Southeastern Conference for Public Administration

SECOAPA 97

September 25-27, 1997 • Knoxville, Tennessee

Leading in an Environment of Change

Hosted by
The East Tennessee Chapter of the American Society for Public Administration and The University of Tennessee
Southeastern Conference for Public Administration

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September 25, 1997

Dear Conference Participant:

Welcome to Knoxville!

We have assembled a broad range of sessions for all interests, field trip experiences rarely available, and entertainment - East Tennessee style. We hope you enjoy your visit, take the opportunity to renew friendships and make new acquaintances, and learn something new every day.

If you have any questions or problems during the conference, please see one of our local hosts or stop by the registration desk.

Sincerely,

Mary H. Taylor
SECOPA 97 Conference Chair
SECOPA
Conference-at-a-Glance

Wednesday, September 24
6:00 p.m. - 9:00 p.m. Early Registration and Opening Reception

Thursday, September 25
8:00 a.m.- 6:30 p.m. Registration
8:30 a.m.-10:00 a.m. Session I
8:30 a.m.-11:30 a.m. Participant Field Trip I
10:00 a.m.- 3:30 p.m. Family Field Trip I
10:00 a.m.-10:15 a.m. Break
10:15 a.m.-11:45 a.m. Session II
12:00 a.m.- 1:15 p.m. Awards Luncheon
1:30 p.m.- 3:00 p.m. Session III
1:30 p.m.- 4:30 p.m. Participant Field Trip II
1:30 p.m.- 4:15 p.m. NASPAA Site Visit Orientation Workshop
3:00 p.m.- 3:15 p.m. Break
3:15 p.m.- 4:45 p.m. Session IV
5:00 p.m.- 6:30 p.m. Session V
6:45 p.m.- 8:15 p.m. Gulf Coast Chapter/Pensacola and North Florida Chapter/Florida State University Reception at the Sunsphere
8:00 p.m.-10:00 p.m. Shuttle Service to and from Area Restaurants
8:00 p.m.-10:00 p.m. Hospitality Suite Open

Friday, September 26
7:30 a.m.- 8:30 a.m. SECOPA Executive Board Meeting
8:00 a.m.- 5:00 p.m. Registration
8:30 a.m.-10:00 a.m. Session VI
8:30 a.m.-11:30 a.m. Participant Field Trip III
10:00 a.m.- 3:30 p.m. Family Field Trip II
10:00 a.m.-10:15 a.m. Break
10:15 a.m.-11:45 a.m. Session VII
11:45 a.m.- 1:30 p.m. Lunch on-your-own (Business Meeting for SECOPA)
1:30 p.m.- 4:30 p.m. Participant Field Trip IV
1:30 p.m.- 3:00 p.m. Session VIII
3:00 p.m.- 3:15 p.m. Break
3:15 p.m.- 4:45 p.m. Session IX
5:00 p.m.- 6:30 p.m. Session X
7:00 p.m.- 9:30 p.m. Barbeque/Square Dance at the Foundry on the World's Fair Site
9:00 p.m.-11:00 p.m. Hospitality Suite Open

Saturday, September 27
8:00 a.m.- 9:30 a.m. Registration
8:30 a.m.-10:00 a.m. Session XI
9:00 a.m.-Noon Participant Field Trip V
10:00 a.m.-10:15 a.m. Break
10:15 a.m.-11:45 a.m. Session XII
12:30 p.m. until ... Post Conference Trip to Dollywood
6:30 p.m.- 9:30 p.m. Post Conference Trip to Dixie Stampede
Professor Holzer will conduct a World Wide Web demonstration highlighting award-winning programs that have received national and international acclaim and which may serve as models for the rest of the country. Professor Holzer will also discuss how the Web may be used to access information about public sector management and productivity. He will demonstrate how being on-line with the National Center for Public Productivity and other organizations can keep you abreast of the latest developments in these areas. An extensive compendium of Web-based resources will be distributed.

MARC HOLZER
Rutgers University

TENSION ON THE THIN BLUE LINE: POLICE OFFICER RESISTANCE TO COMMUNITY-ORIENTED POLICING
TODD J. DICKER
Western Michigan University

COMMUNITY POLICING: THE IMPACT OF ORGANIZATIONAL FACTORS ON IMPLEMENTATION
TERRY ANDERSON
Florida Atlantic University

PERCEPTIONS OF CHILDREN AND TEENAGERS ON COMMUNITY POLICING: A CASE STUDY IN ATHENS, GEORGIA, IMPLICATIONS FOR POLICE SERVICE DELIVERY AND PUBLIC ADMINISTRATION
BRIAN WILLIAMS
Florida State University

Panel III (Room 3)
• CHALLENGING THE ESTABLISHMENT
  Moderator: ANTHONY BROWN
  Oklahoma State University
Building a Grounded, Contextually-Rich Theory of Whistleblowing
RALPH BROWER
Florida State University

It Stops at the Water's Edge: An Examination of the Establishment of a Dry Dock on a Barrier Island
BURTON BRIGHT
Valdosta State University

Military Ethics: An Aristocratic Tradition in a Democratic Regime
M. CHRISTINE CAGLE
Georgia State University

Panel IV (Room 4)
• STATE-LEVEL POLITICS AND ADMINISTRATION
  Moderator: ED BENTON
  University of South Florida

The Politics of Administrative Law: The North Carolina Case
DENNIS GRADY
Appalachian State University

Administrative Procedures Acts and Occupational Rule-Writing in the States
TOM SCHUMAN
The University of Tennessee, Knoxville

Home Rule in Tennessee
LON FELKER
East Tennessee State University

Panel V (Humanities Building, UT Campus)
(Meet van driver in lower escalator lobby.)
• WEBSITE BUILDING SESSION
Building Web Pages will be a brief introduction to the HTML language and the various software packages that are available to automate web page production. In addition, a brief overview of design principles and policy questions regarding web publishing in the public sector will be addressed.
  PAMELA GIBSON
  and LORI BLACKMON
  Virginia Commonwealth University

