

BRIDGING THE GAP

Newsletter of the Section for Women in Public Administration

Fall Edition

October 2006



From the Chair

Happy Fall! SWPA members in the academy and in government are celebrating a new year (or fiscal year). It is also an election season. SWPA encourages you to be informed about elections in your area and vote accordingly. Of course, the important thing is that you, in fact, vote. This is a very direct way that we in public administration can contribute directly to the policy process.

ASPA had its mid-year leadership meetings in September. We completed a number of work-related issues at that meeting. Chairs of all the standing committees had been appointed and most have not only assembled their committees, but also have reported on work plans for this program year. These committees and contact information for the chairs are printed in this issue of BTG. Any member who wants to be more involved in SWPA activities can contact these chairs directly.

One of the exciting changes in our Awards Program is the re-introduction of the Julia

Henderson Award. Julia Henderson is best known for her contributions to international public administration. The newly reconstituted Julia Henderson Award honors women (whether U.S. citizens or not) who contribute to efforts to further the role and advancement of public administration in international venues. We thank ASPA Vice President Don Klingner and former SWPA Chair Jeanne-Marie Col for their work in specifying the qualifications for this award.

We are happy to announce that the follow-on book to the original *Outstanding Women in Public Administration* (M.E. Sharpe, 2004) is now ready for adoption from ASPA. *Profiles of Outstanding Women in Public Administration* was edited by Claire L. Felbinger and Wendy A. Haynes. You can get a sam-



ple of the book or purchase a copy by referring to the ASPA home page (www.aspanet.org). This book celebrates the lives and times of former SWPA chairs and other women of interest in ASPA. Many SWPA members contributed to this effort. The hope is to make this a living document as future versions will include other women who have made and continue to make contributions in public administration primarily through their association with ASPA and SWPA.

As a result of our Mid-Year meeting, we have asked ASPA to continue the celebration of women in public administration by having a book signing event during the national conference in Washington in March. We will be inviting not only the editors and authors but also the subjects of both of the books. Of course, we hope all of you will attend the celebration! Other publishers will also be invited to promote their authors and their work.

In keeping with President Wendy Haynes' national conference theme, Capitalizing on Collaboration, our SWPA Annual Breakfast will be sponsored collaboratively with the Women and Politics Institute which is housed in the School of Public Affairs at American University and directed by the nationally known author of one of the best-selling American Government texts, Karen O'Connor. We are working with Karen and her staff to provide a classic Washington-based speaker to comment on politics and administration in the post-mid-term election era.

Finally, we are in the last stages of launching our new SWPA web site. It will have information, news, and history of the section. We will alert all members once the site is launched. The site will also be accessed through the ASPA home page and have links with many groups who share our interest in issues and which support the ideals of women in public administration. Stay tuned! We are almost there.

We hope you enjoy reading BTG. We welcome any comments or questions you might

have. You can contact our Communications Committee by emailing Janet Hutchinson, jhutch@vcu.edu

Claire L. Felbinger, Chair
Section for Women in Public Administration

Fall Student Recruiting Campaign

ASPA's fall Student Recruitment Campaign has been launched and SWPA plays a key role in its success. While student recruitment is an ongoing effort, we make a renewed effort to bring the value of ASPA to the attention of our future colleagues in the fall and spring of the year. In announcing the 2006 fall kick-off, Toni Samuel, ASPA executive director, reaffirmed "it has been ASPA's university community that has formed the bedrock for this recruitment effort."

Many of us began our long affiliation with ASPA during our student days when the professors "strongly encouraged" membership. This invitation seemed wise to accept since it offered a dual advantage of a better professorial assessment of our career potential and added an air of professionalism, which was vital for a newly minted graduate. Today is no exception.

In our past 22 years, SWPA has been at the forefront in reaching out to students, particularly through our national conference scholarship program which now offers three scholarships a year. Many of our current SWPA Board members, such as Deniz Leuenberger and Jill Cornett, are recent scholarship recipients and are now providing leadership in encouraging other students to join our ranks.

