

Management Matters

VOLUME 7 NUMBER 2 SUMMER 2009

The 10th Public Management Research Conference to be Held in Columbus, Ohio, October 1-3, 2009

The Public Management Research Conference (PMRC) is the official biennial conference of the Public Management Research Association (PMRA). PMRA emphasizes research that examines public institutions and their management, and PMRC is the foremost gathering for public management research scholars. The organization supports empirical and normative research, theory building, and systematic testing of theory. Conference papers presented at PMRC have led to numerous articles published in peer reviewed journals as well as book projects.

This year's conference is hosted by the John Glenn School of Public Affairs of The Ohio State University. Several papers have been accepted for presentation on one of the 37 panels at PMRC. The panels developed for the 2009 conference are:

- Issues in Human Resource Management I, II, and III
- Public Service Motivation
- Public Service Motivation and Leadership
- Public Sector Job Satisfaction
- Diversity Management

- Street Level Bureaucracy
- Organizational Capacity and Learning
- Organizational Change and Innovation
- Program Assessment Rating Tool
- Information and Performance
- Performance Management
- Methodology
- Public Service Motivation: Current Research Developments
- Public Managers in Network Governance: Transatlantic Perspectives
- Organizational Networks: Governance, Management, and Policy
- Networks and Emergency Management
- Managing Publicly-Funded Research and Development Across Sectors and Institutions
- Emergency Management
- Organizational and Political Culture
- Nonprofit Management
- Public versus Private Sectors
- Decentralization
- Political Control
- Networks and Collaboration
- Collaboration and Coordination I, II, and III



Landscape by Gordon Mallet McCouch

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Justin Marlowe has joined the faculty at the Daniel J. Evans School of Public Affairs at the University of Washington. He is a specialist in public financial management.

Brint Milward has been named the director of the newly created School of Government and Public Policy at the University of Arizona. The school combines the faculties of the School of Public Administration and Policy and the Department of Political Science and begins operation July 1, 2009.

Nicole Darnall of George Mason University was promoted to Associate Professor of Corporate Environmental Management and Public Policy. She also was awarded the 2009 Economic and Social Research Council and Social Science Research Council Collaborative Visiting Fellowship and will be in Cardiff, Wales in summer 2009.

As of June 1, Don Kettl will be the Dean of the School of Public Policy at the University of Maryland.

Charles Wise was presented with the Donald C. Stone Award for Scholarship in Intergovernmental Administration and Management by the Section on Intergovernmental Administration and Management of the American Society for Public Administration.

- Regulation and Accountability
- Contracting and Contract Management I and II
- Public Sector Leadership
- Fiscal Management
- Managing in the States
- Global Perspectives on Public Management

Any questions regarding the con-

ference may be sent to either Trevor Brown (brown.2296@osu.edu) or Beryl Radin (radin@american.edu), the co-chairs of the committee. For more information on conference proceedings visit the PMRA website at <http://www.pmrnet.org/conferences/ProConf.html> or contact the Glenn School's Events Manager, Laura Sipe (sipe.9@osu.edu).

Beryl Radin to Receive 2009 Frederickson Award for Career Contributions

Professor Beryl Radin has been selected as the recipient of the H. George Frederickson Award for her achievements and contributions to public management research over an extended career for 2008-2009. Professor Radin is a Scholar-in-Residence at American University. She has served as a Special Advisor to the Assistant Secretary for Management and Budget of the US Department of Health and Human Services. Dr. Radin is currently a member of the Public Management Research Association Board, and a former editor of the Journal of Public Administration Research and Theory. She has been active in the public administration section of the American Political Science Association, and is a past president of the Association for Public Policy Analysis and Management.

Dr. Radin was also the recipient of the 2002 Donald Stone Award given by the American Society for Public Administration's section on intergovernmental management to recognize a scholar's distinguished record. She is a Fellow of the National Academy of Public Administration.



Professor Beryl Radin

A partial list of Professor Radin's solo- or lead-authored books includes *The Accountability Juggler: The Art of Leadership in a Federal Agency* (2002), *Challenging the Performance Movement: Accountability, Complexity, and Democratic Values* (2006), and *Federal Government Reorganization: A Policy and Management Perspective* (2008). Dr. Radin has published numerous articles in *Public Administration Review*, the *Journal of Public Administration Research and Theory*, and the *Journal of Policy Analysis and Management*.

