

# Management Matters

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## From the PMRA President

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### Editor:

Kevin Campbell  
KevinCampbell@ku.edu

*Dear colleagues,*

A turbulent 2020 continues to unfold. The effects of the pandemic have been deep and profound in countries around the world. Beyond the direct economic and health impacts on humans, the pandemic has further exacerbated inequalities in many societies. Alongside this, protest has grown apace in response to questions of inequality and governance.

The Black Lives Matter movement has had major international ramifications drawing attention to structural racism in societies. On most continents, citizens have taken to the streets to voice their concerns with political systems and government.

PMRA is responding to these unfolding events. Highlights include a webinar on Covid-19 and a call for papers on *Framing the Study of Racism, Power, and Inequality in Public Administration in JPART.*

A PMRA Statement on Anti-Racism has been developed and, following the association's summer board meeting, a committee has been established to draft a code of conduct. PMRA member's input into these processes helps us to build a strong, robust and inclusive association.

In that same spirit of member engagement, in this issue of *Management Matters*, you will find news of our members' many professional accomplishments along with invited essays from several outstanding scholars on the question of how Public Administration/Public Management should incorporate Black Lives Matter in its vision for the future.

All the best,



Richard Walker  
City University of Hong Kong

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## In Memoriam

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### H. George Frederickson

The University of Kansas School of Public Affairs and the world of public administration suffered two great losses within three months.

In mid-summer we lost Distinguished Professor Emeritus H. George Frederickson after a brief illness. George was a mentor, a colleague, a prolific scholar, and dear friend to many. He was one of the founders of PMRA and founding editor of both the *Journal of Public Administration Research and Theory* and the *Journal of Public Affairs Education*.

Many former colleagues and students of George have been offering remembrances and accolades:

- [The ASPA Section on Democracy on Social Justice and Democracy honored his life and legacy in a 48-minute video.](#)
- [Public Administration Review made all of George's PAR articles open access.](#)
- [George's former doctoral students published a tribute to him in an issue of JPAE.](#)
- In 2005, PMRA named its lifetime achievement award "[The George Frederickson Award](#)" to honor his many contributions to the Association.

Given George's dedication to diversity and social equity, we invite you to contribute in his memory to the [PMRA Meier Travel Inclusion Award Fund](#). The Meier Fund supports PhD students from underserved populations in the United States to attend and participate in PMRA conferences each year.

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### Reggie Robinson

Less than three months later, Reggie Robinson lost his courageous battle with pancreatic cancer. He was the director of the KU School of Public Affairs until 2017 when he became the Vice Chancellor of Public Affairs at KU. He left this year to lead the Kansas Health Foundation, a position he called "his dream job."

A NAPA Fellow, Reggie's entire career was devoted to public service. Tributes from around the country remembered Reggie, but former Kansas Governor and HHS Secretary Kathleen Sebelius said it best in her article, "[Why Reggie Robinson Should be a Household Name.](#)"

## Invited Essays

*Editor's Note:* We invited several outstanding scholars to write brief essays on the question, "How should Public Administration/Public Management incorporate Black Lives Matter in its vision for the future?"

### **Domonic Bearfield**

Rutgers University-Newark

The Black Lives Matter movement has made the public aware of the fraught relationship between many Black families and law enforcement. An item that has been frequently discussed is what is commonly known as 'The Talk.' 'The Talk' refers to the conversation Black families have with their teenage children, most often their sons, on how to deal with police officers. Like families of all races, Black children are taught to address the police with respect. However, what makes the talk different, is the belief that the lessons learned during this conversation can mean the difference between life and death. Like many Black males, I can remember the moment I had the talk with my father. The way he taught me to talk, move,

and behave when stopped by a police officer. Unlike most of my friends, I had the talk with my Dad, the police officer.

We rarely hear from Black police officers when we discuss police reform. Like my father, they have an intimate knowledge of both the dangers of the job and the fear that many of their White colleagues have of young Black teens. If we are going to get serious about reforming our institutions, we must find a way to center the voice of Black police officers. Any hope of transformation will hinge on our ability to hear, and act on, their unique perspective.

