The Administrative State and the Rediscovery of the Human Spirit

SECOPA 2002  Southeastern Conference of Public Administration

October 2–5, 2002 • Adam’s Mark Hotel • Columbia, South Carolina

Sponsored by

South Carolina Chapter of the American Society for Public Administration
University of South Carolina Institute for Public Service and Policy Research
# Table of Contents

Welcome from the  
South Carolina Governor .......................... 3

Welcome from the  
City of Columbia Mayor ........................... 4

Welcome from the  
Richland County Council Chairman ............... 5

Welcome from USC Institute for  
Public Service and Policy Research ............... 6

Letter from the American  
Society for Public Administration .................. 7

The Administrative State and the  
Rediscovery of the Human Spirit ................... 6

Conference Topics ................................. 9

Conference at a Glance ............................ 10

SECOPA 2002 Committee,  
and Executive Board ............................... 12

SECOPA 2002 Special Events ....................... 13

SECOPA 2002 Panels ............................... 14

SECOPA Award Presentation ....................... 21

SECOPA Sponsors .................................. 23

Sponsor Advertisements ............................ 24

Conference Notes .................................. 31

Hotel Map ......................................... 32
Welcome from the South Carolina Governor

State of South Carolina
Office of the Governor

GREETINGS

On behalf of the State of South Carolina, I am pleased to welcome you to the Annual Southeastern Conference for Public Administration. Also, I commend the South Carolina Chapter of the American Society for Public Administration for their efforts in serving as the conference organizer and host.

This conference provides a wonderful opportunity for you to join with practitioners, academics, students, and others from across the region to address the compelling issues facing public administration in the 21st century.

This year's theme, The Administrative State and Rediscovery of the Human Spirit, provides an excellent opportunity for self-evaluation and professional growth. Public administrators of the 21st century are challenged to develop plans and strategies that meet the needs of the public while recognizing the human element in both the delivery and receipt of public services. Innovation and creativity are the key. By attending this year's conference, you demonstrate a commitment to working to improve the quality of life of our citizens. Your continued efforts make a difference in the lives of numerous individuals, and I applaud your dedication and commitment to public service.

I offer my warmest wishes for a very successful convention.

Jim Hodges
Welcome from the
City of Columbia Mayor

October 2002

Greetings!

On behalf of the City of Columbia and my fellow members of City Council, it is my pleasure to welcome the Southeastern Conference for Public Administration (SECoPA) to the Adams Mark Hotel for your annual fall conference scheduled for October 2 to 5, 2002.

I understand that the theme for the conference is “The Administrative State and Rediscovery of the Human Spirit.” What a fitting theme, since your program this year has been designed to highlight the prospect of human creativity in public administration. Such creativity is needed, especially with the changing demands of the field.

It is my sincere hope that while you are in Columbia, you will be able to enjoy some of our city’s finest attractions. Take advantage of the Columbia Museum of Art at Main and Hampton Streets, or stop by the South Carolina State Museum at Gervais and Huger Streets. The award-winning Riverbanks Zoo and Botanical Gardens is another popular attraction you will not want to miss. And, our Five Points and Vista areas offer plenty of shopping, dining and entertainment.

The City of Columbia extends best wishes for a positive and enjoyable conference.

Very truly yours,

Robert D. Coble
Mayor

City of Columbia / Bob Coble, Mayor
1737 Main Street / PO Box 147 / Columbia, South Carolina 29217
(803) 733-8221 / FAX (803) 733-8633
Welcome from the
Richland County Council Chairman

On behalf of Richland County, South Carolina, I am very pleased to welcome you to the Southeastern Conference for Public Administration. As you know, all levels of government will face increasing demands and challenges as we continue into the 21st century. This annual conference provides an opportunity for you to come together as practitioners, academicians, and students in seeking new and innovative solutions to these complex issues.

This annual conference is an excellent means of meeting with other public administrators, of exchanging ideas, of learning about state of the art theories and practices of public administration, and of finding ways to bring efficiency and professionalism to the public arena. Today's technology is changing the way we interact and conduct business, and with such change there are new responsibilities in responding to the needs of our citizens and our communities.

You have already demonstrated your commitment to serving the public body by attending this conference. For this, I truly thank you.

Please accept my warmest wishes for a productive and enjoyable conference during your stay in the Midlands of South Carolina.

Joseph McEachern
Chairman
Richland County Council

Post Office Box 192 * Columbia, South Carolina 29202 * (803) 576-2050 * TDD (803) 748-8999
Welcome from the USC Institute for Public Service and Policy Research

October 3, 2002

Dear Participants:

On behalf of the Institute for Public Service and Policy Research I would like to welcome you to the 2002 SECoPA Conference. It is an honor for the Institute to host such a distinguished list of speakers, presenters and participants and we are proud to be associated with our outstanding co-sponsors: The South Carolina Chapter of ASPA, Francis Marion University, the College of Charleston, the MPA Program and Department of Government and International Studies at USC and the City of Columbia.

As you can see from the agenda, the SECoPA Program Committee has done outstanding work in assembling a series of discussions and presentations for Association members. The conference they have fashioned appropriately and aptly addresses the range of interests and responsibilities SECoPA members face in their careers. In addition, the speakers and panelists at this conference clearly represent the latest thought and state-of-the-art research in their various fields.

Those of you who have experience with the Institute for Public Service and Policy Research know that it is also deeply involved with many of the topics covered in their year's conference. For those of you who are not familiar with the Institute, I invite you to take some time during the next few days to learn more about us and our efforts to advance the public policy discussions in South Carolina and throughout the region.

Although the conference schedule is a full one, I hope that you will have some time to enjoy Columbia, South Carolina's lively capital city. In particular, I invite you to visit the campus of the University of South Carolina, located only a few blocks from the conference site. There is much to see at the University, particularly the beautiful, historic Horseshoe.

Again, let me welcome you to Columbia and to the 2002 SECoPA Conference. I hope that you thoroughly enjoy your stay.

