

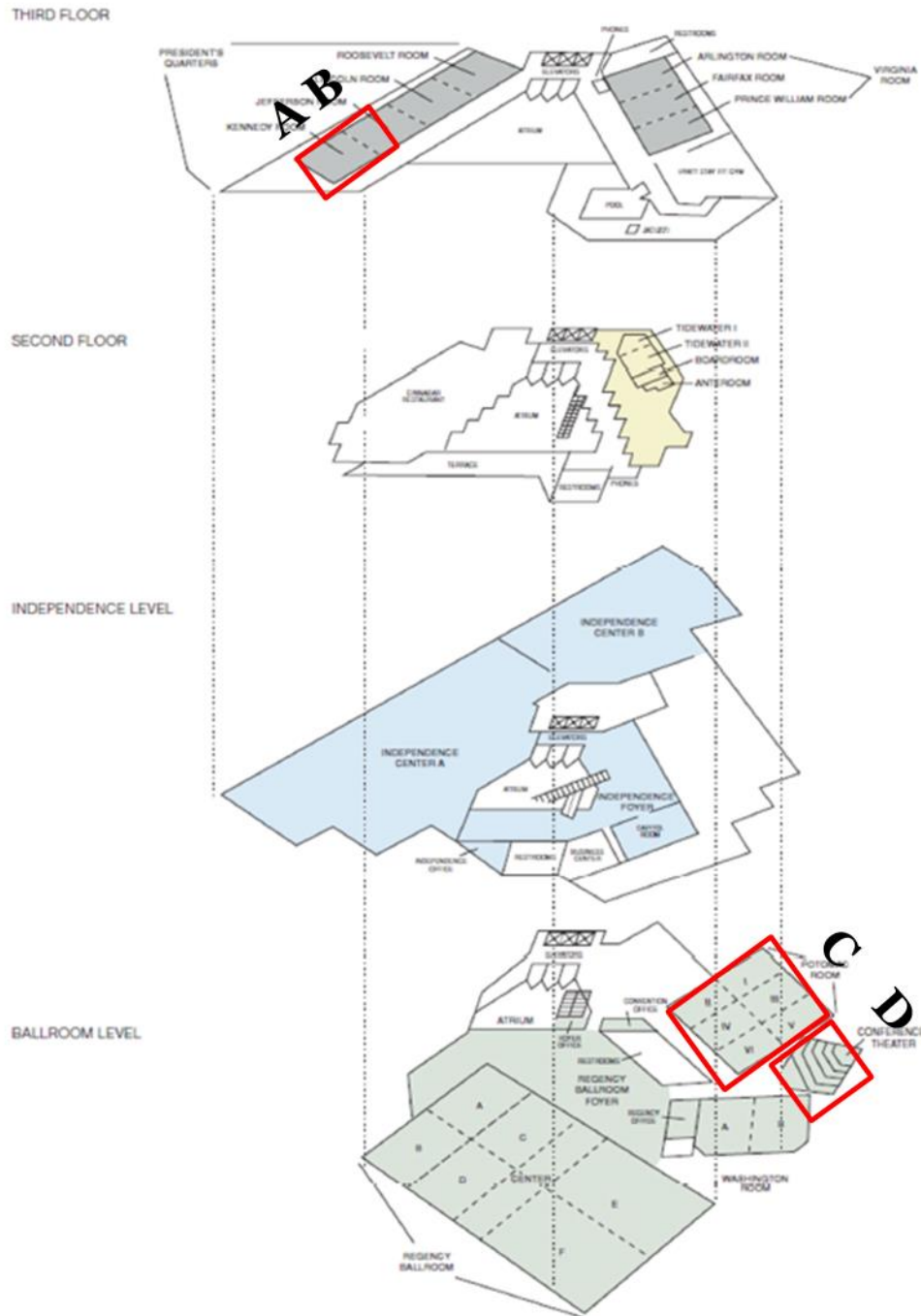


**GRAND CHALLENGES**  
IN PUBLIC ADMINISTRATION

**2019**  
**ACADEMY FALL MEETING**

**NOVEMBER 7-8, 2019**

# DIRECTIONS TO MEETING ROOMS



## **Jefferson (A) and Kennedy (B) Rooms**

Jefferson and Kennedy are on the third floor of the hotel. When you exit the elevators, turn left.

## **Potomac I-VI (C) and the Conference Theatre (D) Rooms**

These rooms are on the ballroom level and can be accessed by elevators or taking the escalators to the very bottom.

# Schedule-At-A-Glance

## **(Pre-Meeting) Wednesday, November 6, 2019**

1600 K St. NW, Suite 400, Washington, DC 20006

12:00 - 4:00 p.m. - Board of Directors Meeting (Open to all Academy Fellows)

2:00 - 4:00 p.m. - New Fellows Orientation

4:00 - 5:00 p.m. - Welcome Reception (Board Members and New Fellows)

## **Thursday, November 7, 2019**

Hyatt Regency Crystal City 2799 Richmond Hwy Arlington, VA 22202

8:00 - 8:30 a.m. - Registration and Continental Breakfast

8:30 - 9:00 a.m. - Welcome and Unveiling of Grand Challenges

9:00 - 9:50 a.m. - Opening Plenary Panel

10:00 - 10:50 a.m. - Concurrent Sessions

11:00 - 11:50 a.m. - Concurrent Sessions

12:00 - 1:50 p.m. - Lunch Presentation, Roback Scholarship and Brownlow Award Presentations

2:00 - 2:50 p.m. - Concurrent Sessions

3:00 - 3:50 p.m. - Concurrent Sessions

4:00 - 4:30 p.m. - Networking Break

4:30 - 6:00 p.m. - Elmer B. Staats Lecture and Induction of New Fellows

6:30 - 7:30 p.m. - Reception for New Fellows

## **Friday, November 8, 2019**

8:30 - 9:00 a.m. - Continental Breakfast

9:00 - 10:00 a.m. - Standing Panel and Interest Group Sessions

10:15 - 11:30 a.m. - Plenary Session - Business Meeting

11:45 a.m. - 12:30 p.m. - James E. Webb Lecture

12:30 - 2:00 p.m. - Lunch Presentation, George Graham Award, and Closing Remarks

Over the course of 2017, the National Academy of Public Administration (the Academy) hosted a series of “Governing Across the Divide” interactive summits across the country that addressed the future of governance. In 2018, we built on this effort by launching the Grand Challenges in Public Administration campaign to identify the biggest challenges that government will face during the 2020s. At our 2019 Fall Meeting we are announcing the results of that campaign and setting our agenda for the future.

We believe that close consideration will reveal that every one of the twelve Grand Challenges represents a critical issue facing our nation today, and that effective and innovative public administration forms the core of every solution set. While the Academy intends to play a coordinating and convening role, we do not envision that these Grand Challenges belong only to the Academy for action. We intend for this set of Grand Challenges to set a decade-long agenda for the entire field of Public Administration, and through that agenda, we hope to integrate the efforts of the academic, practitioner, and partner communities so that we can collectively develop and advance new models of governance that meet these challenges and ultimately increase the public’s trust in government.