Members of the Frederickson Award selection committee were Robert Agranoff, Indiana Univer-

sity, Chair; Frances Berry, Florida State University; and Rosemary O'Leary, Syracuse University.

Beryl Radin Award Recipients Selected for 2007 and 2008

The Beryl Radin award is given annually to the person or persons who published the best article in the *Journal of Public Administration Research and Theory*. David M. Van Slyke's article "Agents or Stewards: Using Theory to Understand the Government – Nonprofit Social Service Contracting Relationship," which appeared in volume 17, number 2, (April, 2007) pp. 157-187, was selected to receive the Beryl Radin award for 2007. The Beryl Radin Award committee for 2007 was chaired by J. Edward Kellough, of the University of Georgia, with Jocelyn Johnston, of American University, and Hal

Rainey, of the University of Georgia, also serving on the committee.

The winners of the Beryl Radin Award for 2008 were Christopher M. Reenock and Brian J. Gerber for their article "Political Insulation Information Exchange, and Interest Group Access to the Bureaucracy," which appeared in volume 18, number 3, (July, 2008) pp. 415-440. The Beryl Radin Award Committee for 2008 was chaired by Linda deLeon, of the University of Colorado Denver, with Matthew Potoski, of Iowa State University, and Peter deLeon, of the University of Colorado Denver, also serving on the committee.

Nevbahar Ertas, a graduate of the joint Public Policy PhD program of Georgia State University and Georgia Tech, is joining the MPA faculty at the Department of Government at the University of Alabama at Birmingham.

In 2008, Harvard University Press published *A Government Ill-Executed: The Decline of the Federal Service and How to Reverse It* by Paul Light, with Foreword by Paul A. Volcker.

The Public Affairs program at the University of Texas at Dallas is happy to announce three new faculty hires for fall 2009. Meghna Sabharwal, PhD (Arizona State) will add to the program's expertise in human resources and human capital policy. Youngjoo Lee, PhD (Georgia) will add to the department's growing strength in non-profit organizations. UT-D is also happy to have Robert K. Whelan join as a clinical professor. Bob's experience and expertise in urban governance will add to the department's body of scholars with interests in the urban scene.

Beth Gazley, Indiana University-Bloomington, was one of five junior faculty selected campus-wide for an Outstanding Junior Faculty Award. The award comes with \$14,000 in salary and research support.

Catherine Graeffe Burke retired from the School of

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Policy, Planning and Development at the University of Southern California on May 15, 2009. She has several writing projects underway and will be working to complete them over the next year. She began her career at USC in the School of Public Administration in 1973.

The Rand Corporation published *Legislating For Tomorrow Today* by Paul Light and Robert Lempert in 2009.

Mark J. Ahn, Henry Bi, and Robert B. Couch will join the Atkinson Graduate School of Management, Willamette University, faculty in fall 2009 as assistant professor of global management, assistant professor of finance and economics, and associate professor of information technology respectively. Dr. Ahn held a joint appointment in the faculty of Commerce and Administration and the faculty of Science, Victoria University of Wellington NZ. Dr. Bi was assistant professor of supply chain and information systems, Smeal College of Business, Penn-State University. His PHD in MIS is from University of Arizona. Dr Couch was assistant professor of finance at the Marriott School, BYU. His PHD in financial economics is from Carnegie-Mellon University.

Robert Agranoff, Indiana University-Bloomington and Instituto Universitario Orte-

Big, Unanswered Questions in Public Administration, Part III

Management Matters recently asked several scholars to pose big, unanswered questions in public administration in 300 words or less. We also asked these scholars to pose a question on which no one is working—to their knowledge—or a question that has been studied but never satisfactorily answered. Otherwise, scholars were free to exercise their creativity.

This issue of Management Matters provides the third and final segment of the unanswered questions symposium. We believe many of the questions posed are provocative, and hope this symposium may prompt new and additional streams of research.

Part III includes pieces by Beryl Radin, H. Brinton Milward, Robert Durant, and Barry Bozeman.

Getting Beyond Rhetoric: How Do Administrators Cope with the Politics-Administration Relationship?

