SECoPA 2003
Southeastern Conference for Public Administration

Rediscovering the Administrative State: New Appreciation for the Role of Government

October 12-14, 2003
Coastal Georgia Center
Savannah, GA

Sponsored by
East Georgia Chapter of the American Society for Public Administration

Division of Continuing Education and Public Service
Georgia Southern University, Statesboro, GA
Welcome from Congressman Jack Kingston

Welcome from Commissioners of Chatham County

Welcome from the American Society for Public Administration

Welcome from the SECoPA Executive Council

Welcome from the East Georgia Chapter of the American Society for Public Administration

Welcome from the Department of Political Science, Georgia Southern University

Welcome from the Masters of Public Administration Program, Georgia Southern University

Rediscovering the Administrative State: New Appreciation for the Role of Government

SECoPA 2003 Committee and Executive Council / SECoPA 2003 Exhibitors

Keynote Speaker

Conference at a Glance

Panels at a Glance

Conference Agenda

SECoPA 2003 Award Presentations

Presenter Index

SECoPA 2004 Date Saver
To: All officers, members and those attending the 2003 SECOPA Conference

Greetings! And Welcome to the 2003 SECOPA Conference

Welcome to the 2003 conference of the Southeastern Conference on Public Administration. I hope you have a wonderful time and enjoy the fellowship of your peers.

It is great that you have chosen the beautiful, historic city of Savannah for this year’s conference. On behalf of the First Congressional District of Georgia, I welcome you to our area.

With her natural beauty and Southern charm, Savannah, the “Belle” of the Southeastern coast will captivate you. Savannah offers a variety of activities for everyone: the history buff, the naturalist, the artist, the shopper, the athlete and the food connoisseur.

I hope you enjoy your visit as the East Georgia Chapter of the American Society for Public Administration sponsors the SECOPA Conference in Savannah in 2003.

Enjoy the conference, and have a great time in Savannah!

Sincerely,

Jack Kingston
Member of Congress
September 22, 2003

Mr. G. C. Harrell, President  
East Georgia Chapter of the American Society of Public Administration  
139 Altama Connector, #413  
Brunswick, Georgia 31525

Dear Mr. Harrell:

On behalf of the Chatham County Commission, it is my pleasure to extend a warm welcome to members and participants of the Southeastern Conference for Public Administration to Savannah, Chatham County, Georgia, the “Hostess City of the South.”

Chatham County, the oldest county in Georgia, is rich in history. Savannah has a reputation for charm and sophistication unmatched in a region famous for its hospitality. During your leisure time, you may want to step back in time and stroll through the beautifully landscaped parks. The bounty of our flowers and moss-draped squares, the beauty of our churches and public buildings, and the friendliness of our citizens have attracted tourist from all over the world.

Thank you for choosing Chatham County as the site to host your annual conference. Best wishes for a very successful conference and please consider us for future needs.

Sincerely,

Billy B. Hair  
Dr. Billy B. Hair, Chairman  
Chatham County Commission
September 23, 2003

Christine G. Ludowise
General Conference Chair
SECoPA 2003 Conference
305 Stepping Stone Ct.
Statesboro, GA 30461-7018

Dear Chris:

On behalf of the officers, National Council, members and staff of the American Society for Public Administration (ASPA), I want to commend you, the conference committee, and the Southeastern Conference for Public Administration (SECoPA) on a conference that promises to be an outstanding success.

The theme "Rediscovering the Administrative State: New Appreciation for the Role of Government" is most timely in our increasingly complex and constantly changing world. The program you and the committee have assembled is most impressive.

The SECoPA conference has become an annual tradition not only for the Southeastern U.S. public administration community but also for scholars, students and administrators throughout the U.S. and across the world. We value the support and generosity that SECoPA has provided to ASPA over the years and look forward to new opportunities to work together in the years ahead.

Congratulations on your superb planning and best wishes for a stimulating, enjoyable conference that will not soon be forgotten!

Sincerely,

Signed

Walter D. Broadnax
President

Mary R. Hamilton
Executive Director
October 12, 2003

Dear Conference Participant:

On behalf of the SECoPA Executive Council, I extend to you a hearty welcome to our organization's conference in Savannah, Georgia. Our 2003 conference chair, Christine Ludowise and co-program chairs, F. Erik Brooks and G.C. "Neal" Harrell, have worked very hard to ensure that we have an excellent program and conference. I know you join me in expressing appreciation for the time and energy the chair and volunteers from the East Georgia Chapter have devoted to making this a great conference. We hope that you enjoy the intellectual aspects of the conference and that you find time to acquaint yourself with and enjoy this beautiful area of Georgia.

Thank you for your participation and support of SECoPA. The SECoPA conference is noted as the strongest regional conference in ASPA. We are very proud of this. It is the goal of the Executive Council to continue to support policies which assure continuation of quality conference experiences for participants.

Yours in public service,

Rev. Dr. Thomas Dexter Lynch
Chair, SECoPA
Dear SECOPA Conferees,

On behalf of the East Georgia Chapter of ASPA, I extend a hearty welcome to Savannah, Georgia’s First City, and SECOPA 2003. The theme of the conference is: “Rediscovering the Administrative State: New Appreciation for the Role of Government.”

The tragic events of September 11, 2001, have shown the importance of strong institutions of government when threats to our collective well-being arise. This increase in the need for government and protection needs to be tempered by professionals in administrative posts to protect the freedoms we all sometimes take for granted. You, as these professionals, are properly positioned to ensure these freedoms will not be lost to the threats posed to them, whether foreign or domestic.

This Conference will also look at the importance of public administration in the developing world and outline ways in which we can bridge the gap in making emerging governments more understanding to the needs of their citizenry.

We have a great conference, and have great events planned for your visit. Be sure and join us for the dine around tonight.

Sincerely,

G. C. “Neal” Harrell
President
East Georgia Chapter
ASPA
September 22, 2003

Dear Conference Participants,

On behalf of the Department of Political Science (which includes Public Administration and Justice Studies), I would like to welcome to Savannah and the 2003 Southeastern Conference for Public Administration. Georgia Southern University is proud to be the host institution for this year’s conference. I want to thank our conference chair, Christine Ludowise and co-program chairs, Erik Brooks and Neal Harrell, for their diligence and effort. They have worked hard to assemble a first rate program. I also want to thank Deborah Champion and Jan Reynolds for their assistance in putting the conference together. Our honorary chair is Savannah resident Nick Henry.

This year’s theme is “Rediscovering the Administrative Role: New Appreciation for the Role of Government.” We look forward to intellectually stimulating panels and discussions. Although the conference schedule is packed with interesting panels and papers, we hope you might venture out and visit Savannah. The beautiful historic district is just a short walk from the hotel and conference.