The development of the final list of Grand Challenges in Public Administration would not have been possible without the dedicated support of our Steering Committee. I am most grateful to the following individuals who brought their expertise, perspectives, and tireless energy to this effort:

**Dr. Geert Bouckaert\***

Professor, Public Governance Institute

**Dr. Xavier de Souza Briggs\***

Senior Advisor, Ford Foundation

**Mr. Matthew Chase \***

Executive Director, National Association of Counties

**Mr. Tim Clark\***

Editor-At-Large, Government Executive Media Group, Atlantic Media

**Dean Angela Evans\***

LBJ School of Public Affairs, The University of Texas at Austin

**Dean Jack Knott\***

Sol Price School of Public Policy, University of Southern California

**Ms. Laurel McFarland**

Executive Director, Network of Schools of Public Policy, Affairs, and Administration

**Dr. Marcia McNutt**

President, National Academy of Sciences

**Mr. Marc Morial**

President and CEO, National Urban League

**Mr. Marc Ott\***

Executive Director, International City/County Management Association

**Hon. Donna Shalala\***

U.S. Representative

**Mr. William Shields\***

Executive Director, American Society for Public Administration

**Dr. Mariko Silver\***

President and CEO, Luce Foundation

**Dean David Van Slyke\***

The Maxwell School of Citizenship and Public Affairs, Syracuse University

As you consider the Grand Challenges presented here, I hope that you will see compelling concepts to which you personally can contribute, and that you will bring your own thoughts and research, your organizations, and your energy to this agenda. The Academy looks forward to working with all of you to “make government work, and work for all.”

Teresa W. Gerton\*  
President and CEO  
National Academy of Public Administration

\*Fellow

\*\*2019 Fellow-Elect



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## National Academy of Public Administration Fellows



David Ammons



Leisha DeHart-Davis



Carl Stenberg

# 2019 Academy Fall Meeting

## ***Pre-Meeting Wednesday, November 6***

***\*NAPA's Offices – 1600 K St. NW, Suite 400, Washington, DC 20006***

12:00 p.m. – 4:00 p.m.

### **Board of Directors Meeting**

*Board Room*

(Open to all Academy Fellows)

2:00 - 4:00 p.m.

### **New Fellows Orientation**

*Staats Conference Rooms*

All 2019 elected Fellows should plan to attend the New Fellow Orientation where Director of Fellow Engagement, Kaitlyn Blume, will provide an overview of the Academy. Following will be a panel discussion where Fellows will share ways in which they have engaged with the Academy through Standing Panels, Study Panels, Working Groups, and beyond.

**John Kamensky\***, Senior Fellow, IBM Center for The Business of Government

**Don Bathurst\***, Former Executive Director for Emergency Preparedness, Department of Homeland Security

**Leisha DeHart-Davis\***, Professor, School of Government, University of North Carolina-Chapel Hill

**Erik Bergrud\***, Chair, Membership Committee; Associate Vice President for External Relations, Park University

**Kaitlyn Blume**, Director of Fellow Engagement, National Academy of Public Administration

4:00 - 5:00 p.m.

### **Welcome Reception**

*Staats Conference Rooms*

(Board Members and New Fellows)

## ON A MISSION

*to improve the quality of life for people and their communities, here and abroad*

### CONGRATULATIONS FACULTY



**Christine Beckman**, named *Professor of Public Policy, and as the Price Family Chair in Social Innovation*. She is also part of the USC Price Center for Social Innovation.



**Terry L. Cooper**, Professor Emeritus of Public Policy, is the recipient of the 2019 American Society of Public Administration (ASPA) Public Integrity Award for his contributions toward the conduct of ethical behavior in public service over a nearly 50-year career.



**Jorge De la Roca**, named Research Director for the USC Price Lusk Center for Real Estate, and winner of the 2018 August Lösch Prize for his Ph.D. dissertation titled "Migration, Self-Selection, and Learning in Cities."



**Jeffery A. Jenkins**, Provost Professor of Public Policy, Political Science, and Law; Judith & John Bedrosian Chair of Governance and the Public Enterprise; Director, Bedrosian Center; and colleague won the Duncan Black Prize as best paper published by a senior scholar in the journal *Public Choice* for 2018 ("Distributive Politics and Congressional Voting: Public Lands Reform in the Jacksonian Era").



**Juliet Musso**, recipient of the 2019 ASPA Harry Scoville Award for Academic Excellence, and was recently named Vice Dean of Academic Affairs for the USC Price School.



**William Resh**, winner of the APSA 2019 Simon Book Award for "Rethinking the Administrative Presidency: Trust, Intellectual Capital, and Appointee-Careerist Relations in the George W. Bush Administration."



**Adam Rose**, Research Professor, received the Best Article of 2018 Award from the *Journal of Benefit-Cost Analysis* for his co-authored paper, "Welfare Analysis: Bridging the Partial and General Equilibrium Divide for Policy Analysis."



**Roberto Suro**, Professor and Associate Director, USC Sol Price Center for Social Innovation, has been named a recipient of the Berlin Prize, a semester-long fellowship awarded annually to scholars, writers and artists who represent the highest standards of excellence in their fields.

### WELCOME NEW FACULTY



**Wändi Bruine de Bruin**, joining the Price School in January 2020 as *Provost Professor of Public Policy, Psychology, and Behavioral Science*. She will lead the behavioral science initiative at USC Price and the USC Schaeffer Center for Health Policy & Economics.



**Rosalie Liccardo Pacula**, joining the Price School as *Professor of Health Policy and Management*, and the newly named *Elizabeth Garrett Chair in Health Policy, Economics & Law*. She will also be part of the USC Price Schaeffer Center for Health Policy & Economics.



**Rym Kaki**, joining the Price School as Associate Professor of Governance (Teaching) and Vice Chair of the Department of Governance, Management and the Policy Process.

#### DEAN'S PLENARY SESSION

**Then and Now: Origins of the Field of Public Administration and its Current Grand Challenges**

9:00 – 9:50 AM | POTOMAC III-VI

*Sponsored by: USC Sol Price School of Public Policy*

**#3**  
OVERALL

Ranked **#3**  
overall among  
**285 schools**  
of public affairs

**#2**

Ranked **#2** in  
**Urban Policy**

**TOP 5**

Ranked in  
the **TOP 5** in  
**3 Programs**  
and Specialty  
rankings

**TOP 10**

Ranked in  
the **TOP 10** in  
**9 Programs**  
and Specialty  
rankings

— *U.S. News & World Report's* "Best Graduate Schools" (2020)

**Thursday, November 7**  
**\*Hyatt Regency Crystal City 2799 Richmond Hwy Arlington, VA 22202**

8:00 – 8:30 a.m.      **Registration and Continental Breakfast**

*Potomac Foyer - Ballroom Level*

8:30 – 9:00 a.m.      **Welcome and Unveiling of Grand Challenges**

*Potomac III-VI*

**Jeffrey Neal\***, Chair, Academy Board of Directors; Senior Vice President, ICF International

**Teresa Gerton\***, President and CEO, National Academy of Public Administration

9:00 – 9:50 a.m.      **Plenary Session: Then and Now: Origins of the Field of Public Administration and its Current Grand Challenges**