SWPA Board member Dara Baldwin is the new chair of the SWPA Membership committee. Dara played a key role in crafting the 2005-2008 Membership Framework that guides SWPA efforts in 2005. She is particularly remembered for her outstanding presentation at the First-Timers gathering at the National Conference in Denver this past spring. Her enthusiasm and strong testimony to membership in ASPA-SWPA goes a long way in sharing the vitality and value that our members expect from SWPA.

through the generosity of James Nordin, a long time member and Senior Associate of Public Management Solutions, ASPA has received funding to launch a strategic public awareness campaign (see PA Times June 2006). Nordin has challenged all ASPA members “to help public servants in diverse settings become aware that they are public administrators and there is an organization just for them.” As planning begins for this important venture, SWPA has already contacted ASPA Executive Director Antoinette Samuels to express interest in participating in the early stages of this major effort.

For the 2006-2007 year, new priorities that will benefit our members include:

- The launching of a new SWPA Web site to allow greater flow of information and interaction with our members.
- A strengthened professional development program with the leadership of Dr. Jerri Killian, Associate Professor and MPA Program Director at Wright State University’s Department of Urban Affairs. Jerri brings her extraordinary expertise to the task and she and her committee have already presented and had 2006-2008 program recommendations approved at the SWPA Mid-Year Board meeting in Washington, DC on September 16 2006

To join SWPA, ASPA student membership is required and that is a bargain with an Electronic Student Membership for only \$40 and a Full Student Membership for only \$75. Remember that the benefits to SWPA membership far outweigh the dues of ONLY \$17.00! The benefits include:

- *Inclusive Organization of Academics and Practitioners at All Levels of Public Service*
- *Special Focus on Student Involvement including Conference Scholarships*
- *Positions of Leadership*
- *Peer and National Awards Program*
- *Opportunities for Publishing Book reviews, Articles & Papers*

- *Participation in Programs, Conferences & Paper presentations*
- *Opportunities for Professional Development*
- *Career and Academic Networking & Support*
- *Advocacy on Current Issues and a Strong Voice at National Level*
- *Access to Online Membership Directory*
- *Special Online Newsletter – Bridging the Gap*
- *Interaction with Outstanding Women Professionals*

So let’s reach out to the professors at our old Alma Maters and the institutions of higher education in our communities to help us spread the word. Or seek opportunities to visit the students in the MPA program either through your ASPA Chapter or your own initiative. If we “each one, reach one” again this year, we could increase our membership to over 500... now wouldn’t that be a something?

Patrician Shields

SWPA Board Member Profile

Speaking with newly elected SWPA Board Member, Patricia Shields, professor of political science at Texas State University, BTG learned that she also is the first woman to edit the esteemed journal, *Armed Forces & Society*. The jour-

(Continued on page 4)

nal is the leading interdisciplinary publication devoted to examining the military establishment and civil military relations in all parts of the world.

Pat graciously answered a few questions for this brief interview in BTG.

BTG: Pat, How did you get involved with the issue of military and civilian societies?

Shields: As a freshman at the University of Maryland in the spring of 1970, I witnessed significant campus unrest. National Guard with rifles patrolled the campus. I was pretty young and confused. While I was not happy with the policy, I did not blame the military as many of the protesters did.

Later, as an Ohio State University Ph.D. Student, I worked for the Center for Human Resource Research on a Department of Labor funded longitudinal study of young men that were 14 to 24 in 1966. The early years of the study corresponded with the Vietnam War. These young men were interviewed annually for about 20 years. About 30% of these 5000+ young men served in the military. After returning from the military they indicated whether they were drafted or enlisted. This was the only national, longitudinal study that had pre-service data and draft or enlistment status.

As a Ph.D. student looking for a dissertation topic, I felt that a revisiting the Vietnam war and looking at the equity of the recruitment process would give me a chance to contribute to our broader understanding of at least a piece of the Vietnam era. So my dissertation "The Determinants of Service during the Vietnam Era" was a result of my earlier experiences as both as an undergraduate and graduate student. Subsequently, I published sections of my dissertation in *Armed Forces & Society* and *The Journal of Military and Political Sociology*. It is quite a thrill to edit the journal in which I published my dissertation.

