

Management Matters

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From the PMRA President

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Dear colleagues,

As President of PMRA it is my pleasure to welcome you to the Spring 2021 issue of *Management Matters*, the newsletter of PMRA.

I am very excited to announce the establishment of a new PMRA award and donation: the Riccucci-O’Leary Award. This is an annual award for the best article on diversity published in our journals, *Journal of Public Administration Research and Theory* and *Perspectives on Public Management and Governance*. This award was made possible by donations from former PMRA presidents Rosemary O’Leary and Norma Riccucci. This award follows the recently endowed Meier PMRC Travel Inclusion Award, from a generous donation by former president Kenneth J. Meier.

The coronavirus continues to challenge our societies and economies, and disrupt our lives. While the roll out of vaccination programs offers some hope of a

‘new normal’ world, it will be some time before this emerges. In this issue of *Management Matters*, five scholars offer their thoughts on public management in a post-Covid-19 world. The authors of these short essays highlight the importance of public management to resolve complex real-world problems, and the necessity of interdisciplinary action in research and practice to connect global agendas to create a better society.

Having said this, the pandemic continues to affect the public management community, our education and research. As I am sure you will know by now, PRMC 2021 will be virtual. I look forward to seeing PMRA members at the Hawaii conference online in June this year.

All the best,



Richard Walker
City University of Hong Kong

Invited Essays

Editor's Note: We invited several outstanding scholars to write brief essays on the theme, “Public Management after COVID-19”.

Audrey M. Dorélien

Humphrey School of Public Affairs
University of Minnesota

To prevent future pandemics, which are more likely due to outbreaks of animal origins, the U.S. needs to improve its One Health Approach (coordinated action across human, animal, and environment sectors). There is a lack of coordination and there are barriers between human, animal, and environmental agencies at multiple levels. Public managers can help remove these barriers and help with the implementation and operationalization of One Health policies.

As a demographer and infectious disease researcher, I see two issues underlying the U.S. government's failed response to COVID-19: a failure to use and act quickly on data and evidence that are already available, and a failure to invest in generating and disseminating new data.

Viruses can spread and evolve quickly. Therefore, it is essential to respond quickly and to speed up the pace of the regulatory process. The speed of scientific research has not been the roadblock. Our policies have not been able to keep pace and have created barriers to success. Early on, our ability to test for COVID was hampered by the inflexibility of FDA's rules to certify tests. There have been improvements. I applaud the FDA for not requiring lengthy testing for vaccines that protect against the new variants.

The government has failed to invest in new data. Very little data exists on age-specific contact patterns, a key input in disease transmission and optimal vaccination models (Fitzpatrick, M.C. and Galvani, A.P., 2021). U.S. disease modelers have been using data from Europe. States like Minnesota have had to collect this information themselves

(Dorelien, Audrey et al., 2020). In contrast, the UK implemented a program to collect these data every week (Jarvis, C.I., et.al., 2020); and these surveys are now routinely collected in many other European countries (Coletti, P., et.al., 2020).

- Coletti, P., Wambua, J., Gimma, A., Willem, L., Verduyck, S., Vanhoutte, B., Jarvis, C.I., Van Zandvoort, K., Edmunds, J., Beutels, P. and Hens, N. (2020). CoMix: comparing mixing patterns in the Belgian population during and after lockdown. *Scientific reports*, 10(1), pp.1-10.
- Dorélien, A.M., Simon, A., Hagge, S., Call, K.T., Enns, E. and Kulasingam, S. (2020) . Minnesota Social Contacts and Mixing Patterns Survey with Implications for Modelling of Infectious Disease Transmission and Control. *Survey Practice*, 13, p.13669.
- Fitzpatrick, M.C. and Galvani, A.P. (2021). Optimizing age-specific vaccination. *Science*.
- Jarvis, C.I., Van Zandvoort, K., Gimma, A., Prem, K., Klepac, P., Rubin, G.J. and Edmunds, W.J. (2020). Quantifying the impact of physical distance measures on the transmission of COVID-19 in the UK. *BMC Medicine*, 18, pp.1-10.
- Munday, J.D., Jarvis, C.I., Gimma, A., Wong, K., van Zandvoort, K., CMMID COVID-19 Working Group, Funk, S., and Edmunds, W.J. 2021. Estimating the impact of reopening schools on the reproduction number 2 of SARS-CoV-2 in England, using weekly contact survey data. *Preprint available <https://cmmid.github.io/topics/covid19/comix-schools.html>*