Sincerely,

Robert W. Oldendick, Ph.D.
Executive Director
The South Carolina Chapter welcomes you to Columbia for the annual SECOPA Conference. This year’s SECOPA program was designed to highlight the prospect of human creativity in public administration. Since the events of September 11th, there is a higher awareness and appreciation for those who respond in times of public emergencies. When we first started this process, we had no idea how the administrative state would be coping with the fallout from those events. Not only have we struggled to deal with homeland security issues, but we are dealing with military interventions, downward market values, and financial shortfalls.

Much is being asked of America’s citizens and its leaders. In this program, we hope to address crucial issues that concern each of us in public service. What will determine our ability to cope with the changes and demands of a government that demands more control over activities we once took for granted?

We are challenged to develop strategies and plans that keep up with new developments and at the same time, maintain those principles of public policy that make government work. This is a time to set goals that meet the needs of the public and recognize the human element both in the delivery and the receipt of public services.

As you visit here for the next few days, we hope your participation is a rewarding professional experience. Enjoy yourself, make new friends, renew old friendships, but most of all cherish the opportunity for this interaction.
Conference Topics

Administrative Accountability and Human Creativity What are human values in a democratic society? How do we educate to develop creativity? How do community values hinder or help creativity? What government structures are needed for accountability? What are the limits of innovation?

Quality Improvements Through Technology How is technology best used in program development and delivery of services? Is the human element harmed or destroyed as technology expands?

Health and Human Services: Past, Present, Future What are expectations in shifts from fighting disease to the promotion of prevention? Where is welfare reform? What is our capacity of dealing with aging and longer living population? How do we deal with the threat of germ warfare and exotic diseases?

Competency for the Future Through Education What do public administration programs offer in leadership training, practice of ethical decision making, working with people, understanding governance? Are we teaching responsibility, creativity, and accountability?

Emergency Management and Security How well prepared are we to respond to natural disasters, terrorist attacks, and other crises? What actions should be taken to prepare for future catastrophic events? How do our states interact with the new federal Homeland Security Office?

Incorporating Cultural Values into Administrative Decision Making Just how protected are minority groups? How do we determine which groups should be protected? Will legislation solve hate crimes and profiling? How do we celebrate our diversity and overcome barriers?

Urban Growth and Conservation of Natural Resources What is a proper balance between conserving natural resources and providing for development? How is community included in decision making? What are financial trade-offs? How do we protect the environment?

Globalization During Turmoil What are the boundaries? How do we relate to needs of developing nations? What are benefits of national coalitions?

Finding Solutions for Financial Crises How do we deal with shrinking public resources? What happens to pension funds when the economy takes a downturn? What effect does a slow economy have on public programs? Where do we look for creative answers for budget shortfalls? How can budget planning be enhanced?
Conference at a Glance

Wednesday, October 2, 2002
3–7 pm / Registration / Atrium

Thursday, October 3, 2002
7:30 am–5 pm / Registration / Atrium

8:15–9:15 am / Breakfast / Carolina Ballroom A-D / Welcome Remarks / Mayor Robert D. Cobl; Overview of Conference Theme / Fred Sheheen, USC Institute for Public Service and Policy Research

9:15–10:45 am / Panel I / Palmetto Ballroom II / Assuring the Dignity and Spirit of Public Personnel / Moderator: Dr. Patricia M. Patterson, Florida Atlantic University / Panel II / Carolina Ballroom D / Globalization in Context / Moderator: Dr. Thomas D. Lynch, Louisiana State University; Past ASPA president / Panel III / Carolina Ballroom A-B / Public Administration and the Arts: Administration, Education and Performance / Moderator: Dr. Gary Rassell, University of North Carolina at Charlotte / Panel IV / Palmetto Ballroom I / Performance Measurement Techniques and Tools / Moderator: Mr. Curt Cottle, S.C. Department of Parks, Recreation and Tourism

10:45–11 am / Break / Atrium

11 am–12:30 pm / Roundtable I / Palmetto Ballroom II / Developments in Contemporary Human Resource Management / Moderator: Dr. Steve Hays, University of South Carolina / Panel I / Carolina Ballroom D / In the Spirit of Education: What Can P.A. Learn From... / Moderator: Dr. Patricia Patterson, Florida Atlantic University / Panel II / Carolina Ballroom A-B / Globalization and the African Health Crisis / Moderator: Dr. Kwaku Danso, Clark Atlanta University and former Minister of Health of Ghana / Panel III / Palmetto Ballroom I / Public Policy Issues / Law Enforcement / Moderator: Dr. Katie Keeton, University of West Florida

12:30–2:00 pm / Lunch / Carolina Ballroom A-D / Speaker / Hon. Ernest Finney, President, S.C. State University and former Chief Justice, S.C. Supreme Court / Doctoral and MPA Student Award Presentations

2:00–3:30 pm / Panel I / Palmetto Ballroom II / Creative Answers for Budget Shortfalls: Innovative State and Local Financial Practices / Moderator: Ms. Donna Miliam, Community Development Officer, City of Auburn, AL; doctoral student, Auburn University / Panel II / Carolina Ballroom D / Overcoming Barriers / Moderator: Dr. Stanley M. Caress, State University of West Georgia / Panel III / Carolina Ballroom A-B / Policy Issues for Public and Non-Profit Organizations / Moderator: Ms. Helena Cottle, Executive Director, The Family Shelter, Columbia / Panel IV / Palmetto Ballroom I / Graduate Student Perspectives on Current Issues in the Field / Moderator: Dr. Thomas Barth, University of North Carolina, Wilmington

2:30–4:00 pm / SECOPA Executive Board Meeting / Hospitality Room

3:30–3:45 pm / Break / Atrium

3:45–5:15 pm / Roundtable II / Palmetto Ballroom II / Servant Leadership Discussion / Moderator: Dr. Bob Cunningham, University of Tennessee–Knoxville / Panel I / Carolina Ballroom D / Policy Issues for Public and Non-Profit Organizations II / Moderator: Mr. Joseph Shine, Westinghouse Savannah River Site; (formerly General Counsel, S.C. Budget and Control Board) / Panel II / Carolina Ballroom A-B / Policy and Politics in Environment/Resources Management / Moderator: Dr. Neal Woods, University of South Carolina / Panel III / Palmetto Ballroom I / Emergency Management in a Post-September 11 World / Moderator: Dr. William Waugh, Georgia State University