BTG: With the current war (military actions) and the public response, has the editorial content become more intense or changed significantly?

I began editing *Armed Forces & Society* in February of 2001. Clearly, the international security environment changed radically on 9-11-2001. The content has, as you suggest, become more intense. For example, we have a special issue devoted to casualties <http://afs.sagepub.com/content/vol31/issue4/>. We have had a fairly intense debate about the factors that influence unit cohesion.

But still in all, the international, interdisciplinary nature of the journal means that the subject matter remains diverse. We get submissions on a variety of topics, such as the theory of civil-military relations in emerging democracies, ethnicity and the coping of military spouses, how deployed forces fuel the demand for trafficked women, the Spanish Civil War, Dutch peace support missions, postmodern militaries, Kenya's coup-prevention strategies, gender integration, combat readiness in the Russian military, poetry at West Point, biodiversity and the military in Botswana, the Israeli reserve force, homeless veterans, and the use of force over time. It does keep my head spinning.

BTG: We know that your publication has taken up the role of women in the military and equitable and just treatment for ALL in the military. Can you give us a quick example?

Shields: The lead article of the latest issue deals with the problem of Peacekeepers and Prostitutes. The world is beginning to recognize that most prostitution is a form of human slavery. The United States has taken the lead and enacted policies intended to remove troops from the demand for women trafficked for sexual services. These Department of Defense policies are being considered by the UN as a way to prevent their peacekeeping forces from engaging in practices that support and promote the trafficking of

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women. <http://afs.sagepub.com/cgi/content/abstract/33/1/5>

BTG: Pat, thank you so much for sharing a snapshot of your current responsibilities as editor of the journal *Armed Forces & Society* with our readers. For further information on *Armed Forces and Society* see an interview, Dr. Patricia Shields did with the ISI Essential Science Indicators <http://www.in-cites.com/journals/ArmedForcesSociety.html> and for further work of Dr. Patricia M. Shields, go to <http://ecommons.txstate.edu/polsfacp/>

Call for Manuscripts

Special Issue of *Public Administration Review*

Death by A Thousand Cuts: Administrative Failure in the Wake of the Katrina Disaster (to be published December 2007)

By all accounts the single most devastating natural disaster in the history of the U.S, the impact of Hurricane Katrina continues to be felt acutely in Southern Louisiana and Mississippi, and in profound ways its reverberations persist across the U.S. and the globe. It will be many years if not decades before the site of the storm's impact achieves any sense of normalcy. The ultimate question is why, how could an event for which the area had adequate warning (unlike the recent devastating earthquakes or tsunamis), lead to such complete destruction of cities, property, and lives. This special issue attempts to answer that question by examining the roots of administrative failure, probing the actions of various key responders to the crisis, and gleaning from the devastation lessons learned as we attempt to move forward.

We invite manuscripts for a special issue of *Public Administration Review*: **Death by A Thousand Cuts: Administrative Failure in the Wake of the Katrina Disaster** Specifically, we seek manuscripts focused on

Louisiana and Southern Mississippi in the following areas: **The Federal Responders: The Responsiveness of Key External Actors**

White House

Analysis of the executive branches' response to the disaster, who did what, what was successful and what wasn't, what should have been done and by whom, and why weren't actions taken that would have ameliorated the extent and impact of the disaster. What is the scope of the executive branches' responsibility in such situations, both defined and expected? Compare and contrast this administration's response to the Katrina crisis as compared to 9/11. What is recommended to better prepare the executive branch to deal with such crises in the future?

FEMA/Homeland Security

What elements in the structure, policy, leadership, and oversight of these affiliated agencies contributed to their successes and failures in responding to the disaster? What caused the failures that occurred? How could they have been prevented? What steps can be take now to ensure they are better prepared to respond to a similarly devastating event? How and why did the coordination between this agency and other responders fail, and what steps can be taken to improve the system?