*Potomac III-VI*

*Sponsored by: USC Sol Price School of Public Policy*

**Moderator: Jack Knott\***, Dean and Irwin C. and Ione L. Piper Chair and Professor, USC Sol Price School of Public Policy

**Ramayya Krishnan\*\***, Dean, Heinz College Of Information Systems And Public Policy And William W. And Ruth F. Cooper Professor of Management Science And Information Systems, Carnegie Mellon University

**Chavonda Jacobs-Young\*\***, Administrator of the Agricultural Research Service and Acting Chief Scientist, U.S. Department of Agriculture

**Cedric Sims\*\***, Senior Vice President, Justice, Homeland Security and Transportation, Booz Allen Hamilton



Austin W. Marxe School of Public and International Affairs at Baruch College, City University of New York

**Congratulates**

**Dr. Patria De Lancer Julnes**

Associate Dean of Academic Programs

On being elected to the 2019 Class of National Academy of Public Administration Fellows

**25** BaruchCOLLEGE ANNIVERSARY MARXE SCHOOL OF PUBLIC AND INTERNATIONAL AFFAIRS CUNY

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The mission of the Austin W. Marxe School of Public and International Affairs and its degree programs is to empower the next generation of public and nonprofit leaders, advance knowledge about public life and policy, and engage communities across our city, nation, and world to foster effective, inclusive institutions and societies.



## A. – The Long-Term Fiscal Outlook and Its Implications for the Nation's Future

Potomac I

Hosted by: The Standing Panel on Executive Organization and Management

The US private sector is experiencing its longest-ever economic boom, but this is not mirrored in the public sector, where the federal government and some state and local governments are in increasingly precarious financial positions. This panel will highlight the current fiscal outlook and discuss issues such as:

- Forces driving long-term fiscal trends, including the collapse of both policy consensus and normal federal budget processes
- The landscape of initiatives and stakeholders developing responses to these trends
- Alternative long-term fiscal scenarios and possible responses at all government levels

**Moderator: John Kamensky\***, Senior Fellow, IBM Center for The Business of Government

**Rudolph Penner\***, Institute Fellow, Urban Institute, and former Director, U.S. Congressional Budget Office

**Maya MacGuineas\***, President, Committee for a Responsible Federal Budget

**John Hicks\*\***, Executive Director, National Association of State Budget Officers



## B. – “AI and Government – Myths and Realities – Everything You Wanted to Know but Were Afraid to ask Alexa and Siri”

Potomac II

Hosted by: The Standing Panel on Technology Leadership

Artificial Intelligence has become more than a buzzword and is as popular as it is misunderstood. This session will expand upon the NAPA – published *AI and Public Administration* that focused on Ethics, the Future of Work, and how PA schools are integrating AI into their curriculums. The session will review and report on the Trump Administration's AI Executive Order and preview the latest research findings of no less than 2 yet-to-be-published reports. Finally, this session will serve as a reality check of where AI is today, future predictions, and what is needed for the public management workforce of tomorrow. Member participation regarding sharing viewpoint information, and simply answering questions is highly encouraged.

**Presentation: “As Governments Adopt Artificial Intelligence, There's Little Oversight and Lots of Danger – Time to Regulate?”**

**James Hendler\***, Director, Institute for Data Exploration and Applications, Rensselaer Polytechnic Institute

### Panelists:

**Doug Robinson\***, Executive Director, National Association of State CIOs (NASCIO)

**Daniel Chenok\***, Executive Director, IBM Center for The Business of Government

**Alan Shark\***, Executive Director, Public Technology Institute; Chair, Standing Panel on Technology Leadership



## C. – Ensuring Environmental Sustainability: Stewarding Natural Resources and Addressing Climate Change

Jefferson – 3<sup>rd</sup> Floor

As the nation's industry and population grows, it is critical that the public, nonprofit, and private sectors effectively steward natural resources and protect the environment for ourselves and future generations. America's natural resources—including our public lands—are a rich heritage that have made enormous contributions to our economy, health, environment, and society. And yet, the nation continues to grapple with how to sustainably steward the nation's forests, lakes, rivers, wildlands, mineral deposits, and fossil fuels. As demand rises for rare earth minerals and lumber, communities throughout the United States must reconcile strongly held, but sharply differing, views regarding jobs, habitat protection, private property rights, open space, recreation, and cultural values. Similarly, climate change and pollution are having negative impacts on oceans and their ecosystems.

As issues related to sustainability, proper use, and the intrinsic value of natural places have become more complex, we must move beyond business as usual to develop new solutions to natural resource management, pollution control, and clean energy development and utilization. Public agencies and administrators have a critical role to play in addressing these issues.

**Moderator: Lynn Scarlett\***, Global Chief External Affairs Officer, The Nature Conservancy  
**Kirk Emerson, PhD\***, Professor of Practice in Collaborative Governance, University of Arizona School of Government and Public Policy  
**Scott Cameron\***, Principal Deputy Assistant Secretary, United States Department of the Interior  
**Michael Teague**, Former Oklahoma State Secretary of Energy and Environment



#### **D. – Institutionalizing Social Equity into the Public Policy Decision Process**

*Kennedy – 3<sup>rd</sup> Floor*

*Hosted by: The Standing Panel on Social Equity*

At many levels of government, pending laws, regulations, and policies are evaluated for their potential impact on costs, the environment, and other factors of public interest. Yet, with few exceptions, there is no systematic method for evaluating their impact on key social equity indicators. This session will explore the potential to develop a tool kit to enable legislators, policy makers, and others to explore potential impacts based upon past experience and research.

**Moderator: David Birdsell\***, Dean, Marxe School of Public and International Affairs, Baruch College, City University of New York

**RaJade M. Berry-James\*\***, Associate Professor of Public Administration, School of Public and International Affairs, North Carolina State University

**Erika Poethig\***, Vice President and Chief Innovation Officer, Research to Action Lab, Urban Institute

**Sally Katzen\***, Senior Adviser, Podesta Group; Visiting Professor, School of Law, New York University



#### **E. – Connecting Individuals to Meaningful Work**

*Conference Theatre*

Public agencies and administrators have a central role in preparing our people for the future of work. The national workforce system is a complex network of federal programs implemented through grants to state and local partners. Universities and community colleges, employers, community leaders, state licensing boards, and unions all also have key roles to play. Getting this network to operate effectively so that all able individuals can be connected to meaningful work is fundamental to our national economic prosperity.

**Moderator: Chris Lu\***, Senior Strategy Advisor, FiscalNote

**Marcus Peacock\***, Chief Operating Officer, Business Roundtable

**Portia Wu**, Managing Director, U.S. Public Policy, Microsoft



**Harry S Truman**  
**School of Public Affairs**  
University of Missouri

**The faculty, students and staff  
of the  
Truman School of Public Affairs  
congratulate  
Professor and Director  
Dr. Lael Keiser  
on her election as a  
Fellow of the  
National Academy of  
Public Administration**

**A. – Agile Government Session***Potomac I**In Partnership with:* The IBM Center for The Business of Government

To successfully address the Grand Challenges, public organizations will have to learn to operate differently. This panel will discuss a new management paradigm that some organizations have adapted from agile software development and this promising innovation's application to government. Specifically, the panel will:

- Provide an overview of agile government;
- Discuss examples of agility in organizations and information technology;
- Present a set of principles for agile government; and
- Seek the participants' feedback on the principles and cases and their suggestions for how to build an agile government.