Invited Essays, *Public Management after COVID-19 (continued)*

Heather Getha-Taylor

School of Public Affairs & Administration
University of Kansas

I was raised in a good Catholic home where we went to Mass each week and recited the Nicene Creed by heart. While I no longer attend a Catholic church (to my mother's great disappointment), the Creed is woven into the fabric of my soul. This statement of faith has offered comfort at times when I needed a spiritual touchstone.

Similarly, I believe that public administration is grounded on a set of ideals that can offer a sense of stability and direction amid upheaval. As we witness the continued impacts of COVID-19 on our institutions, communities, and personal lives, now is a good time to reconnect with our core professional beliefs to help guide our actions now and after the pandemic.

To that end, I offer my creed below in the hopes that it might inspire you to create your own:

I believe in the potential for, and importance of, good government.

I believe in supporting public servants whose work fosters the well-being of our nation.

I believe in the pursuit of equity and justice in public service.

I believe in ethical leadership and values-based decision-making to address societal problems.

I believe in the public good and the role of public administration in advancing it.

Greta Nasi

Department of Social and Political Sciences
Università Bocconi

External shocks such as the Coronavirus pandemic require new approaches to govern the functioning of cities and the government-citizens relationship.

However, vibrant cities not only have to adjust and re-start operations, but they also need to design a long-term vision to face the challenges caused by the global social and economic crisis ahead. This requires understanding the new context in terms of needs, capacity, priorities, and value for citizens to check the adequacy of the status quo and implement possible changes to adjust to the new situation. It does not involve inventing new solutions but realizing or supporting changes in how value is co-created with multiple local actors' support. Stakeholder maps may accelerate the framing of the context focusing on the interests of stakeholders and their expectations.

To facilitate value creation in the context of public services (Vargo 2008; Osborne et al. 2021),

governments could adopt service design methods – (Kimbell, 2011) – exploratory processes that aim to create new kinds of value in the relation between actors within a socio-material configuration. The resulting solutions are co-designed with users of government services to draw on existing organizational strengths while improving outcomes.

- Kimbell, L. (2011). Designing for service as one way of designing services. *International Journal of Design*, 5(2), 41-52.
- Vargo, S. L. (2008). Customer integration and value creation: paradigmatic traps and perspectives. *Journal of Service Research*, 11(2), 211-215.
- Osborne, S. P., Nasi, G., & Powell, M. (2021) Beyond co-production: value creation and public services. *Public Administration*. <https://doi.org/10.1111/padm.12718>

Invited Essays, *Public Management after COVID-19 (continued)*

Janine O'Flynn

University of Melbourne and The Australia and New Zealand School of Government
Indianapolis

The pandemic has touched every aspect of the public management landscape, spotlighting failures, capacity gaps, and massive inequities, as well as demonstrating the positive power of government and public managers.

As COVID raged, [I called](#) on scholars to make a difference, organize around big challenges, and build a more collaborative, interdisciplinary post-COVID movement. Two challenges in particular demand our immediate attention.

Capacity and coproduction: In many nations, COVID unmasked ineffective governments, revealing impoverished capabilities. Warnings about the potential impact of cuts and chronic short-term thinking were borne out. The inability to respond

effectively demands a rebuilding of capacity, including through coproduction with citizens and external parties. COVID has shown how reliant government is on others, that trust matters, and relationality is critical to building future adaptive capabilities.