Once again let me welcome you and thank you for your participation and support of SECoPA. The SECoPA conference is considered the strongest regional conference in ASPA. I trust this will be an enjoyable and enriching experience.

Sincerely,

Richard Pacelle
Professor and Chair

A UNIT OF THE UNIVERSITY SYSTEM OF GEORGIA - AFFIRMATIVE ACTION/EQUAL OPPORTUNITY INSTITUTION
September 22, 2003

Dear Participants:

On behalf of this year’s co-sponsors, the Georgia Southern University Master of Public Administration Program, and the East Georgia American Society for Public Administration chapter, I want to welcome you to the 2003 SECoPA Conference in Savannah, Georgia. We are excited to be able to present a strong program of distinguished speakers, presenters, and participants on this year’s theme of Rediscovering the Administrative State: New Appreciation for the Role of Government.

Once again, the SECoPA Program Committee has done an outstanding job of bringing together a series of discussions and presentations for Association members. Their work presents pertinent topics for both the practitioners and the academics among us. I encourage you to sample fully from the wealth of ideas in this program.

For those of you new to Savannah, please enjoy the hospitality of our city, rich in culture and history. Our convention site allows easy access to many of the popular tourist destinations on the squares and along the river. Savannah is famous for its historic preservation efforts. There are rings of Colonial, Federal, and Victorian residential and commercial buildings anchored by many landscaped city squares and parks. Monuments in many of the squares and parks tell some of the story of the city’s rich history. Savannah also boasts many art galleries, antique shops, and dining venues, all accommodated in historic buildings.

So, enjoy the 2003 SECoPA program and our city. Take advantage of the tours and dine around opportunities between conference events. Welcome to Savannah!

Sincerely,

Karen M. McCurdy, Ph.D.
Director, MPA Program
Welcome to Savannah!

On behalf of the East Georgia Chapter, the 2003 program committee would like to thank you for joining us for the annual SECoPA conference. The theme of this year’s conference is “Rediscovering the Administrative State: New Appreciation for the Role of Government” and, as you will see during the next few days, we are celebrating the important role public administration fulfills worldwide. In our global community, open dialogue, cooperation, and an appreciation of diverse experiences are fundamental to ethical and principled public administration practice. This year’s panelists and participants have a firm grasp on those ideals.

We hope your participation in this year’s conference is rewarding - professionally and personally. SECoPA is a wonderful place to make friends, renew acquaintances, and discover new answers to timeless questions. Embrace and savor the experience.
SECoPA 2003

Committee and Executive Board

2003 - 2004
SECOPA COUNCIL

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Kathryn Hensley, Chair-Elect
Howard Frank, Treasurer
Steve Hayes, Director
John Topinka, Director
Steven Bobes, Director
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2003
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Department of Political Science
Georgia Southern University

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Department of Political Science
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Division of Continuing Education & Public Service
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Division of Continuing Education & Public Service
Georgia Southern University

PROGRAM AND WEB DESIGN
Barbara Weiss
Publications Specialist
Division of Continuing Education & Public Service
Georgia Southern University

Our Thanks
to the Generous Support of Our Exhibitors

CARL VINSON INSTITUTE OF GOVERNMENT
University of Georgia
Represented by: Ann Allen

LASTING IMPRESSIONS
Represented by: Deborah Mimbs

POLITICS & POLICY: THE JOURNAL OF THE TEACHING POLITICAL SCIENTIST
Represented by: Libby Deeley

SOUTHERN POLITICAL SCIENCE ASSOCIATION
Represented by: Debbie Burk
O. MAXIE BURNS was first elected to Congress November 5, 2002. He was sworn in on January 7, 2003. As a member of the House of Representatives from Georgia’s new Twelfth Congressional District, Max serves on the Agriculture, Transportation and Infrastructure, and Education and the Workforce committees. He was elected freshmen class president by his peers and serves on the Speaker’s prescription drug action team.

Prior to his election, Max was a professor of Information Systems at Georgia Southern University’s College of Business Administration in Statesboro. Max was born in Millen, Georgia in Jenkins County. He grew up and graduated from high school in rural Screven County, where he continues to live and work on his family’s beef and timber farm.

Max married his wife of thirty years, Lora Dean Black in 1972. They have two adult sons: Andrew, and Nathan. Max is an active member of Jackson Baptist Church in Sylvania, where he has served as Deacon for over fifteen years. Committed to Georgia’s youth, Max has been a high school football referee for over twenty years and a youth athletic coach for ten years. He has also been a strong advocate of the Pineland Mental Health center in Statesboro where he has helped to develop a work-return program to aid disabled individuals.

Max was elected to the Screven County Commission in 1993 and served until 1998; he served as Chairman in his 1997-1998 term. Max also served on the CSRA Regional Development Center and is the former Chairman of the Georgia Department of Industry, Trade, and Tourism Region 1 Advisory Council, which covers most of the counties in the Twelfth District.

During his time as an elected official to the Screven County Commission, Screven County developed a comprehensive road improvement program, opened a new senior citizens’ center, initiated a new adult and technical education center, built a new athletic complex, developed a modernized plan for the county law enforcement complex, and implemented a comprehensive land-usage plan.

Max received a Bachelor of Industrial Engineering degree from Georgia Tech in 1973. He was the Distinguished Military Graduate of the Class of 1973. Upon graduation, Max served as a First Lieutenant in the U.S. Army Reserves. Max was awarded a Masters in Business Information Systems from Georgia State University in 1977, and a Ph.D. in Business Administration from Georgia State University in 1987. Max continued to work full-time, while studying for both of his advanced degrees, serving in information management positions with Oxford Industries and the North American Mission Board of the Southern Baptist Convention.