Beryl Radin
American University

Much of the public administration literature attacks those who argue that there is a dichotomy between politics and administration. Woodrow Wilson's essay, "The Study of Administration" often becomes the target for those who believe that it is not possible to separate the two approaches. The importance of linking administration and politics is found in the policy implementation process or by focusing on the demands on career public servants as they deal with political appointees. Much of the literature

dealing with politics and administration treats the political process as a strong constraint on administrative behavior. At the same time, some scholars seek to emphasize the attributes of the neutral and independent public servant through a range of approaches such as those found in the Blacksburg Manifesto or emerging from management techniques such as strategic planning and TQM.

But we know very little about the way that administrators actually deal with the two worlds. How do they balance the demands that emerge from political actors and the structures of the decision-making process with the professional norms that have been a part of their training? Are there any rules of thumb that can be gleaned from analyzing the way that administrators trade off the competing values embedded in the two approaches? Are there differences in the way that managers involved in different sectors deal with this? Do we need to think about this issue in new ways in a world of third party government?

Unanswered Questions in Public Management: Beyond the Hollow State – The Substitute State

H. Brinton Milward
University of Arizona

The unanswered question that I have been giving a great deal of thought to is "how far can you push governance beyond government?" For several years I have been working to push the hollow state to its logical conclusion – what happens when there are

more governmental transactions outside of government than inside it? What if nonprofits and firms are no longer agents of the state but for practical purposes have become a state of agents where far more governance goes on among private parties than within government?

Julia Carboni, a doctoral student at Arizona and I are conducting research on what we call “The Substitute State” which is a billion dollar corporation that provides 27 different human services in 36 states operating under 900 contracts, where the task is to integrate services for individuals within the corporation. We have been given access to the Providence Service Corporation, the largest provider of human services in the United States. Thus a private for profit firm has embarked on the herculean task of services integration which has been the touchstone for social services implementation since the 1970s, a task largely given to networks of nonprofit agencies under government contracts. While nonprofits play a role in this corporation’s business model, efficiency is created by case managers bringing an array of programs to troubled children and families in their own homes, thus saving on the need for offices and buildings. The question this research seeks to eventually answer is how well has this company performed compared to nonprofit networks of government and nonprofit providers of social services and what does it mean for how we conceptualize the field of public management?

Public Administration in the Legal Arena

Robert Durant
American University

Despite its practical management

and normative importance in a democracy, one of the most understudied aspects of bureaucracy concerns the extent to which, why, and how government agencies comply with federal, state, local, and international laws. Thus, little research attention has been paid to Wilson and Rachal’s (1977) thesis that government managers are uniquely positioned to resist regulation by other government managers because they often lack the will, the resources, or both to comply, and can portray their statutorily-based core missions as taking precedence over contextual goals.

Still, we lack a robust empirical base for systematically testing this thesis, let alone, for moving toward a theory of intragovernmental regulation. This need grows more acute as new governance mechanisms are evolving and placing public managers increasingly within their regulatory rubric (e.g. international, voluntary, and market-based regulatory regimes that place process and compliance demands on public managers). What happens, and why, when one public agency or regulatory regime tries to hold another accountable to state, national, or international laws?

Under what conditions, and why, are public agencies more likely to change their behavior at the behest of other government agencies (state, national, voluntary, or international)? What strategies and tactics are used by regulators in deciding when, how, and with what vigor to regulate other public agencies? What strategies and tactics do public agencies use in deciding when to comply, defer, resist, negotiate, or mount campaigns to revoke these process and compliance standards? How do these compare to what regulators and private corporations do, why, and with what implications for

ga y Gasset, Madrid presented a June 3 lecture on “2.0: Post-modern Organizing” at the Center for Public Management, ESADE Business School, Barcelona. Agranoff is also on the Board of Directors of ESADE’s Partners in Government/Non-profit Program.

Longman Press published *Government By the People*, written by David Maglby and Paul Light, in 2009.

Alasdair Roberts has been appointed as the incoming editor of the journal *Governance*.

The ninth edition of Jonas and Kovner’s *Health Care Delivery in the United States* was published by Springer in 2008.

Joe Galaskiewicz recently received \$162,274 from the National Science Foundation to fund his project, “Organizations and their Impact on the Urban Community.” This funding helps Joe continue his research on the distribution of organizational resources across the Phoenix metropolitan area, their effect on what children do in the free time on the weekends, and how organizations migrate across the metropolitan community in response to demographic shifts, changes in zoning laws, and competition among organizational providers. The research looks at a broad range of establishments that serve community residents including parks, recreation

centers, churches, retail outlets, restaurants, bowling and fitness centers, barber shops, department stores, malls, theatres, and many, many more local establishments.

