MANAGEMENT MATTERS

Volume 20	Issue 2	Fall	2022

From the PMRA President

Dear PMRA Members:

I attended my first Public Management Research Conference (PMRC) exactly twenty years ago, when it was held at Georgetown University in 2003. PMRA was roughly a decade old and PMRC attendance was mostly older, white, male, and American (as was the composition of the PMRA board). Looking at subsequent publications in the 2004 volume of JPART, quantitative methods dominated, and surveys provided much of the data. There were no articles on racial or gender diversity.

Fast forward to 2023 and the Public Management Research Association is a very different enterprise. Since 2016, the Public Management Research Conference has alternated between the U.S. and international locations. Conference attendance and journal authorship are much more diverse in race, gender, and nationality. Early career public management scholars are doing exciting work, increasingly using mixed methods with approaches ranging from machine learning to field experiments, from narrative analysis to phenomenological approaches. We now have *Perspectives on Public Management and Governance*, the association's first journal devoted to theory development. And the Cambridge University Press Elements Series on Public and NonProfit Administration is now a PMRA-affiliated publication. This progress has made the public management field more variegated and intellectually rigorous.

While we have come a long way in our thirty years of existence, there is still more work to be done. Conference attendees, journal authors, and board members still need diversifying. We could use more research that sheds light on contemporary social concerns and is relevant to practitioners. (And, no, rigor and practical relevance are not opposing values). The PMRA scholarly community continues to take steps to stimulate more research on race and gender, and its impact on social equity. The inaugural meeting of Consortium of Race and Gender Scholars (CORGES) took place at the 2019 PMRC at University of North Carolina at Chapel Hill. CORGES has gone from strength to strength, with a *Public Administration Review* symposium on race and gender published earlier this year, and an ongoing robust series of webinars on race, gender, and social equity. We stand behind CORGES and other initiatives to advance scholarship and to support scholars pursuing research on social equity and social justice at this volatile time.

Yet, PMRA has come a long way in thirty years. And the public management field has never been intellectually healthier. But, while we should appreciate the progress PMRA has made, we must keep moving forward, in ways that keep public management in step with the most pressing social concerns of our time. Sincerely,

Leisha DeHart Davis
PMRA President
University of North Carolina at Chapel Hill

Editor's Note: As Leisha DeHart Davis notes in her President's Letter above, PMRA has come a long way in presenting diverse scholarly voices, yet there is still work to be done. Towards that end, this year in Management Matters, our featured essays will be from scholars outside the United States and Europe. The first of these is below. Thanks to Professor O'Flynn for her essay.

Janine O'Flynn is Professor of Public Management at the University of Melbourne & the Australia and New Zealand School of Government. From January 2023 she will be the Director of the Crawford School of Public Policy at Australian National University.

Big Challenges in Public Management in Australia

Identity crisis or renaissance?

Australia is at a crossroads. Confronted by increasingly complex challenges, and with highly aspirational reform ambitions, this is a time where there is space to consider new approaches in public management theory and practice. Governments across the country have been tested by the prolonged Covid-19 crisis and rising social and economic problems. Budgetary stress is likely for many years to come as governments dig deep to buffer communities from the impact of the pandemic at the same time as being hit hard by natural disasters of increased frequency and intensity. While the last few years have shown the positive aspects of state action and the value of government, with Australia considered a world leader in responding to the crisis (a 'lucky country' once more),[1] it is also fair to say that it exposed many cracks and weaknesses at the same time.

After almost three decades of uninterrupted economic growth and a confidence to match, Australia has entered much more challenging times. State capacity to navigate these challenging times is centre stage. And while we have grown much more reliant on government through this crisis, trust in government has eroded, and polarization is on the rise both socially and economically. Together these factors (and many more) offer an opportunity to reimagine government, and perhaps to move beyond a tradition of slow incremental change (O'Flynn, 2018), to a much more transformative time in public management. The next few years make Australia an interesting place to watch as we walk a tightrope between grappling with our purpose (a potential identity crisis) and reimagining government (a potential renaissance). Here I will focus on just a few important themes, especially state capacity and trust in government.