5:15–6:30 pm / S.C. Statehouse Tour

6–7:30 pm / Dine Around
Friday, October 4, 2002
8–9 am / Breakfast / Carolina Ballroom A-D / Speaker / Hon. Joan Toal, Chief Justice, S.C. Supreme Court / Donato Pugliese Award Presentation

9–10:30 am / Panel I / Palmetto Ballroom II / Public Sector Accountability: Challenges and Strategies Moderator: Dr. Kendra Stewart, Eastern Kentucky University / Panel II / Carolina Ballroom D / Era of Globalization Moderator: Dr. Curtina Moreland-Young, Jackson State University / Panel III / Carolina Ballroom A-B / Health Care in the New Millennium Moderator: Dr. JoAnn Ewalt, Eastern Kentucky University / Panel IV / Palmetto Ballroom I / Community Building: Developing Quality Services Moderator: Dr. Brian Fry, University of South Carolina

10:30–10:45 am / Break / Atrium

10:45 am–12:15 pm / Panel I / Palmetto II / Responding to the Threat of Terrorism Since September 11th Moderator: Dr. John J. Kiefer, Old Dominion University / Panel II / Carolina Ballroom D / Effects of Gaming in the Southeast: A Look at Lotteries and Casinos Moderator: Dr. Bruce W. Ransome, Clemson University / Panel III / Carolina Ballroom A-B / Implications of State, Regional and Local Government Financial Innovations Moderator: Ms. Pat Bean, Deputy County Administrator, Hillsborough County, FL; President, NACA / Panel IV / Palmetto Ballroom I / Development Administrative Theory Moderator: Ms. Jennifer W. Dillard, Visiting Instructor, Clemson University

12:15–1:30 pm / Lunch / Carolina Ballroom A-D / Speaker / Dr. Walter Broadnax, President, Clark-Atlanta University and ASPA President-Elect / Peter B. Boersma Award Presentation

1:30–3 pm / Panel I / Palmetto Ballroom II / Workplace Attitudes: Pitfalls and Solutions Moderator: Ms. Barbara Anderson, Director of Human Resources, S.C. State Housing Finance and Development Authority / Panel II / Carolina Ballroom D / Employee Motivation, Empowerment, and the Integrity of the Public Service Moderator: Dr. Steve Hays, University of South Carolina / Panel III / Carolina Ballroom A-B / Challenges of Technology and the Impact on the Organization and Communities in the 21st Century Moderator: Mr. Steven Bobes, Administrative Officer, Miami-Dade County / Panel IV / Palmetto Ballroom I / Local Governance Moderator: Dr. Janet Kelly, University of Tennessee

3–3:15 pm / Break / Atrium

3:15–4:45 pm / Panel I / Palmetto Ballroom II / Case Studies on Taxation and Fiscal Distress Moderator: Dr. Thomas P Lauth, University of Georgia / Panel II / Carolina Ballroom D / Creating and Innovating in Public Organizations Moderator: Dr. Jo Ann Ewalt, Eastern Kentucky University / Panel III / Carolina Ballroom A-B / Globalization and Transformation Moderator: Dr. Tom Kuotsai Liou, University of Central Florida / Panel IV / Palmetto Ballroom I / Educating the Contemporary Public Administrator Moderator: Dr. Andy Felts, College of Charleston

5–6 pm / SECOPA Business Meeting / Diplomat Room

5:30–7 pm / 2003 Reception / Capital Ballroom I-II

7 pm / Dine Around

9–10 pm / Hospitality Room / Nightcap with Lowcountry Chapter

Saturday, October 5, 2002

8:30–10 am / Panel I / Capital Ballroom III / Managing Interactions: Conflict and Collaboration Moderator: Dr. Keith A. Schildt, University of La Verne, CA / Panel II / Palmetto Ballroom I / Welfare Reform: Innovations and Accountability—Case Studies and Examples Moderator: Dr. Saundra Schneider, University of South Carolina / Panel III / Palmetto Ballroom II / Graduate Student Perspectives on Current Issues in the Field Moderator: Dr. David Coursey, Florida State University

10:05–11:30 am / Panel I / Palmetto Ballroom I / Public Policy Issues: Diversity Moderator: Dr. William Haraway, University of West Florida / Panel II / Palmetto Ballroom II / Mandates, Compliance, and the Problem of Capacity in Local Government Moderator: Mr. Robert J. Eger, III, University of Wisconsin-Milwaukee

11:30–11:45 am / Closing Remarks; Convention & Tourism Bureau Gift Drawing / Atrium

Please visit our exhibitors in the atrium.
### SECOPA 2002 Committee

**General Conference Chair** / Kathy Hensley, S.C. Department of Natural Resources

**Associate Conference Chair** / Fred Shehaen, USC Institute for Public Service and Policy Research

**Treasurer** / Tony Dukes, S.C. Department of Probation, Parole and Pardon Services

**Conference Committee** / Barbara Anderson / Barry Butler / Curt Cottle / Brittany Doleac / Dr. Steven Hayes / Michael LeFever / Carol Routh / Donna Williams

**Program Committee**

Co-Chair / Dr. Luther Fred Carter, President, Francis Marion University / Co-Chair / Phil Grose, Director, South Carolina Executive Institute / Members / Dr. Ed Clyne, Mississippi State University / Dr. Ruth Dehoog, University of North Carolina, Greensboro / Dr. Brian Fry, University of South Carolina / Dr. Rick Kearney, Eastern Carolina University / Dr. Janet Kelly, University of Tennessee, Knoxville / Dr. Anne Kilpatrick, Medical University of South Carolina / Dr. Thomas Lauth, University of Georgia / Dr. Tom Kuotsai Liou, University of Central Florida / Ms. Donna Milam, City of Auburn, Alabama / Mr. Joseph Shine, Westinghouse, Savannah River Site / Mr. Bill Solomon, Miami Dade Parks & Recreation / Dr. Kendra Stewart, Eastern Kentucky University / Dr. Tom Vocino, Auburn University-Montgomery / Dr. Charles Washington, Clark Atlanta University / Dr. Bill Waugh, Georgia State University

