

2007 ACADEMY FALL MEETING

November 14-16, 2007

L'Enfant Plaza Hotel
Washington, DC

≡ “21st Century Governance: Tools, Networks and Accountability” ≡

Program Chairs: Chris Mihm and Pamela Syfert

Program Committee: George Frederickson, Thomas Stanton and Blue Wooldridge

AGENDA

Wednesday, November 14, 2007

1:00 – 3:30 p.m.

Caucus Room

Board of Directors Meeting

(Open to All Academy Fellows)

12:30 – 5:00 p.m.

Standing Panel Meetings

12:30 – 2:30 p.m.

Club Room

Standing Panel on Executive Organization and Management

(Open to all Fellows)

2:45 – 4:45 p.m.

LaSalle Room

Standing Panel on the Federal System

(Open to all Fellows)

Paul L. Posner, MPA Director, Department of Public and International Affairs, George Mason University

Beverly A. Cigler, Professor of Public Policy and Administration, School of Public Affairs, Penn State Harrisburg

Sally Katzen, Adjunct Professor and Public Interest/Public Service Fellow, University of Michigan Law School

2:45 – 4:45 p.m.

Lafayette Room

International Standing Panel

(Open to all Fellows)

The Bottom Billion: Is There A Way Out of the Bad Governance Trap?

While poverty is falling for about 80 percent of the world, there is a crisis in some 50 states—“the bottom billion”—due to a struggle between reformers and corrupt leaders...and the corrupt are winning. Seventy-six percent of the world’s bottom billion lives in countries that have suffered long periods of bad governance and poor economic policies. Bad governance is often so persistent because not everybody loses; reform is against the interests of the leaders who can get rich, and when reform does finally come, there is no capacity. Aid (at least on its own) will not get countries out of the trap.

Moderator: **Ralph R. Widner**, Chairman Emeritus, Fairfax House International

Donald E. Klingner, Professor, School of Public Affairs, University of Colorado

Chester A. Newland, Professor of Public Administration, University of Southern California

Gary J. Reid, Coordinator, Administrative and Civil Service Reform Thematic Group, The World Bank

- 2:45 – 4:45 p.m.
Degas Room **Standing Panel on Social Equity in Governance**
(Open to all Fellows)
- 2:45 – 4:30 p.m.
Marquette Room **New Fellow Orientation**
- 6:00 – 7:15 p.m.
Willard Hotel **Reception in Honor of the Recipients of the George Graham Award for
Exceptional Service to the Academy**
Presentation of the George Graham Award for Exceptional Service to the Academy
Mary Hamilton, Chair, George Graham Award Committee
- 7:15 – 10:00 p.m.
Willard Hotel **40th Anniversary Dinner**
Presentation Honoring the First 40 Years and a Look to the Future

Thursday, November 15, 2007

- 8:00 – 8:30 a.m.
Foyer Registration and Continental Breakfast
- 8:30 – 8:50 a.m.
Ballroom Welcome and Opening Remarks
Valerie Lemmie, Chair, Academy Board of Directors
- Meeting Overview and Fall Meeting Opening Remarks
J. Christopher Mihm, Co-Chair, 2007 Fall Meeting Program Committee
Pamela Syfert, Co-Chair, 2007 Fall Meeting Program Committee
- 8:50 – 9:00 a.m.
Ballroom **Jenna Dorn**, President, National Academy of Public Administration
- 9:00 – 10:45 a.m.
Ballroom Plenary Session: **Challenges of the 21st Century Academy**
Jenna L. Dorn, Academy President and Chief Executive Officer
Stephen Goldsmith, Daniel Paul Professor and Director, Innovations in
American Government, JFK School of Government, Harvard University
Alice M. Rivlin, Senior Fellow, The Brookings Institution
Robert J. Shea, Associate Director for Administration and Government
Performance, U.S. Office of Management and Budget
Rodney E. Slater, Partner, Patton Boggs
- 10:45 – 11:00 a.m.
Foyer Break
- 11:00 – 12:30 p.m.
Degas Room ***Concurrent Sessions***
- Reputation Management: Changing the Image of Public Organizations**
Public organizations frequently attempt to change their image held by key stakeholders. Some attempts are designed to provide the public a more accurate image of the organization. Others are designed to solicit more support from stakeholders. In addition, because of the potential pending retirement of up to 40% of their employees in the near future, some public organizations seek to change their image to attract and retain new employees. A reputation is too important to be left to any one function within the organization. It is the

responsibility of everyone, and is enhanced through actions, not words. Reputation management is a concept that includes these strategies.