Big challenges in turbulent times

In 2020, I was invited to write an essay for *Public Management Review* on what the Covid-19 pandemic would mean for the field of public management (O'Flynn, 2021). As the pandemic raged around the world, this invitation provided the opportunity to think freely, revisit the so-called 'big questions' of the field, and to challenge colleagues to shift our sights upward and outward. I particularly focused on the challenges of justice, inequality, and entrenched disadvantage, the role of government, and trust. These big, complex, interconnected challenges were playing out in dynamic ways around the world, but I was acutely aware of them in my own country. As the Covid-19 crisis continued, these two themes continued to be central to the public management experience in Australia, placing pressure on established ways of doing, but also charting potential new trajectories.

I extended and expanded these ideas in a chapter for the *Handbook of Teaching Public Administration* (O'Flynn, 2022). Here I reflected on the notion of a 'global' view of public administration, making the case that there is no global public administration, and that the field needs to become much more inclusive, and treat with respect a broader range of perspectives. Related to this, I drew out the need to embrace

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1 The "lucky country" label comes from a book The Lucky Country written by Donald Horne in 1964. In the book, Horne uses the term pejoratively arguing that Australia's wealth and prosperity was the result of luck rather than the strength of its economic or political system. He argued Australia was very parochial and that its luck came from its historic ties to Britain, natural resources, distance from strife in other places, and weather, for example. For a precis of the main ideas see: https://www.bbc.com/news/world–australia–29844752

complexity, get comfortable with humility[2] and reconnect with empathy. The experience of a prolonged crisis in Australia was driving my thinking on how we thought about public management and how key ideas in our field might be changing. As happened in other nations, the Australian experience showed cracks and fault lines in our society, with the fallout of the pandemic being unevenly distributed (O'Flynn, 2021; Shergold, 2022). I reflected a lot during that time about how the experience of Australia was similar and different to what was happening in other parts of the world. And I also thought a lot about how many public management challenges that have plagued us for years were on display during this time, despite initial attempts at doing things in new and innovative ways. Two themes deserve particular attention – rebuilding state capacity, and trust in government.

Rebuilding state capacity

Don Moynihan has argued that 'crises reveal government capacity' (2020, 21). What Covid showed in Australia, as it did in many parts of the world, was that effective government could not be conjured at will. Instead, state capacity is dependent on sustained investment (Mazzucato and Quaggiotto, 2020). Pre-Covid the (now former) Australian government had commissioned an independent review of the Australian Public Service (APS).[3] This once-in-a-generation review sought to assess whether the APS was fit-for-purpose for the future. The review team delivered its report in December 2019, with little fanfare and limited interest from the then government. As the pandemic hit, there was little space for thinking about public management transformation, instead the public services across the nation kicked into a crisis footing. Interestingly, there was a series of experiments across levels of government – for example, a National Cabinet was instituted to bring together the leaders from all jurisdictions to enable a more coordinated approach, and in the state of Victoria there was a short-lived experiment with a 'mission' approach allowing leaders to cut across more siloed ways of operating.

The pandemic experience showed up both the power of government action, but it also revealed cracks and weaknesses across levels of government, and in our current modes of operating. This natural experiment in testing state capacity in every possible way provided a catalyst for reform. In May 2022, there was a change of national government, and with it came a rethinking of the role of government, and a sense of humility. The APS Review report which has laid dormant since its publication late in 2019, has provided a foundation for much of the thinking about how the public service might be reinvigorated, with a strong focus on (re)building state capacity. This has included, for example, an explicit governmental policy to reduce reliance and expenditure on consultants, and a renewing of expertise within the public sector.[4] There is considerable focus on ensuring that Australia had a public service (at the national level at least) that has the capacity to cope with challenges of the future. What this means in terms of substance in an era of fiscal constraint remains to be seen, however there is a window of opportunity to reimagine the public service, its purpose, and how it might do things differently.

Trust in government

Trust in government is intimately tied to the issue of state capacity and performance. An erosion of trust brings into question legitimacy of the state to act, but also makes it much more difficult to call on the coproduction capacities of citizens and communities (O'Flynn, 2021). The sense that state capacity has deteriorated over time and declining levels of trust in government have gone together in Australia.