### **Julia L. Carboni**

Syracuse University

*It is certain, in any case, that ignorance, allied with power, is the most ferocious enemy justice can have.* - James Baldwin

Black Lives Matter empowers communities to combat systematic violence and racism in all its forms. It is also a celebration of Black lives, liberation, and humanity. Public Administration should embrace the ethos of BLM through a commitment to social equity in research, teaching, and practice. You can affirm your commitment here.

If you don't believe social equity should be a pillar of public administration, you have work to do. I could say more but it's already been done

by my fellow BIPOC colleagues and allies so I will elevate their voices instead. Here's a short reading list to get you started down the path to justice because #BlackLivesMatter:

Blessett, B., et al. (2019). Social Equity in Public Administration: A Call to Action. *Perspectives on Public Management and Governance* 2(4): 283-299.

Gooden, ST. (2014). *Race and Social Equity: A Nervous Area of Government*. Routledge.

McCandless, S, and SJ Larson. 2018. Prioritizing Social Equity in MPA Curricula: A Cross-program Analysis and a Case Study. *Journal of Public Affairs Education* 24 (3): 361-79.

## Invited Essays *(continued)*

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### **Cullen C. Merritt**

Indiana University-Purdue University  
Indianapolis

In response to a heightened awareness of systemic racism against Black Americans, numerous public administration academic associations (e.g., PMRA) have called for a discipline-wide research agenda that further examines social justice, specifically racism, inequality, and social equity. This research agenda is necessary—but insufficient—in ensuring greater inclusion of Black scholars in the discipline. Scholarly inclusivity in public administration can only be achieved when at least two ideals are systematically pursued: 1) The study of the interface between public administration and Black people occupies a consequential space

in the field's research landscape and 2) Black scholars are professionally supported in their quest to make authentic scholarly contributions to the field that include, but are not limited to, inroads in research. These two ideals are often conflated; however, they are not one and the same. Furthermore, the commitment to the first ideal is promising, while that which drives the latter ideal merits greater investment. If the discipline is not intentional and holistic in its quest for social justice, then being a Black scholar will be met with implicit resistance while studying the issues at the nexus of public administration and Black people will result in praise.

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### **Shannon Portillo**

University of Kansas

Before considering a vision for the future, our field must confront our past. As I've written with co-authors Nicole Humphrey and Domonic Bearfield, our field has institutionalized a myth of neutrality that is in reality a white, masculine, heteronormative perspective. While we work to meaningfully incorporate Black Indigenous and People of Color perspectives into the top scholarship and practice in public management, we must recognize the overt and covert ways the voices of BIPOC scholars are marginalized and the implication the myth of neutrality has had on practice in communities across our globe. This is

a moment when we must truly reconcile with how racism has shaped our field. Studying inequality, or racialized differences in outcomes, without understanding the policies and practices that created the context for inequalities to thrive is no longer enough. We have plenty of empirical evidence of inequalities, but we lack rich theoretical discussions around how racism has and continues to perpetuate inequalities. We are, however, at a fortunate time. There are a number of scholars and activists in our field, and outside of it, pushing us to think critically and deeply about these issues and to do better.

## Invited Essays *(continued)*

### Norma M. Riccucci

Rutgers University-Newark

Black Lives Matter (BLM) was catalyzed by the death of Trayvon Martin; it has burgeoned into a movement, in part, to protest the violence against Blacks in our society. The growing and recurring prevalence of police violence against Blacks is central to public administration and management as police officers are street-level bureaucrats whose purpose is to protect the public. Policing is a public service, yet the service disproportionately favors and serves Whites. Blacks are not only deprived of protection, but BLM protests have been politicized to portray Blacks as responsible for the violence. The reality is that structural and institutional racism are the perpetrators.