Elliot Schreiber, CEO, Elliot Schreiber Associates

Sara Wilson, Department of Human Resources Management, Commonwealth of Virginia

Max Stier, President and Chief Executive Officer, Partnership for Public Service

Lafayette Room

Information Session on the Academy's Book Series

Terry F. Buss, Program Area Director, National Academy of Public Administration

Thomas Stanton, Attorney

Ballroom D

Immigration – Implications for Public Management

As the demographics of American towns and cities change, what are the public administration challenges facing the nation?

Moderator: **Doris Meissner**, Senior Fellow, Migration Policy Institute

Nancy A. Potok, Chief Operating Officer, McManis & Monsalve Associates

Anthony Griffin, County Manager, Fairfax County, Virginia

Joyce Wilson, City Manager of El Paso, Texas

Marquette Room

Empowering Public Administrators with Technologies

Beyond the effective management of IT (which is occupying an ever greater slice of budgets and risk profiles in government programs), the public administrator has to be aware of ways in which IT can, in fact, multiply the number of organizational and management options at their disposal. This dialogue will bring together expert practitioners and academics who have experiences in this empowerment niche for IT, and will focus on four important elements of administration. Matching citizen needs with government resources; organizing departmental lines of authority and financing; unifying independent financial systems to organize single management views; and looking for ways to boost the economic development potential of rural areas all have a technology potential.

Costis Toregas, President Emeritus, Public Technology Institute

Jane Smith Patterson, Executive Director, E-North Carolina

Jerry Mechling, Director and Adjunct Professor, Program on Strategic Computing and Telecommunications, Harvard University

12:30 – 2:30 p.m.

Ballroom

Lunch

The Brownlow Dialogue

Norman Johnson, Chair, Brownlow Committee

Discussion Leader: **Daniel Fiorino**, Director, Performance Incentives Division, Office of Policy, Economics and Innovation, U.S. Environmental Protection Agency

2:30 – 3:00 p.m.

Break

3:00 – 4:30 p.m.

Concurrent Sessions

Degas Room

Rebuilding in the Aftermath of the Gulf Coast Hurricanes

Rebuilding the Gulf Coast in the wake of Hurricanes Katrina and Rita presents the United States with an unparalleled challenge, as well as an opportunity, to learn lessons that can guide the rebuilding for any catastrophic disasters in the future. Such rebuilding requires a partnership of federal, state and local

governments and both the for-profit and non-profit sectors. It also entails mobilizing streams of public and private resources and the leadership needed to make hard choices such as who will bear what costs and what rebuilding should be completed. The panel will be asked to reflect on what have we learned to date about the challenges confronting these efforts and what this might suggest for similar efforts in the future.

Stan Czerwinski, Director for Strategic Issues, Physical Infrastructure, U.S. Government Accountability Office

Paul Conway, Chief of Staff, Office of Gulf Coast Rebuilding

Amy Liu, The Brookings Institution

Lafayette Room

Enhancing Organizational Culture—Transforming Bureaucratic Organizations

The most effective complex knowledge-based organizations have transformed bureaucracies into collaborative enterprises. The panelists will present examples from the federal government and businesses that have succeeded in this transformation. They will describe what has to change and what is needed from leadership.

Michael Maccoby, President, The Maccoby Group

Bernice Steinhardt, Director of Strategic Issues, U.S. Government Accountability Office

Charles Heckscher, Professor, Labor Studies and Employment Relations, Rutgers University

Richard Margolies, Vice President, The Maccoby Group

Ballroom D

Linking Africa's Development to the Millennium Challenge Account Eligibility Criteria--Good Governance, Investment in Health and Education, and Sound Economic Policies

Sponsored by the Africa Working Group

Moderator: **Sylvester Murray**, Professor of Public Administration, Cleveland State University

Julius E. Coles, President, Africare

Major General Arnold Fields (ret.), Deputy Director, Africa Center for Strategic Studies

Timothy Lavelle, Senior Food Security Advisor for Africa and MCC Liaison, U.S. Agency for International Development

LaSalle Room

Academy Study: EPA Service Delivery System

Taking Environmental Protection to the Next Level

Moderator: **Paul L. Posner**, MPA Director, Department of Public and International Affairs, George Mason University

Bruce McDowell, Project Director, National Academy of Public Administration

Daniel Fiorino, Director, Performance Incentives Division, Office of Policy, Economics and Innovation, U.S. Environmental Protection Agency

Randall E. Johnson, Commissioner, Board of Hennepin County Commissioners

4:30 – 5:00 p.m.