**Moderator: Ed DeSeve\***, Visiting Fellow, IBM Center for The Business of Government

**Dan Chenok\***, Executive Director, IBM Center for The Business of Government

**Joe Mitchell**, Director of Strategic Initiatives and International Programs, National Academy of Public Administration

**Kimberly McCabe\***, Principal, Deloitte Digital

**B. Improving the Development of Public Administrators for Global Work in the 21st Century***Potomac II**Sponsored by:* The Robertson Foundation for Government

Public administration continues to cross national boundaries as major policy issues cannot be solved without international collaboration. Domestic concerns can also be better understood with a global perspective. It's pertinent to foster global innovation and diffusion of best practices and align our teaching, research, and best practice sharing to the changing reality of globalization. Join this session to learn more about how we can develop public administrators to be ready for global work and where there is still work to be done.

**Moderator: Chris Mihm\***, Managing Director, Strategic Issues, U.S. Government Accountability Office

**Marcelo Giugale\***, Director, Financial Advisory & Banking, Treasury, The World Bank

**Dustin Brown\***, Deputy Associate Director, Office of Personnel Management, Office of Management and Budget

**Geert Bouckaert\***, Professor and Director, Public Management Institute, Faculty of Social Sciences, Katholieke Universiteit Leuven, Belgium

**C. – A Celebration and a Call to Action: What the Women's Suffrage Movement and Contemporaneous Social Movements Mean for Public Engagement Today***Kennedy – 3<sup>rd</sup> Floor*

Next year marks the 100th anniversary of the passage of the 19th Amendment to the U.S. Constitution, guaranteeing and protecting women's constitutional right to vote. Join us as we reflect on the history of women's suffrage – one of the most powerful social movements in the history of the U.S. From the latter years of the 19<sup>th</sup> century until today, we have seen many other successful social movements including the women's peace movement that began in the late 1800s. After discussing these two movements and the synergy between them, the panel will reflect on the power of social movements to foster public engagement.

**Moderator: Marilyn Rubin\***, Distinguished Research Fellow, Rutgers University- Newark School of Public Affairs and Administration

**Nancy Tate\***, Co-chair, 2020 Women's Vote Centennial Initiative

**Patricia Shields\*\***, Professor, Department of Political Science, Texas State University

## D. – Toward a State and Local Agenda for the Academy

Jefferson – 3<sup>rd</sup> Floor

This session will explore opportunities and strategies to expand and enrich the Academy's focus and presence directed to state and local government governance, management and administration. An initiative to begin such an effort over the past twelve months will be described and options for going forward will be presented. (Further discussion/decisions will be the focus of a special session on Friday, November 8.)

**Don Borut\***, Former Executive Director, National League of Cities

**Hal Wolman\***, Professor Emeritus of Political Science, Department of Political Science, George Washington University

**Bill Barnes\***, National League of Cities, retired



## E. – Ensuring Privacy in an Open and Insecure Public Sphere: Challenges for Public Administration

Conference Theatre

Public administration has always been concerned with individual and corporate privacy. But digitalization including open government, open data and increasing data integration raise fundamental privacy challenges. Moreover, through widespread e-commerce, ubiquitous location reporting, and pervasive social media interactions, the public transmits their sensitive financial, health, and other personal information through online platforms and systems that vary dramatically in their safety and security. Americans need assurance that all sectors will keep their personal data private and safeguard them from abuse. While individuals and organizations require stronger skills and tools to protect their data, the broader information infrastructure in both public and private sectors is itself insecure against malicious state and nonstate actors. For example, local governments may be particularly vulnerable. During the summer of 2019 alone, several local governments—including Baltimore, MD; Albany, NY; Laredo, TX; and 22 small Texas towns—had their operations disrupted by ransomware attacks. Privacy is not dead, as some futurists have predicted. But ensuring it through legislation, regulation, improved cybersecurity and other means poses critical challenges for public administration.

**Moderator: Jane Fountain\***, Distinguished Professor of Political Science and Public Policy, University of Massachusetts-Amherst

**Nick Hart\*\***, Chief Executive Officer, Data Coalition

**Costis Toregas\***, Associate Director, Cyber Security Policy and Research Institute, George Washington University

**Kirsten Moncada**, Chief, Privacy Branch, Office of Information and Regulatory Affairs, Office of Management and Budget

## Congratulations Peter Levine 2019 Class of Academy Fellows



Peter Levine is a Senior Fellow in IDA's Strategy, Forces and Resources Division

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## Please help us congratulate Maxwell's 2019 NAPA Academy Fellows



### James E. Baker

Director of Syracuse University's Institute for National Security and Counterterrorism. A highly regarded national security lawyer and policy advisor, Baker is the author of *In the Common Defense: National Security Law for Perilous Times and Regulating Covert Action* (w/W. Michael Reisman).



### Leonard Burman

Paul Volcker Chair in Behavioral Economics. Burman, a fellow at the Urban Institute, specializes in federal tax policy, budget policy, and the changing role of taxation in social policy. He is the author of *Taxes in America: What Everyone Needs to Know*

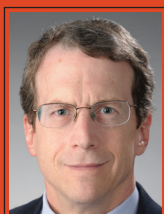
(w/Joel Slemrod) and *The Labyrinth of Capital Gains Tax Policy: A Guide for the Perplexed*.



### Leonard Lopoo

Maxwell Advisory Board Professor of Public Policy and director of Maxwell's Center for Policy Research and Maxwell X Lab. Lopoo's research interests involve the family: fertility, marriage, maternal employment, and the social welfare policies

designed to assist the low-income population.



### Peter Wilcoxon

Ajello Professor in Energy and Environmental Policy and director of Maxwell's Center for Environmental Policy and Administration. Wilcoxon researches economic effects of environmental and energy policies. He is the co-author of *Double Dividend: Environmental Taxes and Fiscal Reform in the United States and Climate Change Policy after Kyoto: Blueprint for a Realistic Approach*.



**#1** U.S. News &  
World Report  
**Graduate School  
of Public Affairs**



NAPA lunchtime presentation...

### "Veterans, Politics, and Civic Engagement"

IVMF and the Maxwell School — with the financial support of JP Morgan Chase & Co. — are collaborating on a new training program for veterans considering careers in politics. Learn more:

**Thurs., Nov. 7 | Noon  
Washington Room  
Nicholas Armstrong,**

Senior Director,  
Research and  
Policy, IVMF



**Syracuse University's Institute for Veterans and Military Families** is the first national institute in higher education singularly focused on advancing the lives of the nation's military, veterans, and their families. IVMF delivers national programs in career and entrepreneurship education and training, while also conducting research, policy analysis, and program evaluations. It supports veterans and their families once they transition back into civilian life and navigate the maze of social services in their communities, enhancing access to this care by working side-by-side with local providers.

# Maxwell

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## Syracuse University

12:00 – 1:45 p.m.