Max was a Senior Fulbright Scholar, teaching Corporate Information Management in Sweden in 1993. He also taught in Australia, New Zealand, and Korea. He has also served as a consultant to Gulfstream Aerospace and Grinnell Corporation. Prior to coming to Congress he also developed the Southern Suppliers’ Network to connect Southeast Georgia’s small business suppliers to major manufacturers.
<table>
<thead>
<tr>
<th>SUNDAY, OCTOBER 12</th>
<th>MONDAY, OCTOBER 13</th>
<th>TUESDAY, OCTOBER 14</th>
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</thead>
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<td>2 PM to 6:30 PM</td>
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<td>ROOM 127</td>
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<td>Trolley Tour of Historic Savannah</td>
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<td>$14 per person</td>
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<td>Boorsma Award Presentation</td>
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<td>1:45 PM to 3:15 PM</td>
<td>Congressman Max Burns</td>
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<td>Wine Tasting Courtesy of Low Country ASPA Chapter</td>
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<td>AUDITORIUM, ROOM 100</td>
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<td>SECoPA Business Meeting</td>
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MONDAY, OCTOBER 13

8 AM
Room 217
PANEL 1: Grasping Fibers of Knowledge: Teaching Public Administration

Room 218
PANEL 2: Threads of New Policies: Compliance and the Role of State Governments

Room 111
PANEL 3: Bureaucratic Reality: Federal and State Governments

Room 210
PANEL 4: Networking and Collaboration in the Public Organization

Room 100, The Auditorium
PANEL 5: An International Perspective: Representativeness, Responsiveness, Performance Measures of Central Governments

10:15 AM
Room 100, The Auditorium
PANEL 6: Getting It Right: Assessing Revenue Forecasting and Productivity Measures

Room 218
PANEL 7: The New Fabric of Communities: Community Building, Neighborhood Governing and the Administrative State

Room 210
PANEL 8: Examining Tenure, Turnover, and Merit Systems in Local Government

Room 217
PANEL 9: Peeking Through the Looking Glass: Representation and Public Administration

Room 212
PANEL 10: Assessing the Administrative State: Unique Issues in Social Policy

Room 111
PANEL 11: Public Administration and Civic Education

4:00 PM
Room 210
PANEL 19: Public Administration Nirvana: E Government, Public Demand, and Digital Deliberation

Room 111
PANEL 20: Financial Management in a Time of Deficits and Budgetary Shortfalls

Room 218
PANEL 21: Examining the Administrative State of International Governments

Room 212
PANEL 22: A Medley of Measures: The Paradigm of Environmental Policy

Room 100, The Auditorium
PANEL 23: A Pillar of Public Administration: Fiscal Analysis and Performance Measures

Room 221
PANEL 24: Internships Roundtable

Room 217
PANEL 25: Accountability in the Public Agency: The Role of Performance Measurement and Privatization
8:00 AM
Room 217
PANEL 26: Taking the Unbeaten Path: Organizational Change and New Directions for Non-Profit Organizations

Room 221
PANEL 27: Graduate Student Roundtable Discussion

Room 212
PANEL 28: International Public Administration: The Role of Central Government

Room 111
PANEL 29: Public Administration Challenges in the Global Community

Room 218
PANEL 30: Bridging a Gap in Picket Fence Federalism Through Intergovernmental Relations and Social Policy

Room 100, The Auditorium
PANEL 31: What's Happening Up North? Innovation & Constraint in Wisconsin Local and Nonprofit Organizations

11:00 AM
Room 100, The Auditorium
PANEL 32: The Rational Actor

Room 111
PANEL 33: innovations in Public Productivity & Financial Management

Room 217
PANEL 34: Accountability in Justice Policy and Administration

Room 210
PANEL 35: Regulatory Procedures, Waste Distribution, Global Warming: Current Issues in Environmental Policymaking

Room 218
PANEL 36: Fluid Administrations: Bureaucracy, Modernity, and Postmodernity in Public Administration

Room 212
PANEL 37: The Influence of Bureaucratic Power on Federal, State, and Local Policy

Room 221
PANEL 38: Political Dialogue: Impacts on Public Policy and Government Action

2:00 PM
Room 100, The Auditorium
PANEL 39: A Delicate Dichotomy: Policymaking and Implementation of Community Policy

Room 218
PANEL 40: Reading, Writing, and Resources: Education and Public Administration

Room 217
PANEL 41: A Shifting Dynamic: Technology and New Elements of Public Administration

Room 111
PANEL 42: Standing the Test of Time: The Eminence of Public Administration Theory

Room 210
PANEL 43: Untangling the Web: Public Administration and Intergovernmental Relations

Room 212
PANEL 44: Flowing Through Federalism: Water Policy in the States

4:00 pm
Room 100, The Auditorium
PANEL 45: Revamping Public Programs: Privatization, Rationalization, and Implications

Room 111
PANEL 46: Booms, Deficits, and Down-Turns: Public Budgets and Public Finance

Room 217
PANEL 47: Learning to Get Along in Public Administration

Room 218
PANEL 48: Current Issues on the New World Order and Their Effects on Third World Development
Room 217
Panel 1: Grasping Fibers of Knowledge: Teaching Public Administration
Chair: Zaphon Wilson - Savannah State University
Panelists:
1. Jo Ann G. Ewalt, Leah Flake, Brandi Jacobs, Abby Miarecki - Eastern Kentucky University
Team-Based Real-Time Case Study Pedagogy: Teaching Students How to Analyze Public Policy
2. Robert W. Smith - Clemson University
Teaching Homeland Security in the MPA: Deconstructing the Syllabi

Panelists:
1. Jo Ann G. Ewalt, Leah Flake, Brandi Jacobs, Abby Miarecki - Eastern Kentucky University
Team-Based Real-Time Case Study Pedagogy: Teaching Students How to Analyze Public Policy
2. Robert W. Smith - Clemson University
Teaching Homeland Security in the MPA: Deconstructing the Syllabi

Room 218
Panel 2: Threads of New Policies: Compliance and the Role of State Governments
Chair: Peter Cruise - California State University, Chico
Panelists:
1. Suzanne Swann Dale - University of Kentucky
An Analysis of Medical Eligibility for Long-Term Care Services in Kentucky's Medicaid Program
2. Sharon K. Parsons - Southern University; Peter L. Cruise - California State University, Chico
Twenty Years of (Un)Natural Death: Physician Compliance with the Louisiana Natural Death Act (LNDA)
3. Patricia M. Wigfall, Tiffany Hall, Janelle Jackson and LaKrystal Sanders - North Carolina Central University
Crystallizing the Smoky Lens: A New View of Government's Role in Tobacco Control

Room 111
Panel 3: Bureaucratic Reality: Federal and State Governments
Chair: W. C. Wilkinson, Jr. - Georgia College & State University
Panelists:
1. Rodney E. Stanley - Tennessee State University and P. Edward French - University of Tennessee-Knoxville
2. David Stewart - Auburn University
Politics in Administration: A Case Study of the Alabama Department of Transportation
The Recent Adoption of the Voluntary Tax in the Volunteer State
3. R. Lawson Veasey and Charles Walberg - Jacksonville State University
4. W. C. Wilkinson, Jr. - Georgia College & State University
Assessing Local Government Audit Reviews: The Case of Georgia

Room 210
Panel 4: Networking and Collaboration in the Public Organization
Chair: Carl M. Dasse - Florida State University
Panelists:
1. Carl M. Dasse - Florida State University
Adopting Collaborative Management Programs
2. Behrooz Kalantari - Savannah State University
Significance of Organizational Culture in Determining Success: An Interplay of Organizational Learning and Participative Management
3. Yi Lu - The University of Georgia
Race, Managerial Networks, and Network Effectiveness

