



NATIONAL ACADEMY OF  
PUBLIC ADMINISTRATION

# STRATEGIC PLAN

SPRING 2005

***“Our society has reached a point where its progress and even its survival depend on our ability to organize the complex and to do the unusual.”***

***—James Webb,  
NASA administrator  
and an Academy founder***

Since 1967, the National Academy of Public Administration has been a leader in providing expert advice that can be trusted—at every branch and level of government, both domestic and international. The Academy’s upcoming 40th anniversary serves as a wonderful time to celebrate these successes. At the same time, it provides an opportunity to plan for our future and propel the Academy to an even greater realization of our mission to serve the public. This is but one objective underpinning Big Ideas, the Academy’s initiative to effectively evaluate possibilities for improving public administration and management responses to difficult challenges.

Building on the Academy’s well-earned reputation for trusted advice and actionable recommendations, the Board of Directors is focusing on a strategic path to the Academy’s future. This strategy reflects the Board’s efforts to strengthen, invigorate and advance the Academy’s work through four key goals. An implementation plan to achieve those goals is posted on the Academy website at [www.napawash.org](http://www.napawash.org).

## THE ACADEMY

The National Academy of Public Administration, an independent, non-profit, non-partisan corporation, was founded in 1967 by leaders dedicated to making government work better for those it serves. They envisioned the Academy as the place where senior officials could turn for trusted, off-the-record advice on pressing public management issues.

## OUR VISION

**MAKING GOVERNMENT WORK, AND WORK FOR ALL**

From the beginning, the Academy's unique feature has been its Fellows who guide and lead its work. Elected by their peers, Fellows include the nation's top policy makers, outstanding public administrators, distinguished scholars, business executives, labor leaders, current and former cabinet officers, members of Congress, governors, mayors, state legislators and diplomats. Individually, Fellows represent the very best in leadership. Collectively, they make the Academy an invaluable national asset.

Led by the Fellows, the Academy has taken its charge seriously and put it into action for more than a third of a century. It provides hands-on assistance to thousands of government leaders and hundreds of agencies through research and analysis, problem solving and information sharing, strategic planning and connecting people and ideas. The Academy works with every branch and level of government, civic organizations, international organizations and others.

## OUR CONGRESSIONAL CHARTER

The U.S. Congress has recognized the Academy's special role in the national discourse on improving the performance of government institutions. In a strong bi-partisan action, Congress approved and President Ronald Reagan signed the Academy's charter in 1984. The charter confers upon the Academy a broad range of responsibilities, which form the basis of its mission.

### OUR MISSION

- Evaluate the structure, administration, operation and program performance of governments; anticipate, identify and analyze significant problems; and suggest timely corrective action.
- Foresee and examine critical issues in governance; and formulate practical approaches to their resolution.
- Assess the effectiveness, structure, administration and implications for governance of present or proposed public programs, policies and processes; and recommend specific changes.
- Advise on the relationship of federal, state, regional and local governments; increase public officials', citizens' and scholars' understanding of requirements and opportunities for sound governance and how these can be effectively met.
- Demonstrate by the conduct of its affairs a commitment to the highest professional standards of ethics and scholarship.
- Investigate, experiment and report upon any subject of government whenever called upon by Congress or the federal government.

## ACADEMY GOALS

To fully achieve the responsibilities outlined in the charter, the Academy's Board of Directors will pursue four overarching strategic goals:

- Establish the Academy as the preeminent organization for public governance.
- Incorporate and model social equity in Academy activities and operations.
- Enhance the quality of the Fellow experience and the capacity of the Fellowship to make government work, and work for all.
- Increase financial independence so the Academy can undertake initiatives on its own to help achieve its mission.

The Board will revisit the strategic plan periodically to ensure that it remains current and relevant to the Academy's vision, mission and values.

## GOAL 1:

### ESTABLISH THE ACADEMY AS THE PREEMINENT ORGANIZATION FOR PUBLIC GOVERNANCE



When government leaders face challenges, they need a source of non-biased and non-partisan advice that can be trusted. The Academy is the place where leaders advise leaders by providing insights, expertise and experience that can add value, drive performance and deliver results. The Academy strives to become the preeminent source of such advice for all levels of government. To achieve this goal, the Academy will:

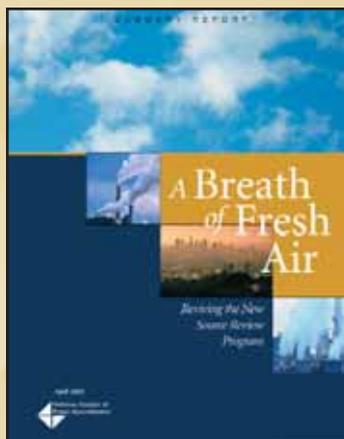
- **Convene public and private sector leaders on critical issues.** The Academy is well positioned to bring together diverse and well informed parties for a common purpose. It will continue to expand opportunities to convene Academy Fellows, government agencies and key stakeholders to help solve the growing number of complex public management challenges.
- **Use the Intergovernmental Big Idea, and others as they emerge, to expand the Academy's impact.** The wide variety of Fellow experience—at every level and in every sector—makes the Academy the institution that can best address the dynamic relationship among federal, state and local governments. Utilizing the Intergovernmental Big Idea and other strategic initiatives will help drive the Academy's future direction by fostering and nurturing a widening network of leaders across all levels.
- **Strengthen the role of Fellows.** Academy Fellows distinguish the Academy from advisory organizations. The Academy will broaden and expand new ways to make Fellows available to government leaders who can use their intellectual capital and expertise to help address the challenges of the day.
- **Strengthen the Academy brand and outreach.** It is critical to long-term success that the Academy effectively manage its brand and make itself and its services better known to a wider range of individuals and organizations. The Academy will strategically increase its public profile through the media and other outreach to key audiences.
- **Strengthen Academy staff.** The Academy will continue to seek the best and brightest staff and identify means to increase staff retention.

## GOAL 2:

### *INCORPORATE AND MODEL SOCIAL EQUITY IN ACADEMY ACTIVITIES AND OPERATIONS*

The Academy's Board of Directors adopted social equity as the fourth pillar of public administration, along with economy, efficiency and effectiveness. To pursue social equity with the same success as it has pursued the other pillars, the Academy will:

- **Increase recognition of the Academy as a leader in social equity governance.** The Academy will become a leader in defining social equity benchmarks, barriers and best practices.
- **Increase the diversity of Fellows and staff.** The Academy will continue to diversify its Fellowship and Academy staff, and provide opportunities for minority and female professionals to serve as associates on panels, work groups and other initiatives.
- **Improve the Academy's capacity to address social equity issues.** To meaningfully pursue social equity with external audiences, the Academy will continue to build social and intellectual capital among Fellows, staff and clients.
- **Pursue social equity concerns in studies and programs.** The Academy will pursue social equity issues in its studies and programs. It will develop a series of papers and tools that outline operational and implementation approaches to do so.

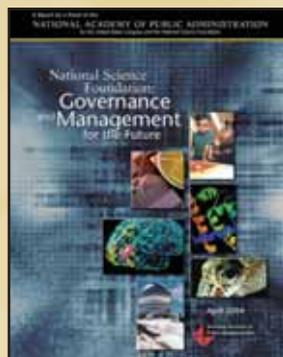


## GOAL 3:

### **ENHANCE THE QUALITY OF THE FELLOW EXPERIENCE AND THE CAPACITY OF THE FELLOWSHIP TO MAKE GOVERNMENT WORK, AND WORK FOR ALL**

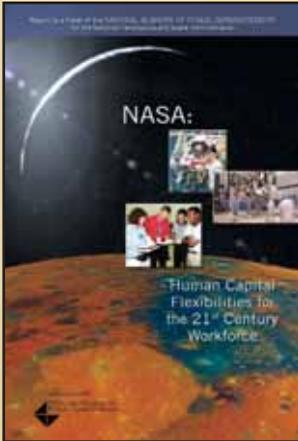
Fellows are the heart of the Academy. They are what make the organization unique. To enhance the quality and value of the Fellows' experience, the Academy will:

- **Define expectations—opportunities and obligations—for Fellow involvement.** Like many organizations, the Academy's membership varies in terms of involvement. Although many Fellows are meaningfully engaged in the Academy's work, some are affiliated in name only. To maximize the collective intellectual capital of the Fellows, the Academy will define obligations for membership and outline opportunities for meaningful and effective involvement.
- **Engage a wider range of Fellows for participation in Academy activities.** Through internal Fellowship activities and external work with government agencies, the Academy is engaging an ever-increasing number of Fellows. The Academy will continue to grow cross section participation of its members through a more vigorous application of Fellows' interests and expertise in projects and initiatives. Improved communication to, from and among Fellows will be facilitated by better use of technology.
- **Strengthen the Standing Panels.** Academy Standing Panels provide an ongoing vehicle for Fellows and others to evaluate and provide strategic counsel on developments in public administration. The Academy will pursue ways to strengthen the Standing Panels and their contribution by harnessing the expertise of panel members, engaging a broader cross section of the Fellowship in panel activities and disseminating panel work to the public.
- **Strategically recruit nominations for new Fellows.** The Academy will strategically recruit new Fellows as it seeks to broaden its current fields of expertise and distinguish itself in areas of emerging significance.



## GOAL 4:

### **INCREASE FINANCIAL INDEPENDENCE SO THE ACADEMY CAN EXPAND INITIATIVES ON ITS OWN TO HELP ACHIEVE ITS MISSION**



As agencies increasingly face real-time challenges that cut across traditional and functional boundaries, the Academy's widely varied expertise is critical to their successful operation and to the nation. The flexibility of financial independence is in the best interest of the Academy's mission to assist in meeting those challenges. It also aids our ability to pursue emerging issues in ways not dependent on traditional funding sources. To achieve financial independence, the Academy will:

- **Diversify the revenue mix.** To protect its finances against the adverse impact of volatile fiscal cycles, the Academy will continue to work with Congress and federal agencies and will seek increased revenue from other funding sources. These include new federal, state and local agencies, non- and for-profit organizations and foundations. The Academy will optimize other revenue generating opportunities, as well.
- **Establish and implement a Development Program.** The Academy established and maintains an endowment through the generosity of Fellows and others dedicated to the public good. To build a robust economic capacity and advance self-funded initiatives, the Academy will establish and nurture a Development Program to greatly increase financial opportunities that allow it to expand its impact on government.
- **Increase net operating income by increasing the size of the research program.** Academy studies produce actionable recommendations that are specifically tailored to the unique needs of those seeking our help. The Academy will increase net operating income through greater efficiencies in the research program, as well as additional work from new and existing funding sources.