Noon-1:15 p.m.
Awards Luncheon
Tennessee Ballroom

1:30-3:00 p.m.
Session III

Panel I (Room 1)
• ISSUES IN HEALTH POLICY AND ADMINISTRATION
  Moderator: DENISE STRONG
  University of New Orleans

Managing Change: Measuring the Effects of Organizational Change in Health Care Organizations
ANNE OSBORNE KILPATRICK
Medical University of South Carolina
Charleston

Bridging the Academic-Practice Gap: The Production of Usable Knowledge
DOROTHY NORRIS-TIRRELL
and JOY CLAY
University of Memphis

AIDS Education Needs Assessment: A Comparative Study of Jail and Prison Correctional Officers
KATIE KEETON
University of West Florida

Panel II (Room 2)
• PUBLIC-PRIVATE PARTNERSHIPS
  Moderator: ROBERT MONTJOY
  Auburn University

Outsourcing Human Resources Functions in City Government
BARBARA LIGGETT
Western Michigan University

Public and Private: Mutual Watchdogs?
CHRISTY CLINE STEWART
Georgia State University

The Relationship Between Privatization and Public Management
HAL G. RAINNEY
and JONATHAN M. GILL
University of Georgia

Panel III (Room 3)
• EMPLOYEES AND PERFORMANCE
  Moderator: PAMELA BRANNON
  Florida Atlantic University

Self-Managing Work Teams
KATHERINE WALLACE
Office of Housing Development
Arlington County, Virginia

Telecommuting: Accomplishing More Work with Less Staff?
BRENDA GLASGOW
Tennessee Valley Authority
Case Studies in Organization Structure:
The Shape of Things to Come

JOAN DOWNEN
Florida Atlantic University
and CHRISTINE NIESEL
School District of Lee County, Florida

Panel IV (Room 4)
* INNOVATIONS IN ORGANIZATIONAL STRUCTURE
   Moderator: WILLIAM LYONS
   The University of Tennessee, Knoxville

A Practitioners Guide to Satellite Government Operations:
How the City of Knoxville Took Its Services Out to the People

DORIS COLLINS
Revenue Administrator
CAPTAIN PAUL FISH
Police Department
East District Commander
and KATHERINE DARNELL
Policy Analyst
City of Knoxville, Tennessee

TEAM METRO ... Your Neighborhood County Service Center
CLAIREE MOSTEL
Metro-Dade County, Florida

1:30-4:30 p.m.
   Participant Field Trip II
   TVA University
   (Meet van driver in lower escalator lobby.
   See details on page 24.)

1:30-4:15 p.m.
   NASPAA Site Visit Orientation
   Workshop
   Cumberland Room

3:00-3:15 p.m.
   Break
   Lower Escalator Lobby

3:15-4:45 p.m.
   Session IV

Panel I (Room 1)
* CAN TVA SURVIVE INTO THE 21ST CENTURY?
   Moderator: JOHN G. STEWART
   Stewart, Wright & Associates
   Knoxville, Tennessee

THURSDAY, SEPTEMBER 25 (CONT'D)

Will TVA be swept up in the continuing drive in Congress to deregulate the sale of electric power? Given its debt of $27.5 billion, will TVA be able to offer competitive prices to its major customers (160 distributors and large industrial users)? What is the nature of the obligation of these customers to seek the most competitive pricing, regardless of its source? Is TVA (or elements of TVA, such as the transmission system or the hydro facilities) vulnerable to privatization in this deregulated environment? Will TVA, as we know it, survive?

RICHARD CRAWFORD
Tennessee Valley
Public Power Association
and LYNN MAXWELL
Tennessee Valley Authority

Panel II (Room 2)
* CRIMINAL JUSTICE
   Moderator: PATRICIA FREELAND
   The University of Tennessee, Knoxville

Day Reporting Centers in North Carolina:
A Preliminary Review of Program Implementation
JAMES R. BRUNET
North Carolina State University

Prison Privatization in Mississippi:
Government Failure, Market Failure, or Both?
JOHN MORRIS
Mississippi State University

Juvenile Curfews – What Do Citizens Think?
K. MICHAEL REYNOLDS
University of Central Florida
and MICHELE L. COLLINS
Rutgers University – Newark

Panel III (Room 3)
* EMPLOYEES AND PERFORMANCE
   Moderator: ARIE HALACHMI
   Tennessee State University

Career Consequences of Pursuing Productivity Improvement Strategies in Local Government
JONATHAN WEST
University of Miami
and EVAN BERMAN
University of Central Florida
THURSDAY, SEPTEMBER 25 (cont'd)

The Assessment of Mission Support and Employee Support Activities:
Toward New Measures of Administrative Effectiveness
SHAMIMA AHMED
Northern Kentucky University
and GOLAM RABBANI
Department of Correction, State of Virginia

The Shifting Meanings of Diversity and Their Challenges to Public Administrators: The 10 Years Since Workforce 2000
BRADLEY V. DEGEOGE
Clemson University

Designing Effective Performance Appraisal Systems: An Overview
DENNIS DALEY
North Carolina State University

Panel IV (Room 4)
* SERVING THE LESS ADVANTAGED
Moderator: RICK WHITE
The University of Tennessee, Knoxville

Innovations to House the Low-Income Segment of America
SHALLEY JONES
Director of Fannie Mae
Miami, Florida

Public/Private Partnerships to Address Inner-City Problems
BILLIE SPICUZZA
Knoxville’s Community Development Corporation

Impact of Welfare Reform and Anticipated Housing Regulations on the Low Income Population
LAWRANCE RUSSELL
Knoxville’s Community Development Corporation

Panel V (LeConte Room)
* THEORY AND PRACTICE
Moderator: DAVID WELBORN
The University of Tennessee, Knoxville

The Pragmatism of Administrative Competence
ENAMUL CHOUDHURY
Indiana State University

