressure to rely more on markets for public service delivery against deficiencies in contracting and market theories, and against the day-to-day challenge of provider competition levels that are both suboptimal and difficult to sustain? And how can they best achieve this objective while protecting democratic values that are directly threatened not only by market values, but also by the shortcomings of the market theories driving outsourced public service delivery?

Sampling Bureaucracy

David Lowery
University of Leiden

There are many things that we do not know about bureaucracy. These include some of the biggest questions of all. Who, for example, controls bureaucracy? Based on the scholarly literature, plausible candidates include everyone from bureaucrats themselves through legislators, judges, executives, and interest groups to even no one at all. On this and similarly important questions, we are no closer to a consensus now than we were 50 years ago. Indeed, the answers provided by scholars are now broader and more contentious than ever.

We have certainly not avoided such vital questions. Hundreds of studies have tackled them, sometimes in an incredibly creative

manner. These efforts have failed, however, to generate agreement because we do not know the answer to one big question that is critical to doing social science. That is, we do not know how to sample bureaucratic activity in a manner that allows us to generalize to bureaucracy in its entirety. How do we compare the activities of police departments, the U.S. Defense Department, the European Commission, or the World Trade Organization? What do we count across these incredibly varied cases that would allow us to dismiss some answers in favor of others?

Lacking a common unit of analysis, scholars have instead studied specific public agencies in specific settings at specific times. But these studies do not provide the kind of analytic perspective that allows us to generalize to “the bureaucracy.” The irreducible heterogeneity of bureaucracy and the overriding importance of contextual forces bearing on their performance ensures that the explanatory reach of our studies will always be narrow, circumscribed, and partial. Thus, different studies will inevitably produce different answers to even basic questions. Given this, considerable humility is appropriate whenever one is tempted to say anything about bureaucracy as a whole. Unfortunately, such humility is uncommon.

Exploring How Management Matters in Networks

Laurence J. O’Toole, Jr.
The University of Georgia

Considerable evidence has accumulated that many public programs in numerous countries are implemented through networks of organizations—public, nonprofit, and/or for-profit—connected in a variety of ways. It is also clear that these

networks vary greatly on a number of dimensions: not simply size and structure, but also the extent to which such forms are mandated by authoritative actors, self-organized in collaborative fashion, or assembled through some combination.

We do not yet know very much about how public management shapes the outputs and outcomes of public programs in such settings. One reason is the sheer variety of network forms and the effort required to characterize such networks sufficiently for analytical purposes. Another is the fact that management of many sorts and in multiple directions operates in networks: managers influence operations within their own “home” organizations, they shape behavior outward in dealing with other organizations with which they are interdependent, and some may also seek to direct or guide the actions of the network as a whole. A third complication is that multiple managers in different organizations may operate in these ways simultaneously, and for strategic reasons they may seek to conceal some of their efforts from at least certain other parties. Fourth, it is easier to analyze the performance of individual organizations than of the network as a whole. And fifth, comparing and estimating the impacts of management on performance across empirical settings requires both a common performance metric and also sufficient attention to appropriate sets of controls to isolate managerial effects.

Some of us have been at work trying to address the question of how management matters in networks, but solid and robust answers await more and better theorizing, and considerably more systematic empirical work—including via research designs that take into account the set of challenges outlined here.

would like to announce the following: Dr. Sharon Mastracci has been promoted to the position of associate professor with tenure and has also been appointed Director of Graduate Students for the M.P.A. program. Dr. Allyson Holbrook has been promoted to the position of associate professor with tenure and has also been appointed Director of Graduate Students for the Ph.D. program. Dr. Eric Welch has been appointed as Director of the Science and Technology Laboratory at UIC. Dr. Megan Haller has been appointed Visiting Research Assistant Professor and is assigned to the Science and Technology Laboratory. Finally, Dr. James R. Thompson has been appointed as Head, Department of Public Administration for a three-year term.

