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Conrad Linter



March 3, 1993

President Bill Clinton
The White House
Washington, DC 20500

Dear Mr. President:

A portion of that huge applause you hear for your effort to promote the public service is coming from the twelve thousand plus members of the American Society for Public Administration. ASPA is the professional Society of career public administrators. Advancing excellence in public service has been the driving force behind the organization for its fifty-four year history. The Society's Strategic Plan is the focal point for our efforts. You will find one of our five goals to be quite compatible with your public service themes. Goal number five aims at education, citizenship, and the public service. A copy of the Plan is enclosed.

In addition to our applause, you have a pledge of our support. We are prepared to offer the assistance of our membership to your cause. Specifically, we have 126 chapters located throughout the country. There is a chapter in virtually all major metropolitan areas. Included in each chapter is a cross section of members which includes federal, state, local, non-profit managers and academicians. The chapters support meetings, conferences, focused activities, publications, and events. A number of them have been quite successful with sponsorship of public service academies at the high school level in the inner city. At the same time, we have an active National Campaign for Public Service. The Campaign is an effort at public education for citizenship.

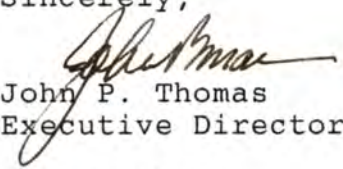
I share this information with you because it is not our style to barge in where our assistance may not be desired. It is, however, our tradition to respond vigorously where we are deemed to be useful. I want you to know that you and your staff have a support base with our membership. If we can be of help, please call.

American Society
for Public
Administration

1120 G Street NW
Suite 700
Washington DC
20005-3885
(202) 393-7878
FAX (202) 638-4952

As a footnote, I should add that we are ecstatic to see that you have chosen among your senior leaders persons with an ASPA history such as Henry Cisneros, Alice Rivlin, and Donna Shalala.

Sincerely,



John P. Thomas
Executive Director

Enclosures

cc: Eli Segal
Betsey Wright
Henry Cisneros
Alice Rivlin
Donna Shalala

Strategic Plan: Goals, Objectives, Activities

The overall educational and professional purpose of ASPA is:

- To advance the science, processes, art, and image of public administration.

Goal 1 - Quality of Life

To make a difference the Society seeks to improve the quality of human life through more effective, efficient, compassionate, and trustworthy public service.

Objectives

- A. To provide support for an effective democracy and representative government.
 - B. To improve the quality of service to the public.
 - C. To develop a political and public climate that is hospitable to effective public administration.
- 3. In all appropriate forums cite the significant contributions of public sector workers and assert the integrity, competence, and productivity of professionals in public administration.
 - 4. Encourage members to enhance the reputation of the public service not only by good work but also by addressing criticism that unfairly tears down the reputation of the public service.
 - 5. Represent members vigorously and with dignity on issues on which we are qualified.

Activities

- A. Effective Government
 - 1. Utilize our expertise and services to confront and resolve important issues of the day.
 - 2. Generate and actively participate in open and public dialogue on the role and responsibility of government.
 - 3. Identify and address current and future major issues in public policy and management.

- B. Quality of Service

- 1. Function as a resource to enhance the skills, knowledge, and career needs of those in the public service.
 - 2. Emphasize positive aspects of public administration and focus on plans and strategies which will address future needs.
 - 3. Continue commitment to equal opportunity, affirmative action and recognize changing environment in a context of cultural diversity.

- C. Political and Public Climate

- 1. Promote professionalism and support each other as professionals.
 - 2. Increase the public's awareness of the ways that public administrative performance contributes to the common good.

Goal 2 - Learning and Action

To work together more effectively the Society seeks to develop ASPA as a learning and action organization.

Objectives:

- A. Strengthen the organization and coordination of ASPA at the chapter, section, state, regional, and national levels.
 - B. Establish Society policies and priorities in an open manner through a continuous process of goal setting and program planning.
 - C. Promote professional standards and ethics for public administrators.
- 3. Encourage sections to provide increased program support to chapters and regional conferences.
 - 4. Encourage chapters to utilize section program resources.
 - 5. Provide support services to regional conferences.
 - 6. Operate a comprehensive publications program with flexibility, periodic review, and evaluation.
 - 7. Alert chapters to the need for expanded and strengthened activities.
 - 8. Highlight each year those chapters which have been outstanding in selected areas of activity.
 - 9. Assure that sections are active in meeting member needs.