Army Corps of Engineers

What elements in the structure, policy, politics, and oversight of this agency contributed to its successes and failures in responding to the disaster? What caused the failures that occurred? Should they have foreseen the problems that emerged and could they have been prevented? What steps can this agency take now to ensure it is better prepared to respond to a similarly devastating event? How can the coordination between this agency and other responders be improved to avoid the pitfalls experienced in this situation?

U.S. Military/Coast Guard

What elements in the structure, policy, and oversight of these units contributed to its successes and failures in responding to the disaster? What is the

key to their effectiveness in responding when they did? What setbacks occurred and could they have been prevented? What steps can they now take to ensure greater preparedness in responding to similarly devastating events? How and why did the coordination between these units and other responders contribute to their success or failure, and what steps can be taken to improve the system?

State, Local, and Nonprofit Responders: The Responsiveness of Key Grassroots Actors

Governor's Office

An analysis of Louisiana's and Mississippi's top administrative officer and his/her direct reports in responding to the threat of Katrina, its impact, and its consequences. Who did what, what was successful and what wasn't, what should have been done and by whom, and why weren't actions taken that would have ameliorated the extent and impact of the disaster? What is the scope of the governors' responsibility in such situations, both defined and expected, in comparison to the mayors of the cities affected, and the federal government? What can and should be done now by these governors to restore homeostatis in the region? How does the level of professionalism in Louisiana public administration demonstrated in the wake of Katrina compare to that of New York in responding to the 9/11 disaster? If differences exist, to what extent should the federal government accommodate for those differences in providing assistance and support?

New Orleans Mayor's Office

What actions were taken following the initial threat of hurricane Katrina through its impact, aftermath, and continuing today. What did Mayor Ray Nagin do to successfully address the situation at all points and what did he fail to do? What factors contributed to these outcomes? Address the efficacy of coordination and communication with other local departments and agencies, state administrators, the media, and federal government. What specifically should have been done differently and what shifts in organizational structure or policy are necessary to prevent such dire consequences in the future, both for New Orleans and more broadly across the entire U.S. What lessons

can be learned from this experience regarding municipal preparedness, leadership, communication, coordination, and how well our discipline's theories of disaster management apply to what transpired in New Orleans.

Police, Military, and Law Enforcement

An analysis of their disaster preparedness planning and how they responded to the impact and aftermath of Hurricane Katrina. What did they do well, and what contributed to the negative outcomes of the event. Include a discussion of the ethical and legal transgressions alleged against members of these units, how and why these occurred, and what oversight was in place that should have prevented such actions. What lessons can be learned for the future, not only for New Orleans but nationwide, in terms of emergency preparedness and responsiveness, accountability, and oversight.

The Role of Nonprofit Organizations

An examination of how nonprofit organizations at the federal, state, and local levels responded to the crisis, what they did and when, both in preparing for the disaster and responding to it. Compare the efficiency and effectiveness of well-established and well-funded nonprofits nationally with religion-based charities and with the nonprofit organizations that spontaneously emerged across Louisiana in response to specific disaster-related needs. How did the nonprofit sector's response to Katrina contribute to a new conceptualization of the role of nonprofits in service delivery, professionalism, funding, and as a sector in coordination with public and private entities. What does this shift forecast for the future of nonprofits in the U.S.

Please email an abstract of your proposed manuscript to **Carole L. Jurkiewicz at cljrkwcz@lsu.edu** by November 1, 2006.

From the abstracts, authors will be invited to submit full length articles of 25-30 pages including references, due by March 15, 2007. All articles will be blind peer reviewed by three referees. The peer review process will determine the final selection of articles for the special issue.

Evergreen Chapter Hosts Women Now! Workshop.

(Editor's note: The Evergreen Chapter was awarded a SWPA grant for this project.)

On April 5, 2006, the *Women Now! Balancing Personal, Community, and Work Life* workshop took place. It was held on the Campus of Saint Martin's University, near Washington State's Capital, Olympia. The success of this event was a tribute to the cooperation of a number of organizations and individuals. First, the main organizing entity was the ASPA Evergreen Chapter. A small committee lead by ASPA Evergreen Chapter Board member Wendy Ekern did a marvelous job. The organizational and in-kind support of both the Graduate Program in Public Administration and the Extended Education Program at The Evergreen State College were key to the workshop's success. Major financial support came from the ASPA Section for Women in Public Administration (SWPA). The state of Washington's Inter Agency Committee of State Employed women not only contributed financially, they took advantage of a wide spread communication network to market the workshop to state staff in and around Olympia. Finally, there were the wonderful women who volunteered their time and talents for this event. In particular, the impressive women who gave insight into the difficult task of balancing personal, community, and work life need to be acknowledged.