## **Lunch Presentation by Syracuse University**

Washington Room

Sponsored by: The Maxwell School of Citizenship and Public Affairs, Syracuse University

IVMF and the Maxwell School – with the financial support of JP Morgan Chase & Co. – are collaborating on a new training program for veterans considering careers in politics. This lunch presentation will provide more details about the institute's initiatives.

**Speaker: Dr. Nicholas Armstrong**, Senior Director, Research and Evaluation, Institute for Veterans and Military Families (IVMF)

### **The 2019 Herbert Roback Scholarship Award**

**Diane M. Disney\***, Chair, Herbert Roback Scholarship Award Committee

### **The 2019 Louis Brownlow Book Award**

**Katherine Willoughby\***, Chair, Louis Brownlow Book Award Committee



The Truman School is pleased  
to announce its  
**Master of Public Affairs**  
program has been  
reaccredited through  
**August 31, 2025**



### **The MU Truman School of Public Affairs and Department of Political Science welcome**



#### **Dr. Aram Hur**

Dr. Hur's research focuses on nationalism and democratic survival in East Asia and the Korean peninsula, with a specific focus on issues of citizenship, migration, and political inclusion. Her work is published or forthcoming in various academic journals such as the *British Journal of Political Science*, *Comparative Politics*, and *Journal of East Asian Studies*, and cited in media outlets such as the *Washington Post* and *New York Times*.

She holds a Ph.D. from Princeton University, M.P.P. from the Harvard Kennedy School, and B.A. from Stanford University.

### **A. –Managing to the Future – Strategic planning, foresight, and anticipating the future needs of government and its citizens.**

*Potomac I*

Hear from a panel of the Academy's professional study staff to discuss lessons learned, evolving capabilities, and client engagement. Discussion will highlight project work with Defense Nuclear Facilities Security Board, US Bureau of Prisons, and the Architect of the Capitol.

**Moderator: Brenna Isman**, Director of Academy Studies, National Academy of Public Administration

Panelists: Academy Staff



### **B. – Protecting and Advancing Democracy: Ensuring Electoral Integrity and Enhancing Voter Participation**

*Potomac II*

Voting at the federal, state, and local levels is fundamental to American democracy, and citizens must have confidence in electoral systems, processes, and results. Electoral integrity and voter participation are enhanced by (1) ensuring that everyone with a legal right to vote is able to do so; (2) protecting such critical election infrastructure as storage facilities, polling places, and centralized vote tabulation locations; and (3) safeguarding such information and communications technology as voter registration databases, voting machines, and other electoral management systems.

**Moderator: Mark Funkhouser\***, Former Publisher, Governing

**Alysoun McLaughlin**, Deputy Election Director, Montgomery County Board of Elections

**Hans A. von Spakovsky**, Manager, Election Law Reform Initiative, The Heritage Foundation and Senior Legal Fellow, Meese Center for Legal and Judicial Studies

**Edgardo Cortés**, Election Security Advisor, Brennan Center for Justice



### **C. – Ensuring Environmental Sustainability: Create Modern Water Systems for Safe and Sustainable Use**

*Jefferson – 3<sup>rd</sup> Floor*

From a governance standpoint, many states have a multiplicity of small water districts overseen by boards with limited subject matter expertise and oversight gaps. Legal and cultural clashes over water rights have become widespread. Diminished water quality is a critical issue of social equity and environmental justice, as we have seen in places like Flint, MI and Newark, NJ. In some disadvantaged communities, residents are forced to pay for bottled water to avoid unsafe drinking water, and many residents in low income communities must make choices between basic necessities in order to pay for basic water services. Similarly, issues of persistent flooding from stormwater and rising rivers often have disproportionate effects on historically marginalized communities such as Freeport, Illinois.

Public agencies and administrators have a key role to play in creating safe and sustainable regional water systems.

**Moderator: Barry Rabe\***, J. Ira and Nicki Harris Family Professor of Public Policy at the Gerald R. Ford School of Public Policy at the University of Michigan

**Bob Perciasepe\***, President, Center for Climate and Energy Solutions

**Manuel Teodoro**, Associate Professor, Department of Political Science, Texas A&M University

**Mamie Parker\***, Former Assistant Director, U.S. Fish and Wildlife Service



## **D. – Building Resilient Communities** *Kennedy – 3<sup>rd</sup> Floor*

Communities across the country are on the front lines of numerous challenges, including but certainly not limited to: extreme weather conditions and natural disasters, economic dislocations, health epidemics, and unaffordable housing. To deal with such challenges, America needs to build resilient communities with the capacity to respond to, withstand, and recover from adverse situations. Resilient communities are able to address natural hazard preparedness, mitigation, and response, but as the term is used here, resilient refers to the whole panoply of potential and actual stresses facing communities, including civil unrest. Public agencies and administrators have an important role to play in building resilient communities. To serve a community holistically it is critical for these agencies to coordinate with other key actors including the nonprofit sector.

**Moderator: Norton Bonaparte\***, City Manager, City of Sanford, Florida  
**Scott Hancock\***, Executive Director, Maryland Municipal League  
**John Paczkowski\***, Senior Managing Director, Witt O'Brien's  
**Beth Gazley\*\***, Professor, Paul H. O'Neill School of Public and Environmental Affairs  
 Associate Vice Provost for Faculty and Academic Affairs, Indiana University - Bloomington



## **E. – Restoring the Partnership and Mutual Accountability** *Conference Theatre*

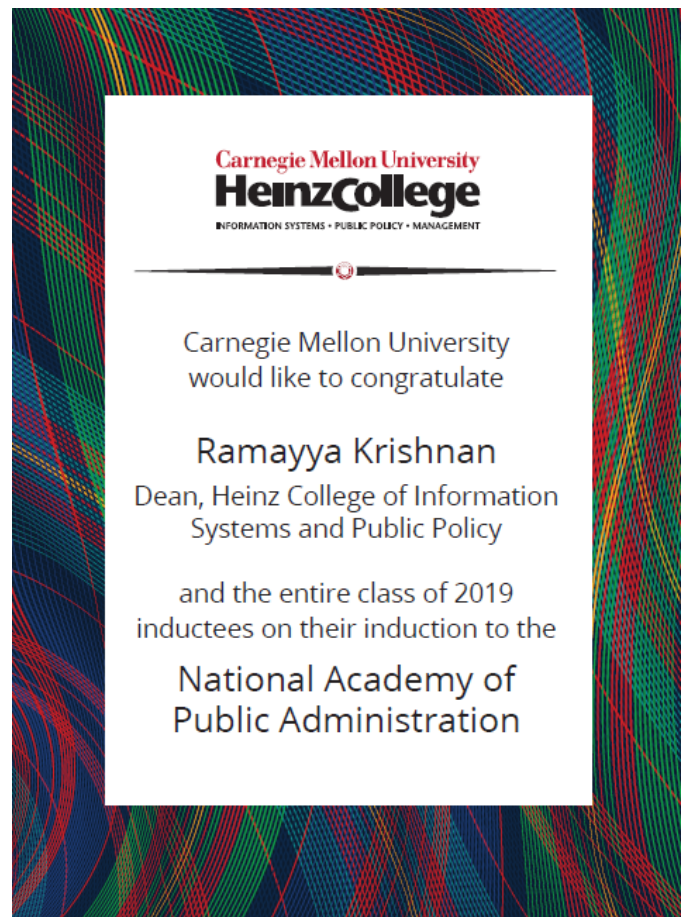
*Hosted by:* The Standing Panel on Intergovernmental Systems

*Sponsored by:* Individual Contribution by Jane and Mark Pisano, Academy Fellows Class of 1991 and 1997

Federal, state, local, and international governmental bodies in the U.S. and abroad, as well as the private sector, face questions about whether, and how, to take on today's problems. Most of these problems are complicated by the reality that they require action not just by one level of government but by federal, state, and local governments working successfully together, and often with the private sector, as well.