Trust in government surged in Australia at the start of the pandemic as people leaned heavily on governments across the nation to protect them from harm and support them through the crisis. More recent data indicates that the 'trust bubble' has burst, and more people in Australia now trust businesses rather than government to solve societal problems (Edelman, 2022). Recent data from the Organisation for Economic Cooperation and Development (OECD, 2022) points to a range of challenges for Australia in relation to trust. Across the world, the OECD data suggest just four in ten people trust their government, and Australia is average or fares worse than average across several dimensions. For example,

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2 There is fascinating work on humble government coming out of Finland, for example. See: https://demoshelsinki.fi/julkaisut/the-more-complex-and-uncertain-a-policy-issue-is-the-more-useful-it-is-to-approach-it-through-humility/

3 For more information on the Independent Review see: https://www.apsreview.gov.au/

4 See for example: https://www.themandarin.com.au/205607-special-sub-committee-working-on-nutting-out-the-aps-consultant-equation/?utm_campaign=TheJuice&utm_medium=email&utm_source=newsletter

Australia is average on the perception that innovative ideas will be adopted to improve public services, below average that government will improve public services, and lagged in terms of the likelihood that services will improve if people complain. In contrast, findings from a recent survey conducted by the Australian government show a more positive story of trust, with more than 60% of respondents indicating that they trust public services and believe they will change to meet future needs (Department of the Prime Minister and Cabinet, 2022).

Trust has taken centre stage with the new federal government in Australia with both elected officials, and senior public service leaders emphasizing the importance of rebuilding trust in a series of speeches since the election. In some ways this is a response to a series of scandals across government, but also a recognition that trust in government and legitimacy are central to a functioning democracy.

Where to for Australia?

Like many nations, the experience of a prolonged and multi-faceted crisis has brought into focus a range of important questions. From a public management perspective this has been a fascinating time - a return to the idea of big government as the crisis unfolded, but now a reckoning of sorts. This is quite a contemplative time in public management in Australia, with appetite for change, and a government and senior leader seemingly in the mood for wide-ranging reform. Like many colleagues, the unique historical experience of living through a pandemic has profoundly shaped my perspectives on these matters. As has my geographic location in the world. Here in Australia, like the world over, we continue to navigate the prolonged pandemic crisis, at the same time as there is intense pressure to 'return to normal'. As we ponder what this means for public management in this part of the world we are at a crossroads of sorts and an opportunity to reimagine how we do government in this part of the world.

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As we near the end of 2022, our fourth year managing JPART, we are happy to report the continued success of the journal, with a 2021 Impact Factor of 7.000 and a 5-year Impact Factor of 8.662. Here we provide a brief update on the editorial team, reviewer participation, current decision rates, themes and submission data from 2021, and the 2022 Outstanding Reviewer Awards.

Editorial Team and Reviewers

The production and success of JPART relies on an amazing team including our co-editor, Susan Miller; Associate Editors: Stephan Grimmelikhuijsen, Deneen Hatmaker, George A. Krause, Muhammad Azfar Nisar, Michael Siciliano, David Suárez, and Anders Ryom Villadsen; the Board of Editors; and a slew of ad hoc reviewers. Currently, the BOE is comprised of 69 individuals from 48 universities around the world, including 22 new members. Members of the BOE are invited based on their strong review records for the journal and commit to doing at least four reviews each year. In 2021, we sent 1180 review invitations of which 916 (78%) were accepted. More than 450 individuals reviewed for JPART in 2021, 95 of them were new reviewers. Our current average time to decisions after first review is 64 days for rejected manuscripts, 72 days for those returned for revisions, and 2 days for desk rejects. We are grateful to all of you in the public management community who make JPART possible.

JPART Editorial Assistant

We want to congratulate and recognize the hard work of our editorial assistant, Jared Olsen. Jared has served as the JPART editorial assistant providing support, collecting data, organizing webinars, and corresponding with many of the authors in our community. Jared is starting a new position as a Researcher at the Assessment Office at Brigham Young University – Idaho. We wish him all the best in his new position.

We welcome our new editorial assistant, Robin Li. Robin is a third year PhD student at Arizona State University with a focus on science and technology policy, specifically emergent technology, surveillance, privacy, information security, and public values.

JPART submission data

This year, we have already processed over 460 manuscripts. Previous end-of-year totals were:

- 2021 - 564
- 2020 - 612
- 2019 - 486

We expect final submission numbers for 2022 to be slightly higher than in 2019, but not close to the peak in 2020.