The Politics Administration Dichotomy – Historical Artifact or Prescription for the Millennium?
MICHAEL WILLIAMS
Pennsylvania State University-Harrisburg

Leadership and the Changing Tools of Accountability
RALPH HAMBRICK
Virginia Commonwealth University
and JOHN PIGNATO
County of Henrico

Spirit of Leadership
SKIP SCRUGGS
Florida Atlantic University

Panel VI (Summit Room)
* LOCAL GOVERNMENTS AND SPECIAL DISTRICTS:
THINKING SMALL FOR PUBLIC SERVICES
Moderator: DALE KRANE
University of Nebraska – Lincoln

Comparing the Financial Performance of Small and Rural Water and Wastewater Utilities Then and Now:
The Case of West Virginia Municipal and Public Service Distr
KENNETH A. KLAUSE
West Virginia University

The Performance of Special Districts: Continuing the Apprais
OSBIN ERVIN
Southern Illinois University

The Fiscal Impacts of Electric Utility Deregulation on Local Governments
FRANKLYN L. TATE
Mississippi Municipal Association

5:00 -6:30 p.m. Session V

Panel I (Room 1)
* MPA STUDENT ROUNDTABLE

Transitioning from Student to Practitioner
WILLIAM C. RIVENBARK
Assistant Finance Director
City of Greenville, South Carolina
and MICHAEL CUNNINGHAM
Clemson University

Panel II (Room 2)
* DOCTORAL STUDENT ROUNDTABLE

Transitioning from Pupil to Practitioner and Professor
LORI BLACKMON
and PAMELA A. GIBSON
Virginia Commonwealth University
and ROBERT BREM
Arizona State University
Panel III - Room 3

* EMPLOYEES AND PERFORMANCE

Moderator: MARY ANN HINSHAW
Guilford County, North Carolina

Achieving High Performing Public Organizations: Attributes, Strategies, and Obstacles
BLUE WOODRIDGE
Virginia Commonwealth University

Matching Activities to Costs in the Fire Prevention Bureau
CARL S. TERRELL
Fire Department
City of Charlotte, North Carolina

A Kind Word for Theory X:
Or Why Most Newfangled Management Styles Fail Over Time
MICHAEL BOBIC
The University of Tennessee, Knoxville

Panel IV (Room 4)

* REGIONALISM

Moderator: NATASHA TROGEN
East Tennessee State University

Regional Development in China’s Post-Mao Economic Reforms
K. TOM LIOU
University of Central Florida

Changes to Economic Systems of Several Countries Resulting from EU
JANE BECKETT-CAMARATA
Virginia Commonwealth University

Center-Periphery Relations in China
YANG ZHONG
The University of Tennessee, Knoxville

Panel V (Cumberland Room)

* ROUND TABLE DISCUSSION

Lawrence Lynn:
Public Management as Art, Science, and Profession
Moderator: JOHN NICOLAY
Troy State University

Lynn’s book offers a concise overview of where we have been and are going as a discipline. This will be open-ended audience participation.

6:45-8:15 p.m. Gulf Coast Chapter/Pensacola and North Florida Chapter/Florida State University Reception at the Sunsphere

8:00-10:00 p.m. Shuttle Service to and from Area Restaurants (Meet van driver in lower escalator lobby.)

8:00-10:00 p.m. Hospitality Suite Open
Holiday Inn Executive Boardroom #203

FRIDAY, SEPTEMBER 26

7:30-8:30 a.m. SECOPA Executive Board Meeting
Holiday Inn Executive Boardroom #203

8:00 a.m.-5:00 p.m. Registration
Lower Escalator Lobby

8:30-10:00 a.m. Session VI

Panel I (Cumberland Room)

* FORMER SOVIET BLOC COUNTRIES: TWO-SESSION ROUND TABLE – PART I
Moderator: JANET W. PATTON
Eastern Kentucky University

What Is the Situation? External Constraints, Internal Constraints, Similarities and Differences Among Locations, Different Stories, Common Themes

Kazakhstan: MARVIN NOWICKI
Southern Illinois University

Georgia: JOHN STEWART
Stewart, Wright and Associates
Knoxville, Tennessee

Romania, Moldova, and Tajikistan: RUSSELL SMITH
University of Nebraska – Omaha,
Poland: MARVIN HOFFMAN
Appalachian State University
and KATARZYNA KŁICH
University of Kentucky

Panel II (LeConte Room)

* POLICY

Moderator: HAL RAINERY
University of Georgia
FRIDAY, SEPTEMBER 26 (cont’d)

Niche Theory and the Natural Resource Community
LINDA S. JOHNSON
Florida State University

The Politics of Airbag Safety:
The Role of Groups in Problem Definition
DAVID HOUSTON
and LILLIARD RICHARDSON
The University of Tennessee, Knoxville

How Much Money Do We Have?
The Increasing Costs of Youth Gangs
SHARON TRACY
Georgia Southern University

A Contextual Analysis of the JOBS Program in Kentucky
JO ANN EWALT
University of Kentucky

Panel III (Summit Room)
• HEALTH CARE
  Moderator: ANNE KILPATRICK
  Medical University of South Carolina, Charleston

Substandard Care by Health Professionals:
State Regulatory Board Disciplinary Actions
DENISE STRONG
University of New Orleans

Principal-Agent Theory: A Framework
for Understanding Health Care Reform in Tennessee
ALEX SEKWAT
Tennessee State University

Privatizing Professional Licensing Boards:
Self-Governance or Self-Interest?
WILLIAM D. RICHARDSON
J. MICHAEL MARTINEZ
and M. CHRISTINE CAGLE
Georgia State University

Panel IV (Room 1)
• PERFORMANCE MEASUREMENT
  Moderator: EDWARD J. CLYNCH
  Mississippi State University

The Use of Performance Measures
in the Mississippi Budget Process: Are Budget Decisions Affected?
EDWARD J. CLYNCH
and JAMES J. MARKHAM
Mississippi State University

FRIDAY, SEPTEMBER 26 (cont’d)