Room 100, The Auditorium
Panel 5: An International Perspective: Representativeness, Responsiveness, Performance Measures of Central Governments
Chair: Sergei Pushkarev - University of Georgia
Panelists:
1. Jungjoo Lee - American University; Seung-Yong Rho and Jae-Duk Keum - Rutgers University
Government Size and Corruption in Worldwide Central Governments
2. Ahmad Martadha Mohamed - Southern Illinois University
Representative Bureaucracy and Policy Preferences: Linking Passive Representation and Potential for Active Representation in Malaysian Bureaucracy
3. Sergei Pushkarev - University of Georgia
New Democratic Government, Same Clients: Government Responsiveness and Citizen Satisfaction in Russia
4. Edgar Ramirez - Askew School of Public Administration & Policy at Florida State University
Performance Based Budget in the Latin American Context

Break Out
Lobby
9:45 - 10:15 AM
Monday, October 13 Conference Agenda

Concurrent Sessions
10:15 - 11:45 AM

Room 100, The Auditorium
Panel 6: Getting It Right: Assessing Revenue Forecasting and Productivity Measures
Chair: Thomas Lynch - Louisiana State University
Panelists:
1. William Albrecht - University of North Carolina at Pembroke
A Value at Risk Analysis of State and Local Government Pension Funds
2. Jinpil Sun - Rockefeller College, SUNY at Albany
The Dynamics of Government Revenue Forecasting from an Organizational Perspective: A Review of Literature
3. Aziza Zemrani - Southern University
Productivity and Its Measurement

Room 218
Panel 7: The New Fabric of Communities: Community Building, Neighborhood Governing and the Administrative State
Chair: Richard Pacelle - Georgia Southern University
Panelists:
1. Pamela A. Gibson & John Lombard - Old Dominion University
Common Interest Communities: State Level Support in Identifying, Educating and Collaborating with Community Associations
2. Donna Milam - Auburn University
Redistributive Public Policy: Federal Expenditure Trends in the Community Development Block Grant Program
3. David Swindell - University of North Carolina-Charlotte
Neighborhood Organizations and Improved Urban Governance

Room 210
Panel 8: Examining Tenure, Turnover, and Merit Systems in Local Government
Chair: Charles A. Watson
Panelists:
1. David N. Ammons & Matthew J. Bosse - University of North Carolina, Chapel Hill
Tenure of City Managers: Examining the Dual Meaning of "Average Tenure"
2. Saundra J. Reinke & Randall D. Miller - Augusta State University
It's Not What You Know, It's Who You Know: The Connection Between Ethical Leadership, Merit Pay and Performance Appraisal
3. Charles A. Watson
Toward a Comparative Study of Turnover: The Case of School Superintendents and City/County Managers

Room 217
Panel 9: Peeking Through the Looking Glass: Representation and Public Administration
Chair: Anne Osborne Kilpatrick - Medical University of South Carolina
Panelists:
1. Cynthia J. Bowling - Auburn University; Jennifer Jones, Christine Kelleher & Deil S. Wright - University of North Carolina, Chapel Hill
2. Anne Osborne Kilpatrick, S. Beth Foster & Teresa Stepniewska - Medical University of South Carolina
Leadership for the Future: Planning for a Graying and Changing America

Room 212
Panel 10: Assessing the Administrative State: Unique Issues in Social Policy
Chair: Tom Vocino - Auburn University, Montgomery
Panelists:
1. Cal Clark & Betsy Hall - Auburn University
The (Surprising) Public Support for "Rediscovering the Administrative State"
2. G. Richard Larkin & Louis E. Howe - University of West Georgia
The Administration of Kindness: A Case Study of a Non-Traditional Faith Based Organization
3. Mike Lovette - University of Akron

Room 111
Panel 11: Public Administration and Civic Education
Chair: Kendra Stewart, Eastern Kentucky University
Panelists:
1. Robert Cunningham - University of Tennessee, Knoxville
Civic Engagement by Organizational Development and By Mentoring
2. Laurie DiPadova-Stocks, Northern Kentucky University
Student Philanthropy as a Civic Engagement Pedagogy: The Mayerson Student Philanthropy Project at Northern Kentucky University
3. Meredith Hansel - University of Tennessee, Knoxville
Attempting Cultural Change at Lakeshore Mental Health Institute: A Student's Perspective
4. Kelley O'Brien - UNC - Chapel Hill
The North Carolina Civic Education Consortium: A National Model for Statewide Partnership
Monday, October 13 Conference Agenda

Luncheon Boorsma Award Presentation Rooms 113 & 115 Noon - 1:30 PM

Concurrent Sessions 1:45 - 3:15 PM
Room 100, The Auditorium
Panel 12: Public Administration Transplanted: Issues and Experiences When Foreign Nationals Try to Upgrade Public Sector
Chair: Nicholas Henry - Georgia Southern University
Panelists:
1. Dr. Panagiotis Karkatsoulis, Policy Advisor at the Ministry of Interior, Public Administration and Decentralization & Professor at the National School of Public Administration, Athens, Greece
Local Self-Government Reforms as an Ambivalent Means for Peace and Social Inclusion: The Case of Former Yugoslav Republic of Macedonia (FYROM)
2. Dr. Peter B. Boorsma - University of Twente, NL
When a Western European Public Administrator Consults Abroad
3. Arie Halachmi - Tennessee State University
When an American Consults Abroad

Room 218
Chair: Kathryn A. L. Cheever - University of Memphis
Panelists:
1. Tracy Alston - Askev School of Public Administration & Policy at Florida State University
The Psychology of Suicide Bombings & Their Effects
2. Kathryn A. L. Cheever & Dorothy Norris-Tirrell - University of Memphis
Trends in Local Governance: Testing the VOA Model
3. Eben Christensen - University of Wisconsin, Milwaukee
Foreign Policy Bureaucracies and Presidential Decisions: Centralization, Competition, and the White House Situation Room After 9/11
4. Gary E. Mitchell - University of North Carolina, Charlotte
Can Isolated Acts of Political Violence and Terrorism be Beneficial to Stable Governmental Systems?
5. Thomas E. Poulin - Old Dominion University
Building a Response: A Conceptual Model for the Formation of Regional Emergency Response Teams

Room 221
Panel 14: Examining Public Agency Activities
Chair: Debra Sabia - Georgia Southern University
Panelists:
1. Mike Lovette - University of Akron
A Meta-Analysis of Government Funded Abstinence Education
2. Jill Strube - Florida International University
The 3Cs Working Toward the 3Es