In 2021, the most common keywords in accepted manuscripts were: race/racism, experiment(s), street-level/frontline, administrative burden, discrimination, and qualitative methods.

While we do not track data on all submitting authors, we know the submitting author's institutional location. In 2021, 158 manuscripts were submitted by an author based in the United States, followed by 52 from China, 37 from the United Kingdom, 25 from Italy, 20 from Germany, and 18 from both Brazil and Denmark. The acceptance rates for manuscripts in 2021 by country of the submitting author were around 40% for Norway, 33% for Demark, 22% USA, 21% Israel, and 17% Brazil.

2022 Outstanding JPART Reviewer Awards

At the Public Management Research Conference in Arizona held June 2022, we honored the following individuals for their outstanding reviewer service to JPART:

1. Christopher K. Ansell, University of California, Berkeley
2. Matthias Döring, University of Southern Denmark
3. Sharon Gilad, Hebrew University of Jerusalem
4. Janne Kalucza, University of Hamburg
5. Nicola Ulibarri, University of California, Irvine
6. Eleanor Woodhouse, University College of London

Advancing Public Administration Research and Theory through Nonprofit Studies

The JPART Virtual Issue highlighting 10 articles on nonprofit studies, remains freely available through the end of 2022.

You can access the Virtual Issue here. (See URL below.)

https://academic.oup.com/jpart/pages/advancing–public–administration– research–and–theory–through–nonprofit–studies–virtual–issue

Awards & Achievements

Pamela Herd and Donald Moynihan, McCourt School of Public Policy, Georgetown University, won the Herbert Simon Award at the 2022 American Political Science Association for their book *Administrative Burden: Policymaking by Other Means*.

Jiahuan Lu, Associate Professor at the School of Public Affairs and Administration at Rutgers University–Newark, has received the 2022 RGK-ARNOVA President's Award, from the Association for Research on Nonprofit Organizations and Voluntary Action.

Lindsey McDougle, Associate Professor at the School of Public Affairs and Administration at Rutgers University–Newark, received the 2022 University of Maryland (UMD) Do Good Institute & ARNOVA Global Philanthropy and Nonprofit Leadership Award.

Karen Mossberger, Professor in the School of Public Affairs at Arizona State University, **Caroline Tolbert,** Professor of Political Science at the University of Iowa, and **Scott LaCombe,** Assistant Professor of Government and Statistical and Data Sciences at Smith College, won the Goldsmith Book Prize for their book *Choosing the Future: Technology and Opportunity in Communities*.

Siân Mughan, Assistant Professor in the School of Public Affairs at Arizona State University, won the 2022 Jesse Burkhead Award for her article, "Municipal Reliance on Fine and Fee Revenues: How Local Courts Contribute to Extractive Revenue Practices in U.S. Cities," as the best paper published in *Public Budgeting & Finance*.

Norma Riccucci, Board of Governors Distinguished Professor at the School of Public Affairs and Administration at Rutgers University–Newark, has been awarded *Doctor Honoris Causa* by the University of Lausanne, Switzerland.

Pengju Zhang, Assistant Professor at the School of Public Affairs and Administration at Rutgers University–Newark, won Best Paper Award at the 2022 Midwest Public Affairs for his work, "Impact of Home Rule on Municipal Boundary and Fiscal Expansion: Evidence from Texas."

New NAPA Fellows:
The National Academy of Public Administration (NAPA) has named the following 2022 Class of Academy Fellows:

David Adkins
Executive Director and CEO, The Council of State Governments

Tony Allen
President, Delaware State University

Stephanie Barna
Principal, SABarna, LLC

Evan Berman
Professor Titular, Fundação Getulio Vargas (FGV) - EAESP

Beth Blauer
Associate Provost for Public Sector Innovation, Johns Hopkins University

Clinton T. Brass
Specialist in Government Organization and Management, Congressional Research Service

Samuel L. Brown
Professor and Chair, School of Public Service, Strome College of Business, Old Dominion University

Tom Carroll
City Manager, City of Cambridge, Maryland

Aristide J. Collins, Jr.
Vice President, Chief of Staff, and Secretary, The George Washington University