Brigham Young University’s Marriott School of Management is pleased to announce the appointment of David W. Hart as the director of the Romney Institute of Public Management. Dr. Hart, an associate professor of public management at Brigham Young University, earned his Ph.D. from the State University of New York at Albany. His current research focuses on both theoretical and applied ethics, business-government interaction, and the external environment of organizations. He has published in a variety of journals and is

co-author of *Wall Street Polices Itself: How Securities Firms Manage the Legal Hazards of Competitive Pressures* (Oxford University Press, 1998).

The BYU Romney Institute of Public Management also welcomes Eva Witesman, as Assistant Professor of Public Management. She will teach courses in statistical analysis, nonprofit management and public program evaluation. Her primary research interest is the impact of structural arrangements on democratic outcomes. She is the lead author for the paper *The Centralization/Decentralization Paradox in Civil Service Reform: How Government Structure Affects Democratic Training of Civil Servants* recently published in the Public Administration Review. Her current projects include research on goal conflict in the State Children's Health Insurance Program and a survey exploring the motivations of disaster response volunteers. Witesman received her M.P.A. with emphasis in nonprofit management from the School of Public and Environmental Affairs at Indiana University-Bloomington, where she will also complete her doctorate with emphasis on policy analysis and public management.

Retired Romney Institute of Public Management Professor Gloria E. Wheeler, is teaching as a Fulbright Scholar at the Institute of Finance and Economics in Ulaanbaatar,

Call for Articles Special Issue of PAR The Future of Public Administration in 2020

Public Administration Review invites articles for a special issue on *The Future of Public Administration in 2020*. Specifically, we seek articles in two areas:

Part One: Future Search

Based on submitted abstracts, ten authors—a mix of academics and practitioners with different areas of expertise (e.g., management, bureaucratic politics, law, public finance, public participation)—will be chosen to write original essays envisioning public administration in 2020. Authors will come from the public (local, state, and federal), nonprofit, and academic worlds. Your instructions: *You are not inhibited by cost or difficulty. Imagine and describe the field of public administration in the year 2020. What you envision must be desirable, feasible, and motivating (you want to make it happen). What do you see? What do we need to make this happen? What are the barriers to making this happen?*

Part Two: How Do We Get There?

Based on submitted abstracts, ten additional articles will be selected for this section which will feature original research with serious well reasoned commentary on the utility and further potential of *strategic planning/strategic management* approaches in government around the world. Articles will move beyond visions for the future and talk about the strengths, limitations, and future

potential of our strategic planning/management systems in strengthening and improving governance.

For example, we have seen the evolution in strategic planning/management systems at the federal level from the Government Performance and Results Act to the Program Assessment Rating Tool. We have seen increases in agencies developing strategic plans and linking them to performance measurement, management, and monitoring systems. We've seen further development and implementation of strategic planning and performance systems being integrated and linked to resource allocation, budgeting, and institutional accountability systems. There is a proliferation of frameworks and models from conventional planning processes such as Bryson's Ten-Step Strategy Change Cycle to increasingly using a Balanced Scorecard Approach as a complement, not a substitute, to traditional processes. There are other manifestations of these integrated systems and processes including the incorporation of quality management systems such as Lean Six Sigma, citizen involvement processes as part of both the SWOT analysis of strategic planning, to engagement at different levels (both within organizations and communities) of citizens in the development of performance measurement and monitoring systems. One can look at agencies and municipalities that use extensive performance information as part of their "STAT"

(e.g., CompStat, CitiState) systems to make government more transparent and accountable.

For government and nonprofit organizations, strategic planning/management systems are opportunities to think and act strategically, educate, and build ownership within their organizations and with myriad stakeholders for the purpose of improving performance, better serving the public, and planning for the future. There has been a lack of systematic thinking, however, analyzing the degree to which government and governance have changed, or might change in the future, as a result of these institutionalized systems, processes, and tools. Are these tools the right tools for government to integrate and use in the work of governance? What modifications need to be made to these tools, the organizations in which they are used, or education and training that public personnel and network actors receive in order to achieve the myriad goals of government

programs, such as effectiveness, efficiency, etc.? Are there new tools that facilitate strategic thinking and action but which government and/or other sectors have yet to adopt?