Structural and institutional racism, which is built on white supremacy, underlie police violence against Blacks, and so, to study this issue or, indeed racism at the micro- or macro-level, the field will need to look to theoretical and conceptual frameworks from other disciplines. For example, critical race theory maintains that our legal, political and economic institutions are inherently racist and that race is a socially-constructed concept which enables and justifies the ability of Whites to promote their own economic, social and political interests at the expense of people of color (Bell, 1995; 1992). Bell and other legal scholars advanced the theory in the 1970s and 1980s in response to the lack of or incremental progress being made by the civil rights movement, arguing that White liberal ideals such as equal opportunity, freedom of choice and merit advanced the interests and privileges of Whites while perpetually repressing and oppressing people of color. Calls to defund police departments across the country as a response to police violence against Blacks are an example.

Public administration essentially lacks a sound theoretical approach to the study issues that underlie BLM. The field can look to criminal justice, sociology, social psychology, philosophy and other fields to apply multilevel theoretical frameworks (including intersectionality) to study police violence against Blacks.

#### References

- Bell, Derrick A. Jr. 1995. "Who's Afraid of Critical Race Theory?" *University of Illinois Law Review* 4: 893-910.
- Bell, Derrick A., Jr. 1992. *Faces at the Bottom of the Well: The Permanence of Racism*. New York: Basic Books.

## 2021 Public Management Research Conference

The conference will be held **June 23-26, 2021, in Honolulu, Hawai'i**. At this time, we are planning a hybrid conference, with a smaller in-person conference supplementing the virtual conference (location TBD).

[Click here for more information](#)

**See you at PMRC 2021!**

## Updates from JPART

*Mary K. Feeney, Editor  
Arizona State University*

### Associate Editor Announcements

JPART is excited to welcome **Stephan Grimmeliikhuijsen** as an Associate Editor. Stephan is an Associate Professor at the Utrecht University School of Governance where he conducts research on transparency, citizen trust in government, and technology in public administration.

It is with great appreciation that we announce **Stephanie Moulton**, Associate Professor at The Ohio State University Glenn School, is stepping down from her position as Associate Editor. For more than six years, Stephanie has been an instrumental member of the JPART team. Her outstanding service to PMRA, JPART, our authors, reviewers, and the field cannot be overstated.

### 2020 JPART Outstanding Reviewer Awards

- Jason Alinsunurin, Università di Bologna
- Martin Bækgaard, Aarhus University
- Carolyn Barnes, Duke University
- Noortje de Boer, Utrecht University
- Benjamin M. Brunjes, University of Washington

### Webinar on Framing the Study of Racism, Power and Inequality in Public Administration

The *Journal of Public Administration Research and Theory* (JPART) hosted a webinar on racism, power, and inequality in public administration. The webinar was intended to offer a broad discussion around JPART's call for papers: [Framing the Study of Racism, Power, and Inequality in Public Administration.](#)

Three prominent public administration researchers served as panelists: Dr. Carolyn Barnes (Duke University), Dr. Jason Coupet (North Carolina State University), and Dr. Muhammad Azfar Nisar (Lahore University of Management Sciences). The webinar garnered widespread interest with 193 people from 25 different countries registering to attend the event. At its peak, the webinar had 130 people simultaneously in attendance.

The panel discussion centered around four major themes: research context, theory, methods, and constructs. Carolyn Barnes recommended that public administration broaden its scope beyond individual outcomes and instead examine larger institutions. Jason Coupet advised public administration scholars (and PhD students) to become more open to the idea of studying racism and inequality. Azfar Nisar urged public administration researchers to take more interpretive approaches to studying racism and inequality and encouraged all of us to be more inclusive and openminded in our support of colleagues and their varying research agendas.

JPART is grateful to all who attended the event and to the expert panel. We want to thank associate editors Deneen Hatmaker (University of Connecticut) and Stephanie Moulton (The Ohio State University) who led and moderated the webinar and editorial assistant Jared Olsen (Arizona State University) who skillfully managed the webinar and registration process.