Jennifer Evans–Cowley
President, The University of Texas at Arlington

Loren DeJonge Schulman
Vice President, Research, Evaluation, and Modernizing Government, Partnership for Public Service

Shannon Flanagan–Watson
Deputy County Manager, County of Arlington, Virginia

Wayne A.I. Frederick
Charles R. Drew Professor of Surgery and President, Howard University

Jesús Garza
Retired President and CEO, Ascension/Seton

Wendy Ginsberg
Staff Director, Subcommittee on Government Operations, Committee on Oversight and Reform, U.S. House of Representatives

Dana P. Goldman
Dean and C. Erwin and Ione L. Piper Chair, Sol Price School of Public Policy, University of Southern California

Thomas Hicks
Chairman, U.S. Election Assistance Commission

Shayne C. Kavanagh
Senior Manager of Research, Government Finance Officers Association

Eric M. Leckey
Associate Administrator for Mission Support, Federal Emergency Management Agency

Peggy Merriss
Executive Director, Georgia City-County Management Association

Zina Daché Merritt
Chief Diversity Management Officer, U.S. Government Accountability Office

Sara Mogulescu
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Gwendolyn Sykes
Chief Financial Officer, U.S. Secret Service

Alene Tchourumoff
Senior Vice President, Community Development and Engagement, Federal Reserve Bank of Minneapolis

Wayne Turnage
Deputy Mayor for Health and Human Services and Director of Department of Health Care Finance, District of Columbia

William J. Walker
Major General (Ret.), U.S. Army

Brian N. Williams
Associate Professor of Public Policy, Frank Batten School of Leadership & Public Policy, The University of Virginia

Jeremy S. Wu
Founder and Co-organizer, APA Justice Task Force

Professional News

Recent & Forthcoming Publications

Daniel J. Fiorino, Director of the Center for Environmental Policy and Distinguished Executive in Residence in the School of Public Affairs at American University, has published *The Clean Energy Transition: Policies and Politics for a Zero-Carbon World* (2022) with Polity.

Alexander Kroll, Associate Professor and Director of the Ph.D. in Public Affairs at Florida International University, published *Shared Measures: Collective Performance Data Use in Collaborations* (2022) with the Cambridge University Press Elements series.

Comings, Goings, New Positions & Promotions

Hala Altamimi has joined the School of Public Affairs and Administration at the University of Kansas as an Assistant Professor.

Moses Boudourides has joined the School of Public Affairs at Arizona State University as a Professor of Practice.

Karl Brooks has joined the School of Public Affairs and Administration at the University of Kansas as Professor of the Practice.

Catalina Canals has joined the School of Public Affairs at Arizona State University as a Postdoctoral Scholar.

Joanne Carman and **Jaclyn Piatak,** Associate Professors at the University of North Carolina at Charlotte, became Editors of *Nonprofit and Voluntary Sector Quarterly*.

Maryann Feldman has joined the School of Public Affairs at Arizona State University as the Watts Endowed Professor of Public Affairs.

Maribel Guerrero has joined the School of Public Affairs at Arizona State University as Associate Professor.

Misty L. Heggeness has joined the School of Public Affairs and Administration at the University of Kansas as an Associate Professor.

Anthony Howell was promoted to Associate Professor with tenure in the School of Public Affairs at Arizona State University.

Chris Koliba has joined the School of Public Affairs and Administration at the University of Kansas as Edwin O. Stene Distinguished Professor.

Alexander Kroll, Associate Professor at Florida International University, has been named Director of the Ph.D. Program in Public Affairs.

Scott Langford has joined the School of Public Affairs at Arizona State University as a Postdoctoral Research Scholar.

Jesse Lecy, Associate Professor in the School of Public Affairs at Arizona State University, is serving as the Director of the National Center for Charitable Statistics at the Urban Institute during the 2022-2023 academic year.

Lindsey McDougle, Associate Professor at the School of Public Affairs and Administration at Rutgers University–Newark, was named an Associate Editor of the *Nonprofit and Voluntary Sector Quarterly*.

Spiro Maroulis has been appointed Associate Director of the School of Public Affairs in Watts College of Public Service at Arizona State University.

Nicole Mayberry has joined the School of Public Affairs at Arizona State University as Assistant Research Professor.