Willow Jacobson received the Albert and Gladys Coates Term Professorship for Faculty Achievement at the School of Government at the University of North Carolina at Chapel Hill.

The University of Southern California's School of Policy, Planning and Development (SPPD) announces the appointment of Professor Elizabeth Graddy as the Jeffrey J. Miller Chair in Government, Business, and the Economy. The position was created to support a scholar whose work addresses the regulation of industry, and other interactions between the public and private sector. Professor Graddy is a leading scholar with a distinguished research record and extensive leadership experience as Senior Associate Dean for Faculty and Academic Affairs and as former Director of the Master of Public Policy Program at SPPD.

Professor Genevieve Giuliano of The University of Southern California's School of Policy Planning and Development (SPPD) has been appointed as the Margaret and John Ferraro Chair in Effective Local Government. The Ferraro Chair is intended to support the

regulation more generally? Do the preceding differ in the domestic versus the national security policy arenas? What impacts, and why, are international, voluntary, and market-based regulatory regimes likely to have on these behaviors? Are public managers more likely to perform the new responsibilities that these market-based regulatory regimes will place upon them, why, and under what conditions?

Public Administration and Religion

Barry Bozeman
University of Georgia

My "big, unanswered question" in public management will not likely receive a satisfactory answer. The question: "What is the effect of public managers' religious views and practices on their work-related attitudes and behaviors?"

Empirical studies of public managers' religious views are quite scarce. My interest was piqued when I discovered the seeming predictive power of one small item in our National Administrative Studies Project-III data. The questionnaire included one time, embedded in a series of social capital items,

about whether respondents attended religious services. We found that knowledge of this simple fact predicted a wide variety of attitudinal factors, including job satisfaction, views about co-workers, views about organizational rules and orientation to client service (see Bozeman and Murdock, 2007).

I began to fantasize about doing a thorough study, one examining a panoply of religious views and activities. My enthusiasm for my fantasy study was not dampened by the possibility that it would not clear an Institutional Review Board. Some questions I posed: 1) is public service motivation tied to religious practices? 2) How does religiosity interact with public management ethics? 3) Does religiosity affect public managers' exercise of discretion? 4) Do different religious faiths and doctrines have different implications for public management?

Naturally, a study focusing on the effects of religiosity is subject to that most dreaded of reviewer objections: "endogeneity." Rightly so. Our modest published study found that religious views were entangled with race and geographic region. However, in fantasy studies one's findings are remarkably robust.

30% Off Georgetown University Press Titles

Georgetown University Press would like to extend an offer to those interested in purchasing books concerning public policy and management issues. GUP is pleased to offer a 30 % discount on public policy and management books for PMRA members. Use the code M34 and receive the discount on any order. View all the available titles

at www.georgetown.edu. Orders can be placed through the website or via phone at 1-800-537-5487.

There is no expiration on the code. It will be valid for any purchase through the web address or phone number.

Third Annual Teaching Case and Simulation Competition

Third Annual Teaching Case and Simulation Competition

Collaborative Public Management, Networks and Public Management, Collaborative Governance, and Collaborative Problem Solving

Competition winners: \$5,000 prize for best teaching case, \$5,000 for best teaching simulation, and up to ten additional \$1,000 honorable mention prizes

Public managers who work in networks often find themselves not solely as unitary leaders of unitary organizations. Instead, they find themselves collaborating in multiorganizational networked arrangements and with the public to solve problems that cannot be solved, or solved easily, by single organizations. Collaborative public management, networks and public management, collaborative governance, and collaborative problem solving are fast becoming essential topics in many public management and public policy programs. But collaboration is not simply a body of substantive knowledge; it is also a set of skills. We believe that one of the best ways to prepare students to operate in networks is through the use of case studies, simulations and negotiation exercises.

To further stimulate the creation of effective and innovative teaching cases and simulations in this area, the Program for the Advancement of Research on Conflict and Collaboration (PARCC) at the Maxwell School of Syracuse University is sponsoring a third annual compe-

tion. The competition seeks to encourage the development of new cases and new simulations to be used in teaching collaborative public management, collaborative governance and/or collaborative problem solving. The competition will provide one \$5,000 prize for best teaching case, one \$5,000 prize for best teaching simulation, and up to ten \$1,000 honorable mention prizes.