Entrenched disadvantage and inequality: COVID added accelerant to entrenched inequality and disadvantage. Millions have lost work or livelihoods; many will move into poverty or experience it more acutely. The worst off are being hit hardest and the pandemic has broken apart existing societal cracks. We must confront the role of government in creating disadvantage before we can reckon with how it might solve society's problems, as well as our role in advancing social justice.

Shui-Yan Tang

Sol Price School of Public Policy
University of Southern California

The COVID-19 pandemic provides a unique opportunity to rethink public management on a global scale. Multiple data sets have been compiled and made available to researchers. For years to come, these data sets will enable public management scholars to explore how countries/communities with varying institutional infrastructures, cultural orientations, and governance capacities have utilized different policy instruments to fight the pandemic and to what effects. Since the data sets include variables at multiple levels and scales, researchers can test theories connecting these variables, for example, by linking institutional and cultural characteristics to policy instrument adoptions and individual behavioral

responses. Research on the early stage of the pandemic has shown that policy instruments are more effective when supported by existing institutional infrastructure. Policy instruments compatible with the prevailing culture are more likely to gain public support and compliance. Policy instruments also differ in how they impact various disadvantaged groups. Empirical research based on cross-national comparisons and policy changes over time will enable us to tease out these relationships and their underlying mechanisms. Such research will enrich our understanding of not only crisis management but also how institutions, culture, and policy interact to shape public management in general.

Updates from PPMG

Kirk Emerson, Editor, *Perspectives on Public Management and Governance* • University of Arizona

Co-Editors:

- Lotte Bøgh Anderson (Aarhus University)
- Michael Barzelay (London School of Economics and Political Science)
- Sandra Groeneveld (Leiden University)
- Patrick Kenis (WU Vienna University of Economics and Business & Tilburg University)
- Michael Mintrom (Monash University)
- Tina Nabatchi (Syracuse University)

Board:

- 43 editorial board members (49% female; 42% non-US institutions)

Off-Board Reviewers:

- 272 off-board scholars have contributed reviews so far

By the Numbers - The Year in Review: Four complete *Perspectives in Public Management and Governance (PPMG)* issues were published in 2020, with 5 articles per issue, except for the symposium issue which included 8 papers. Among all 2020 submissions, 44.4% were from international authors and 62% were female authored. These were both slight increases over 2019 numbers.

There were 16,000 downloads of articles from the *PPMG* site from January to October 2020, compared to 14,343 for all of 2019. Oxford University Press (OUP) has submitted *PPMG* to be included in the “Emerging Sources Citation Index” (ESCI) which is the first step toward achieving the Web of Science Impact Factor. The ESCI will allow us to start formally tracking *PPMG* citations.

Symposia: The 2020 symposium issue was on organization theory and public administration under the direction of co-editors Brint Milward and Andrew Whitford. Papers from a symposium on public law and PA, co-edited by Rosemary O’Leary, Chuck Epp,

Ben Merriman, and Shannon Portillo, will be published in 2021. Planning for a 2022 symposium issue on bureaucracy co-edited by Camilla Stivers and Leisha DeHart Davis is well underway. Based on proposals for articles received earlier this fall, a series of three virtual authors workshops will be organized to initiate review of the selected papers.

Social Media: Since January 2020, Co-editor Lotte Bøgh Anderson has activated our twitter handle @PPMG2018 and the editorial assistants have been more actively engaged with posts.

Representation: *PPMG* participated in The PMRA Writing Seminar (see the related article below) organized by Lotte Andersen and Lene Pedersen co-hosted by Aarhus University and the University of Copenhagen. We anticipate and look forward to participating in future PMRA Writing Seminars, especially as Covid 19 restrictions are lifted.