Room 111
Panel 15: Paradigms of Public Administrations and Health Policy
Chair: Vincent Kohler - Georgia Southern University
Panelists:
1. James Gerard Caillier - Louisiana Department of Education; Sharon K. Parsons, Sandra Brown, Phillip Ardoin - Southern University; Peter L. Cruise - California State University, Chico
Racial and Gender Disparities in Public Hospitals: Do They Really Exist?
2. Barbara D'Orio - Grady Hospital, Atlanta & Georgia State University
Suicide Prevention in America: A Clinician's Perspective
3. Anne Osborne Kipkatch - Medical University of South Carolina; David M. Mirvis - University of Tennessee; Marshall J. Graney - University of Tennessee
Job Satisfaction and Stress: Preliminary Findings of a National Study of Academic Health Leaders
4. Sanjay Pandey - Rutgers University; David H. Coursey - Askev School of Public Administration & Policy at Florida State University
Red Tape and Organizational Effectiveness: An Exploratory Analysis
Monday, October 13 Conference Agenda

Room 210
Panel 16: Essential Executives: Decision Making, Management, and Executive Behavior of City and County Managers
Chair: David H. Folz - University of Tennessee, Knoxville
Panelists:
1. Jayce L. Farmer - Askew School of Public Administration & Policy at Florida State University
2. David H. Folz & P. Edward French - University of Tennessee, Knoxville
4. Robert A. Schneider - University of Tennessee, Knoxville
Does the Form of Government Make a Difference? Service Choices and Funding Priorities
Executive Behavior and Decision Making in Small US Cities
The Importance of the City Manager in Economic Development
Examining the Relationship Between Public Transportation Authority Boards and Executives

Room 217
Panel 17: Rediscovering the Administrative State in Africa
Chair: Kwaku Danso-Boafo - Clark Atlanta University
Discussant: Patrick Ibe - Voorhees College
Panelists:
1. Albert Berkoh, Voorhees College
2. Kwaku Danso-Boafo - Clark Atlanta University
3. Meigan M. Fields, Tuskegee University
Meeting Africa's Healthcare Needs: Should African Public Administration Systems Be Appreciated?
The Crisis in Public Administration Systems in Africa: How Can Governments Be Appreciated?

Room 212
Panel 18: Responding to Various Publics Through Partnership and Community Development
Chair: Tiffany Brown - Clark Atlanta University
Panelists:
1. Jeremy L. Arthur & Christa D. Slaton - Auburn University
2. Tiffany Brown - Clark Atlanta University
3. Karen McCurdy, F. Erik Brooks, Elizabeth Brown, Pidi Zhang, Georgia Southern University
4. Juita-Elena "Wie" Yusuf, Leah Parsons-Simpson, & Sabrina Wadley - University of Kentucky
The University's Outreach Role: Partnering with Citizens & Government to Facilitate Collaborative Governance
Queen Anne's Gate: A Case Study of Mixed Income Housing Development
A Study of the Homeless Population in Bulloch County, GA
Doing More with Less: Understanding the Role of Social Capital in Community Development Using Social Pragmatism

Concurrent Sessions
4:00 - 5:30 PM

Room 210
Panel 19: Public Administration Nirvana: E-Government, Public Demand, and Digital Deliberation
Chair: William E. Solomon - Miami-Dade County
Panelists:
1. Marion Cantrell & Tammy Jackson - Augusta State University
2. Kisha H. Clark - Clark Atlanta University
3. Seung-Yong Rho - Rutgers University
4. William E. Solomon - Miami-Dade County
Punch vs Touch: A Comparative Study of Voting Technology
E-Government, Information Technology, and Governance: How E-Governance Can Be Seen as a Threat to Developing Countries
The Effects of Digital Deliberation on Trust in Government
E-Government Experience in Miami-Dade County

Room 111
Panel 20: Financial Management in a Time of Deficits and Budgetary Shortfalls
Chair: Godwin Okafor - Georgia Southern University
Panelists:
1. Sanghan Choi - Florida Atlantic University
2. Robert J. Eger III - Georgia State University
3. Jeremy L. Hall - University of Kentucky
4. Ronnie L. Korosec - University of Central Florida
The Global Trend of Lottery as Earmarking: A Comparison of America and Other Countries
Examining Financial Stability in Public Authorities
Understanding State Economic Development Policy in the New Economy: A Theoretical Foundation and Empirical Examination of State Innovation in the U.S.
Assessing the Feasibility of Supply Chain Management Within Purchasing and Procurement: Results from US Cities
Monday, October 13 Conference Agenda

Room 218
Panel 21: Examining the Administrative State of International Governments
Chair: Saba Jallow - Georgia Southern University
Panelists:
1. Wendy Xinfang Gao & Mary E. Guy - Askew School of Public Administration & Policy at Florida State University
Gender and Emotional Labor: The Case in China
2. Jose Adrian Garcia-Rojas - Universidad de La Laguna
From Uniformity to Diversity: Twenty-five Years of Local Government in Spain
3. Genevieve Enid Kyarimpa - Florida International University
Rediscovering the Administrative State: The Role of Government in Democratic Decentralization and Development in Uganda

Room 212
Panel 22: A Medley of Measures: The Paradigm of Environmental Policy
Chair: Jean H. Peretz, University of Tennessee, Knoxville
Panelists:
1. George Meals - Georgia State University
System Solutions for System Problems: James Madison and the Dynamics of Atlanta’s Ozone
2. Jean H. Peretz - University of Tennessee, Knoxville
Air Quality Issues in the Great Smoky Mountains National Park: The Role of Our Transportation Choices
3. Denise E. Strong - University of New Orleans
The Role of Public Administrators in the Emergence of Justice in Environmental Disputes

Room 100, The Auditorium
Panel 23: A Pillar of Public Administration: Fiscal Analysis and Performance Measures
Chair: Doug Goodman - Mississippi State University
1. Don Rosenhoover, Richard Hand, and Dan Lynch - Troy State University/FL & Western Region
Introducing Performance Measures to MPA Students
2. Jeffrey Sachse - University of Wisconsin - Milwaukee
Fair or Foul: Reassessing Government’s Role in Promoting Equity in Recent Stadium Deals
3. Doug Goodman - Mississippi State University
Determinants of Perceived Gubernatorial Budgetary Influence Among State Executive Budget Analysts and Legislative Fiscal Analysts

Room 221
Panel 24: Internships Roundtable
Chair: Karen McCurdy - Georgia Southern University
1. Craig Poulenez Donovan - Kean University
Internships—Recruiting the Best and the Brightest
2. Karen McCurdy - Georgia Southern University
Matching Student Interests with Community Needs: Applied Research Internships
3. Keith A. Schildt - University of LaVerne
Internship Standards

Room 217
Chair: Donald Giancoli - City of Lauderdale
Panelists:
1. Chentrell M. Comeaux & Marty Rowland - University of New Orleans
Administering Infrastructure System Performance Measurement
2. Donald Giancoli - City of Lauderdale
Effect of Environmental Variables on Comparative Performance Measures
3. Mary M. Dickens Johnson - Florida Atlantic University
Does the Government Outsource Facilities Management Of Computer Operations and Military Base Operations to Save Money?