Please email a two page abstract of your article idea for either Part One or Part Two to Rosemary O'Leary (roleary@maxwell.syr.edu) AND David Van Slyke (vanslyke@maxwell.syr.edu) at by March 1, 2009.

From the abstracts, authors will be invited to submit full length articles due by October 5, 2009. All articles will be blind peer reviewed by three referees. The peer review process will determine needed article revisions as well as the final selection of articles for the special issue.

This special issue of PAR is funded by Maxwell alumnus Howard Phanstiel through the Phanstiel Chair in Strategic Management and Leadership. Questions? Please contact Rosemary or David.

Mongolia. Wheeler's aim is to help develop Mongolia's economy during her 10-month Fulbright Scholarship. Wheeler is one of approximately 1,100 scholars and professionals sponsored each year by the Fulbright program to lecture at institutions worldwide.

Rebecca Nesbit (Ph.D. 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 M.P.A. program's concentration in Arts Administration, but will also teach public and nonprofit management, and contribute to the interdisciplinary Ph.D. in Public Policy Programs.

Dr. Naim Kapucu was appointed the founding director of the new Center for Public and Nonprofit Management at the University of Central Florida. Dr. Kapucu published *From Tradition to Modern Age: Turkish Public Administration* with Dr. Hamit Palabiyik in October 2008. He edited a symposium issue on Performance under Stress: Managing Emergencies and Disasters for Public Performance and Management Review. The issue is scheduled for March 2009 publication. Finally,

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his article with Maria-Elena Augustin and Vener Garayev, titled *Interstate Partnerships in Emergency Management: Emergency Management Assistance Compact (EMAC) in Response to Catastrophic Disasters*, is scheduled for publication in *Public Administration Review* in March/April 2009.

Paul W. Brandenburger, a doctoral candidate at the University of Kansas, has been selected to be a judge for the 2009 Pollie Awards in Washington, D.C. The "Pollies," hosted annually by the American Association of Political Consultants, are widely regarded to be the most prestigious awards in the political consulting and public affairs industry. The AAPC honors the previous year's best political advertising, including work produced for television, radio, newspaper, Internet, direct mail, telephone, fund raising and student-produced campaigns. Before returning to school to pursue a Ph.D. in public administration, Paul enjoyed an 18-year advertising career as a creative director and copywriter for such well-respected consumer advertising agencies as Leo Burnett, McCann-Erickson and The Richards Group, winning numerous awards for his creative work, including several Addys and a Silver Lion at the Cannes International Film Festival.

Fellowship Opportunities at The University of Kansas

The University of Kansas Public Administration Department has announced the creation of a comprehensive system of financial support for Ph.D. students built around five-year University Graduate Fellowships at a level of \$20,000/year plus tuition and fees. The new fellowships will be offered to three incoming students per year. In addition to these fellowships, the Department will continue to offer its standard array of research and teaching assistantships.

The purpose of the University Graduate Fellowships is to attract top-flight Ph.D. students and to provide them the support necessary to move rapidly along a course of independent research under the direction of faculty mentors. The fellowships

allow students to focus full-time, without any work responsibilities, during the first and fifth years (or earlier, in the case of fourth-year graduates) and require some teaching and research-assistant responsibilities in the intervening years.

The Kansas Ph.D. in Public Administration is now in its fifth year as an independent program. Its first three graduates with doctorates have been placed in tenure-track jobs at Florida State University, George Mason University, and American University.

For additional information, visit the University of Kansas Department of Public Administration website at www.kupublicadministration.org.

Comings & Goings (Continued)

Perri 6 was recently awarded a Major Research Fellowship from the Leverhulme Trust for research on the unanticipated policy consequences of contrasting styles of political judgment. The award will fund 80 percent of Perri's time for three years.

