NATIONAL ACADEMY OF
PUBLIC ADMINISTRATION®

VISION
Making government work, and work for all.

MISSION
To improve governance and advance the field of public administration.

VALUES

Excellence
The Academy provides excellent service and solutions through the unique breadth of expertise and experience contributed by its Fellows and professional staff, who represent the best in existing and emerging leadership in the field of public administration.

Independence
Clients and stakeholders rely upon the fact that the Academy's work and recommendations are always evidence-driven, unbiased, and non-partisan.

Integrity
The Academy adheres to the highest standard of ethical conduct, internally and externally.

Innovation
The Academy leverages the expertise of its Fellows and staff with cutting-edge technology to think creatively about challenges in public administration and to deliver innovative and effective solutions.

Inclusion
The Academy is strongly committed to diversity, equity, and inclusion in its internal operations, its Fellowship, and its client work. In its studies and reports, the Academy supports public administration practices and solutions that recognize and address the needs of all communities.

GOALS

1. The Academy will champion ideas and practices that advance the theory and practice of public administration and associated public policy matters by generating thoughtful original content that is recognized for its excellence and reliability, and will encourage and promote research, collaboration, and innovation across all aspects of the field/practice.

2. The Academy will provide its Fellows a responsive and effective forum for collaboration on public administration and governance challenges that motivates their active, substantive, and sustained engagement.

3. The Academy will ensure it has the financial stability to independently develop original research and policy recommendations that assure its continued leadership in the field of public administration.

4. The Academy will apply technologies in its internal operations, including staff development, in a state-of-the-art manner that promotes a productive and engaging work environment.

5. The Academy will continue its commitment to raising and resolving issues of equity in governance, and to incorporating and modeling social equity in its own policies and practices.

Grand Challenges: A New Component of the Academy's Strategy

For the past decade, the Academy has focused on securing and delivering funded studies for federal and other governmental agencies at all levels. That work is foundational to the Academy's mission and sustains our operational capability. It also provides a way to directly engage our Fellows with the current challenges facing government—it must continue, but alone, it is not enough.

For the Academy to fully deliver on its congressionally-chartered mission, we must have a larger vision. We must move beyond reactive responses to agency-specific issues to a position of leadership in the public administration profession. As the **National** Academy of Public Administration, we should be setting the national agenda for our field, and we should be engaging the entirety of our Fellows in developing new solutions to urgent governance challenges.

We propose to do that by developing a set of strategic programs aimed at creating original thought leadership, headlined by a campaign to identify Grand Challenges in Public Administration. We will initiate this campaign at our 2018 Fall Meeting, spend roughly one year using a variety of methods to collect, review, and select a final list, and unveil that list at our 2019 Fall Meeting. Many other organizations have developed their own Grand Challenges programs with positive results. We intend that the Academy's campaign will generate at least four positive outcomes:

First, we expect the initial campaign will generate **visibility** for the Academy and raise our public profile, engage the public in the question of public administration challenges, and **mobilize** a large number of Fellows and partner organizations in a common objective.

Second, we expect that the final list of Grand Challenges will motivate the development of **collaborative efforts** between universities, government agencies at every level, good government groups, and other private and non-profit partners to focus on particular challenges and drive toward **effective solutions**.

Third, we expect that many of these Grand Challenges will be attractive to both individual and philanthropic funders who want to support the development of solutions to these critical issues, and so will generate new sources of funds for the Academy and allow us to develop **Academy-branded original content**.

Fourth, we expect that this new content will drive **new interest in funded study work**, and so reinforce our traditional revenue paths with additional demand for the Academy's core competencies.

At every step of the way, we will be relying on the broad and sustained engagement of our Fellows to make the Grand Challenges campaign successful. There will be many new ways to participate in this initiative, and many ways to have an impact. If we are successful, this campaign and all of its related activities will enable the Academy to fulfill the challenge established by our Congressional charter to be the leader of the national public administration community and, as that leader, to integrate the broad public administration field in development of innovative, effective, and efficient solutions to governance issues today and for the future.