Case studies should be approximately 15-25 type-written pages (double-spaced). Simulations should include a minimum of 6 players. All entries must include a teaching note. To access previous award-winning cases and simulations, please go to www.maxwell.syr.edu/parc/eparc

The work of all winners will be published online and will be downloadable free of charge at E-PARCC (www.maxwell.syr.edu/parc/eparc). E-PARCC is a project of the Maxwell School's "Collaborative Governance Initiative" launched in the summer of 2007. E-PARCC provides free on-line resources for those who teach collaborative public management, networks and public management, collaborative governance, and collaborative problem solving around the world. Cases and simulations are available in English, Chinese, and Spanish.

Selection of the winners will be made by a committee of scholars and practitioners in the field chaired by PARCC co-directors Rosemary O'Leary and Catherine Gerard. All cases and simulations must be original and not yet published elsewhere.

To enter: Submit original teaching case studies and teaching simulations no later than No-

development of strong, ethical, and effective public leadership in local government. Professor Giuliano is one of the nation's leading scholars in transportation planning and policy across various governmental levels. She serves as the Senior Associate Dean for Research and Technology and Director of the METRANS Center, a research center funded by the U.S. Department of Transportation.

Sonia M. Ospina and Celina Su's paper entitled "Weaving Color Lines: Race, Ethnicity, and the Work of Leadership in Social Change Organizations" has been published in the journal "Leadership" this May. Professor Ospina is Associate Professor of Public Management and Policy at NYU's Wagner Graduate School of Public Service, and faculty director of its Research Center for Leadership in Action. Celina Su is Assistant Professor of Political Science at Brooklyn College.

Beryl Radin testified before the House Interior and Environment Appropriations Subcommittee's oversight hearing on the possible reorganization of the U.S. Forest Service in February 2009.

The following students received their doctorates from the joint PhD program at Georgia State University and The Department of Public Administration and Policy in

the Georgia Institute of Technology: Hai Guo, Ignacio Antonio Navarro, Monica LaBelle Oliver, Hector Gonzalo Ordonez, Abdul-Akeem Ademola Sadiq, and Lei Zhang.

The Department of Public Administration and Policy in the School of Public Affairs at American University is delighted to announce that Jocelyn Johnston (PhD, Public Administration, Syracuse University) has been appointed director of its Master of Public Administration (MPA) program, and that Alison Jackowitz (PhD, Policy Analysis, Rand Graduate School) has been appointed director of its Master of Public Policy (MPP) program. They are joined by David Pitts (PhD, Public Administration and Policy, University of Georgia) as PhD Professional Development Coordinator. Laura Langbein (PhD, Political Science, University of North Carolina-Chapel Hill) continues as PhD director for the School of Public Affairs. Robert Durant (PhD, Political Science, University of Tennessee) will become department chair in the Spring semester of 2010.

Health Administration Press published *Evidence-based Management in Healthcare*, edited by Anthony R. Kovner, David J. Fine, and Richard D'Aquila, in April 2009.

In 2008, the Brookings Institution published *The*

number 1, 2009. Finalists will be notified by December 1, 2009.

All entries should be submitted electronically to PARCC@maxwell.syr.edu. Questions should

be directed to: Rosemary O'Leary, Distinguished Professor, The Maxwell School of Syracuse University roleary@maxwell.syr.edu.

University of North Carolina Post-Doctoral Fellowship

Program Overview

The Community Campus Partnership (CCP) program at the University of North Carolina at Chapel Hill (UNC) is a campus-wide initiative to forge long-term partnerships with economically distressed communities in North Carolina. Economically distressed communities face complex challenges involving public health, education, economic development, the environment, and other issues. CCP facilitates and coordinates partnerships between multi-disciplinary teams of UNC faculty, staff and students and community-based organizations, to respond to community needs and build capacity to implement change. CCP is modeled on the principles of engaged scholarship.

The two-year pilot phase of CCP began earlier this year and focuses on two counties in North Carolina. CCP assists those communities in a number of ways, including: helping local leaders to identify specific challenges and prioritize their needs providing local organizations with expertise on relevant issues such as economic development, education, public health, finance, marketing, land use, or any other discipline aligning the efforts of UNC faculty, students, and staff with state and regional partners also working in the community identifying funding sources for community-based projects assessing and evaluating

“what works” and translating lessons into local and state policy

In addition to connecting community needs to university resources, CCP will develop a campus-wide engaged research agenda focused on the most challenging problems facing communities in North Carolina.