Break

5:00 – 7:00 p.m.

Ballroom

James E. Webb Lecture and Induction Ceremony for New Fellows

Introducer: **Timothy Clark**, Editor and President, Government Executive Magazine

Speaker: **David S. Broder**, Columnist, The Washington Post

Honorary Fellow Induction

George Frederickson, Chair, Membership Committee

New Fellow Induction

Jonathan Breul, Chair, Fellow Nominating Committee

7:00 – 9:00 p.m.

Solarium

Reception for Fellows and Other Attendees

Friday, November 16, 2007

7:30 – 8:30 a.m.

Marquette Room

Board of Directors Breakfast Meeting

8:00 – 9:00 a.m.

Lobby

Continental Breakfast

9:00 – 10:30 a.m.

Debate: It is resolved that third party government public diminishes accountability

There are two powerful movements in contemporary public administration: the contracting-out and privatization movement which has brought about the public multi-sector workforce, and the accountability movement.

Moderator: **Carl Stenberg**, Professor, School of Government, University of North Carolina at Chapel Hill

The Affirmative Team: **Paul L. Posner**, MPA Director, Department of Public and International Affairs, George Mason University

Marc Holzer, Dean, School of Public Affairs and Administration, Rutgers University at Newark

The Negative Team: **Lester M. Salamon**, Director, Center for Civil Society Studies, Institute for Policy Studies, Johns Hopkins University

Hannah Sistare, Former Vice President for Academy Affairs, National Academy of Public Administration

10:30 – 10:45 a.m.

Foyer

Break

10:45 – 12:15 p.m.

Concurrent Sessions

Degas Room

Motivating Public Employees: The Perception of Organizational Fairness

Research has suggested that a perception by employees of a lack of organizational “fairness” has dysfunctional consequences. Employees who view their organizations and/or managers as being not fair can leave their jobs, reduce their commitment and motivation and engage in “property” deviance. Other consequences of a perceived lack of justice are lower trust in management, lower evaluation of their supervisor, greater conflict, lower job satisfaction, “production” deviance, lower trust in the organization, and greater employee stress and anxiety. The cause and consequences of a perceived lack of organizational fairness will be viewed through the “lens” of four important theories of motivation.

Jim Perry, Associate Dean and Chancellors’ Professor of Public Affairs, School of Public and Environmental Affairs, Indiana University

Blue Wooldridge, Professor, L. Douglas Wilder School of Government, Virginia Commonwealth University
Tracy Ryan, Associate Professor, L. Douglas Wilder School of Government, Virginia Commonwealth University
Pamela Syfert, Former City Manager, City of Charlotte

Marquette Room

What are the Roles of Federal, State and Local Governments in Climate Change?

Many states and local governments have been “laboratories of democracy” on climate and energy policy. If the federal government follows suit—perhaps by passing a broad, ambitious cap-and-trade legislation or a tax on carbon emissions—should it leave room for future state and local leadership?

DeWitt John, Director, Environmental Studies Program, Bowdoin College

Peter Harkness, Editor and Publisher, Governing Magazine

Raymond Scheppach, Jr., Executive Director, National Governors Association

Lafayette Room

Integrating Emergency Management Across Cities, Counties, States, and the Federal Government

Local and State jurisdictions and the Federal government all have a role in responding to emergencies. When do these roles overlap? Who is accountable?

Beverly Cigler, Professor of Public Policy and Administration, School of Public Affairs, Penn State Harrisburg

Gregg Pane, Former Director and Chief Health Officer, Health Department, District of Columbia

Darrel Stephens, Police Chief, Charlotte Mecklenburg

LaSalle Room

Coordination across the Intelligence and National Security Communities

One of the most pressing intelligence and national security governance issues of the 21st Century is determining ways to get organizations to work better across organizational boundaries. The Office of the Director of National Intelligence was created in part to ensure that intelligence agencies better “connect the dots.” Still, there is widespread concern that the formulation, planning and execution of national security policy are inadequate to meet both foreign and domestic challenges in a complex world. The speakers will highlight the challenges we face and the need for reform, efforts now underway, and what more needs to be done.

Ronald Sanders, Chief Human Capital Officer, National Intelligence Directorate

Erik Kjonnerod, National Defense University, U.S. Department of Defense

James R. Locher, III, Project on National Security Reform, Center for the Study for the American Presidency

Ballroom D

Understanding the Academy’s Finances

Franklin S. Reeder, Treasurer, Academy Board of Directors

Thomas Reidy, Chief Financial Officer, National Academy of Public Administration

12:30 – 1:45 p.m.