The Camilla Stivers Best Article Award winner will be announced at the Public Management Research Conference in June. The Committee members this year are Sharon Gilad, Ellen Rubin, Xufeng Xu, and Naim Kupucu. The Stivers Award is given annually to recognize best article published in *PPMG* over the previous year.

Special Thanks to 2019-2020 editorial assistant Logan Blair for his excellent service. It was a pleasure working with him.

Welcome to Wasimon (Fai) Tosuratana. Fai has been interning this fall and will now take on full editorial assistant responsibilities for the next year. Fai is a second year PhD student from Thailand with extensive experience serving in the Thai national government.

The PMRA 2020 Writing Seminar

Because of the low number of Covid-cases in Denmark in August 2020, PMRA, Crown Prince Frederik Center of Public Leadership at Aarhus University and Department of Political Science, University of Copenhagen was able to organize a writing seminar for junior scholars.

24 junior faculty members and PhD-students successfully completed the seminar which combined onsite and online participation. The focus was on the craft of writing and publishing. The junior scholars engaged a lot with each other and the senior scholars (Lotte Bøgh Andersen,

Mary Feeney, Lene Holm Pedersen, Kirk Emerson and Asmus Leth Olsen), discussing all aspects of the writing, review and publication processes. During the seminar, each junior scholar got specific feedback on a paper and used these insights to improve the manuscript with a view to submitting it to a leading academic journal.

Encouraged by the positive feedback from this seminar and a similar seminar organized in Hong Kong in 2019 by Richard Walker, the PMRA board will continue to pursue opportunities to co-organize similar events all over the world.

Professional News

Your Accomplishments & Achievements

Awards & Achievements

Norma M. Riccucci, Board of Governors Distinguished Professor in the School of Public Affairs and Administration (SPAA) at Rutgers University–Newark, is the 2021 recipient of the Midwest Political Science Association’s Herbert Simon Award. She was also recently awarded the 2020 William Duncombe Excellence in Doctoral Education Award by the Network of Schools of Public Policy, Affairs, and Administration (NASPAA) and the 2020 H. George Frederickson Award by the Public Management Research Association (PMRA).

The [National Academy of Public Administration](#) has named the following fellows:

Michelle Alletto, Chief Program and Services Officer, Texas Health and Human Services Commission

Stephen Ayers, President, The Ayers Group

John Bartrum, Brigadier General, Mobilization Assistant to the Deputy Surgeon General, Headquarters Air Force; Chief Executive Officer, Brightstar Innovations Group, LLC

Marybel Batjer, President, California Public Utilities Commission

Geoff Beckwith, Executive Director & CEO of the Massachusetts Municipal Association; President & CEO of the Massachusetts Interlocal Insurance Association;

and Mentor for Global Organizations Lab, Sloan School of Management, Massachusetts Institute of Technology.

Francine Berman, Hamilton Distinguished Professor of Computer Science, Rensselaer Polytechnic Institute

Jamie Boex, Managing Director, LPS Associates, LLC

Gene Brewer, Professor of Public Administration and Policy, School of Public and International Affairs, University of Georgia

Tanisha Briley, City Manager, City of Gaithersburg, Maryland

TC Broadnax, City Manager, City of Dallas, Texas

Joseph Christoff, Senior Vice President, Management Systems International

Angela Clowers, Managing Director, Health Care Team, U.S. Government Accountability Office

Marica Conner, Executive Director, National Forum for Black Public Administrators

Michael Deich, Institute Fellow, Executive Office Research, Urban Institute

Amy Edwards, Deputy Assistant Secretary, Accounting Policy and Financial Transparency, U.S. Department of the Treasury

Angela Eikenberry, Professor, School of Public Administration, University of Nebraska at Omaha

P. Edward French, Professor and Department Head, Political Science and Public Administration, Mississippi State University

Theresa Gullo, Director of Budget Analysis, U.S. Congressional Budget Office

Jeremy L. Hall, Professor and PhD Program Director, School of Public Administration, University of Central Florida; Co-Editor in Chief, Public Administration Review