Position Summary

The CCP Post-Doctoral Fellowship is a two-year, full-time position based at the UNC School of Government (SOG). The fellow will be affiliated with the SOG and have access to the SOG's resources. The mission of the SOG is to improve the lives of North Carolinians by engaging in practical scholarship that helps public officials and others understand and improve state and local government. While the fellow's primary affiliation will be with the SOG, the fellow will work closely with faculty members, students and staff from other UNC schools and departments with interests and expertise relevant to community-defined priorities.

The CCP Fellow, who will report directly to the CCP Director, will be the principal investigator on the research design and implementation of an evaluation plan to assess the impacts of the CCP pilot project. The fellow will work with the Director, local community-based organizations and leading scholars from UNC to develop a multi-dis-

ciplinary range of engaged research and service-learning projects that are consistent with community priorities. There is an expectation for primary and co-authorship of original research. There will be opportunities to present research from this experience to academic, practitioner and community audiences.

Key responsibilities include:

- Design and implement program evaluation plan to assess the impact of the CCP pilot project
- Collect and analyze qualitative and quantitative community-level outcome data for the CCP project
- Plan, attend, and conduct meetings with university and CCP community partners to develop engaged research projects
- Write and disseminate research findings from the CCP project
- Oversee administrative responsibilities associated with the research-based components of CCP, including the adherence to Institutional Review Board policies
- Coordinate graduate and undergraduate interns working in CCP partner communities

Knowledge, skills, and abilities

The successful applicant should have excellent methodological and analytic capabilities. Requires the ability to communicate effectively both orally and in writing; the ability to work independently; the ability to conduct research; and the ability to solve problems, prioritize, and meet deadlines. Successful candidates will have interest in the scholarship of engagement and training/experience in multi-level program evaluation. The fellow may also have a substantive interest in community economic development, education, public health, public policy, planning, sociology, etc.

Minimum experience

Ph.D. in public administration, planning, public policy, public health, education, social work, sociology, applied economics, community psychology, or equivalent is preferred. Applicant should have training and/or experience in program evaluation.

Approximate Salary Range

Salary is commensurate with experience and qualifications.

Application Instructions

Interested candidates should provide a CV, cover letter, and 3 names of professional contacts to serve as references by July 31, 2009. Please submit application materials by email or hard copy to:

Margaret Ford
 Director of Human Resources
 University of North Carolina,
 School of Government
 Knapp-Sanders Building, CB 3330
 Chapel Hill, NC 27514
 mford@sog.unc.edu

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Search for Social Entrepreneurship by Paul Light.

The Wagner School at New York University (NYU) has awarded Erica Gabrielle Foldy tenure. NYU is also pleased to announce the recent appointment of Daniel L. Smith. NYU Wagner continues to be in active search mode, and plans to hire 10-12 new faculty in the next three years.

Paul Stretesky will join SPA-Denver as Associate Professor of Criminal Justice. His expertise is in environmental crime, the harm from lead in the environment, and broader criminal justice issues. He holds a PhD from Florida State (and an MCJ from SPA), and most recently taught at Colorado State University.

Jessica Sowa will join SPA-Denver as Associate Professor of Public Affairs. Jessica's expertise is in nonprofit organizations, human resource management, and public management more generally. She holds a PhD from Syracuse University's Maxwell School, and she most recently taught at Cleveland State University.

In an article published in the *Journal of Criminal Justice Education*, SPA-Denver Associate Professor Angela Gover was 7th in a list of "academic stars" among female scholars in criminology and criminal justice.

Position Announcements

Indiana University-Bloomington

Tenure Track Faculty Position in Public and/or Non-profit Management

The School of Public and Environmental Affairs (SPEA) at Indiana University seeks to appoint a tenure-track faculty member at the assistant professor level on the Bloomington campus. A more senior appointment at the associate professor level is possible for an exceptionally qualified candidate. SPEA is interested in candidates with either public management or nonprofit management expertise, or scholars with cross-sectoral research interests. Research areas are open. Applicants must present evidence of high quality research and an ambitious research program, an interest in professional service applications, and a strong commitment to high quality teaching. The Ph.D. or an equivalent terminal degree in a related field (e.g., public administration, public affairs, public policy, public law) is required before the appointment is completed.

