

BRIDGING THE GAP

Newsletter of the Section for Women in Public Administration

Fall 2007



Transitions II: A Continuing Series on Life Transitions Common to Women of All Ages, p.4

Letter from the Chair



The fall season brings memories of summer, the excitement of new ventures and often assessments of our careers and where we are headed.

In this issue of BTG, the SWPA professional development team gives us the second focus in its ongoing *Transitions* program... mid-career choices. Throughout this issue, you will read articles that address some of the challenges and choices

that we discover mid-career and often encounter wherever we are in our career continuum.

This past summer, one group that was really “on duty” was the SWPA officers, Board, committee chairs and members. Wow, what energetic and committed women we have serving SWPA and how exciting the September Mid-Year SWPA Board meeting turned out to be!

Here is only a snapshot of the progress that was reported on the *SWPA 2007-2009 Action Agenda* goals:

- SWPA leads ALL other ASPA Sections in its percentage increase in membership from last year!
- Our financials show we are meeting our budget projections for FY 2007.
- The new professional development program *Transitions* has been a rousing success and plans for the SWPA Annual Meeting and a possible workshop at the National Conference are in the works.
- BTG now has a regular feature on issues of special importance to women and minorities in response to SWPA members’ request.
- ASPA/SWPA marketing efforts for SWPA’s *Outstanding Women in Public Administration* book are yielding positive results.
- The SWPA collaboration with BPW/USA to increase visibility for its Women Joining Forces program led the BPW Foundation to choose the PA Times and BTG to publish the initial results of its groundbreaking Survey on Military Women Transitioning into Civilian Life.
- We hope that you have also seen the great pictures of SWPA members in PA Times participating in Birmingham, AL and Metro DC chapter events and showing that SWPA members are everywhere!

So, what's in our future before we meet in Dallas, TX at the 69th ASPA National Conference?

- The announcement of the SWPA National Conference Scholarships appears in this issue of BTG, the October issue of PA Times and other national publications. Applications are on the SWPA Web site www.swpanet.org. Note that the deadline for submission is November 15, 2007!
- The SWPA National Awards program is getting underway with *Pat Alt* at the helm. Look for the Call for Nominations in ASPA publications, by e-mail to you and on the SWPA Web site in the next month.
- Speaking of the SWPA Web site, we are currently exploring a "Members" section on the Web site, loaded with good information on careers, how to stay connected and a host of other features. So stay tuned!
- The SWPA participation at the 69th ASPA National Conference in Dallas is going to be "Texas-Size" in every way! *Phin Xaypangna* is serving as SWPA Chair this year and already has worked with ASPA to lower the cost of the SWPA National Awards Breakfast!

Speaking of the National Conference, we are proud to announce that the Honorable Frances Garcia, Inspector General of the U.S. Government Accountability Office (GAO), has accepted our invitation to be the 2008 Keynote Speaker at the SWPA National Awards Breakfast. Please join us!

Accomplishing all of this plus more in such a short period of time can only result from amazing teamwork. My gratitude and thanks to all of you who are contributing to our success and growth through your leadership and membership in SWPA. Forward together!

Becky

FRANCES GARCIA **SWPA Breakfast Keynote** **Speaker 2008**

Ms. Garcia is the Inspector General of the U.S. Government Accountability Office (GAO). She joined GAO in 1986. GAO is a legislative branch agency that supports the Congress. Commonly called the investigative arm of the Congress or the congressional watchdog, GAO is independent and nonpartisan and advises the Congress and the heads of executive branch agencies on ways to improve the performance and assure the accountability of the federal government.

Ms. Garcia is responsible for all of GAO's internal audits, evaluations, and investigations. Prior to being Inspector General, Ms. Garcia was the Director of the Office of Recruitment, where she was responsible for all of GAO's nationwide recruitment. She is currently the Campus Executive at two universities for GAO.



Ms. Garcia received the GAO Distinguished Service Award in 2005. She currently is a member of the Board of Directors and serves as Chair of the Investment Committee for The Hitachi Foundation. She was Chair of the Board of External Auditors for the Organization of American States (35 countries are affiliated with the organization).