Activities

- A. Organization of ASPA
 - 1. Improve support services to members, chapters, sections, regions, and committees.
 - 2. Improve formal and informal communication among members at all levels.

Strategic Plan: Goals, Objectives, Activities

10. Seek to identify and interact with other associations which have common and/or similar programmatic objectives.
11. Encourage senior professionals to accept responsibilities to the larger professional networking role of ASPA.
12. Personal and professional development opportunities should be available to members throughout the component parts of the Society.
13. Continue and enhance the awards program as a means to recognize and improve the profession.

B. Establish Policies and Priorities

1. Strengthen the policy making, program planning, and budgeting process of the National Council and the other constituent components of the Society.

2. Make policy and program budget decisions openly and as a matter of record available to ASPA members and constituent organizations.
 3. Ensure that all of the constituent parts of ASPA are consulted, when appropriate, in priority and planning decisions which affect them.
- ## C. Standards and Ethics
1. Raise the level of concern within public administration for professional standards and ethics through development of improved workbooks, case studies, conferences, workshops, and other professional development activities.
 2. Encourage improved training activities in ASPA chapters and regions.
 3. Expand efforts to ensure racial, gender, age, cultural, geographic, institutional, and professional balance in all ASPA programs.

Goal 3 - Member Needs

To achieve and maintain organizational health at all constituent levels the Society seeks to strengthen its capacity to serve its members' needs.

Objectives

- A. By developing a sound financial base for increasing organizational capacity.
- B. By providing professional services which anticipate and respond to members' needs and interests.

Activities

- A. Finances
 1. Develop a program budget and appropriate work plans.
 2. Maintain a balanced budget.
 3. Continue to utilize the traditional revenue raising methods.
 4. Pursue other less traditional means of revenue.

B. Membership

1. Emphasize the commonality and diversity of all administrators and educators in the public service.
2. Increase efforts to attract and retain members.
3. Improve membership operations and response mechanisms.
4. Strengthen ASPA staff and support services.
5. Add membership efforts in nontraditional locations; non-profit, public oriented business leaders, and media.

Goal 4 - International

In all activities, strive to be more aware of international aspects and implications.

Objectives

- A. The Society shall seek ways to increase interaction with international organizations and with various public administration associations from other countries.
- B. The Society shall be alert to increasing interaction especially with Canadian and Mexican officials and institutes of public administration in order to learn from the similarities and differences between nations.
- C. The Society shall work closely with other public service organizations to ensure a coordinated approach to international activities.

Activities

1. Aggregate list of current international activities by various levels of government agencies and appropriate associations.
2. Strengthen international understanding of the role and value of public administration.
3. Provide more focus on international activity at ASPA's annual conference.
4. Promote ASPA member participation and visibility in international conferences and meetings.
5. Stimulate more tangible working relationships with officials from Canada and Mexico.
6. Establish training program and resources guides on international opportunities.
7. Foster joint working groups on specific international targets of opportunity. For example, Eastern Europe, Baltic States, Third World Countries.
8. Promote ASPA membership, chapters and regional arrangements in other countries.
9. Promote linkages with international schools of public administration and institutes.

Strategic Plan: Goals, Objectives, Activities

Goal 5 - Education

Support and encourage education about citizenship and public service.

Objectives

- A. Educate *about* the public service. Target audience should be teachers, professors, and public leaders.
 - B. Educate *for* the public service. Target audience is students at all levels; K-12, post-secondary, graduate, and post graduate.
 - C. Educate *for professional development*. Target audience is in-service administration, practitioners.
 - D. Educate *about citizenship*. Target audiences include the media, business leaders, opinion leaders, and the public at large.
- B. Educate for public service
 - 1. Sponsor programs in schools, especially at the K-12 level.
 - 2. Promote the advancement of scholarship.
 - 3. Commission a public service textbook for K-12.
 - 4. Promote trips, shadows, mentors, public service days.
 - 5. Expand existing programs (eg., Boys/Girls State, adopt-a-school, public service academies, mentoring).
 - 6. Promote community leadership education.