Julia Melkers has joined the School of Public Affairs at Arizona State University as Professor and Director for the Center for Organization Research and Design.

Charles Menifield, Professor, has stepped down as the Dean of the School of Public Affairs and Administration at Rutgers University–Newark. **Gregg Van Ryzin,** Professor, will serve as Interim Dean.

David Mitchell has been promoted to the rank of Associate Professor with tenure at the University of Central Florida and has been named as the Academic Co-chair of the International City/County Management Association (ICMA) Graduate Education Committee.

Professional News

Zach Mohr has joined the School of Public Affairs and Administration at the University of Kansas as Associate Professor.

Alisa Moldavanova has joined the Joseph R. Biden, Jr. School of Public Policy & Administration at the University of Delaware as the MPA program director and associate professor.

Angel Molina Jr., Assistant Professor in the School of Public Affairs at Arizona State University has been named as the inaugural Dean Fellow in Watts College of Public Service.

Rosemary O'Leary retired and has been appointed The Edwin O. Stene Distinguished Professor Emeritus at the School of Public Affairs and Administration at the University of Kansas.

Andrew Osorio, has joined the Public Policy Program at University of the Pacific, McGeorge School of Law as an Assistant Professor of Public Administration, Law, & Policy.

Renzo de la Riva Agüero has joined the University of Connecticut School of Public Policy as an Assistant Professor of Public Management.

David H. Rosenbloom retired from American University as Distinguished Professor Emeritus.

Jinhai Yu has joined the University of Connecticut School of Public Policy as Assistant Professor of Public Budgeting and Finance.

Grants & Fellowships Received

Claudia N. Avellaneda, Associate Professor at the O'Neill School of Public and Environmental Affairs in Indiana University Bloomington, was awarded a 2022-2023 residential fellowship at Stanford University's Center for Advanced Study in the Behavioral Science (CASBS).

Karabi Bezboruah, Associate Professor of Public Affairs and Planning at the University of Texas at Arlington is part of an interdisciplinary team that recently received a $2.4 million grant from the National Science Foundation (NSF 22-529 Smart and Connected Communities).

Notes & Notices

DEADLINE EXTENDED: Call for Proposals 2023 Public Management Research Conference

Due to an omission. the call for proposals for PMRC 2023 did not appear in the PMRA weekly announcements. Apologies!

To address this error, the Call has been reopened **until December 16**.

Utrecht University School of Governance will host the 2023 Public Management Research Conference (PMRC), sponsored by the Public Management Research Association (PMRA). The conference will be held June 27 – 30, 2023, in Utrecht, the Netherlands.

The 2023 PMRC program committee welcomes proposals for individual papers, panels, and workshops through December 16, 2022. Guidelines and information about the submission process can be found at the 2023 PMRC website. (See URL below.)

Connecting to Federal Government Research Opportunities

PMRA has been working to connect members with federal government research opportunities. In October, we hosted a webinar on President Biden's Learning Agenda and how public management researchers could connect with federal agencies. Diana Epstein and Dustin Brown of the Office of Management and Budget presented the process for identifying opportunities. PMRA also co-sponsored a roundtable on the President's Management Agenda in November with The Better Government Lab at the McCourt School of Public Policy at Georgetown University, and the Office of Management and Budget. If you have an idea for a research project at the U.S. federal level that addresses the President's Learning Agenda, email your idea to PMALearningAgenda@omb.eop.gov or evidence@omb.eop.gov.

SAVE THE DATE...
PPMG Webinar, Publishing a Conceptual or Theory Paper from Your Dissertation

On January 18 and January 19, 2023, the editors-in-chief of *Perspectives on Public Management and Governance* (PPMG), Kimberley Isett and Jessica Sowa, will host a webinar for early career researchers (PhD students, PhD candidates, Postdocs, and Assistant Professors) on publishing a conceptual or theory paper from your dissertation. These two webinars will be the same—they will be scheduled to accommodate the different time zones of PMRA's geographically diverse membership as much as possible. More information on the times and registration will be forthcoming in December. The webinars will be participatory—so please come ready with questions and to engage in discussion. If you have questions before or ideas for inclusion in the webinar, please email Jessica at jesowa@udel.edu. We hope to see you in January!

https://pmrc2023.com/

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New PMRA members can join here.
(See URLs below.)
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