Budget Decisionmaking in State Government
ETHEL DETCH
Comptroller’s Office
State of Tennessee, Nashville

A Study of Predictors of Student Readiness for College
in Florida’s 67 Counties: What Are We Doing
and How Is It Working?
MATTHEW BOUCK
Florida State University

Panel V (Room 2)
• SERVING THE LESS ADVANTAGED
  Moderator: CHARLES ABERNATHY
  County Manager
  McDowell County, North Carolina

Evaluating the Success of Child Support Enforcement Polici
JOHN ALTMAN
High Point University

The Hassles of Poor Rural Single Mothers: Implications for
KATHLEEN M. REDING
Western Michigan University

Faith-Based Organizations: An Alternative to the Welfare
TAMMY BARNETT HALL
Virginia Polytechnic Institute
and State University

Welfare Reform: Implementation in Mississippi
CHARLES MOORE
Millsaps College

Panel VI (Room 3)
• DIVERSITY
  Moderator: MAC SIMPSON
  The University of Tennessee, Knox

South Carolina and EEO:
The Status of State Agencies 1996 Affirmative Action Plan
JEFFERSON L. KASTER
Clemson University

Cultural Diversity Management and British Public Administra
MANINDRA MOHAPATRA
Indiana State University
and BRUCE ROSE
Kentucky State University
FRIDAY, SEPTEMBER 26 (cont’d)

The Slow Death of Affirmative Action:
From 1989 to Proposition 209
MFANYA D. TRYMAN
and RONNIE TUCKER
Mississippi State University

8:30-11:30 a.m.  Participant Field Trip III
Ijams Nature Center
(Meet van driver in lower escalator lobby.
See details on page 24.)

10:00 a.m.-3:30 p.m. Family Field Trip II
Pigeon Forge Outlet Mall Shopping
and Amusement Area Extravaganza
Ijams Nature Center
(Meet van driver in lower escalator lobby.
See details on page 25.)

10:00-10:15 a.m.  Break
Lower Escalator Lobby

10:15-11:45 a.m.  Session VII

Panel I (Cumberland Room)
• Former Soviet Bloc Countries:
Two-Session Roundtable – Part II
Moderator: GLENN W. RAINNEY
Eastern Kentucky University

How Can the Learning of Management Skills
Occur More Effectively?
Kazakhstan: MARVIN NOWICKI
Southern Illinois University
Georgia: JOHN STEWART
Stewart, Wright and Associates
Knoxville, Tennessee
Romania, Moldova, and Tajikistan:
RUSSELL SMITH
The University of Nebraska – Omaha
Poland: MARVIN HOFFMAN
Appalachian State University
and KATARZYNA KLICZ
University of Kentucky

Panel II (LeConte Room)
• Budgeting and Finance
Moderator: MIKE LUTCHE
Morrison, Tennessee

FRIDAY, SEPTEMBER 26 (cont’d)

The Impact of Gaming Revenues in Louisiana’s Budgetary
and Financial Debates
NASIR AHMED
Grambling State University

Which Industrial Development Policies Work?
Determinants of Growth in State Manufacturing Income
PAUL TROGEN
East Tennessee State University

Municipal Bond Rating Changes:
Do Administrative Factors Affect Downgrade Likelihood
During a Recession?
MEG PATRICK HAIST
University of Kentucky

Casino Gambling’s Impact
on Municipal Human Resources Management:
A Comparison of Casino and Non-Casino Cities in Mississippi
JAMES B. KAATZ, EDDIE FRENCH, and JANIE R. GREGG
Mississippi State University

Panel III (Summit Room)
• The Architecture of Public Administration:
Presidential Buildings in Historical Perspective
Moderator: CHARLES GOODSELL
Virginia Polytechnic Institute
and State University

Cornerstones of Presidential Power:
The First Executive Office Buildings
KELLY SHARMEL
LYNNE MOFFITT
PAUL LEIMER
and RUTH SHANE
Virginia Polytechnic Institute
and State University

Space and Power: Architectural Expansion of the Presidency
WILLIAM ANDREW, JR.
SIDNEY CHEEK
and SAMUEL M. MCREARY
Virginia Polytechnic Institute
and State University
Social Meanings of Public Architecture: A Victorian Analysis
JAMES ARMSTRONG
JEFFREY COLEMAN
and DANIELLE HOLLAR
Virginia Polytechnic Institute
and State University
Commenter: MARIAN MOFFETT
The University of Tennessee, Knoxville

Panel IV (Room 1)
• IMPLEMENTING CHANGE
  Moderator: DENNIS DALEY
  North Carolina State University

From Process to Performance: Outcomes Measurement and Cultural Change in Public Organizations
ROBERT DURANT
Texas A&M
and LARRY THOMAS
University of Baltimore

The Merger and Reengineering of the American Cancer Society's Mid-South Division
THOMAS G. WILSON
Mississippi State University

Private Incentives and Public Entrepreneurs: The Promotion of City/County Consolidation
RICK FEIOCK
and JERED CARR
Florida State University

Panel V (Room 2)
• PUBLIC ADMINISTRATION EDUCATION
  Moderator: GAIL JOHNSON
  Old Dominion University

Building an MPA Urban Management Concentration: Process and Content Issues
THOMAS BARTH
University of North Carolina, Wilmington

Including Not-for-Profit Management Issues in the MPA Curriculum
MARTHA GOLENISKY
Grand Valley State University

Panel VI (Room 3)
SERVING THE LESS ADVANTAGED—CHILDREN AND FAMILIES
Moderator: KAY MCCAMPBELL
Tennessee Department of Child and Youth

A Study of a Local Nonprofit Network Focused on the Needs of Children and Their Families: The Case of Cobb County, Georgia
MARTHA GRIFFITH
and ARDITH PETERS
Kennesaw State University

Reinventing Government: A Preliminary Examination of the Georgia Initiative for Children and Families
NOLAN ARGYLE
Vadosta State University

Moving from Quality Programs to Quality Systems: The Smart Start Program in North Carolina
DAVID WALKER
North Carolina Partnership for Children

Welfare Reform in Tennessee: The Families First Plan
JEFF SOLOMON
Division of Audit, State of Tennessee

11:45 a.m.-1:30 p.m. Lunch (on-your-own)

Business Meeting for SECOPA
Windows Dining Room

1:30-4:30 p.m. Participant Field Trip IV
Department of Energy, Oak Ridge
(Meet van driver in lower escalator, see details on page 24.)