[A recording of the webinar is available by following this link.](#)

## Professional News

*Your Accomplishments & Achievements*

### Awards & Achievements

**Gene Brewer**, Professor at the University of Georgia, was elected as a 2020 National Academy of Public Administration Fellow.

**John Bryson** of the Humphrey School of Public Affairs at the University of Minnesota received the 2020 John Gaus Award from the American Political Science Association for “a lifetime of exemplary scholarship in the joint tradition of political science and public administration.” The award was presented at APSA’s annual conference in September and the lecture will be published in January 2021 in *PS: Political Science & Politics*.

**Morgan Farnsworth**, a PhD student at the University of Kansas, School of Public Affairs, was selected as a Health Policy Research Scholar at the Robert Wood Johnson Foundation. This leadership program connects changemakers across the country—from every profession and field—to learn from and work with one another in creating more just and thriving communities. As a member of the program’s newest cohort, Morgan will focus on the role of government in advancing health equity.

**Jeremy Hall**, Professor and Doctoral Program Director in the University of Central Florida School of Public Administration was elected as a 2020 National Academy of Public Administration Fellow.

**Ward Lyles’ and Stacey Swearingen White’s** article in the *Journal of the American Planning Association*, “Who Cares? Arnstein’s Ladder, the Emotional Paradox of Public Engagement, and (Re)imagining Planning as Caring” was chosen by the Journal’s editors as the year’s best article. It was published in JAPA Volume 85, Issue 3.

**Stephen Page**, Associate Professor in the Daniel J. Evans School of Public Policy & Governance, University of Washington, is the 2020 Recipient of the NASPAA Leslie A. Whittington Excellence in Teaching Award.

**Angela Park** was featured as one of the year’s [emerging scholars in JPART](#). She is currently an Assistant Professor at Kansas State University.

**Donald Siegel**, Foundation Professor of Public Policy and Management and Director of the School of Public Affairs at Arizona State University, was elected Dean of the Fellows of the Academy of Management. Professor Siegel is also co-chairing a National Academies Committee on “Advancing Commercialization from the Federal Laboratories” (with Ruth Okediji of Harvard University).

### Books Published

Eleven short books have been published or accepted for publication in the Cambridge University Press – PMRA “Elements” Book Series. This series features both cutting-edge contributions on emerging topics and definitive reviews of keystone topics in public and nonprofit administration, especially those that lack longer treatment in textbook or other formats. Editors of the series are **Rob Christensen (BYU)** and **Andy Whitford (UGA)**. [Click here to learn more.](#)

## Professional News *(continued)*

**James L. Perry**, Distinguished Professor Emeritus, Paul H. O'Neill School of Public and Environmental Affairs, Indiana University, Bloomington, edited *Public Service and Good Governance for the Twenty-first Century* (Univ. of Pennsylvania Press, 2020) in partnership with the Volcker Alliance. The book includes a foreword from Paul Volcker. Perry's *Managing Organizations to Sustain Passion for Public Service* (Cambridge University Press, 2021) synthesizes a large body of evidence about public service motivation and prosocial motivation as a foundation for redesigning civil service systems and will be published in December.

### Comings, Goings, New Positions & Promotions

**Emily V. Bell** is joining the University of Georgia as an Assistant Professor in the Department of Public Administration and Policy. Dr. Bell's research examines local and regional environmental governance, focusing on coordination, policy learning, and collaborative processes.

**Sandford Borins**, Professor of Public Management at the University of Toronto, has taken Emeritus status. He is looking forward to completing a book about political narrative in the US, England, and Canada, and to posting more frequently on [his blog](#).

**Benjamin Clark and Rebecca Lewis**, Associate Professors in the School of Planning, Public Policy, and Management at the University of Oregon took over as co-Executive Directors of the Institute for Policy Research and Engagement (IPRE) at the University of Oregon.

**Alec Combs** is joining the University of Georgia as an Assistant Professor in the Department of Public Administration and Policy. Comb's research focuses on the impacts of state and local finance throughout the P-20 education pipeline with particular interest in competition for financial resources and human capital among jurisdictions or institutions.