Ballroom

Lunch

The 2007 Herbert Roback Scholarship Award

John Shannon, Chair, Roback Scholarship Award Committee

Elmer B. Staats Lecture

The Lecture Program honors Elmer B. Staats, whose exemplary contributions in government serves as a standard. Mr. Staats' long and distinguished career was capped by his service as Comptroller General of the United States.

Introducer: **Ellen Schall**, Dean and Martin Cherkasky Professor, Wagner Graduate School of Public Service, New York University

Speaker: **Paul C. Light**, Paulette Goddard Professor for Public Service, Robert F. Wagner Graduate School of Public Service, New York University

1:45 – 2:00 p.m.

Break

2:00 – 3:15 p.m.

Concurrent Sessions

Marquette Room

Innovations for the Improvement of Public Sector Governance

Academy Fellow Alan Altshuler has argued that what the public really cares about is the high quality performance of their public organizations (1999). The public places increasing demands for more and higher quality services at a time when most governments face tighter budgets (Altshuler, 1999; Popovich, 1998; Shafritz & Russell, 1999). At the same time, the privatization movement has raised the performance stakes in the public sector (Wooldridge, Amagoh & Menefee, 2002). Workers have also forced organizations to change. They are searching for job satisfaction in five areas: salary, accomplishments and regards, learning and challenge, career advancement, and enjoyment (Price & Chen, 1995). Management is also impacted in that the turbulent public sector environment increasingly requires organizations to adopt innovate approaches to solve emerging problems (Berman & West, 1998). In short, agencies are asking how to bring about dramatic process improvements, organizational culture shifts, and agency overhauls in response to increasingly complex environments (Van Wart, 1994). The goal of this session is that the audience and presenters will discover innovations that can be transferred among different governments, between different levels of governments, and between governments in different countries.

Moderator: **Christine Gibbs Springer**, Executive Director, Masters Program in Emergency and Crisis Management, University of Las Vegas

Guido Bertucci, Director, Division for Public Administration and Development Management/United Nations Department of Economic and Social Affairs

Adriana Alberti, Chief, Programme for Innovations in Governance and Public Administration, United Nations

John Kamensky, Associate Partner and Senior Fellow, The IBM Center for the Business of Government

James Svava, Professor and Director, Center for Urban Innovation, School of Public Affairs, Arizona State University

Lafayette Room

The Community Policing Movement

Strengthening communities with networks and tools

Edward Flynn, Police Commissioner, Springfield, Massachusetts

Ron Carlee, County Manager, Arlington County

Degas Room

Academy Study: University of California Human Resources Accreditation

Share the model and process for the certified assessment of Human Resources systems (CAHRS) and update the Fellowship on the Academy's continuing work in this area.

Patricia Johnson, Project Director

Edie N.G. Goldenberg, Professor of Political Science and Public Policy, Gerald R. Ford School of Public Policy, University of Michigan

Frank J. Thompson, Acting Provost, Nelson A. Rockefeller College of Public Affairs & Policy, SUNY Albany

Alethea Long-Green, Program Area Director, National Academy of Public Administration

Jeffery Pon, Chief Human Capital Officer, U.S. Department of Energy

David M. Walker, Comptroller General of the United States, U.S. Government Accountability Office (*invited*)

Ballroom D

Managing a Diverse Workforce

Public sector organizations increasingly appreciate that a diverse workforce drawing upon and reflective of the full range of the nation's talents, perspectives, cultures and communities is essential to delivering quality services. The retirement wave confronting many government agencies underscores the challenges that agencies face, as well as the opportunities before them. Speakers will discuss practices that agencies can use to attract, retain and leverage a diverse workforce; intergenerational workforce issues; and a congressional perspective on the importance of workforce diversity.

Ron Stroman Managing Director, Office of Opportunity and Inclusiveness, U.S. Government Accountability Office

Kate Walker, Chair of the Executive Board, Young Government Leaders

Lori J. Hayman, Counsel, Committee on Government Reform, Subcommittee on Federal Workforce, Postal Service and the District of Columbia, U.S. House of Representatives

John Palguta, Vice President, Policy and Research/Partnership for Public Service

3:30 – 5:30 p.m.

Ballroom

Academy Business Meeting

Treasurer's Report

Treasurer, Academy Board of Directors

Tributes to Deceased Fellows

Chair, Academy Board of Directors