SPEA is a multidisciplinary, university-wide division of Indiana University and is organized as a professional school committed to excellence in research, teaching, and service and to addressing critical issues of public policy and management. All faculty members teach required and elective courses at the undergraduate, professional masters, and doctoral levels. SPEA is one of the largest U.S. public affairs schools in the nation with over a total of 70 tenure-track faculty on its two main campuses, Bloomington and Indianapolis. The graduate program consistently ranks

among the best in the country.

Review of applications will begin August 1, 2009 and continue until the position is filled. Please submit a letter of application, current vita, writing sample, complete contact information, and three letters of recommendation to:

Dr. David Reingold
Associate Dean for Bloomington
SPEA, Room 300
1315 E. Tenth Street
Indiana University
Bloomington, IN, 47405-1701

Lecturer Position in Public and/or Nonprofit Management

The School of Public and Environmental Affairs (SPEA) at Indiana University seeks to appoint a Lecturer or Senior Lecturer on the Bloomington campus. This is non-tenure track, full-time permanent faculty position with a multi-year commitment and primary obligations in the areas of teaching, teaching-related services, and student advising. SPEA is interested in candidates with strong teaching interests in public, nonprofit and/or cross-sector management. Preference will be given to candidates with a Ph.D. or an equivalent terminal degree in a related field (e.g., public administration, public affairs, public policy, public law) or a related professional degree (MPA or MBA) combined with substantial management and/or teaching experiences. Applicants must present evidence of a strong commitment to high quality teaching and teaching-related services.

SPEA is a multidisciplinary, university-wide division of Indi-

ana University and is organized as a professional school committed to excellence in research, teaching, and service and to addressing critical issues of public policy and management. All faculty members teach required and elective courses at the undergraduate, professional masters, and doctoral levels. SPEA is one of the largest U.S. public affairs schools in the nation with over a total of 70 tenure-track faculty on its two main campuses, Bloomington and Indianapolis. The graduate program consistently ranks among the best in the country.

Review of applications will begin August 1, 2009 and continue until the position is filled. Please submit a letter of application, current vita, supporting documentation of outstanding instructional abilities, complete contact information, and three letters of recommendation to:

Dr. David Reingold
Associate Dean for Bloomington
SPEA, Room 300
1315 E. Tenth Street
Indiana University
Bloomington, IN, 47405-1701

For more information on see: <http://www.iu.edu/~speaweb/about/employment.php>. Indiana University is an Equal Opportunity/Affirmative Action Employer, Educator and Contractor, M/F/D and strongly committed to achieving excellence through cultural diversity. The university actively encourages applications and nominations of women, persons of color, applicants with disabilities and members of other underrepresented groups.

Comings & Goings (Continued)

Tanya Heikkila will join SPA-Denver as Associate Professor of Public Affairs. Tanya's expertise is in water policy, environmental policy and public management. Her PhD is from University of Arizona, and she most recently taught at Columbia University's School of International and Public Affairs, where she was director of water policy for Columbia's well-known Earth Institute.

Lonnie Schaible will join SPA, on the Colorado Springs campus, as Assistant Professor of Criminal Justice. Lonnie's expertise is in predicting patterns of crime, and the forces behind criminal behavior. His PhD is from Washington State University, and he most recently taught at Eastern Washington University.

Todd Ely will join SPA in Denver as Assistant Professor of Public Affairs in fall 2010 (he will be a research associate with SPA's Center for Education Policy Analysis in fall 2009). Todd's expertise is in school finance, as well as public finance more generally, and education policy. He is finishing his PhD from the Wagner School at New York University, where he has also been a teaching fellow.

SPA Assistant Professor Danielle Varda has won a national award for the best published public health systems research (PHSR) in 2008 for her article "Core Dimensions of Connectivity in Public Health Collaboratives." Dr. Varda was the lead author on this article published in the *Journal of Public Health Management and Practice* with co-authors Anita Chandra, Stefanie Stern, and Nicole Lurie.

Professor Don Klingner has

been asked to chair a People-to-People Ambassador delegation to India (see below).