SECoPA Business Meeting
Room 100, The Auditorium
5:30 - 6:30 PM

Charlotte 2004 Reception
Room 113
7 PM
Tuesday, October 14 Conference Agenda

Concurrent Sessions
8:00 - 9:30 AM

Room 217
Panel 26: Taking the Unbeaten Path: Organizational Change and New Directions for Non-Profit Organizations
Chair: Shamima Ahmed - Northern Kentucky University
Panelists:
1. Shamima Ahmed - Northern Kentucky University
2. Seek-Eun Kim - University of West Florida
3. Martha K. Rogers - County of Guilford, North Carolina & NC State University
Third Party Government at the Local Level: Exploring Financial and Management Accountability Requirements’ Effects on the Nonprofit Recipient

Room 221
Panel 27: Graduate Student Roundtable Discussion
Chair: F. Erik Brooks - Georgia Southern University
Discussant: Christine Ludowise - Georgia Southern University

Room 212
Panel 28: International Public Administration: The Role of Central Government
Chair: Mike Tikriti - Sultan Qaboos University, Oman
Panelists:
1. Shakeel Admed Ibne Mahmood - International Centre for Health and Population Research, Dhaka, Bangladesh & University of Maine & Belal Admed Ibne Mahmood - North East Medical College, Sylhet, Bangladesh
2. Pradeep K. Saxena - University of Rajasthan, India
3. Mike Tikriti - Sultan Qaboos University, Oman
Rediscovering the Administrative State: State Interventions in the Market Economy in India — A Case Study of the Telecommunication Sector in India

Room 111
Panel 29: Public Administration Challenges in the Global Community
Chair: Draga Stanisevski - Florida Atlantic University
Panelists:
1. Terry Anderson & Judy James - Troy State University
2. Draga Stanisevski - Florida Atlantic University
3. Iliana Mizanova - Florida Atlantic University
Globalization and Public Administration: Implications for Comparative Research
4. Jose G. Vargas-Hernandez - Universidad de Guadalajara
Challenges for Latin American States at the turn of the New Millennium

Room 218
Panel 30: Bridging a Gap in Picket Fence Federalism Through Intergovernmental Relations and Social Policy
Chair: Veronica Womack - Georgia College and State University
Panelists:
1. Terri Johnson & Douglas M. Ihrke - University of Wisconsin-Milwaukee
2. Anne Lockwood Williamson - University of Georgia and University of Florida
3. Veronica Womack - Georgia College and State University
The Southern Black Belt: A Region in Need of Governmental Support

Room 100, The Auditorium
Panel 31: What’s Happening Up North? Innovation & Constraint in Wisconsin Local and Nonprofit Organizations
Chair: Douglas Ihrke - University of Wisconsin-Milwaukee
Panelists:
1. Gerald T. Gabris - Northern Illinois University
2. Terry Gaouette - Milwaukee Public Museum
3. Douglas Ihrke - University of Wisconsin-Milwaukee & Craig Maher - UW-Oshkosh
Management and Financial Challenges in Wisconsin Communities
4. Greg Kuhn - The PAR Group
Evaluating City Manager Effectiveness: A Strategic Leadership Model
Tuesday, October 14 Conference Agenda

Break Out
9:30 - 10:00 AM

Keynote Address
Congressman Max Burns, US House of Representatives
10:15 - 10:45 AM
Room 100, The Auditorium

Concurrent Sessions
11:00 AM - 12:30 PM

Room 100, The Auditorium
Panel 32: The Rational Actor
Chair: Jack Rabin - Penn State University
Discussant: T. Aaron Wachhaus
Panelists:
1. Robert T. Golembiewski - University of Georgia
2. Gedeon Mudacumura, John N. Badovinac & Paul Kovak - Commonwealth of PA Treasurer’s Office
3. Ronald Hy - Texas A & M University
4. W. Earle Klay - Askew School of Public Administration & Policy at Florida State University
How Competing Views of Rationality Have Created a Crisis in Financial Reporting
5. Gerald Miller - Rutgers University
6. Goktug Morcol - Penn State Harrisburg

Panel 33: Innovations in Public Productivity & Financial Management
Chair: Howard A. Frank, Florida International University
Discussant: John P. Topinka, Miami-Dade Housing Authority
Panelists:
1. Jill Strube, Linda Pierre, & Howard Frank - Florida International University
Enhancing Public Productivity in a Public Agency: A Unified Approach
2. Howard Frank & Jayesh D’Souza - Florida International University
Twelve Years into the Performance Measurement Revolution: Where We Need to Go In Implementation Research
3. Gerry Gianakis - Suffolk University and Howard Frank - Florida International University
Implementation of GASB 34: A Baseline Empirical View and Cautionary Note from the Trenches

Room 217
Panel 34: Accountability in Justice Policy and Administration
Chair: George Burruss - Georgia Southern University
Panelists:
1. Victoria Simpson Beck - College of Mount St. Joseph; James Clingermayer - Murray State University; Lawrence F. Travis, III - University of Cincinnati
Sex Offender Notification and the Protective Behavior of Potential Victims: An Analysis of the Administration of the Hamilton County (OH) Program
2. Dr. Gary Johnson - University of North Carolina, Charlotte
Democratic Control and Bureaucratic Responsiveness: The Office of County Sheriffs and Political Patronage

Room 210
Panel 35: Regulatory Procedures, Waste Distribution, Global Warming: Current Issues in Environmental Policymaking
Chair: Stanley M. Caress - State University of West Georgia
Panelists:
1. Stanley M. Caress - State University of West Georgia
The Dynamics of the Regulatory Process: Obstacles to Ethical Environmental Health Policy-Making
2. Telemate A. Jackreece - International College
Population Density and the Distribution of Waste Sites in Mississippi: An Empirical Test of the Environmental Justice Hypothesis
3. Walter Liebrich - Askew School of Public Administration & Policy at Florida State University
How Can the United States Federal Government Promote the Use of Renewable Energy and Help Ease the Imminent Threat of Global Warming?