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**Program Printing** / The Camden Co., Camden, SC

### SECOPA 2002 Executive Board

**Chair** / Mary Ann Hinshaw, Halifax County, NC

**Chair Elect** / Tom Lynch, Louisiana State University

**Previous Chair** / Harry Gross, City of Dunedin, FL

**Treasurer** / Howard Frank, Florida International University

**Board Members** / Glenn Rainey, Eastern Kentucky University / Denise Strong, University of New Orleans / Jean Peretz, University of Tennessee / Christine Ludowise, Georgia Southern University / Bill Rivenbark, University of North Carolina, Chapel Hill / Katie Keeton, University of West Florida

**Award Committees** / Practitioner/Best Practices Award: Glenn Rainey / Senator Peter B. Boorman Award: Arie Halachmi, Tom Lynch, Bill Solomon / Donato J. Pugliese Award, Katie Keeton, Tom Lynch, Elliott Franks II, Bill Solomon / Kline Award and Collins Awards, Janet Kelly, Michelle Hoyman, Earl Kay / Site / Tom Vocino

**National Council Members** / Katie Keeton / Mary Taylor / Claire Mostel
SECOPA 2002 Special Events

**Wednesday, October 2, 2002**
3–7 pm / Registration / Atrium

**Thursday, October 3, 2002**
7:30 am–5 pm / Registration / Atrium

8:15–9:15 am / Breakfast / Carolina Ballroom A-D / Welcome Remarks / Mayor Robert D. Coble; Overview of Conference Theme / Fred Sheheen, USC Institute for Public Service and Policy Research

12:30–2:00 pm / Lunch / Carolina Ballroom A-D / Speaker / Hon. Ernest Finney, President, S.C. State University and former Chief Justice, S.C. Supreme Court / Doctoral and MPA Student Award Presentations

2:30–4:00 pm / SECOPA Executive Board Meeting / Hospitality Room

5:15–6:30 pm / S.C. Statehouse Tour / Atrium

6–7:30 pm / Dine Around

**Friday, October 4, 2002**
8–9 am / Breakfast / Carolina Ballroom A-D / Speaker / Hon. Jean Toal, Chief Justice, S.C. Supreme Court / Donato Pugliese Award Presentation

12:15–1:30 pm / Lunch / Carolina Ballroom A-D / Speaker / Dr. Walter Broadnax, President, Clark-Atlanta University and ASPA President-Elect / Peter B. Boorsma Award Presentation

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9–10 pm / Hospitality Room / Nightcap with Lowcountry Chapter

**Saturday, October 5, 2002**
11:30–11:45 am / Closing Remarks; Convention & Tourism Bureau Gift Drawing / Atrium
Thursday, October 3, 2002

9:15–10:45 am / Panel I / Assuring the Dignity and Spirit of Public Personnel / Moderator: Patricia M. Patterson, PhD, Florida Atlantic University / Presenters / Assisting Public Personnel in the Disaster Environment by Helene F. Wetherington, AICP, CEM, Palm Beach County, FL / State Hatch Acts: Cut From the Same Cloth? by Richard J. Ray, Retired attorney and Florida Atlantic University / Protests, Protections, and Policy Windows: Origins and Forms of Whistle Blower Protections by L.T. Reid, Florida Atlantic University / Leadership in Crisis: Recognizing the Problem and Creating Solutions by Anne Osborne Kilpatrick, DPA, Medical University of South Carolina / Discussant / F. Erik Brooks, PhD, Georgia Southern University

9:15–10:45 am / Panel II / Globalization in Context / Moderator: Thomas D. Lynch, PhD, Louisiana State University, Past ASPA President / Presenters / Globalization: Historical and Negative Perspectives on Governance by Sanghan Choi, PhD student, Florida Atlantic University / Regional Integration: Africa’s Strategy to Reconfigure the Rules on Globalization by Kwame Dankwa, PhD, Albany State University / Governance in the Era of Globalization: The Case of the World Bank by Xinfang Gao, PhD student, Florida State University


9:15–10:45 am / Panel IV / Performance Measurement Techniques and Tools / Moderator: Curt Cottle, S.C. Department of Parks, Recreation and Tourism / Presenters / Trained Observer Ratings in a Competitive Model: A New Use for an Underutilized Performance Measure by Don Giancoli, PhD student, City of Lauderhill, FL and Florida Atlantic University / Performance Budgeting as Performance Management by Janet M. Kelly, PhD, University of Tennessee and William C. Rivenbark, PhD, University of North Carolina-Chapel Hill / An Integrated Model of Turnover Intention in the Public Sector: A Comparative Study by Seung-Yong Rho, PhD student, Rutgers, The State University of New Jersey and Seok-Hwan Lee, PhD, University of Illinois-Springfield / Evaluating the Benefits of Federal Research and Development Projects by Jean H. Poretz, University of Tennessee, Energy, Environment and Resources Center

11 am–12:30 pm / Roundtable I / Developments in Contemporary Human Resource Management / Moderator: Steve Hays, PhD, University of South Carolina / Presenters / Lloyd Nigro, PhD, Georgia State University / Richard C. Kearney, PhD, East Carolina University / Bob Lavigna, CPS and former Director, Wisconsin State Civil Service System

11 am–12:30 pm / Panel I / Globalization and the African Health Crisis / Moderator: Kwaku Danso, Clark Atlanta University and former Minister of Health of Ghana / Presenters / The African Health Crisis by Kwaku Danso, Clark Atlanta University, Atlanta, GA / The Political Economy Of Primary Health Care In Ghana by Albert Berkoh, Voorhees College, Denmark, SC / The Role of the Global Community in Assisting by Africa to Overcome the Health Crisis by Kwame Dankwa, PhD, Albany State University, GA / The Administrative State and the Health

Crisis in Cameroon by Peter A. Ngwafu, PhD, Albany State University, GA / Discussant / Meagan M. Fields, PhD, Tuskegee University, AL.