The keynote speaker was Stephanie Coontz, a nationally known history and family studies professor at The Evergreen State College, currently director of Research and Public Education for the Council on Contemporary Families. Her speech, "Half the Workforce Doesn't Have a Wife: Getting Real about Work and Family Balance" was an eye opener. She present hard data on the realities of women, marriage, and children that contradict the myths many hold in mind. More revealing were examples she provided where the clash between new realities and old values hit women espe-

cially hard. Dr. Coontz ended on a hopeful note, as she referred to President Theodore Roosevelt's 1907 State of the Union Address. 'Advocating for policies to protect the fragility of marriage, child education and social capital (women)' can work to make for safer families.

After the keynote speech, people chose from among a number of workshop sessions.

Mary Segawa, Executive Director of Together! (a local non-profit organization working to re-enforce protective factors and activities for children and youth), lead a discussion about "The Community and You."

Patricia Bliss, CPA and financial planner, gave the many appreciative participants clues about "Making Ends Meet."

"The Political Eye" was the purview of Nancy Peterson, Deputy Mayor, Lacey City Council and long time public administrator.

Of direct relevance to the many students and practitioners of public administration who attended the Women Now! event was "The Public Administration Leader". This workshop was co-presented by Cynthia Harris, Assistant Director for Administrative Service, Washington State Department of Labor and Industries, and Nina Rinehart, faculty at The Evergreen State College.

The ASPA Evergreen Chapter is glad to report that bestowing information, insight, and inspiration are wonderful things we can do with a little help from our friends.

R. Peggy Smith

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Faculty Position Announcements

The Department of Political Science at **East Carolina University (ECU)** invites applications and nominations for the position of Department Chair. Appointment will be effective August 20, 2007. Areas of specialization are open. Successful candidates must have a distinguished record in research, publication, teaching, and professional service. Significant administrative experience and experience in securing outside grants are desirable. Candidates must be qualified for appointment at the rank of Professor with tenure. Leadership and experience in furthering excellence in liberal arts undergraduate education and developing graduate programs -- especially within the context of a doctoral-granting institution -- are strongly desirable. Screening begins November 15, 2006; the position will remain open until filled.

Applicants must complete a candidate profile **online** at www.jobs.ecu.edu, and submit a letter of application, outlining administrative philosophy and major accomplishments, and a curriculum vitae. Please note that an official graduate transcript will be required upon employment. All materials may be submitted online; materials other than the candidate profile and application letter may also be sent directly to: Dr. Richard Ericson, Search Committee Chair, c/o Department of Political Science, East Carolina University, Greenville, North Carolina 27858-4353. Three current reference letters must be provided on request.

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San Francisco State University invites applications for two (2) tenure-track faculty positions at the Assistant Professor level, to begin August 2007. Minimum qualifications include an earned Ph.D. or D.P.A., a demonstrated potential for excellence in teaching, research, and community / university service and the ability to teach other public administration courses. For these positions, prior teaching experience and public sector / nonprofit work experience are pluses. The successful candidates would be expected to teach courses in 1.) Urban Administration and 2.) Budgeting / Financial Management at the graduate level. The faculty members would also be expected to help build the curricula in both areas by offering electives and would be responsible for teaching additional general public administration core and elective courses.

To apply, submit a cover letter explaining interest and qualifications, a curriculum vitae, three reference letters complete with contact information for references,

a writing sample, and teaching evaluations / sample syllabi (for candidates with teaching experience) to Chair, Search Committee, Public Administration Program, San Francisco State University, 1600 Holloway Avenue, San Francisco CA 94132. In the letter, the candidate should discuss other courses that could be taught and their planned research agenda.