The Center for Technology in Government at the University at Albany is pleased to announce the 2009 iGov Research Institute held in Seattle, Washington, from June 21-28, 2009. Supported by the U.S. National Science Foundation, the Institute was created for doctoral students from around the world who

are interested in the impacts of information and communication technologies on government and governance. This 3rd annual Institute includes both academic sessions and practical field work and is organized around the experiences of a major city known for using advanced information policies and technologies for economic, cultural, and social benefits. The faculty team comprises internationally known researchers as well as senior government officials. The 2009 venue is the University of Washington and the City of Seattle.

I hope you will identify and encourage qualified doctoral students to apply to this week-long,

intensive residential program focused on ways to advance, study, and understand digital government research in an international context. Please also share this announcement with your colleagues.

For more details about the program design, read the highlights of iGov2008 held in Manchester, UK at http://www.ctg.albany.edu/news/onlinenews_oct_2008_igovinstitute

For more information about the Institute please contact Jana Hrdinova (jhrdinova@ctg.albany.edu) or visit <http://www.ctg.albany.edu/institute>.

The ASU School of Public Affairs congratulates Heather Campbell on her appointment as Editor of the Journal of Public Affairs Education and Tom Catlaw on his appointment as Editor of Administrative Theory and Praxis.

The ASU School of Public Affairs is delighted to welcome Professor Gerald Miller to the faculty along with Assistant Professor Chris Herbst.

The ASU School of Public Affairs announces the new Center for Policy Informatics. The Center for Policy Informatics (<http://cpi.asu.edu/>) leverages the use of tools, models, and simulations to help individuals, groups, and communities make and evaluate policy choices. The center promotes the development of externally funded and community focused projects, provides for the exchange of ideas, facilitates training, and offers technical and computational resources for modeling and simulations. The center's modeling and simulation activities leverages ASU's Decision Theater and are focused on developing policy-relevant models that balance the complexity of real-world-phenomenon with clear, transparent

modeling. (The Decision Theater is a world-class interactive 3d immersive visualization environment.)

Faculty members and graduate students at ASU are heavily involved in advancing knowledge about innovations in local government through our membership in the Alliance for Innovation composed on the International City/County Management Association, The Innovation Groups, and ASU. The Chief Operating Officer of the Alliance is deputy director of the Center for Urban Innovation, and the central office staff of the Alliance is located in offices at ASU in the Downtown Phoenix Campus along with four research assistants who are Marvin Andrews Fellows in the ASU M.P.A. Program. There are two major current activities: (a) developing a wiki for sharing information about key issues affecting local government available at <http://www.transformgov.org/> (see wiki link in upper left hand corner) and (b) preparing a white paper on innovative responses to the local government fiscal crisis with contributions from faculty members at ASU and a number of other universities. It will be published for comment on the Alliance website by the end of January.

James Svara's book *The Facilitative Leader in City Hall: Reexamining the Scope and Contributions* has been published by CRC Press. In addition to Svara's contributions, the book includes a case study of Phoenix mayor Phil Gordon: *Beating the Odds or Changing the Odds in a Large City: Phoenix, Arizona*, by ASU faculty Janet Denhardt and Marty Vanacour.

Robert and Janet Denhardt have recently published (in Swedish) *Konsten att leda - en fraga om timing, rytme och kommunikation* (an adaptation of *The Dance of Leadership*). The book was the basis for a series of lectures

and presentations the Denhardt's made in Sweden in November.

Bob and Janet have also recently published new editions of *Public Administration: An Action Orientation and Managing Human Behavior in Public and Non-profit Organizations* (the latter with Maria Aristigueta).

Heather Campbell and Elizabeth A. Corley have a book, titled *Urban Environmental Policy Analysis: Toward Sustainability*, under contract with M. E. Sharpe.

The following doctoral students completed their degrees in the spring of 2008 and the fall of 2009: Tara Blanc, Mary Dalton, Anne Ellis, Julius Harms III, Jeannine Rely, Jill Rissi, and Meghna Sabharwal.

Management Matters

THE PMRA NEWSLETTER

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