Recognizing this, the House Oversight and Government Reform Committee recently convened a hearing on a bipartisan piece of legislation, informally dubbed "Restoring the Partnership Act." The 2019 version of the legislation calls for creation of a National Commission on Intergovernmental Relations. It also introduces the very important and exciting concept of "mutual accountability." This panel will discuss not just the opportunities that would arise from passage of the proposed legislation but also explore the work NAPA is doing, can do, and should do, independent of but likely to complement the legislation if it passes, to improve intergovernmental, and intersectoral, mechanisms to speed progress on public policy objectives with mutual accountability.

**Moderator: Mark Pisano\***, Professor of Practice of Public Administration, University of Southern California  
**Congressman Gerry Connolly**  
**Martin O'Malley\*\***, Former Governor of Maryland  
**Kathy Stack\***, Former senior OMB career official, foundation executive, and, currently, human services people-focused management change leader  
**Shelley Metzenbaum\***, Former federal, state, and local official and government management change leader





### **A. – A Multilateral Approach for Optimizing Africa’s Access to Strategic Human Talent: Africa’s Youth Bulge: A Threat, Opportunity or Something to be Ignored**

*Potomac I*

*Sponsored by:* Individual Contribution by Gen. Arnold Fields, Academy Fellow Class of 2011

#### **Panelists:**

**Africa Working Group (AWG) Chair Sy Murray\*, Visiting Professor, Jackson State University**

Professor Murray will open the session and speak to the AWG’s connection with the Grand Challenge: Protecting & Advancing Democracy – Utilizing Global Partnership to advance National Interests. The global link will be Sub Saharan Africa, particularly the country of South Africa. Our working theme will be “A Multilateral Approach for Optimizing Africa’s Access to Strategic Human Talent.” Murray will relate the AWG connection to The Mandela Washington Fellowship for Young African Leaders that is sponsored by the U.S. Department of State.

**Professor Harvey L. White\*, PhD, Professor and Associate Director of Joseph Biden, Jr School of Public Policy and Administration, University of Delaware**

Professor White, originator of our theme, will speak to the challenge of youth development using the adage “Africa’s Youth Bulge: A Threat, An Opportunity or Something to be Ignored?”

Dr. White is founder of the Consortium for International Management Policy and Development.

**Mr. Anthony J. Snipes\*\*, City Manager, Missouri City, TX and President and Board Chair of National Forum for Black Public Administrators**

City Manager Anthony Snipes will speak to the challenge of good local governance. He’ll introduce the NFBPA’s partnership with the South Africa Local Government Association (SALGA) to develop strategies to promote the sharing of best practices between municipal governments, universities, and civil society organizations (NGOs).

**Dean Laura Bloomberg\*\*, PhD, Humphrey School of Public Affairs, University of Minnesota**

Dean Bloomberg will speak to the challenge of universities seeking to link policy making values with competent practice values through the media of conferences. She will describe such a conference the Humphrey School is proposing to occur in South Africa in 2021.

### **B. – The Administrative State and the Supreme Court: Back to the Future? (Gundy v. United States and Kisor v. Wilkie)**

*Potomac II*

*Sponsored by:* Individual Contribution by Chester A. Newland, Academy Fellow Class of 1975

This session focuses chiefly on two June 2019 Supreme Court decisions and opinions that concern constitutionality of congressional delegation of Administrative State authority to agencies. Two NAPA Fellows who are topmost experts in this field of law are principal discussants: Professors Paul Verkuil and Neil Kerwin. Paul Verkuil served as Chair of the Administrative Conference of the United States (appointed by President Obama), and he is now a distinguished professor at the Cordozo Law School in NYC. Cornelius (Neil) Kerwin is immediate Past President of American University and author of an Administrative Law textbook now in an influential 5th edition. Facilitator of this session is Chet Newland.

**Moderator: Chester A. (Chet) Newland\***, Emeritus Distinguished Professor of Public Administration, University of Southern California

**Paul R. Verkuil\***, Past Chair, Administrative Conference of the U.S.

**Cornelius Kerwin\***, Former President, American University

## **C. – Partnerships Across Government – Building on relationships across sectors and throughout all levels of government.**

*Jefferson – 3<sup>rd</sup> Floor*

Hear from a panel of the Academy's professional study staff to discuss lessons learned, new capabilities, and client engagement. This conversation will include perspectives of project work with the National Coalition of STD Directors, Montgomery County (MD) Council, and the International Life Sciences Institute – North America.

**Moderator: Brenna Isman**, Director of Academy Studies, National Academy of Public Administration

Panelists: Academy Staff



## **D. - The Role of Impact Investing in Advancing Social Equity**

*Kennedy – 3<sup>rd</sup> Floor*

Impact investors put an emphasis on social as well as financial return. As more money is directed towards these goals, there is an opportunity to build new alliances and to capitalize on market forces to drive social equity. During this session, we will hear from leaders in the impact investing field and how they are addressing these new demands from funders, investors, and philanthropy.

**Moderator: Gary Glickman\***, Managing Director, G2 Consulting and former Managing Director, Health & Public Service Innovation, Accenture

**Roger Low**, Policy Director, America Forward

**Keith R. Mestrich**, President and Chief Executive Officer, Amalgamated Bank

**Melissa Bradley**, Managing Director, Sidecar Social Finance



## **E. – The Future of Work**

*Conference Theatre*

*Hosted by: The Standing Panel on The Public Service*

*Sponsored by: Management Concepts*

The Future of Work is one of the hottest business topics of our day. Companies are automating tedious tasks, augmenting workers with artificial-intelligence technologies, reskilling and upskilling their workforces, focusing on employee wellness, and hungrily recruiting talent.

Government will have to catch up. The reality is that government agencies are increasingly called upon to address society's most complex challenges using workforce approaches rooted in the distant past.

The good news: Change is possible -- and beginning to happen. In this provocative panel, William D. Eggers, the Executive Director of Deloitte's Center for Government Insights, will moderate a session comprised of senior government officials in the vanguard of moving their organizations into the future of government work. The panel will explore some of the ways the nature of government work, the public workforce itself and the workplace it occupies will all need to evolve and provide a roadmap for how to get there.

**Opening Remarks: Stephen Maier**, President, Management Concepts

**Moderator: Bill Eggers\***, Executive Director, Deloitte's Center for Government Insights

**Alana Cober**, Human Capital Branch Chief, National Aeronautics and Space Administration

**Angela Bailey\*\***, Chief Human Resources Officer, Department of Homeland Security

**Holly Cockrell**, Human Resources Manager, Virginia Department of Transportation

4:00 – 4:30 p.m.