Prior to joining GAO, Ms. Garcia was with Quezada Navarro & Co., a public accounting firm, where she was the partner in charge of the D.C. office. Ms. Garcia was also an audit manager with Arthur Andersen & Co. in the financial division.

President Carter appointed Ms. Garcia to Chair the U.S. Copyright Royalty Tribunal, where she pioneered legislation establishing the royalty rates for the cable industry, the recording industry, noncommercial broadcasting, and the jukebox industry.

Ms. Garcia has served on numerous committees for the American Institute of Certified Public Accountants, including the Governance and Structure Committee. She is a lifetime member and Past National President of the Association of Latino Professionals in Finance and Accounting (ALPFA) (formerly the American Association of Hispanic Certified Public Accountants), where she received the Founders Award in 2002 and the D.C. Chapter's Excellence Award and Women of ALPFA Award in 2007. In 1992, she founded the D.C. Chapter of ALPFA, and in 2002, she was among the organizers of Women of ALPFA. She is also a national judge of the KPMG-ALPFA student case competition.

Ms. Garcia is a lifetime member of Mana, a Latina Organization, where she received the Las Primeras Award for Public Service in 2002 and the Hermana Award in 1997. She also served as treasurer for the Spanish Education Development Center in Washington, D.C. Ms. Garcia is a Certified Public Accountant and is a graduate of Midwestern State University, where she received the Distinguished Alumna Award.

Congressional News

This report on national issues of special relevance to women and minorities is the second in a new series starting in the summer 2007 issue of BTG. This new feature responds to a request from SWPA members for this type of information.

College Cost Reduction and Access Act (H.R. 2669): Measure is largest investment in higher education since the GI bill

Washington, DC- September 27, 2007 - President Bush signed the College Cost Reduction and Access Act (H.R. 2669) today, a bill that will increase scholarships and reduce loan costs for undergraduate students. The bill, which represents the largest investment in higher education since the GI bill, comes at no new cost to taxpayers. It will cut interest rates on subsidized federal loans in half over the next five years, contain college costs, and make student loan payments more manageable for borrowers. The bill will also increase the maximum Pell Grant scholarship by \$1,090 over the next five years and will provide loan forgiveness to a number of graduates who choose to become public servants. Most of its provisions go into effect Oct. 1, 2007.

The Family Leave Insurance Act (S.1681)

On June 21, 2007, Senators Christopher Dodd (D-CT) and Ted Stevens (R-AK) introduced legislation to provide up to eight weeks of paid leave to workers needing time off due to the birth or adoption of a child, to care for a child, spouse or parent with a serious illness, or to care for their own serious illness. The **Family Leave Insurance Act (S.1681)** will benefit both employers and their employees by establishing a Family Leave Insurance Fund through which employees, employers, and the federal government will share the cost of providing tiered compensation during times of family need. The Family Leave Insurance Act will allow working men and women the paid time off to balance their work responsibilities with their own and their families' medical needs.

If you wish to take action, please contact your senators to cosponsor and support the Family Leave Insurance Act (S.1681) so that America's families don't have to choose between keeping a job and caring for themselves or a loved one. (For more information AAUW Legislative Hotline, www.aauw.org)

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Experiences of Women Veterans

In 2007, ASPA's Section for Women in Public Administration joined with Business and Professional Women/USA and the Business and Professional Women's Foundation in a collaborative effort to increase visibility for the Women Joining Forces program as part of the SWPA Transitions program. The results of the BPW Foundation Survey appear for the first time in its entirety in the October Issue of ASPA's PA Times and excerpted here for the fall issue of BTG.