Edward (Ned) Hill, Professor of Economic Development, John Glenn College of Public Affairs, The Ohio State University; Faculty, Ohio Manufacturing Institute, The Ohio State University

Deborah Parham Hopson, Senior Vice President, Center for Public Health Systems Innovation, The MayaTech Corporation

Kimberley Isett, Professor and Associate Dean, Biden School, University of Delaware; Adjunct Professor, Mailman School of Public Health, Columbia University; Professor (Subject Lead), Australia New Zealand School of Government

Calvin Johnson, Deputy Assistant Secretary, Policy Development and Research, U.S. Department of Housing and Urban Development

Richard Gregory Johnson III, Director-University Institutional Review Board (IRB/Research Ethics) Associate Provost Office; Department Chair for Public and Nonprofit Administration and Full Professor of Public Administration with Tenure, School of Management, University of San Francisco

Rendell Jones, Deputy Executive Director, National Credit Union Administration

Robin Kramer, Managing Director, The Smidt Foundation

Lauren Larson, Director, Governor's Office of State Planning & Budgeting, State of Colorado

Jared Llorens, Interim Dean, College of Business, Louisiana State University; Professor, Department of Public Administration, Louisiana State University

Jane Lute, Chief Executive Officer, Sicpa SecurInk Corporation

Felicia Marcus, William C. Landreth Visiting Fellow, Stanford University, Water in the West Program; Founding Member, Water Policy Group

Sharon Mastracci, Professor and Director, Programs of Public Affairs, University of Utah

Gene Migliaccio, Associate Dean and Professor, Milken Institute School of Public Health, The George Washington University; Chief Executive Officer and Founder, Public Health Strategies, LLC

Sian Mooney, Dean and Professor, O'Neill School of Public and Environmental Affairs, Indiana University

Andrea Norris, Chief Information Officer and Director, Center for Information Technology, National Institutes of Health (NIH)

Larry Palmer, Ambassador in Residence, Office of the Provost, Howard University

Dave Powner, Director, Strategic Engagement and Partnerships, MITRE Corporation

Miguel Santana, President and Chief Executive Officer, Fairplex

Phillip Singerman, Senior Advisor to the President for Technology Transfer and Commercialization, Montgomery County (Maryland) Economic Development Corporation

Kathryn Sullivan, Senior Fellow, Potomac Institute for Policy Studies

Heath Tarbert, Chairman and Chief Executive, Commodity Futures Trading Commission

Victoria Wachino, Chief Executive Officer, Community Oriented Correctional Health Services

Jay Walder, Chief Executive Officer, Virgin Hyperloop One

Kimberly Walton, Executive Assistant Administrator, Transportation Security Administration, U.S. Department of Homeland Security

Jane Wiseman, Founder and Chief Executive Officer, Institute for Excellence in Government

Renee Wynn, Chief Information Officer, NASA

Professional News *(continued)*

Books Published & Forthcoming

James Davy, distinguished practitioner in residence in the School of Public Affairs and Administration (SPAA) at Rutgers University–Newark, has published, *The Power of Anticipatory Images in Student Achievement* through Palgrave Macmillan (2020).

Rachel Krause, University of Kansas School of Public Affairs and Administration, and Christopher Hawkins, University of Central Florida, have published *Implementing City Sustainability: Overcoming Administrative Silos to Achieve Functional Collective Action* through Temple University Press (2021).

Charles Menifield, dean at the School of Public Affairs and Administration (SPAA) at Rutgers University–Newark has published the fourth edition of *The Basics of Public Budgeting and Financial Management: A Handbook for Academics and Practitioners* by Hamilton Books (2020).

Jaclyn S. Piatak, UNC Charlotte, and Stephen B. Holt, University at Albany, SUNY, have a book, *Public Service Motivation and Public Opinion: Examining Antecedents and Attitudes*, forthcoming in the [Cambridge University Press – PMRA “Elements” Book Series](#).