**Networking Break**

*Potomac Foyer - Ballroom Level*

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12th in Public Management and Leadership | 23rd in Public Finance and Budgeting  
17th in Urban Policy | 18th in Nonprofit Management

4:30 – 6:00 p.m.

### **Elmer B. Staats Lecture**

*Potomac III – VI*

This plenary discussion will dive into perspectives on social equity, how it surfaces in the field of public administration, and how it intersects with delivery of services to citizens.

**Valerie Lemmie\***, Director of Exploratory Research, Kettering Foundation

**Sarah Wartell\***, President & Trustee, Urban Institute

**Courtney Phillips\***, Executive Commissioner, Texas Health and Human Services

**Darin Atteberry\***, City Manager, City of Fort Collins, Colorado

### **Induction Ceremony for New Fellows**

**Nani Coloretti\***, Co-Chair, Fellows Nominating Committee

**Barbara Romzek\***, Co-Chair, Fellows Nominating Committee

6:30 – 7:30 p.m.

### **Reception Honoring Newly Elected Fellows**

*Chesapeake View – R Level - Top Floor*



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**NC STATE UNIVERSITY**

**SPIA**

The School of Public and International Affairs and The Department of Public Administration at NC State University congratulates Prof. Rajade Berry-James on her election as a Fellow of the National Academy of Public Administration.  
Way to go, Jade!

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## Friday, November 8

8:30 – 9:00 a.m. **Continental Breakfast**  
*Potomac Foyer - Ballroom Level*

9:00 – 10:00 a.m. **Standing Panel Breakout Sessions and Special Interest Groups**

### **A. Standing Panel on the Public Service**

*Potomac I*

### **B. Standing Panel on Executive Organization and Management Business Meeting**

*Potomac II*

### **C. Toward a State and Local Agenda for the Academy**

*Kennedy – 3<sup>rd</sup> Floor*

### **D. Standing Panel on Intergovernmental Systems**

*Jefferson- 3<sup>rd</sup> Floor*

### **E. Standing Panel on Social Equity**

*Potomac III-VI*

### **F. NASPAA Site Accreditation Training**

*Conference Theatre*

10:15 – 11:30 a.m. **Plenary Session –  
Business Meeting**  
*Potomac III - VI*

### **Academy Business Meeting**

**Jeffrey Neal\***, Chair, Academy Board of Directors; Senior Vice President, ICF International

**Teresa Gerton\***, President and CEO, National Academy of Public Administration

### **Treasurer's Report**

**Jonathan Fiechter\***, Treasurer, Academy Board of Directors, External Commissioner, BVI Financial Services Commission

**Randy Lyon\***, Chief Financial Officer and Director of Development, National Academy of Public Administration

### **Tributes to Deceased Fellows**

**Jeffrey Neal\***, Chair, Academy Board of Directors; Senior Vice President, ICF International

### **Introduction of New Officers**

**Jeffrey Neal\***, Chair, Academy Board of Directors; Senior Vice President, ICF International



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11:45 a.m. – 12:30 p.m.  
*Potomac III - VI*

**James E. Webb Lecture**

This plenary will discuss the Academy's Grand Challenge initiative within the context of Amazon Business including what business needs from the public administration community.

**Anne Rung\***, Director, Government Sector, Amazon Business

12:30 – 2:00 p.m.  
*Washington Room*

**Lunch and Presentation by McKinsey**

**The Future of Work in America: Unlocking Human Potential**

Over the next decade, technology and automation will continue to drive changes in the American economy and workforce. Some occupations will shrink, others will grow, and the tasks, time allocation, and required skills associated with almost every job will change.


That said, these changes – and their impact -- vary significantly across types of jobs, people and places. This raises questions about how best for communities, corporations, and governments to respond.

**Bryan Hancock**, Partner at McKinsey & Company, will share the Firm's cutting-edge forecast on the future of work and provide a fact-base to support the work of NAPA in this Grand Challenge of Public Administration.

**George Graham Award for Exceptional Service to the Academy**

**Sylvester Murray\***, Chair, The George Graham Award Committee; Distinguished Visiting Professor, Jackson State University, Mississippi

**Closing Remarks Incoming Chair**, Academy Board of Directors

A portrait of Blue Wooldridge, D.P.A., a man with grey hair and glasses, wearing a dark suit, a light blue checkered shirt, and a red tie with a white floral pattern. He is speaking into a microphone. The background is a blurred blue and white pattern.

**Blue Wooldridge, D.P.A.**  
**NAPA Fellow**  
**Professor Emeritus**

## **2019 George Graham Award Recipient**

The Wilder School extends a hearty congratulations to Professor Emeritus Blue Wooldridge, D.P.A., the recipient of the 2019 George Graham Award, a distinction presented to Fellows who have made “a sustained and extraordinary contribution toward the Academy becoming a stronger and more respected organization.”

**Ranked 39<sup>th</sup> nationwide, the Wilder School at Virginia Commonwealth University is home to:**

- **EIGHT** academic programs and **FIVE** centers that offer research, consulting or training;
- **THREE** NAPA Fellows; and
- Faculty recipients of **NINE** national awards and distinctions in 2019.



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# Elmer B. Staats Lecture

The Lecture Program honors Elmer B. Staats, whose exemplary contribution in government serves as a standard. Mr. Staats' long and distinguished career was capped by his service as Comptroller General of the United States.



**Darin Atteberry\***, City Manager for the City of Fort Collins, Colorado. Darin has led the City government through a time of transformational change, moving the organization from a "trust us" model to one that uses a data-driven, performance-based approach. Darin is an advocate for community collaboration and has built strong relationships with both public and private sector partners.



**Dr. Courtney N. Phillips\***, Executive Commissioner, Health and Human Services, State of Texas. Texas Health and Human Services (HHS) is the largest state agency committed to improving the health, safety and well-being of Texans. HHS is comprised of 38,000 teammates and an \$80 billion budget for the 2018-2019 biennium. Appointed by Texas Gov. Greg Abbott on Oct. 19, 2018, Dr. Phillips became the first woman to serve as HHS Executive Commissioner.



**Sarah Rosen Wartell\***, President of the Urban Institute. Urban is an economic and social science research and policy organization whose 450+ researchers, experts, and other staff share a belief in the power of evidence to improve lives and strengthen communities. During her tenure, Urban has articulated its strategy to "elevate the debate" by: bringing more of its insights from research to federal, state, and local government and practice; becoming a leader in research communications and data visualization; and undertaking an ambitious program of business systems and technology modernization.



**Valerie Lemmie\***, Director of Exploratory Research, Charles F. Kettering Foundation. Lemmie joined the Kettering Foundation after a distinguished career in public service. Over the course of her professional career, she served as city manager for the cities of Petersburg, Virginia, Dayton and Cincinnati, Ohio; commissioner on the Public Utility Commission of Ohio; and district director and acting chief of staff for Congressman Turner (Ohio's 10th District). Lemmie has also served as adjunct professor at Howard University and the University of Dayton and as a fellow at the Center for Municipal Management at George Washington University.