Activities

- A. Educate about public service
 - 1. Create joint ventures with educational institutions.
 - 2. Host public service career days.
 - 3. Promote shadowing exercises, across government levels.
 - 4. Provide guest speakers in classrooms.
 - 5. Send teachers to public service conferences.
 - 6. Network teachers with practitioners.
 - 7. Provide public service materials to teachers including lesson plans.
 - 8. Create model programs similar to "junior achievement."
 - 9. Feature success stories in PA TIMES.
- C. Educate for professional development
 - 1. Promote personnel exchanges among levels of government including international.
 - 2. Enhance training opportunities at conferences.
 - 3. Pursue continuing education programs.
 - 4. Promote concept of sabbaticals for public employees.
 - 5. Promote mentoring programs.
- D. Educate about citizenship
 - 1. Establish a speakers bureau on citizenship.
 - 2. Create list of ASPA resource persons who can speak with authority on the responsibilities of citizenship.
 - 3. Create an information package for the media on the responsibilities of citizenship.

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ASPA/CASU

54th National Training Conference

July 17 - 21, 1993

San Francisco Hilton & Towers

San Francisco, California

San Francisco

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PA TIMES

Advancing excellence in public service . .

NEW STUDY PUTS STATES IN THEIR PROPER PLACE

Compares States to Fortune 500 Companies, Finds Them Highly Competitive

If the states were included in *Fortune* magazine's ranking of the nation's largest industrial corporations, all 50 would make the list, reveals an analysis by the Governors Center at Duke University.

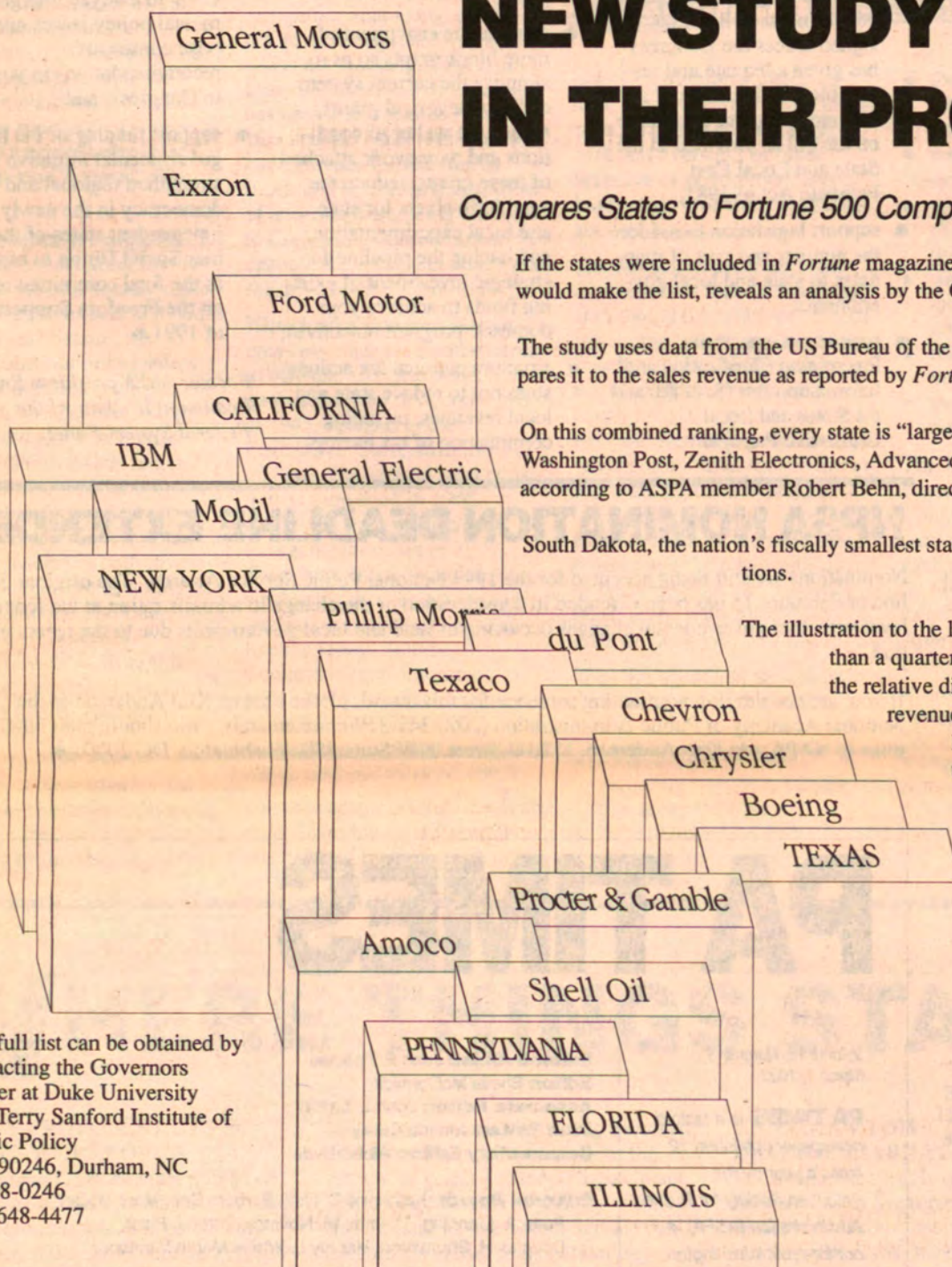
The study uses data from the US Bureau of the Census to determine each state's annual general revenue and compares it to the sales revenue as reported by *Fortune* magazine.