Room 218
Panel 36: Fluid Administrations: Bureaucracy, Modernity, and Postmodernity in Public Administration
Chair: Patricia M. Patterson - Florida Atlantic University
Discussant: David J. Farmer - Virginia Commonwealth University
Panelists:
1. Robert Cunningham - University of Tennessee, Knoxville
Religion and PA – the Common Ground
2. Susan FitzPatrick - Virginia Commonwealth University
Open-Ended Tangled Hierarchies: Zen Koans and Paradox in Public Administration
3. Louis E. Howe - University of West Georgia
Power, Knowledge, and Virtuous Organizations: Virtuous College and Virtuous War
4. Kathy McGinn & Patricia M. Patterson - Florida Atlantic University
A Long Way Toward What? Gender, Feminism, and the Administrative State
Tuesday, October 14 Conference Agenda

Room 212
Panel 37: The Influence of Bureaucratic Power on Federal, State, and Local Policy
Chair: Robert N. Roberts - James Madison University
Panelists:
1. Lara Gruszczynski - University of Wisconsin, Milwaukee
Wholistens When the President Speaks? The Role of the State of the Union Address in the Policy Process
2. Robert N. Roberts - James Madison University
The Supreme Court and the Administrative State: In Search of a Paradigm
3. Gary VanLandingham - Florida Legislature & Askew School of Public Administration & Policy at Florida State University
Legislative Oversight as a Means of Promoting Political Accountability of the Administrative State

Room 221
Panel 38: Political Dialogue: Impacts on Public Policy and Government Action
Chair: Nasir Ahmed - Grambling State University
Panelists:
1. Nasir Ahmed - Grambling State University
Prognosis of Bush Tax Cut Policies and Their Impacts on Federal Debt and Deficit
2. Jongsoon Jin & Xiaomei Tan - American University
Patterns of Interest Groups' Ratings on Legislators: Budgetary Roll Call Voting
3. Craig Gordon - Georgia State University/Georgia Institute of Technology
Parallel or Perpendicular: Testing the Homogeneity Assumption of Public Opinion

2:00 - 3:30 PM

Room 100, The Auditorium
Panel 39: A Delicate Dichotomy: Policymaking and Implementation of Community Policy
Chair: Deborah A. Carroll - University of Wisconsin, Milwaukee
Panelists:
1. Dana Burr Bradley - The University of North Carolina, Charlotte & Carole L. Jankiewicz - Louisiana State University
Transforming Retired Educators from Public Servants to Community Resources
2. Deborah A. Carroll - University of Wisconsin, Milwaukee
Tax Increment Financing and the Role of Government in the Conflict Between Poverty and Local Economic Development
3. William C. Rivenbark - University of North Carolina at Chapel Hill; Janet M. Kelly - Cleveland State University
Management Innovation in Smaller Municipal Government
4. Jana C. Zmud, Moon-Gi Jeong and Richard Felock - Askew School of Public Administration & Policy at Florida State University
Democracy or Despotism in Neighborhood Governance: Analysis of the Formation and Structure of Neighborhood and Homeowner Associations

Room 218
Panel 40: Reading, Writing, and Resources: Education and Public Administration
Chair: Marcus D. Mauldin - Askew School of Public Administration & Policy at Florida State University
Panelists:
1. Marcus D. Mauldin - Askew School of Public Administration & Policy at Florida State University
Intradistrict Equity of Education Resource Allocation and Performance: A Case Study of the Leon County School District
2. Derrick Newby - University of Arkansas, Little Rock
Education Finance Reform: Educating At-Risk Populations
3. Jamie Privuznak - University of North Carolina, Charlotte
School Vouchers and the Debate on Choice

Room 217
Panel 41: A Shifting Dynamic: Technology and New Elements of Public Administration
Chair: Thomas E. Poulin - Old Dominion University
Panelists:
1. Behrooz Kalantari - Savannah State University
Information Technology and Organizational Change: Creating New Structures of Interdependence
2. Pratik Mhatre - Georgia State University; Sanjay Pendey - Rutgers University; and Eric Welch - University of Illinois at Chicago
Impact of Organizational Capability in Developing Internet-based Solutions on Perceived Website Effectiveness
3. Thomas E. Poulin - Old Dominion University
Organizing Chaos: Creating Virtual Organizations for Emergency Response

Room 111
Panel 42: Standing the Test of Time: The Eminence of Public Administration Theory
Chair: Sunday I. Odezah - University of the Virgin Islands
Panelists:
1. Young Cheou Kang - Rutgers University
The Question of Power Revisited: What is the Usefulness of the Meaning of Power in Public Participation?
2. Melanie Hicks Kopp - Askew School of Public Administration & Policy at Florida State University
The Pendulum Swings: An Analysis of Trends in Scholarly Thought about the Work of Government
3. Melanie Hicks Kopp - Askew School of Public Administration & Policy at Florida State University
Taking Off the Blinders: Expanding the Public Administration Paradigm
4. Sunday I. Odezah - University of the Virgin Islands
The Unfading Legacy of Woodrow Wilson
Tuesday, October 14 Conference Agenda

Room 210
Panel 43: Untangling the Web: Public Administration and Intergovernmental Relations
Chair: Robert C. Ward - Louisiana State University
Panelists:
1. Kathleen A. Frederick - Northern Illinois University
2. Keith A. Schildt - University of La Verne
3. Robert C. Ward - Louisiana State University
The Challenges and Burdens of Unfunded Mandates: Lessons from Illinois
Municipal Cooperation, Trans-Jurisdictional Problems, and Metropolitan Regions: Connecting the Disarticulated State
Changing State Government Agency and Local Government Agency Relationships: A Case Study of Legislative Conflict within South Carolina from the Principle-Agent Perspective

Room 212
Panel 44: Flowing Through Federalism: Water Policy in the States
Chair: Paul A. Harris - Augusta State University
Panelists:
1. Simon A. Andrew - Askew School of Public Administration & Policy at Florida State University
2. William E. Baker - Kennesaw State University & Paul A. Harris - Augusta State University
Water Governance in Florida: Does It Matter?
New Challenges to Devolution: Interstate Compacts and Their Effects on Resource Redistribution — The Alabama-Coosa-Tallapoosa (ACT) River Basin Compact

Break Out
3:30 - 4:00 PM

Concurrent Sessions
4:00 - 5:30 PM

Room 100, The Auditorium
Panel 45: Revamping Public Programs: Privatization, Rationalization, and Implications
Chair: Claire Mostel - Team Metro (Miami-Dade County)
Panelists:
1. Stephen E. Condrey & R. Paul Battaglio - University of Georgia
2. Claire Mostel - Team Metro (Miami-Dade County)
Political and Administrative Implications of Civil Service Reform: Exploring Cases from State and Local Government
Will Private Sector Principles Satisfy the Public?
The Impact of Mergers, Rationalization and Restructuring of the Ontario Hospital System