1:30-3:00 p.m. Session VIII

Panel I (Cumberland Room)
• HOW CAN I BE A MORE EFFECTIVE MANAGER?
• HOW CAN I MAKE MY ORGANIZATION MORE EFFECTIVE?

The panelists are organization consultants for the private and public sectors. Barron and Jordan are based in Knoxville, Metcalf in the Asheville regional office for MGT of America, and all are consultants throughout the U.S. This panel is highly recommended for practitioners and for academics who may wish to understand current organizational practices and competencies needed by public administrators.

LAURA BARRON, SEPHENA JORDAN, and STEVE METCALF
Panel II (Le Conte Room)
• VALUES
   Moderator: THOMAS D. LYNCH
   Louisiana State University

Values, Ethics, and Public Administration: What Next?
   THOMAS D. LYNCH
   and MICHAEL R. DECLARE
   Louisiana State University

Deconstructors R Us:
A Guide for Postmodern Program Evaluators
   PETER CRUISE
   Golden Gate University

Global Codes of Ethics in Public Administration:
An Idea Whose Time Has Come
   MICHAEL POPEJOY
   Palm Beach Atlantic College

Ethics and Hierarchy:
The Influence of a Rigidly Hierarchical Organizational Structure
on Moral Development
   RICHARD WHITE
   Pennsylvania State University – Harrisburg

Panel III (Summit Room)
• RECYCLING SOLID WASTE: THE PROMISE AND PERFORMANCE
   OF LOCAL GOVERNMENT PROGRAMS
   Moderator: DAVID H. FOLZ
   The University of Tennessee, Knoxville

Recycling Operations: New Directions in the Most Experienced U.S. Cities
   DAVID H. FOLZ
   The University of Tennessee, Knoxville

Challenges Facing Solid Waste Recycling Coordinators:
Preliminary Results of a National Survey
   JEAN H. PERETZ
   The University of Tennessee, Knoxville
   and BRUCE E. TONN
   Oak Ridge National Laboratory

Drop-Off Recycling Program Performance
in Knoxville, Tennessee
   ERIN GOEWY
   City of Knoxville
   Office of Solid Waste

Recycling, Variable Fees, and Convenience Centers
   JOHN EVANS
   Knox County Solid Waste Division

Panel IV (Room 1)
• DISTANCE LEARNING
   Moderator: EARLE KLAY
   Florida State University

Web Based Facilitation of Interactive Case Studies
in Public Administration
   TOM HENNESSEY
   George Mason University

Integrating Distance Learning in Public Administration Education:
A Case Study in Accessibility
at Northern Virginia Community College
   ED BANAS
   and FRAN EMORY
   Northern Virginia Community College

Distance Learning Alternatives
   DRAGAN STEFANOVIC
   and RUTH ANN STRICKLAND
   Appalachian State University

Panel V (Room 2)
• POLICY
   Moderator: DAVID HOUSTON
   The University of Tennessee, Knoxville

Social Change and Policy Implementation:
Conflict, Discourse, and Recursive Practices
   HUGH MILLER
   Florida Atlantic University

Policy Networks: Implications for Policy Development
and Implementation
   JACK MEEK
   University of La Verne

Policy Formulation and Implementation
in Large Urban Areas Characterized by Fragmentation
and Divisiveness
   MILAN DLHUHY
   and FRED BECKER
   Florida International University

Panel VI (Room 3)
• FISCAL CRISIS IN LOCAL GOVERNMENT
   Moderator: KHI THAI
   Florida Atlantic University
Miami Fiscal Crisis: Causes and Its Current Status  
HOWARD FRANK  
Florida International University

Fiscal Crisis: Its Impact on Bond Rating  
JASON NUNEMAKER  
Florida Atlantic University

Preventing Fiscal Crisis:  
Strengthening Internal Financial Control  
JON GOODMAN  
Internal Auditor  
Palm Beach County School District

Discusser: LESTER BAIRD  
County Administrator  
Henry County, Florida

3:00-3:15 p.m.  
Break  
Lower Escalator Lobby

3:15-4:45 p.m.  
Session IX

Panel I (Cumberland Room)  
• PUBLIC ADMINISTRATION: THE STATE OF THE DISCIPLINE  
(sponsored by the Barnard Society)  
Moderator: JACK RABIN  
Pennsylvania State University – Harrisburg

ROBERT T. GOLEMBIEWSKI  
University of Georgia  
JEFFREY A. WEBER  
Policy Development and Research Office  
Senate of Pennsylvania  
ROBERT K. WHELAN  
University of New Orleans  
SHERRIE BARTELL  
Pennsylvania State University – Harrisburg  
and C.E. TEASLEY, III  
University of West Florida

Panel II (LeConte Room)  
• UNIVERSITY PUBLIC SERVICE ORGANIZATIONS  
Moderator: BARBARA HAWK  
University of Maryland

University Public Service Organizations  
and the Transformation of the Public Sector  
MARK L. WEINBERG  
Ohio University  
and PHILLIP RUSSO, JR.  
Miami University

Panel III (Summit Room)  
• MIS  
Moderator: CLAIRE FELBINGER  
Cleveland State University

Reengineering the Federal Government  
through Information Technology  
STACY JORDAN  
Georgia State University

A Wagging Tail Sans Dog: IT, NPR, BPR  
JOHN NICOLAY  
Troy State University

Democracy in Cyberspace: Virtual or Real?  
JOHN DONOHUE  
and LANCE NOE  
Florida Atlantic University