## James E. Webb Lecture

The Webb Lecture Program honors James E. Webb. Mr. Webb's career, capped by his exemplary contributions as Director of the Bureau of the Budget and Administrator of the National Aeronautics and Space Administration, serves as a standard for those who want to improve and strengthen the capacities and performance of government. The Lecture Program is sponsored by the Academy's Fund for Excellence in Public Administration, through a generous grant from the Kerr Foundation. The annual lecture is presented by a distinguished American.



**Anne Rung\*** serves as Director of Government Sector for Amazon Business. In this role, she is helping to expand Amazon Business to state, local, and federal governments as well as non-profits.

From 2014 through 2016, Anne served as U.S. Chief Acquisition Officer (CAO) under President Obama. As U.S. CAO, she was responsible for implementing acquisition policies covering \$450B in annual federal contract spending.

Anne also served as Chief Acquisition Officer at the U.S. General Services Administration and Senior Advisor at the U.S. Department of Commerce, overseeing acquisition reform.

Prior to joining the Obama Administration, Anne was Deputy Secretary of Procurement for the State of Pennsylvania. She has also worked for former Vice President Biden when he served as Chairman of the Senate

Judiciary Committee.

Anne was raised in Pennsylvania and earned a BA from Pennsylvania State University and an MSc from London School of Economics.

# THE 2019 HERBERT ROBACK SCHOLARSHIP AWARD

## Joaquin Taussig, Georgetown University



Joaquin Taussig is a Fulbright Scholar, Master in Public Policy student and Research Assistant at Georgetown University. He studied Economics at the Catholic University of Argentina and worked six years in the public sector, mainly in programs aimed at the lowest income populations.

He started working as a consultant at the National Congress and then at the Ministry of Education of Buenos Aires on the implementation of educational programs for people living in poverty. After that, he worked as Executive Director of a local political party in one of the most unequal municipalities of the country.

In 2016, he took a position at the National Ministry of Social Development as Assistant to the Deputy Minister and worked in the design and implementation of a new national conditional cash transfer aimed at aiding people in situations of extreme poverty.

Currently, he is working at the Massive Data Institute promoting the use, linkage, and analysis of administrative data to improve public policies.

# THE 2019 LOUIS BROWNLOW BOOK AWARD

## **Administrative Burden: Policymaking by Other Means**

Pamela Herd and Donald P. Moynihan



**Pamela Herd** is a Professor at Georgetown's McCourt School of Public Policy. Her research focuses on inequality and how it intersects with health, aging, and policy. She is also an expert in survey research and biodemographic methods. She is currently the Chair of the Board of Overseers for the General Social Survey, a member of the Board of Overseers for the Panel Study of Income Dynamics, a board member for the Population Association of American, and a standing member of a National Institutes for Health review panel for the Social and Population Sciences. She has received grant awards for her work from the National Institutes for Health, National Institutes on Aging, the Russell Sage Foundation, the Ford Foundation, and AARP.

Herd is a 2002-04 grant recipient of the Robert Wood Johnson Foundation Scholars in Health Policy Research Program. In 2002 she received the Syracuse University Outstanding Dissertation Prize for *Crediting Care, Citizenship or Marriage: Gender, Race, Class and Social Security Reform*. Other awards include a National Academy of Social Insurance Dissertation award, a Center for Retirement Research/Social Security Administration Fellowship in 2001, the National Academy of Social Insurance Internship in 2000 and the AARP/Andrus Foundation Scholarship in 1999. She is a member of the National Academy of Social Insurance. She has a Ph.D. in sociology from Syracuse University.



**Donald Moynihan\*** is the inaugural McCourt Chair at the McCourt School of Public Policy. His research examines how to improve how government works. He examines the behavioral effects of efforts to improve public sector outcomes through government reform, as well as the administrative burdens people encounter in their interactions with government.

Prior to joining Georgetown University, Professor Moynihan previously served as the Director of the La Follette School of Public Affairs at the University of Wisconsin-Madison, and is also a Visiting Professor at the University of Oxford and Aarhus University. He is past president of the Public Management Research Association, and a member of the National Academy of Public Administration.

In 2014, Moynihan was awarded the Kershaw Award, which is provided every two years by Mathematica and the Association of Public Policy and Management to one scholar under the age of 40 for outstanding contributions to the study of public policy and management. Journal articles Moynihan has authored have won awards from the Public and Nonprofit Division of the Academy of Management (2002, 2017), the American Review of Public Administration (2003), Public Administration Review (2007), and Public Administration (2013). Public Administration Review also selected two of his articles on leadership and motivation among the 75 most influential papers in its 75-year history. On three occasions, Moynihan has won the American Society for Public Administration Wholey Award for outstanding scholarship on performance in public and nonprofit organizations (2009, 2011, and 2013). His book on performance management won awards from the American Political Science Association and the Academy of Management. In 2011 he won the National Academy of Public Administration/Wilder School award for scholarship in social equity. Moynihan received the 2012 Distinguished Research Award from ASPA and the National Association of Schools of Public Affairs and Administration.

A native of Ireland, Moynihan completed his Bachelor of Arts degree in public administration at the University of Limerick, and his master's and Ph.D. in public administration from the Maxwell School of Citizenship and Public Affairs at Syracuse University.

# GEORGE GRAHAM AWARD FOR EXCEPTIONAL SERVICE TO THE ACADEMY

## Blue Wooldridge



**Blue Wooldridge\*** is Professor Emeritus of Public Administration and Policy at Virginia Commonwealth University. In addition to this Emeritus status he was recently recognized with the honorary designation in the inaugural cohort of VCU's Distinguished Career Professors. This appointment was made in recognition of Wooldridge's "outstanding contribution to Virginia Commonwealth University, the Public Administration Program, and the L. Douglas Wilder School of Government and Public Affairs". Previously he served as a Professor and a member of the Graduate Faculty, L. Douglas Wilder School of Government and Public Affairs; Virginia Commonwealth University (VCU).

He is a Fellow, and Past Chair of the Standing Panel on Social Equity in Governance of the (US) National Academy of Public Administration (NAPA). Other responsibilities with NAPA included, serving as member of the Board of Directors and of its Executive Committee; Chair of the

Membership Committee, former member of the Fellows Nominating Committee, former member of the President/CEO search committee and former member of the Board's Officers Nominating Committee. He served on the Budget and Planning Integration Sub-panel of NAPA's FBI Transformation Study; as a member of the Expert Advisory Panel for the Iraqi Civil Service Curriculum Review, and was a member of the planning committee for NAPA's fall 2007 Conference. With his colleague, Prof. Susan T. Gooden, he co-chaired the 2007 Social Equity Leadership Conference in Richmond, VA. He currently serves as a member of the Steering Committee of this NAPA Standing Panel.

Professor Wooldridge is a member of the Government Finance Officers Association; the Academy of Management; the Public Administration Theory Network; the International Association of Schools and Institutes of Administration and the newly formed Behavioral Science and Policy Association. He is also member of the American Society for Public Administration (ASPA).

He holds a BA Degree in Physics degree from Berea College, a Masters in Governmental Administration (MGA) from the Wharton Graduate Division of the Univ. of Pennsylvania, and the Masters of Public Administration and the Doctor of Public Administration (DPA) degrees from the Univ. of Southern California.

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