11 am–12:30 pm / Panel II / "In the Spirit of Education: What Can P.A. Learn From..." / Moderator: Dr. (Pa)Tricia Patterson, Florida Atlantic University / Presenters / ...Feminist Theories?" by Kathy McGinn, Stuart, FL / ...Post-Modernism?" by Rupa Thadhani, Virginia Commonwealth University / ...Womanism?" by Ba-Shen Welch and Nicole Parsons-Pollard, Virginia Commonwealth University / ...A Post-Colonial State?" by Margaret C. Doman, MSW, Port St. Lucie, FL / Discussant / David John Farmer, PhD, Virginia Commonwealth University.

11 am–12:30 pm / Panel III / Public Policy Issues: Law Enforcement / Moderator: Katie Keeton, PhD, University of West Florida / Presenters / Racial Profiling: A Case Study of New Jersey by Mfanya D. Tryman, Mississippi State University / Southern Sheriffs and State Law: A Study in Administrative Discretion by Gary Johnson, PhD, University of North Carolina–Charlotte; Co-authored with Gary Rassel, PhD and Hunter Bacot, PhD / Performance Measures and Quality Improvement: Is There a Linkage in Law Enforcement? by Robert T. Aldinger, Colonel, USAF (Ret), DPA / Asset Forfeiture and Police Priorities: The Impact of Program Design upon Law Enforcement Activities by James C. Clingermay, PhD, Murray State University, Jason Hecker, PhD student, Literacy Center West and Northern Kentucky University, Sergeant Sue Madsen, PhD student, Union Township Police Department and Northern Kentucky University.

2–3:30 pm / Panel I / Creative Answers for Budget Shortfalls: Innovative State and Local Financial Practices / Moderator: Donna Milam, Community Development Officer, City of Auburn, AL; Doctoral student, Auburn University / Presenters / Government and Contractors Can Partner and Innovate by Robert Shick, PhD, Long Island University / Contemporary Trends in Electronic Procurement by Vought Shealy, Chief Procurement Officer, Materials Management Office, S.C. Budget and Control Board / What Explains the Adoption of Impact Fees? by Moon-Gi Jeong, Florida State University / Industry Clusters and Regional Economic Development by Jonathan Morgan, Director of Economic Development Programs, Regional Technology Strategies, Inc. and PhD candidate, North Carolina State University / Discussant / Patricia Mitchell, DPA, East Carolina University.

2–3:30 pm / Panel II / Overcoming Barriers / Moderator: Stanley M. Caress, PhD, State University of West Georgia / Presenters / Increasing Automobile Ownership and Employment of Low-Income Women: Efforts of One Metropolitan Atlanta Nonprofit by Martha A. Griffith, DPA, Kennesaw State University / Affordable Housing: Implementing Human Values by Anne Lockwood Williamson, Shimberg Center for Affordable Housing at the University of Florida; Doctoral student, University of Georgia / Inequality in Electronic Government Service Delivery in Local Government: An Implication of Diversity in Rural and Disadvantaged Population Groups by Akhlaque Haque, PhD, University of Alabama-Birmingham / Obstacles to Effective Environmental Health Regulation by Stanley M. Caress, PhD, State University of West Georgia.


2–3:30 pm / Panel IV / Graduate Student Perspectives on Current Issues in the Field / Moderator: Thomas Barth, PhD, University of North Carolina, Wilmington / Presenters / Waterfront Revitalization: A Case Study of Carolina Beach, North Carolina by Nicholas Swartz and Tracie Davis, graduate students, University of North Carolina–Wilmington / How Prepared Am I? A Perspective on a Public Administration Degree by John David Osae-Kwampong, graduate stu-
3:45–5:15 pm / Panel I / Emergency Management in a Post-September 11 World / Moderator: William Waugh, PhD, Georgia State University / Presenters / Delivery of Public Safety Services in a Changing Context by Christine Cannaday, graduate student, Virginia Commonwealth University / Collaborative Emergency Response Planning in the Midsouth: Post September 11 by Kathryn Cheever, PhD, The University of Memphis / The United States Fire Service: Small Town Response to a National Threat by Thomas Poulin, PhD student, Old Dominion University / The New Paradigm of Water Utility Security by Mike Caston, graduate student, Clemson University

3:45–5:15 pm / Panel II / Policy Issues for Public and Non-Profit Organizations II / Moderator: Joseph Shine, Westinghouse Savannah River Site; (formerly General Counsel, S.C. Budget and Control Board) / Presenters / Is There a Digital Divide Among Nonprofit Organizations? A Study of North Florida Nonprofit Agencies Examining Mission, Organizational Size, and Geographic Location as Predictors by Ralph Brower, Professor, Brendon Laster, doctoral student, and Frances Stokes Berry, PhD, Florida State University / Competing Theories Explaining The Existence Of Nonprofits by Murat Onder, PhD, Florida State University / Ethical Issues Confronting Local Public Administrators by Pat Bean, Deputy County Administrator, Hillsborough County, FL; President, NACA / The Policy Implications Of Allowing A Community College To Grant A Baccalaureate Degree In Teaching: A Comparison With Other Policy Alternatives by Gregory Pershin, PhD student, Florida State University / Discussant / Robert W. Smith, PhD, Clemson University

3:45–5:15 pm / Panel III / Policy and Politics in Environment/Resources Management / Moderator: Neal Woods, PhD, University of South Carolina / Presenters / Managing the Forest: A Transaction Cost Approach by Simon A. Andrew, Florida State University / Dueling Federalism, Normal Accidents, and James Madison by George Meals, Georgia State University / Stakeholders, Advocacy Coalitions, and the Policy Process: Formulation and Implementation of the Florida Everglades Restoration Policy by Leslie Taylor, PhD student, Florida Atlantic University / Protecting the Land—What is Our Responsibility? by Von Snelgrove, Chief, Conservation Districts, S.C. Department of Natural Resources