A Case Study of Planning and Implementing  
a PC and LAN Support Paradigm  
BETTINA OWENS  
Louisiana State University – New Orleans

Panel IV (Room 1)  
• IMAGING A BETTER COMMUNITY AND ENVIRONMENT  
Moderator: JOHN MORRIS  
Mississippi State University

The Sunrise Foundation and Re-Development  
in Lower Richland, South Carolina  
BOB BAINBRIDGE  
and DALE BOOZER  
Clemson University

Don't Feed the Animals: Public Policy  
at the Human-Wildlife Interface  
JAY D. JURIE  
University of Central Florida

Commenter: DON PARNELL  
Practitioner Participant

Panel V (Room 2)  
• UNIQUE AND CRISIS MANAGEMENT SITUATIONS  
Moderator: STEVE ROBERTS  
Director of Public Service  
City of Knoxville, Tennessee
Disaster Management in Hong Kong
AHMED SHAFIQUL HUQUE
City University of Hong Kong

Lessons Learned from the State Olympic Law Enforcement Command: A Study for the Future of Public Administration
THERESA SINGLETON
Kennesaw State University

**A Comparative Perspective in Crisis Management: Earthquake Management in Iran**
BEHROOZ KALANTARI
Savannah State University

Shifting Mission: The Air Force of the 21st Century
ROBERT AALDINGER
Valdosta State University

Panel VI (Room 3)
- **Gender Issues**
Moderator: RALPH HAMBRICK
Virginia Commonwealth University

**Violence at Work: A Gendered Perspective**
MEREDITH NEWMAN
Washington State University

**Identity of Womanism as an Agent of Change**
STEPHANIE L. BELLAR
JENNY MAJOR
and L. JOY WEST
The University of Tennessee
at Chattanooga

Support Services for Victims of Sexual Assault: A Public Administration Application of Network Theory
GARY RASSEL
University of North Carolina at Charlotte

5:00 - 6:30 p.m.
**Session X**

Panel I (Cumberland Room)
- **Regional Development**
Moderator: MICHAEL POPEJOY
Palm Beach Atlantic College

Regional Alliances for Economic Development: Why Cooperative Structures Are Adopted in a Competitive Environment
JULIE OLBERDING
University of Kentucky

Best Practices in Economic Development:
A Comparative Study of Florida’s Top 10
ROSA DAVIS
Florida International University

**Struggling to Get Connected:**
The Politics of a Regional Transportation Network
JILL STRUBE
Florida International University

Panel II (Le Conte Room)
- **Budgeting**
Moderator: GEORGE COX
Georgia Southern University

You Can’t Cut Expenditures by Cutting Expenditures
RONN HY
and LAWSON VEASEY
University of Central Arkansas

Local Government Budgeting
from a Punctuated Equilibrium Approach
MEAGAN M. JORDAN
University of Kentucky

**Budget Change: Its Causes and Its Effects**
HAORAN LU
and REX FACER
University of Georgia

Panel III (Room 1)
- **Public-Private Partnerships**
Moderator: BOB WHelan
University of New Orleans

Playing Handball: Public-Private Sports Partnerships
in an Environment of Change
TERREL RHODES
and ROGER BROWN
University of North Carolina at Charlotte

Using Public-Private Partnerships
to Provide Energy Efficiency Services to Tennessee Businesses and Local Governments: Addressing the Issues of Problem Definition and Publicness
PAUL JENNINGS
University of Memphis

Enterprise Florida: A Creation in the New Mode of Governing
ROBERT J. THOMAS
Florida State University
Panel IV (Room 2)

- Ethics
  Moderator: TOM UNGS
  The University of Tennessee, Knoxville

Administrators, Regulation, and Ethics
ANN-MARIE RIZZO
Tennessee State University

Ethics for Bureaucrats Revisited:
The Changing Balance of Liberty, Property and Equality in Supreme Court Decisions
THOMAS ENGRAM
Georgia State University

Ethics, Virtue, and Character Development
KERRY STEWART
Georgia State University

Impact of Downsizing on the Regulatory Process
JIM BURROUGHS
Virginia Polytechnic Institute and State University

Panel V (Room 3)

- Publics and Public Opinion
  Moderator: DENNIS GRADY
  Appalachian State University

Financing Economic Development and the Public’s Perception of Government
WILLIAM J. PAMMER
University of South Florida

Elastic Federalism: National Transportation Policies that Incorporate Tribal Governments as America’s Fourth Level of Government
OTHA BURTON
Jackson State University

Urban Politics Revisited:
The Politics of Zoning and Economic Development
SRABANTI SARKAR
Tennessee State University

Panel VI (Summit Room)

- Shooting from the Hip: Politics and Administration without Ethics
  Moderator: ARI HALACHMI
  Tennessee State University

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The Appointment and Disappointment of Christina Jeffre
BARRY D. FRIEDMAN
North Georgia College and State University

Newt, Nazis and Me
CHRISTINA JEFFREY
Kennesaw State University

Injustice and Fallacious Logic
HENRY R. HUTTENBACH
City College of New York

Commenter: ROBERT JEFFREY
Troy State University

7:00-9:30 p.m.  Barbeque/Square Dance
   The Foundry on the World’s Fair Square (Exit hotel through lower escalator)

9:00-11:00 p.m.  Hospitality Suite
   Holiday Inn Executive Boardroom

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Saturday, September 27

8:00-9:30 a.m.  Registration
   Lower Escalator Lobby

8:30-10:00 a.m.  Session XI
Panel I (Cumberland Room)
• Writers Workshop
  Moderator: MARY ELLEN GUY
  Florida State University

After brief comments by the panelists; students, scholars and practitioners who wish to express their ideas in book form can receive one-on-one, specific comments from these experts. Participants are invited to bring their ideas, outlines, and projects to discuss various aspects of the writing and book-publishing process.
  GUY PETERS
  University of Pittsburgh
  THOMAS D. LYNCH
  Louisiana State University
  ROBERT DURANT
  Texas A&M University
  CHARLES GOODSELL
  Virginia Polytechnic Institute and State University
  and CATHERINE ROSSBACH
  Sage Press