Professor Kathleen Beatty has been appointed VP for the North American region of IASIA (International Association of Schools and Institutes of Administration)

Dean Paul Teske's co-edited book with Colin Provost, *President George W. Bush's Influence over Bureaucracy and Policy: Extraordinary Times, Extraordinary Powers* just came out from Palgrave/MacMillan Press, as part of their "Evolving American Presidency" series.

In addition to presenting the keynote Stone Lecture at the ASPA conference in Miami, SPA Professor Mary Guy just learned that her co-authored book (Mary E. Guy, Meredith A. Newman, and Sharon H. Mastracci. 2008. *Emotional Labor: Putting the Service in Public Service*. Armonk, NY: M.E. Sharpe, Inc.) won the Best Book Award from two of ASPA's sections, Public Administration Research and Personnel and Labor Relations.

Along with her advisor, Professor Peter deLeon, SPA PhD student Robin Phelps will be part of an NSF grant on Nanotechnology and Society. The grant proposal received the highest possible scores from NSF reviewers and includes a network of scholars at Arizona State, UC Berkeley, University of Virginia and University of Colorado Denver, as well as colleagues from the European Union. The project brings social scientists and social science approaches into the Nanotech laboratories. As part of the project, Robin will work with laboratories in Ireland.

Rockefeller College is delighted to welcome four new assistant professors. Bryan Early and Holly Jarman will have joint appointments in the Departments of Public Administration and Political Science. Erika Martin, and Kathleen Deloughery will be appointed to the Department of Public Administration and Policy.

Brian Early comes to Rockefeller College from Harvard University's Belfer Center for Science and International Affairs. Holly Jarman, who served this year as visiting professor of political science at Rockefeller College, recently completed her Ph.D. in political science at the London School of Economics. Kathleen Deloughery is now completing her Ph.D. in economics at The Ohio State University. Finally, Erika Martin will also join the faculty.

Professor Rey Koslowski is spending the current academic year as a fellow of the Transatlantic Academy at the German Marshall Fund. His primary project for the Transatlantic Academy is a paper that examines the politics and diplomacy of the U.S. and European Union visa policy.

Professor of Political Science, Patricia Strach was awarded the prestigious Robert Wood Johnson Fellowship in Health Policy Research. Patricia is spending her award period as a Robert Wood Johnson Scholar at Harvard University, making progress on several projects. One of her central initiatives is a book project on the emergence of a new breed of non-profit organizations whose strategic efforts meld traditional lobbying with extensive marketing campaigns.

Economics professor Gerald Marschke spent the first year of a two-year research leave in Boston, working with the National Bureau of Economic Research (NBER) and Harvard University. Several of the projects that Professor Marshke will develop during his study leave concern labor markets and labor supply issues among science professionals. As a part of that agenda, Marschke, and coauthor Pascal Courty, recently completed a paper for NBER and the Harvard Kennedy School Working Paper program on factors that influence the choice of specialty among medical students.

Christine Varney (BA, Political Science, 1978) was confirmed as Assistant Attorney General for the Antitrust Division of the U.S. Department of Justice in April 2009. Varney was a partner at Hogan & Hartson in Washington, DC, heading the firm's Internet Practice Group and participating in the Antitrust Practice Group. She served as a Federal Trade Commissioner and as an Assistant to the President and Secretary to the Cabinet in the Clinton Administration.

John D. Porcari (MPA, 1977) was nominated to be Deputy Secretary of Transportation in April 2009, and confirmed by the Senate in May. Prior to his nomination, Porcari served as Maryland's Secretary of Transportation from 1999 to 2003, and again from 2007 to 2009. In between these posts, he held the office of Vice-President for Administrative Affairs at the University of Maryland.

Bonnie Jenkins (MPA, 1988) was nominated on April 20, 2009 to be Coordinator for Threat Reduction Programs, a high-level position in the U.S. Department of State. Jenkins is an expert in counterterrorism and arms control. Jenkins held positions in both the

Department of Defense and State Department. She was also counsel to the 9/11 Commission and most recently served as a Program Officer at the Ford Foundation.

John M. McHugh (MPA, 1977) was nominated to be Secretary of the Army on June 2, 2009. McHugh has represented the 23rd Congressional District of New York since 1993 and is the senior Republican on the House of Representatives Armed Services Committee. Before becoming a representative, McHugh held a series of positions in state and local government in upstate New York.

Management Matters

THE PMRA NEWSLETTER

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