Room 111
Panel 46: Booms, Deficits, and Down-Turns: Public Budgets and Public Finance
Chair: Gary R. Rassell - University of North Carolina, Charlotte
Panelists:
1. Justin Marlowe - University of Wisconsin, Milwaukee
2. Gary R. Rassell - University of North Carolina, Charlotte
Saving and Spending During the Boom: Municipal Fund Balance Trends in the 1990's
Public Debt: Trends, Changes, and Impacts

Room 217
Panel 47: Learning to Get Along in Public Administration
Chair: Jennifer Willand Dillard - Clemson University
Panelists:
1. Jennifer Willand Dillard - Clemson University
2. Mfanya D. Tryman - Mississippi State University
The Role of Governments in the International Treaty-Making Process
Affirmative Action and Representative Bureaucracy in the New Millennium

Room 219
Panel 48: Current Issues on the New World Order and Their Effects on Third World Development
Chair: Hyacinth Ezeamii - Albany State University
Panelists:
1. Hyacinth Ezeamii - Albany State University
2. Babafemi Elufiede - Albany State University
3. Peter Ngwafu - Albany State University
The Effects of Religion and International Terrorism on Development and Political Stability in Nigeria
Bureaucratic Politics and Presidential Decision Making in American Foreign Policy: The Case of U. S. Policy Toward Iraq During the 2003 Gulf War.
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 (SECoPA), 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
1986 / Jeff Duffey
1987 / Fred Carter
1988 / Tom Vocino
1989 / Don Whitman
1990 / Wynn Teasley
1991 / Gus Turnbull
1992 / Bill Collins
1993 / Anne Kilpatrick
1994 / Bob Whelan
1995 / Bart Hildreth
1996 / Earle Klay
1997 / Janet Patton
1998 / Tom Luth
1999 / Bob Cunningham & Bill Solomon
2000 / Arie Halachmi
2001 / Tom Lynch
2002 / Mary Taylor

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 the 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 Twente. 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 WINNERS
2001-Yun Hwang, President of the Korean Institute of Public Administration
2002 - Marc Holzer, PhD, Professor and Director, Ph.D. Program in Public Administration, Rutgers University-Campus at Newark
2003 - Dr. Panagiotis Karkatsoulis, Policy Advisor at the Ministry of Interior, Public Administration and Decentralization & Professor at the National School of Public Administration, Athens, Greece

THE ROBERT KLINE AWARD

This award is presented for the best Master's student paper.

THE MORRIS W. H. COLLINS, JR. AWARD

This award is presented for the best paper for PhD candidates.
<table>
<thead>
<tr>
<th>NAME</th>
<th>PANEL</th>
<th>TIME</th>
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<tr>
<td>Ahmed, Nasir</td>
<td>Panel 38</td>
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<td>Ahmed, Shamima</td>
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<td>Albrecht, William</td>
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<td>Andrew, Simon A.</td>
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<th>PANEL</th>
<th>TIME</th>
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<td>Panel 38</td>
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<td>Panel 37</td>
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<td>Panel 29</td>
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<td>Panel 39</td>
<td>Panel 39</td>
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<td>Panel 38</td>
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<td>Panel 34</td>
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<td>Panel 25</td>
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<td>Panel 30</td>
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<td>Panel 39</td>
<td>Panel 39</td>
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<td>Panel 41</td>
<td>Panel 41</td>
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<td>Panel 42</td>
<td>Panel 42</td>
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<td>Panel 32</td>
</tr>
</tbody>
</table>

Southeastern Conference for Public Administration 2003 Page 25
**SECopa 2003**

**Presenter Index**

<table>
<thead>
<tr>
<th>NAME</th>
<th>PANEL</th>
<th>TIME</th>
</tr>
</thead>
<tbody>
<tr>
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<td>Panel 15</td>
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<td>T - 8 AM</td>
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<td>Panel 33</td>
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**NAME**

<table>
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<th>PANEL</th>
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<td>T - 4 PM</td>
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<td>M - 10:15 AM</td>
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<td>T - 2 PM</td>
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<td>Panel 39</td>
<td>T - 11 AM</td>
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<td>Panel 37</td>
<td>M - 4 PM</td>
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<td>Panel 26</td>
<td>M - 4 PM</td>
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<td>Panel 23</td>
<td>M - 1:45 PM</td>
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<td>M - 8 AM</td>
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<td>Panel 28</td>
<td>T - 8 AM</td>
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<td>Panel 24</td>
<td>M - 4 PM</td>
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<td>Panel 43</td>
<td>T - 2 PM</td>
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<td>Panel 16</td>
<td>M - 1:45 PM</td>
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<td>Panel 18</td>
<td>M - 8 AM</td>
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<td>Panel 19</td>
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<td>Panel 29</td>
<td>T - 8 AM</td>
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<td>M - 10:15 AM</td>
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<td>Panel 3</td>
<td>M - 8 AM</td>
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<td>T - 11 AM</td>
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<td>M - 1:45 PM</td>
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<td>Panel 22</td>
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<td>Panel 14</td>
<td>T - 11 AM</td>
</tr>
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<td>Strube, Jill</td>
<td>Panel 33</td>
<td>M - 1:45 PM</td>
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<td>Panel 6</td>
<td>M - 10:15 AM</td>
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<td>Panel 7</td>
<td>T - 11 AM</td>
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<td>Tan, Xiaomei</td>
<td>Panel 38</td>
<td>M - 10:15 AM</td>
</tr>
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<td>Panel 28</td>
<td>T - 8 AM</td>
</tr>
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<td>Panel 33</td>
<td>T - 11 AM</td>
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<td>Travis, Lawrence F.</td>
<td>Panel 34</td>
<td>M - 11 AM</td>
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<tr>
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<td>Panel 47</td>
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</tr>
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<td>Panel 37</td>
<td>T - 11 AM</td>
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<td>Panel 29</td>
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SAVE THIS DATE!
SECoPA 2004
CONFERENCE
October 3-5, 2004
Charlotte, North Carolina

Governance in a New Era of Cooperation

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Phin Xaypangna, Conference Chair
Human Resources
City of Charlotte
600 East Fourth Street
Charlotte NC 28202
704.336.5327

Program Information:
Gary Johnson, Program Chair
University of North Carolina, Charlotte
9201 University City Blvd
Charlotte, NC 28223-0001
704.687.4530

THANK YOU FOR ATTENDING! SEE YOU NEXT YEAR IN CHARLOTTE NORTH CAROLINA