Friday, October 4, 2002

9-10:30 am / Panel I / Public Sector Accountability: Challenges and Strategies / Moderator: Kendra Stewart, PhD, Eastern Kentucky University / Presenters / Contract Accountability in the Hollow State: A Nationwide Survey of County Governments by Mary Ann Feldheim, PhD, University of Central Florida / The Accountability Paradox: The Perennial Problem of Preserving Character and Judgment by Phillip Jos, PhD, College of Charleston, and Mark Tompkins, PhD, University of South Carolina / An Alternative
to Enhancing Administrative Accountability: A Strategic Planning Approach by Behrooz Kalantari, PhD, Savannah State University / Blurred Accountability in the Transformation of Governance: A Case Study of Airport Security by Kijong Ohm, Florida Atlantic University / Discussant / Mark Tompkins, PhD, University of South Carolina

9:10-10:30 am / Panel II / Era of Globalization / Moderator: Curtina Moreland-Young, PhD, Jackson State University / Presenters / Globalization, Immigration and Trans-Atlantic Security: Emerging Challenges to the Modern Administrative State by Paul A. Harris, PhD, Augusta State University / North-South Cooperation—Needs of Developing Countries: An Experience of the Indian Side in Electricity Sector by Pradeep K. Saxena, PhD, University of Rajasthan, Jaipur, India / Fostering Relationships and Providing Technical Assistance in Developing Countries Through Research and Partnership Initiatives by Curtina Moreland-Young, PhD, and L. Frances P. Liddell, PhD, Jackson State University / Discussant / Marc Holzer, PhD, Rutgers University, Newark Campus; past ASPA President

9:10-10:30 am / Panel III / Health Care in the New Millennium / Moderator: JoAnn Ewalt, PhD, Eastern Kentucky University / Presenters / The Impact of Agenda Setting and Control on the Development of National Health Care Policy in 1960 by Robert Peters, PhD, Western Michigan University / Shifting to a Model of Wellness Promotion in Women’s Health to Control Health Care Costs by Sandra O’Brien, PhD, and Michelle Angeletti, PhD, Florida Gulf Coast University / Medical Treatment and Religious Beliefs: An Examination of Compliance Among African Americans with HIV/AIDS in the South by Peter L. Cruise, PhD, California State University / The Revolving Door: Identifying Barriers to Medicaid and PeachCare for Kids Retention by Robyn Freeh, MPA student, Augusta State University

9:10-10:30 am / Panel IV / Community Building: Developing Quality Services / Moderator: Brian Fry, PhD, University of South Carolina / Presenters / Service Quality and Benchmarking the Performance of Municipal Recycling Services by David H. Folz, PhD, University of Tennessee–Knoxville / Decentralization in the Employment Security Service Delivery System by James Bridges, PhD, Andrew Jackson University / How Do We Improve the Quality of Life for Our Citizens in a Sustainable, Gender Friendly and Equitable Manner? by Suzanne Salichs, Regional Coordinator, Team Metro Melrose, FL / BSC (Balanced Scorecard) and Its Forward Looking Focus Revisited by Seok-Hwan Lee, PhD, University of Illinois-Springfield / E-mail Policies of the 50 States: A Content Analysis by Shamima Ahmed, PhD, Northern Kentucky University

10:45 am–12:15 pm / Panel I / Responding to the Threat of Terrorism Since September 11th / Moderator: John J. Kiefer, PhD, Old Dominion University / Presenters / Domestic Urban Terrorism: Avoiding a Maginot Defense by John J. Kiefer, PhD, Old Dominion University / Preparing the American Public for the War on Terrorism: An Examination of Trans-Sovereign Strategies for Averting Future Terrorist Attacks on the United States by Peter A. Ngwafu, PhD, Albany State University / Terrorism, Security and Civil Liberties: The States Respond by Edward R. Sharkey, Jr., PhD, Columbia College and Kendra B. Stewart, PhD, Eastern Kentucky University / Airline Passenger Profiling as a Deterrent to Terrorist Attacks by Julie Raines, North Carolina State University

10:45 am–12:15 pm / Panel II / Effects of Gaming in the Southeast: A Look at Lotteries and Casinos / Moderator: Bruce W. Ransom, II, PhD, Clemson University / Presenters / Measuring the Impact of Casino Proceeds on Local Government Assessment Values in Mississippi by Rodney E. Stanley, PhD, Tennessee State University and P. Edward French, PhD, University of Tennessee–Knoxville / Legalizing the Gaming Industry: Diffusion of State Innovations by Myungjun Kwon, PhD student, Florida State University / Discussant / Stephen E. Condrey, PhD, University of Georgia

10:45 am–12:15 pm / Panel III / Implications of State, Regional and Local Government Financial Innovations / Moderator: Pat Bean, Deputy County Administrator, Hillsborough County, FL / President, NACA / Presenters / The Search for Best Practices in Local Government: Expanding the Utility of Data Envelopment Analysis by William C. Rivenbark, PhD, University of North Carolina–Chapel Hill / State and Local Pension Funds: A Value at Risk Assessment by William Albrecth, University of North Carolina–Pembroke / 529s a Win-Win Situation for Savers and
Government by Stephanie L. Bellar, PhD, University of Tennessee–Chattanooga / Major Regional Assets: Political Fights and Cooperation—A Case Study of the St. Louis Airport Expansion by Craig Fitzpatrick, AMC/CCP, graduate student, St. Louis University

10:45 am–12:15 pm / Panel IV / Development

Administrative Theory / Moderator: Jennifer W. Dillard, Visiting Instructor, Clemson University / Presenters / Development Theory in a Turbulent World: The Balance between Hermeneutics and Quantitative Sciences by Leslie Omoruyi, PhD, East Carolina University / Proving Municipal Services at Times of Financial Austerity: An International Approach by Behrooz Kaltanari, PhD, Savannah State University / Prime Minister Turnover and Distributive Politics by Murat Onder, PhD, Florida State University / Discussant / Don Menzel, PhD, Northern Illinois University

1:30–3 pm / Panel I / Workplace Attitudes: Pitfalls and Solutions / Moderator: Barbara Anderson, Director, Human Resources, S.C. State Housing Finance and Development Authority / Presenters / Sham Ethics: Identifying the Characteristics of a Song and Dance by Robert Giacalone, University of North Carolina–Charlotte / The Employer’s Advantage in Sexual Harassment Cases: How the Courts Have Discouraged the Victims of Sexual Harassment by Bonnie G. Mani, PhD, East Carolina University / What Rudeness Can Cost the Work Environment and How to Correct It by Ann Humphries, CPCM, ETICON, Inc., Columbia, SC