Panel II (LeConte Room)
• Budget and Finance
  Moderator: ROGER CAMPBELL
  Assistant City Manager
  Maryville, Tennessee

Opening New Horizons: The Use of Data Envelopment Analysis in Performance Audits and Performance-Based Budgeting
  MOHAMAD ALKADRY
  Florida Atlantic University

Grounded, Institutional Underpinnings for Performance-Based Program Budgeting in Florida
  GERALDO FLOWERS
  Florida State University

The Reality of Performance Budgeting: A Local Government Response
  JANET KELLY
  Clemson University
  and BILL RIVENBARK
  Finance Department
  City of Greenville, South Carolina

Panel III (Summit Room)
• Theory
  Moderator and Commenter: ROBERT DENHARDT
  University of Delaware

Organizational Behavior as if Democracy Mattered
  ROBERT BREM
  Arizona State University

Toward Managerial Entrepreneurship: Does Organization Matter?
  MYUNG JAE MOON
  Syracuse University

Spatial Situatedness and Public Administration Theorizing
  CHEEDY JAJA
  Florida Atlantic University

Panel IV (Room 1)
• Adapting Private Sector Tools and Concepts to Public Sector Uses
  Moderator: DARRELL AKINS
  Akins and Tombras Public Relations
  Knoxville, Tennessee

Applying Private Sector Management Tools in a Public Sector Environment: The Charleston Experience
  JON PIERCE
  and SHERRI BURRISS
  University of South Carolina

Overcoming Limitations in Benefit-Cost Analysis: Coordinating State and Local Efforts to Establish a Greenway/Trail Network in Florida
  LINDA S. JOHNSON
  and JERED B. CARR
  Florida State University

The Use of Basic Analytic Techniques in Local Government: A Survey of Counties and Cities in Georgia
  GODWIN O. OKAFOR
  Georgia Southern University

Panel V (Room 2)
• Health Care
  Moderator: THOMAS M. KISH
  The University of Tennessee
  Medical Center

Reengineering: An Evolution or Revolution?
  KRISTI R. BEEKS
  and REGINA D. HALL
  Medical University of South Carolina

The Leadership Approach to Reengineering Health Care
  KRISTINA LU
  Florida International University
9:00 a.m.-Noon
Participant Field Trip V
Great Smoky Mountains National Park
(Meet van driver in lower escalator lobby. See details on page 24.)

10:00-10:15 a.m.
Break
Tennessee Ballroom Lobby

10:15-11:45 a.m.
Session XII
Panel I (Room 2)
• MIS
  Moderator: RUSSELL TREADWAY
  Director of Human Resources
  Knox County, Tennessee

 Managing Government Web Services: Lessons from Florida
  DAVID COURSEY
  Florida State University

 Information Systems Outsourcing in City Government
  YONG-MI KIM
  Florida Atlantic University

 Panel II (Le Conte Room)
• STRATEGIC PLANNING AND IMPLEMENTATION
  Moderator: MICHAEL FITZGERALD
  The University of Tennessee, Knoxville

 A Community Development Partnership for Community Revitalization — The Albany, Georgia, Story
  MICHAEL OROK
  LOIS B. HOLLIS
  and TERESA MERRIWEATHER OROK
  Albany State University
  and JOHNNY HAMILTON
  Economic Development Manager
  City of Albany, GA

 Panel III (Summit Room)
• CHAPTER LEADERS WORKSHOP
  WILLIAM SOLOMON
  Metro-Dade Parks & Recreation
  CLAIRE MOSTEL
  Team Metro-Dade County
  and STEVEN BOBES
  Florida International University

 Panel IV (Room 1)
• MANAGEMENT IN THE STATES
  Moderator: ROGER BROWN
  University of North Carolina at Charlotte

 CPE AND CEU INFORMATION
If you want to obtain either CPE or CEU credit for your time spent at SECOPA, please go by the registration desk. There is a small fee involved.
# SECOPA 97

## Concurrent Sessions-at-a-Glance

### Thursday, September 25

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<th>Session IX: 3:15-4:45 P.M.</th>
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THURSDAY, SEPTEMBER 25

8:30-11:30 a.m.    • THE HIGHLANDER CENTER
                     (Meet van driver in lower escalator lobby.)

In the forefront of social change movements since its founding in 1932, the Center worked first with early union organizing efforts among miner, woodcutters, and textile workers; with the civil rights movement in the 1950s and 1960s; with disenfranchised and marginalized Appalachians in the 1970s; and with global popular education movements in the 1980s and 1990s. The Highlander Center engages community people in educational experiences where they learn from one another and take democratic leadership towards fundamental change.

1:30-4:30 p.m.    • TENNESSEE VALLEY AUTHORITY’S
                     “TVA UNIVERSITY”
                     (Meet van driver in lower escalator lobby.)

Effective training and learning opportunities for employees are at the core of every large corporation’s strategy to remain competitive in the 21st Century. This is especially true when one of America’s largest and best-known public corporation prepares itself for “hand-to-hand” combat against America’s investor-owned electric companies in the coming environment of deregulated electricity. Participants will visit TVA University to explore and discuss the rationale and role of a Corporate University, accomplishments of TVA University to date, curriculum design and development, cooperation with traditional colleges and universities, assessment and evaluation processes and findings, and emerging futures. You will also take a walking tour of the facility with specific visits to the “smart classroom” used for distance learning programs, the classroom designed for cutting-edge computer instruction, and the registrar’s office. Visitors will receive printed information and have the opportunity to explore how their academic environments relate to what TVA has developed. (Note: the previously-announced tour of TVA’s Watts Bar Nuclear Facility had to be canceled due to a nuclear refueling outage that is taking place during SECOPA.)

FRIDAY, SEPTEMBER 26

8:30-11:30 a.m.    • IJAMS NATURE CENTER
                     (Meet van driver in lower escalator lobby.)