On this combined ranking, every state is "larger" than such well known American corporations as The Washington Post, Zenith Electronics, Advanced Micro Devices, Gerber Products, and Cooper Tire and Rubber, according to ASPA member Robert Behn, director of the Governors Center.

South Dakota, the nation's fiscally smallest state comes in at 320 in a combined ranking of states and corporations.

The illustration to the left shows the the Governors Center's top 21 organizations, more than a quarter of which are state governments. The relative sizes correspond to the relative differences in revenue as released in 1992. General Motors reported revenues at \$123 billion, Exxon at \$103 billion, Ford Motor at \$88 billion, and California at \$72 billion. Massachusetts, number 25 on the combined list reported \$17 billion in revenues.

The Center published its list to prove a point. "The governors are charged with achieving major purposes—purposes that are usually more important than those of any corporation," argued Behn. "These governors do not, however, have the same authority as a corporation CEO. We expect a state governor to produce some significant results, but at the same time we place more constraints upon a governor. Consequently, governors must be more creative leaders. To get the job done, they have to be."



The full list can be obtained by contacting the Governors Center at Duke University
The Terry Sanford Institute of Public Policy
Box 90246, Durham, NC
27708-0246
919-648-4477

EASTERN EUROPE BENEFITS FROM AMERICAN SERVICE VOLUNTEERS

Joanne Desky

"What is most exciting to an old Cold War diplomat such as myself, is that reformers throughout Central and Eastern Europe and the former Soviet Union look to this country for examples of how a civil society can work," states former ambassador to Bulgaria, Sol Polansky, the current executive director for the Citizens Democracy Corps, Inc. (CDC). "They look to us for assistance in making it work for them," he elaborates.

CDC's Citizens Volunteer Program runs for two to six months and links US volunteers with counterparts in host institutions. The program has been active on a pilot basis in

Bulgaria, Hungary and Romania and CDC hopes to increase the amount of volunteers to 500 in 1993. CDC recently expanded and needs individuals with public administration backgrounds. Volunteers are needed with expertise in municipal, nonprofit and university administration. They will be providing technical assistance to municipal governments, nonprofit organizations, and universities in Hungary, the Czech and Slovak Republics, Poland, Russia and the Ukraine. Urban planning, tourism development and fundraising are some of the skills that have been requested.

Volunteers are carefully matched with requests from host institutions by

interests, skills and desired length of service. Housing, local transportation and translation services are provided by the host institutions. CDC provides airfare and program coordination.

Program participants believe that they teach and learn by sharing their knowledge abroad. "As an American, it is very easy to take all the things that come with freedom and democracy for granted. This is a unique moment in time for individuals to be part of a historic transition—our former adversaries now want to use us as a role model," noted a US volunteer.

(cont. on page 7)



Vital

information about the ASPA/CASU 54th National Training Conference has arrived.

Enclosed within this issue is a brochure packed with information about registration, themes, workshops, and many other things you'll need to know before you register.

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March/April 1993 Volume 53 Number 2

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