* * * * *

Eastern Kentucky University's NASPAA accredited MPA Program seeks a tenure-track faculty member, at the Assistant or Associate Professor rank, beginning in August 2007. The MPA program, the oldest in Kentucky, started in 1968 and has been accredited since 1981. The program is located in the Department of Government. The program has 50 full and part-time students and an MPA core faculty of 6. Teaching load is four classes per semester. Salary is competitive.

The Department includes an Institute of Government in which MPA core faculty play a key role. The Institute and the MPA program have strong ties to local governments and non-profit organizations in Kentucky. For additional information, go to <http://www.instgov.eku.edu/>

Candidates must possess a Ph.D. in Political Science or Public Administration, or a DPA. The degree must be earned from a regionally accredited institution. The appointment rank will depend on teaching and public service experience as well as an appropriate record of academic publications. Candidate must be able to teach courses in the MPA core, as well as in the undergraduate program in Political Science. Ability to teach one or more of the following MPA courses is preferred: Community Development; Public Budgeting and Finance; Non-Profit Organizations; or Strategic Planning and Grant-Writing. For additional information see the MPA program information at <http://www.government.eku.edu/mpa.htm>

Review of applications begins September 30, 2006 and continues until the position is filled. Send: 1) a letter of application stating teaching and research areas, a statement of teaching philosophy; 2) a current vitae; 3) graduate transcripts; and (4) the names, e-mail address and phone numbers of three references to: Dr. Sara Zeigler, Chair, Department of Government, 113 McCreary Hall, Eastern Kentucky University, 521 Lancaster Ave., Richmond, KY, 40475

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The **L. Douglas Wilder School of Government and Public Affairs, Virginia Commonwealth University** invites applications and nominations for an anticipated full-time tenure track position in public administration, rank open, to begin January or August 2007. Candidates should have a doctoral degree in hand, a strong, demonstrated research capability including funded or potentially fundable research/professional development. Senior level candidates must have an outstanding publication record in the field. Area of research and teaching specialization is open; however, we are particularly interested in candidates with a specialization in human resource management. Candidates should be prepared to teach at least two of the core courses in the MPA/Ph.D. curriculum per semester (see <http://www.has.vcu.edu/gov/Programs/pubadm.html> for curriculum information). Strong teaching competence and the capacity to continue or to develop a strong program of research are expected.

Virginia Commonwealth University is an Equal Opportunity/ Affirmative Action employer; women, minorities, and persons with disabilities are encouraged to apply. Screening will continue until the position is filled. Applicants should send: a letter of application including a statement of teaching, research, and public service interests; curriculum vitae; graduate transcript (copy is acceptable); three letters of reference; sample of scholarly work; and evidence of teaching effectiveness to Ms. Helene Lovell, L. Douglas Wilder School of Government and Public Affairs, Virginia Commonwealth University, 923 W. Franklin Street, PO Box 842028, Richmond, VA 23284-2028. Electronic applications send to: Wilderjobnow@vcu.edu. Questions about the position may be directed to Dr. Janet R. Hutchinson, PA Program Coordinator, jhutch@vcu.edu, 804-828-8041.

Member News

Claire L. Felbinger, announces that she is the Chief Researcher for the Japan National Transport Institute, Washington, DC.

SWPA Mission

The Section for Women in Public Administration (SWPA) honors the achievements of women in public administration and encourages the professional development of women teaching in the field and practicing as public administrators.

A Snapshot of SWPA Benefits

Inclusive Organization of
Academics and Practitioners
at All Levels of Public Service
Special Focus on
Student Involvement
Positions of Leadership
Peer and National Awards Program

Opportunities for Publishing
Book reviews, Articles & Papers
Participation in Programs, Conferences and
Paper presentations
Opportunities for
Professional Development
Career and Academic
Networking & Support
Advocacy on Current Issues
Strong Voice at National Level
Access to Online
Membership Directory
Special Online Newsletter
Bridging the Gap
Interaction with
Outstanding Women Professionals

For more information about SWPA, contact
bschergens@hotmail.com

DEAR SWPA MEMBERS: WELCOME!