Frank Thompson, Board of Governors Distinguished Professor Emeritus in the School of Public Affairs and Administration (SPAA) at Rutgers University–Newark, has published *Trump, the Administrative Presidency, and Federalism* through Brookings Institution (2020).

Comings, Goings, New Positions & Promotions

Brian An, has joined the Georgia Institute of Technology as an Assistant Professor in the School of Public Policy.

Domonic Bearfield, associate professor in the School of Public Affairs and Administration (SPAA) at Rutgers University–Newark, joined the editorial board of *Public Administration Review (PAR)*.

Leonor Camarena joined the faculty of the School of Public Affairs and Administration (SPAA) at Rutgers University–Newark as an assistant professor.

Ariane Chebel d’Appollonia, professor in the School of Public Affairs and Administration (SPAA) at Rutgers University–Newark, was selected as the 2021-2022 George Soros Visiting Chair in the School of Public Policy at the Central European University (CEU).

Rachel Emas, assistant teaching professor and the director of the Master of Public Administration program in the School of Public Affairs and Administration (SPAA) at Rutgers University–Newark, was named co-book review editor for the *Journal of Public Affairs Education*. In addition, she was selected to serve on the accreditation committee of the International Commission on Accreditation of Public Administration Education and Training (ICAPA) of the International Association of Schools and Institutes of Administration.

Jihye Jung joined the faculty of the School of Public Affairs and Administration (SPAA) at Rutgers University–Newark as an assistant teaching professor.

Jiahuan Lu, associate professor in the School of Public Affairs and Administration (SPAA) at Rutgers University–Newark, joined the editorial board of *Nonprofit Management and Leadership*.

Lindsey McDougle, associate professor in the School of Public Affairs and Administration (SPAA) at Rutgers University–Newark, joined the editorial board of *Nonprofit Management and Leadership*.

Tasha Perdue has been appointed as Assistant Professor in the John Glenn College of Public Affairs at The Ohio State University.

Basil Smikle Jr. joined the faculty of the School of Public Affairs and Administration (SPAA) at Rutgers University–Newark as an assistant teaching professor.

John Clayton Thomas, Professor of Public Management and Policy in the Andrew Young School of Policy Studies at Georgia State University, was appointed the Michael and Enid Mescon Endowed Chair, effective fall semester 2020.

Professional News *(continued)*

Grants & Fellowships Received

Kyle Farmbry, professor in the School of Public Affairs and Administration (SPAA) at Rutgers University–Newark (RU-N), was appointed to participate in launching a \$500,000 grant from the U.S. Embassy, University of Pretoria, and RU-N to strengthen United States–South Africa Higher Education Network.

Rachel Fyall, Associate Professor at the Evans School of Public Policy & Governance at the University of Washington, received a 2020 [University of Washington Population Health grant](#) for research on assessing the nature, extent of, and variation in the housing insecurity of low-income tenants of color during the Covid-19 pandemic.

Diane Hill, assistant professor of professional practice in the School of Public Affairs and Administration (SPAA) at Rutgers University–Newark, is part of a team at the New Jersey Alliance for Clinical and Translational Science (NJ

ACTS) at Rutgers University that received a \$5 million National Institutes of Health grant to launch outreach campaigns and expand access to COVID-19 testing for underserved and vulnerable communities in New Jersey

Suzanne Piotrowski, associate professor, and **Gregory Porumbescu**, assistant professor in the School of Public Affairs and Administration (SPAA) at Rutgers University–Newark, are part of a Rutgers University-led team awarded a three-year, \$2.3 million Smart and Connected Communities Grant from The National Science Foundation (NSF).

Seven faculty as well as three PhD students at the **University of Kansas School of Public Affairs and Administration** have been awarded NSF grants in the last 10 years, with three faculty earning multiple NSF grants.

Management Matters

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