1:30–3 pm / Panel II / Employee Motivation, Empowerment, and the Integrity of the Public Service / Moderator: Steve Hays, PhD, University of South Carolina / Presenters / Job Satisfaction and Perceptions of Organizational Performance: Motivation in a North Carolina Environmental Agency by Dennis M. Daley and Susan E. Pope, North Carolina State University / The Impact of Public Employee Unions on State Employee Compensation by Richard C. Kearney, PhD, East Carolina University / Employees, Supervisors, and Empowerment in the Public Sector: The Role of Employee Trust by Sam Shelton, PhD, Troy State University / The Service First Initiative in Florida State Government: Reforming—or Deforming—State Government? by Russell L. Williams, PhD, Florida State University; co-authored with James S. Bowman, Sally C. Gertz, and Marc G. Gertz, / Discussant / Lloyd Nigro, PhD, Georgia State University

1:30–3 pm / Panel IV / Local Governance / Moderator: Janet Kelly, PhD, University of Tennessee / Presenters / Trend in Form of Government by Kimberly Nelson, North Carolina State University / All is Well in the Neighborhood: The Role of Conflict on Neighborhood Councils by Theresa L. Johnson, graduate student and Douglas M. Ihrke, PhD, University of Wisconsin–Milwaukee / Townships and the New Regionalism: Spoilers or Collaborators in the Culture of Interlocal Relations? by James A. Visser, PhD, Western Michigan University / Progress Report: The Use of Strategic Planning in Municipal Governments by Gregory Streib, PhD, and Theodore H. Poister, PhD, Georgia State University / Discussant / Bruce W. Ransom, II, PhD, Clemson University

3:15–4:45 pm / Panel I / Case Studies on Taxation and Fiscal Distress / Moderator: Thomas P Lauth, PhD, University of Georgia / Presenters / The Prospects for Tax-Based Sharing among Rural Counties: A Georgia Case by B. Douglas Skelley, PhD, James Madison University; and Richard A. Douglas, County Administrator, Long County, GA / The Courage to Tax: Budgetary Politics in the South at the Millennium by Robert W. Smith, PhD, Clemson University /
When Local Governments Default on Housing Bonds: Effect on the Poor and Elderly by Robert J. Eger, III, University of Wisconsin-Milwaukee / Devolutionary Federalism Among the States: Alabama’s Reaction to Cutback Management by R. Lawson Veasey, PhD, Jacksonville State University and David J. Ballew, graduate student, Jacksonville State University

3:15–4:45 pm / Panel II / Creating and Innovating in Public Organizations / Moderator: Jo Ann Ewalt, PhD, Eastern Kentucky University / Presenters / The Effect of Social Capital on the Charter School Law as Policy Innovation by Hyung Jun Park, Florida State University / Moving an Organization to Higher Levels of Creativity and Innovation by J. Scott McDonald, PhD, Valdosta State University and Maureen McDonald, Principal, WDE Consulting / Organizational Approaches to Promoting Creativity by Wilson Triviño, Marietta, GA / Establishing Competencies and Opportunities to Enhance Creativity in Public and Non-Profit Organizations: Insights from Organizational Citizenship Behavior Theory by Blue Wooldridge, PhD, Virginia Commonwealth University and Heather Wyatt, graduate student, Christopher Newport University / Discussant / Jo Ann Ewalt, PhD, Eastern Kentucky University

3:15–4:45 pm / Panel III / Globalization and Transformation / Moderator: Tom Kuotsai Lou, PhD, University of Central Florida / Presenters / South African Public Service Transformation: Notes on Transforming Public Service Values After Apartheid by Valiant A. Clapper, Southern University and A&M / Administrative Mentality and New Forms of Public Management in Spanish Local Government: A Case Study over the Administrative and Managerial Modernization in Spanish Local Government by Jose Adrian Garcia-Rojas, Laguna University, Tenerife, Spain / Transitional Governance: Administrative Reform in Southeast Asia by Lorenda (Lore) A. Naylor, PhD student, American University

3:15–4:45 pm / Panel IV / Educating the Contemporary Public Administrator / Moderator: Andy Feits, PhD, College of Charleston / Presenters / Finding the 10 Immutable Principles of Public Administration by Marsha Kidd Guffey, PhD, University of Arkansas—Little Rock / Competency for the Future Through Education—Educating Practitioners and Citizens by Claire Mostel, Outreach Supervisor, Team Metro (Miami-Dade County) / Making a Difference: Does Service-Learning Promote Civic Engagement in MPA Students? by Sandra J. Rainke, DPA, Augusta State University / Teaching Ethical Decision-Making Analysis: Designing a Case Method Approach to Ignite Creativity and Advance Personal Responsibility by Pamela A. Gibson, PhD, Old Dominion University

Saturday, October 5, 2002

8:30–10 am / Panel I / Managing Interactions: Conflict and Collaboration / Moderator: Keith A. Schiltz, PhD, University of La Verne, CA / Presenters / Improving Public Participation through Conflict Management Techniques by Marsha Kidd Guffey, PhD, University of Arkansas—Little Rock / Systems Dynamic Thinking—Going Beyond “What’s in it for me?” by Karen Luken, Project Manager, R. W. Beck / Discussant / Dennis Lambries, University of South Carolina

8:30–10 am / Panel II / Graduate Student Perspectives on Current Issues in the Field / Moderator: David Coursey, PhD, Florida State University / Presenters / Web Portal Management for State Governments by Joshua M. Franzel, graduate student, American University / International Health Care: A Case Study from the Islands by Cokieitha James Gaddist, graduate student, Medical University of South Carolina / The Role of Community Philanthropy in Developing Non-Profit Capacity by Michael J. Patch, Administrative Manager, Charlotte Children’s Theater and graduate student, University of North Carolina-Charlotte