**Jennifer M. Connolly** was promoted to Associate Professor with tenure in the Department of Political Science at the University of Miami.

**Kate Destler** was promoted to Associate Professor of Political Science with tenure in the College of Humanities and Social Sciences of Western Washington University. She was also elected to the Executive Board of the American Political Science Association's Education Politics and Policy Division.

**Rachel Fyall** was promoted to Associate Professor with tenure at the Evans School of Public Policy & Governance at the University of Washington. She is also this year's recipient of the ARNOVA Research Award on Philanthropic Impact.

**Josh Hawley** and **Stéphane Lavertu** have been promoted to full Professor in the John Glenn College of Public Affairs at the Ohio State University.

**Felipe Lozano-Rojas** is joining the University of Georgia as an Assistant Professor in the Department of Public Administration and Policy. Lozano-Rojas' focuses on taxation and behavior and on revenue-generating social-policies that provide different levels of governments with fiscal independence to attain social goals.

**Susan Miller** has joined the faculty of the School of Public Affairs at Arizona State University as a tenured Associate Professor. Professor Miller currently serves as an Associate Editor of the *Journal of Public Administration Research and Theory*.

**Rosemary O'Leary**, Edwin O. Stene Distinguished Professor at the University of Kansas School of Public Affairs and Administration, completed a six-month project for the US Peace Corps teaching research process and methods to Filipino professors on remote campuses.

## Professional News *(continued)*

**Justin Stritch** and **Christopher Hayter** were recently tenured and promoted to Associate Professor in the School of Public Affairs at Arizona State University. Professor Stritch was also recently elected Program Chair of the Public and Nonprofit Division of the Academy of Management.

**Cory Struthers** is joining the University of Georgia as an Assistant Professor in the Department of Public Administration and Policy. Dr. Struther's research concerns how political institutions and rules shape the incentives and decisions of elected officials and bureaucrats, focusing on the politics of climate change and the environment in American and comparative contexts.

**Long Tran** has been appointed as Assistant Professor in the John Glenn College of Public Affairs at the Ohio State University.

**Ruodan Zhang** has joined the faculty of the Department of Public Policy at the University of Connecticut as an Assistant Professor.

## Grants & Fellowships Received

**Sarah Deer**, University Distinguished Professor at the University of Kansas School of Public Affairs, was selected as one of 26 national 2020 Andrew Carnegie Foundation Fellows. She plans to use funding to complete a book on a new era of visibility for contemporary Native American women as political activists. The project, "Indigenous Democracies: Native Women and the Future of Tribal Nations in the United States," will explore the intellectual lives of Native American women who have forged a new political movement grounded in indigenous democracies.

**Christopher Hawkins**, Professor in the University of Central Florida School of Public Administration, received a \$115,380 grant from the National Science Foundation. Hawkins will be working with faculty from the University of Kansas and George Mason University on a project titled "Collaborative Research: Assessing the Impact of Lead Agency Cross-functional Authority on City Sustainability Outcomes."

**Lily Hsueh** of the School of Public Affairs at Arizona State University received an AAUW Fellowship to complete her forthcoming MIT Press book, titled "Corporations at the Climate Crossroads: Multilevel Governance and Global Climate Action."

In 2020, faculty at the **School of Public Affairs at Arizona State University** have received five NSF grants as well as grants from the Sloan Foundation, Kauffman Foundation, and the Departments of Agriculture, Commerce, Defense, Energy, and Transportation, and Commerce.

# Management Matters

The PMRA Newsletter  
Kevin Campbell, Editor  
[KevinCampbell@ku.edu](mailto:KevinCampbell@ku.edu)

PMRA Secretariat  
University of Kansas  
School of Public Affairs and Administration  
4060 Wescoe Hall  
1445 Jayhawk Blvd.  
Lawrence, KS 66045  
[PMRA@ku.edu](mailto:PMRA@ku.edu)