SWPA Committees and Special Appointments

DEAR MEMBERS: We want you to know what we're doing. WE NEED FOR YOU TO BE INVOLVED!! Please take a look at our current committees and sign up! The leadership of the committees may change in the next few months, but the fundamental missions will remain constant in the next year. Please let the current committee chairs and your officers know the topics of great interest to you. At your suggestion, we may also add committees or action teams to gather forces for pursuing our section goals.

Thank you!

Claire Felbinger, Chair

List of Committees and their charges

Awards – solicits nominations, appoints selection committees in consultation with the Section Chair, and recommends award recipients for: (1) Rita Mae Kelly Distinguished Research Award; (2) Joan Fiss Bishop Award; and the (3) Julia Henderson Service to the Section Award. The Committee may also, from time to time, recommend the creation of new awards. Coordinates closely with ASPA national staff to ensure timely award solicitation announcements.

BTG (Bridging the Gap) Managing Editor – plans, solicits input/columns/items of interest, and orchestrates the text preparation of three Section newsletters each year. The Managing Editor sends full text to the Production Editor, who takes it from there. SWPA publishes three editions of *BTG* each year: summer; fall; and late winter/early spring (pre-conference focus).

BTG Book Review Editor – keeps an eye out for books and articles of interest to the SWPA membership and ensures that the most noteworthy are reviewed in *BTG*. The Editor will, in some cases, write the column, but more often arranges for others

to review the publications and then edits the reviews.

Bylaws/Constitution Revision – periodically appointed to review the bylaws and recommend to the general membership appropriate changes and updates in collaboration with the SWPA leadership team. A particular focus in 2002-2003 will revolve around establishing a two-year term for the Chair, a 2-3 year term for the student member, and appropriately distinguishing between the Constitution and the Bylaws.

Conference – coordinates the Section presence and activities at the ASPA national conference each year. Includes, but not limited to, arranging the annual breakfast meeting and collaborating with others on locating an appropriate keynote speaker; arranging, setting up and ensuring staffing for the SWPA exhibit table; and arranging other events, such as the ice cream social.

Leadership – issues of leadership for women in government.

Membership – responsible for activities aimed at retaining and gaining new members, including recruitment initiatives, welcoming new members to the Section, checking with former members to find out why they are no longer with the Section, and keeping special watch over ensuring that members are receiving value for their dues and efforts. The Chair maintains close contact with ASPA national staff to ensure that SWPA has access to and uses the most recent membership lists.

National Council Liaison – keeps the Board apprised of Council issues and activities, and ensures that Section issues are presented to the Council and or appropriate Steering Groups. As needed, submits material to the BTG managing editor on relevant national ASPA developments.

Nominations – in collaboration with SWPA officers, builds slate of officers and assists in ensuring that we tap long-time leaders appropriately and that we develop and encourage new leaders.

Research Committee – develops a strategy for revitalizing, supporting, and pursuing the research agenda on women's issues in public administration. May include development of <womeningov.org> web site in agenda. Also solicits nominations, appoints selection committee in consultation with the Section Chair, and recommends award recipients for the Student Scholarship Award.

Student Member – provides essential point of connection between SWPA and the new professionals/workforce of the future initiative, a matter high on ASPA's national agenda. Coordinates with Membership Chair in attracting and retaining "new professionals" in SWPA.

Contributions Committee – will during the next year craft criteria and process for determining to whom SWPA will make financial contributions to individuals and institutions that promote projects and research that are consistent with SWPA's goals and values.

SWPA 2006-2007 Officers

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Bridging the Gap

The Newsletter of the Section for
Women in Public Administration
Published in Spring, Fall and Summer

Send contributions electronically to
Managing Editor, Janet R. Hutchinson
jhutch@vcu.edu

or

Mail contributions to:
2221 Park Avenue
Richmond, VA 23220

Deadline for Pre-Conference Issue: February 1st
Deadline for Summer Issue: June 1st
Deadline for Fall Issue: October 1st

Book reviews, summaries of original research,
,member news, both professional and personal, and
other items of interest to SWPA
members are welcome.