8:30–10 am / Panel III / Welfare Reform: Innovations and Accountability—Case Studies and Examples / Moderator: Saundra Schneider, PhD, University of South Carolina / Presenters / Contracting and Sector Choice in Welfare Reform in Florida: A Transaction Cost Approach by Hee Soun Jang, Florida State University / Concerns about Contract Management in Social Services: Welfare Reform and Privatization in Florida by Dan Jorgensen, PhD, Texas A&M University and Paul Mavima, PhD, Grand Valley State University / Privatization of U.S. Child Welfare Services: A Case Study of Kansas by Lorenda Naylor, PhD student, American Univer-
10:05–11:30 am / **Panel I** / **Public Policy Issues:**

**Diversity** / Moderator: William Haraway, PhD, University of West Florida / **Presenters** / **Women in Health Administration Leadership: State of the Profession** by Anne Osborne Kilpatrick, DPA, Medical University of South Carolina and Beth Foster, graduate student, Medical University of South Carolina / **Multiculturalism and Public Administration: The Case of the City of Miami Fiscal Crisis of 1996** by Alexander Franco, PhD, Florida International University / **Creating High Performance Organizations by Valuing Diversity: A Look at Elderly Caregivers in the Workplace** by William W. Marrow, Jr., graduate student, Virginia Commonwealth University

10:05–11:30 am / **Panel II** / **Mandates, Compliance, and the Problem of Capacity in Local Government** / Moderator: Robert J. Eger, III, University of Wisconsin-Milwaukee / **Presenters** / **Smart Growth in Wisconsin: Small Town Responses to State Comprehensive Plan Mandates** by Theresa Johnson, PhD student, Scott Sager, PhD student, University of Wisconsin-Milwaukee / **Smoke and Mirrors No More: The Implications of Cash Accounting Practices in Small Local Governments** by Deborah A. Knudson, graduate student, University of Wisconsin-Milwaukee; Justin Marlowe, graduate student, University of Wisconsin-Milwaukee / **Unmasking the Greater Evil: Radium in Drinking Water or Complying with the EPA Final Rule on Radionuclides—A Case Study in New Berlin, WI** by Amy Verbos, graduate student, University of Wisconsin-Milwaukee / **Theoretical Expectations of Local Government Compliance** by Eben Christensen, graduate student, University of Wisconsin-Milwaukee / **Discussant** / Robert J. Eger, III, University of Wisconsin-Milwaukee
SECOPA Award Presentations

THE DONATO J. PUGLIESE AWARD

Donato Pugliese was affectionately called the “godfather” of SECOPA. Don volunteered a considerable amount of his professional time and energy to ASPA, its regional affiliates, and local chapters. He was a member of the ASPA National Council, 1972-75; Chairman of the Board of Directors, Southeastern Conference for Public Administration (SECOFA), 1979-81; and President of the Detroit, Tennessee, and Georgia ASPA chapters. He was a strong supporter of young people in the public administration profession and provided support to the charter members of ASPA’s Young Professionals Forum. He served on the editorial boards of the Public Administration Review and the Southern Review of Public Administration. He was a member of the program committee for five ASPA national conferences and four SECOPA conferences.

His Bachelor of Arts degree was earned at the University of Pennsylvania in 1951, Master of Governmental Administration (MGA) from the Fels Institute of State and Local Government at the University of Pennsylvania in 1953, and the Doctor of Public Administration (DPA) from the Maxwell School of Citizenship and Public Affairs, Syracuse University in 1960. He served on the faculties of Temple University, the University of Detroit, and the University of Tennessee at Nashville before joining the faculty of the Department of Political science at Georgia State University as a full professor in 1973. His public service included positions with the Philadelphia Personnel Department, the Pennsylvania Economy League, the Philadelphia Bureau of Municipal Research, and the U.S. Army.

Don died September 10, 1985, at the age of 55. He is perhaps best remembered for the manner in which he encouraged and promoted the professional careers of his junior colleagues. This award in his honor was created because he was a model of selfless service to the SECOPA community and is awarded to SECOPA members who exhibit those same qualities of service and encouragement to their colleagues.

Pugliese Award Winners
1985 / Walter Lambert
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1988 / Tom Vocino
1989 / Don Whitman
1990 / Wynn Teasley
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1992 / Bill Collins
1993 / Anne Kilpatrick
1994 / Bob Whelan
1995 / Bart Hildreth
1996 / Earle Klay
1997 / Janet Patton
1998 / Tom Lauth
1999 / Bob Cunningham & Bill Solomon
2000 / Arie Halachmi
2001 / Tom Lynch

THE SENATOR PETER B. BOORSMA AWARD

This is a new award for SECOPA. It recognizes a practitioner or academician for facilitating over a period of many years the international exchange of knowledge and administrative practices that foster better performance in the public sector. The award symbolizes SECOPA’s recognition of the implications of the global village on management and performance in the public sector as well as its commitment to the study and exchange of administrative practices between the USA and other countries.

The award is named after Senator Peter Boorsma, the first vice president of the Dutch Senate and the former chair of its finance committee. Professor Boorsma is a professor of public finance at the University of Twente in the Netherlands and the former dean of its faculty of public administration. In his academic capacity, Professor Boorsma initiated a faculty and student exchange program with Auburn University and facilitated a visiting professor appointment to professors from other universities in the United States, Japan and other countries. He initiated student exchange programs
that facilitated international internships and study tours to bring down barriers that may impede advances in public management and international cooperation due to differences in culture or frame of reference.

He is the founder of the International Police Institute and the Health Research Center at the University of Twenty. By bringing in delegations from other countries and by working with elected officials and career administrators in those countries, he contributed over the years to administrative reforms of police organizations in several countries in Central and South America. He facilitated joint research projects and degree programs involving individuals in his university and their counterparts in other countries in Europe, Central and South America, South Africa and Southeast Asia. He served as a consultant at all levels of government all over the world. Peter Boorsma is a former public employee of the Dutch Ministry of Finance. As a senator, he studied and was very instrumental in the adoption in the Netherlands of exemplary administrative practices from other countries, including the United States.

Boorsma Award Winner
2001 / Yun Hwang, President of the Korean Institute of Public Administration (This is the most significant policy analysis organization within his country. Other career highlights are: Professor of Public Administration and a practitioner in the Blue House—the Korean President’s home and office.)

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