## THE BIG IDEAS

Today's public administration environment requires navigating through a variety of rapidly transforming and increasingly interconnected governance structures and management challenges. The Academy is assessing various critical management and governance issues—the Big Ideas—and actively pursuing them. Among recent developments:

- **Intergovernmental Systems:** Created a Center for Intergovernmental Cooperation— offering studies, research and education—to bring leadership to this critical area.
- **Fiscal Future:** Developed a series of papers on the pending fiscal crisis in the United States. Will convene a series of forums to raise public awareness on this critical issue.
- **Homeland Security:** Conducting a survey to assess potential impediments and identify improved practices to communications and coordination at all levels of government.
- **Public Service:** Working to establish government-wide values, principles and processes to underlie the new personnel flexibilities in federal agencies. Addressing management challenges raised by the increasingly complex workforce composed of government employees, contractors and the non-profit sector.
- **Bioterrorism:** Developing best practices and practical approaches for addressing a bioterrorism attack, with particular emphasis on intergovernmental cooperation.
- **Social Equity:** Producing social equity indicators, an electronic newsletter, educational forums and tools to support administrators and legislators as they manage environments that focus on efficiency, effectiveness, economy and social equity.
- **Health Care:** Analyzing management, administrative and accountability features of various proposals to deliver health care.
- **International:** Established a partnership with Princeton University to provide practical advice to those attempting to build or re-build the capacity for governance in post-conflict countries.
- **Prisons:** Planning original research on public perceptions about prisons.

To ensure that its work remains relevant, the Academy institutionalized a process to identify, initiate and evaluate new Big Ideas as they arise.

The collaboration of accomplished leaders from every level and area of government makes each of the Academy's Big Ideas a unique national asset. They are the long-planned manifestation of the Academy's responsibility and dedication to improving the effectiveness of the way government addresses these ongoing issues. The Academy's work on the Big Ideas—and the Big Ideas themselves—will continue to evolve as new challenges arise.

## ACADEMY VALUES

The Academy's Board of Directors adopted a series of core values to drive the Academy's agenda. These values are embodied in everything we do and illustrated by a series of recent Academy activities:

- **Leadership.** Responding to the events of 9/11, an Academy Panel is working with Congress and Federal Bureau of Investigation leadership to help the FBI transform itself into a proactive agency focused on prevention of terrorism, espionage and cyber crimes. As a result of that work, Congress provided the FBI with important new authorities and the FBI asked the Academy to broaden its work to include an evaluation of field structure and human resource practices.
- **Independence.** At Congress' request, an Academy Panel evaluated the Clean Air Act's New Source Review Program. The Panel found that the program was not working effectively at existing facilities and recommended an innovative performance and market-based trading system for monitoring and reducing air pollution. This study is informing the current debate on Clean Air Act reforms.
- **Integrity.** The Academy provides a regular presence on Capitol Hill, where congressional committees have turned to Panels and Fellows for expert and objective testimony on such pressing issues as homeland security, government reorganization and performance-based management.
- **Public Service.** Academy Panels and Fellows have helped numerous agencies grapple with the federal salary system and made numerous recommendations for improving it. Many of the recommendations have been incorporated into the U.S. Department of Homeland Security's pay system, and proposed as part of the government-wide drive toward pay-for-performance.
- **Equity.** An Academy Panel conducted three studies outlining the impacts of environmental and public health hazards on people-of-color communities. Based on this solid work, the Ford Foundation requested that the Academy conduct a series of workshops to help local communities learn how to apply study recommendations to their own circumstances.
- **Innovation.** The Academy led the research for the first-ever study of projected hiring needs across the federal government. With a grant from the New York Times, the Academy and the Partnership for Public Service developed the most comprehensive guide to date for job seekers interested in federal service. The guide provides these individuals with the essential knowledge they need to plan for their future in public service.
- **Connecting People and Ideas.** The Academy hosts consortia to build a community of performance and human resources practitioners. A series of forums and research supports members as they seek to improve the management of their programs. A new Executive Consortium will engage agency leaders by addressing management and policy issues that are cross-functional across government, at both agency and bureau levels.
- **Global Perspective.** The Academy convened top public officials from sub-Saharan Africa countries to develop a strategy to deal with the devastating effects of AIDS on African teachers, administrators, civil servants and their institutions. In addition, the Academy meets regularly with delegations from around the world and is building its work through memoranda of understanding with several African nations.



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