Visit one of Knoxville’s treasures, an 80-acre nature center outside the city limits of Knoxville. Open to the public and slyly by school groups, as well as private organizations, the center is a model for successful private/public partnerships. A major capital improvement drive has resulted in major improvement and expansion of facilities. Tour the center and meet with administrators of the center to discuss the impact of this unique educational and natural resources facility.

1:30-4:30 p.m.    • DEPARTMENT OF ENERGY FACILITIES
                     IN OAK RIDGE
                     (Meet van driver in lower escalator lobby.)

The Oak Ridge reservation was a vital part of the Manhattan Project that produced the first atomic weapon in World War II, and it has grown into a multi-disciplinary national lab with associated facilities. Today, the Oak Ridge Centers for Environmental and Technology help make these facilities and expertise available to the private sector. Visit several of the world class facilities on the Oak Ridge reservation and explore the implementing successful public/private partnerships for advanced technology. Advance registration is required.

SATURDAY, SEPTEMBER 27

9:00 a.m.-Noon    • GREAT SMOKY MOUNTAINS
                     (Meet van driver in lower escalator lobby.)

The Cherokee who first dwelled on this land named it the "Home of Blue Smoke." Today, the Great Smoky Mountains is as majestic and mysterious as ever. Their mystique and grandeur are America’s most visited national park. Attend a presentation by Park Director Karen Wade on operational issues and take a walking tour of the park.
SECOPA 97

Family Field Trip Information

THURSDAY, SEPTEMBER 25

10:00 a.m.-3:30 p.m. • Smoky Mountains Cades Cove Tour
(Meet van driver in lower escalator lobby.)

Cades Cove was a rural community which became a part of the Great Smoky Mountains when it was created in the 1930s. Old cabins and churches in original condition lie along a 10-mile circular route. Deer and other animals often are visible along the way. A picnic box lunch will be provided at the half-way point.

10:00 a.m.-3:30 p.m. • Historic Knoxville Tour

Knoxville is home to many sites on the National Historic Register. See the James White Fort, built in 1786 by General James White, Knoxville's founder. Originally it consisted of this home, three cabins and the stockaded walls used as protection against possible Indian attacks. See the Blount Mansion, built between 1792 and 1830, the oldest section of the house served as the home of William Blount, governor of the Southwest Territory. This site served as territorial capital and later the birthplace of Tennessee Statehood. See the Armstrong-Lockett House, built in 1834, near the Crescent Bend of the Tennessee River. Furnished with Toms Collection of 18th Century American-English furniture, decorative art, and an outstanding collection of English silver. Gardens are extensive Italian style, with terraces of fountains and extensive planting. Lunch will be provided at The University of Tennessee’s University Club, a beautiful setting on the river.

FRIDAY, SEPTEMBER 26 (cont’d)

10:00 a.m.-3:30 p.m. • Pigeon Forge Outlet Mall
Shopping and Amusement Area Extravaganza
(Meet van driver in lower escalator lobby.)

Pigeon Forge is one of the most popular vacation destinations in the southeast United States. The Parkway is lined with over 40 fun-filled attractions perfect for the entire family. Play a round of miniature golf, try your hand at go-cart racing, experience water rides, in-door sky diving, arcades and bungee jumping! Pigeon Forge also boasts over 200 name brand factory outlet stores. You’ll find savings of 20-75 percent off retail every day. You’ll find everything from clothes to books to home furnishings. You’ll also find great value in mountain crafts which are often created right before your very eyes by local craftspeople. Travel within Pigeon Forge is very easy as almost everything is located on the five-mile long parkway. The Fun Time Trolleys make more than 100 stops through the city.

10:00 a.m.-3:30 p.m. • Knoxville's Ijams Nature Center

Visit one of Knoxville’s treasures, an 80-acre nature center within the city limits of Knoxville. Open to the public and used extensively by school groups as well as private organizations such as scouts, the center is a model for successful private/public partnerships. A major capital improvement drive has resulted in substantial improvement and expansion of facilities.

Post-Conference Trip Information

SATURDAY, SEPTEMBER 27

• Dollywood
(Meet van driver in lower escalator lobby.)

The greatest variety of value-priced wholesome entertainment in the Smokies! Dollywood boasts 40 live show performances daily, 31 rides and attractions, 50 craft showcases, the world’s largest turbo ride action-theater and, new this season, a Nickelodeon show. Cost is $22 for adults and $15 for children, 12 and under. Transportation provided.

• The Dixie Stampede
(Meet van driver in lower escalator lobby.)

The most fun place to eat in the Smokies! “I’ll guarantee it!” says Dolly Parton. Come and enjoy a delicious four-course feast at Pigeon Forge’s largest restaurant and be dazzled by a horse-racing, whip-cracking, wagon-busting good time complete with a friendly North/South rivalry, 30 magnificent horses, beautiful belles, and tough-as-nails heroes! Admission is $25 for adults and $14 for children, 12 and under. Transportation provided.
### Awards Luncheon

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### Thursday Reception

**sponsored by**
Gulf Coast Chapter/Pensacola
and North Florida Chapter/Florida State University
at the World's Fair Sunsphere

The Gulf Coast Chapter invites participants to attend the reception to receive information about next year's conference in Pensacola.

The Askew School of Public Administration and Policy at Florida State University and the North Florida Chapter welcome DR. MARY ELLEN GUY (National ASPA President) to Florida State University and Tallahassee as the Jerry Collins Eminent Scholar.

### Friday Dinner

**sponsored by**
City of Knoxville
and Knox County
at the Foundry

Take a short walk to the Foundry on the World's F enjoy a relaxing dinner buffet and cash bar. After din to square dance from a professional square dance ca

Dress is casual. Come for fun! Exit hotel thro escalator lobby and look for guides.

### Hospitality Suite

**sponsored by the**
Middle Tennessee Chapter and the Tennessee City Managers Association

Join us for refreshments and conversation in Room 203, Holiday Inn.
# SECOPA 97
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