The public service sector better meets the needs of women veterans for challenging, confidence-building and interesting work than the for-profit sector, indicates a new survey of 1,600 women veterans conducted by Business and Professional Women's (BPW) Foundation. The *Women Veterans in Transition* survey offers, for the very first time, a composite picture of the experiences of women veterans and allows BPW Foundation to design and encourage programs and services that will be most useful to them and their employers. According to the research, women veterans whose first post-military job was in the public service sector (made up of both the nonprofit and government sectors) were more than twice as likely as other women veterans to say that the job was just what they were looking for when they transitioned from the military. After leaving the military, women veterans still wanted jobs that were important (50 percent/very true), challenging (50.8 percent) and interesting (58.5 percent).

Women veterans who entered the public service sector after leaving the military were 132 percent more likely than those who entered the for-profit sector to say that their first post-military job was something important, 60 percent more likely to say it was interesting and 52 percent more likely to say that it was challenging. Public service sector jobs also appeared to fulfill women veterans' desire for jobs that could give them confidence in what they could do more readily than for those who re-entered the civilian workforce via the for-profit sector. Women veterans whose first post-military jobs were the public service sector were much more likely to say their jobs helped them gain confidence (60 percent) compared to those in the for-profit sector (49 percent).

Women veterans, in general, indicated that after being in the military they were well-prepared (73 percent) to be successful in the civilian workforce and that they have an ability to work with diverse groups of co-workers (81.2 percent), and leadership skills (68.4 percent) to the workplace. Women veterans also gave themselves high marks on more tangible skill sets needed to be successful in the civilian workplace.

“We believe that this survey is the first of its kind, looking at the career transition experiences of women veterans across all services, age groups and races. No one has studied the experience for all women veterans as they first transition from the military into the civilian workplace,” said Deborah L. Frett, CEO of BPW Foundation and Business and Professional Women/USA (BPW/USA).

According to market research and anecdotal information supplied by women veterans through BPW/USA’s *Women Joining Forces* (WJF) Program, “lack of networks” was a major obstacle for a successful transition both personally and professionally. This fact was a major factor in the organization’s decision to create the WJF Program so that women vets could tap into the national BPW/USA network of workingwomen.

For more information on the *Survey* and *Women Joining Forces*, visit www.BPW/USA.org. If you would like to become involved as a SWPA member, please contact Becky Schergens at bschergens@hotmail.com



Barbara Holt, Marcy Crowley and Kathy Hensley share a moment at the pre-meeting gathering at the midyear SWPA meeting.



ASPA VP Candidates

Meredith A. Newman

Florida International University



Over the past 20 years, I have proudly served as SWPA Chair, SPAR Chair; Section on Ethics Executive Committee; National Council Representative, 2006 Conference Program Co-chair; and *PAR* editorial board member.

As Vice President, I will work with you to:

- advance a more proactive advocacy role for ASPA;
- build relationships with international associations; and
- strengthen the linkages between our practitioner and academic members, including greater support of our chapters, sections, and student members, and vigorously expand outreach to potential new members.

My career spans the private and public sectors both domestic and international. I am currently Professor and Director of the School of Public Administration Florida International University, having been Chair of the Department of Public Administration, University of Illinois at Springfield, and faculty at Washington State University, Vancouver. www.aspaonline.org/southfla/newman

Mitchell F. Rice

Texas A&M University

- Strategically position ASPA as a leader in the forefront of public administration, public service, and governance- nationally and internationally.
- Enhance ASPA as a professional development leader by engaging in three R’s: reinvigorate, revitalize, and restore.
- Increase capacity to provide services to its members. Increase diversity of its membership.

For the past 30 years, my services as included

National & regional ASPA conferences; Vice Chair National ASPA Conference Program Committee; National ASPA Conference Program Co-Chair; COMPA President; SECOPA Chair; ASPA Council; Best book -ASPAs SPALR, (editor) *Diversity and Public Administration* (ME Sharpe, 2005), Fellow, National Academy



of Public Administration; Organized 9 Annual International Cross Cultural Research Exchange Conference delegations of scholars & practitioners to lecture at universities abroad; Professor, Texas A&M University with publications in health and urban policy and diversity & cultural competency in PA.

Transitions: Seeking Mid-Career Professional Fulfillment

Jerri Killian and Suzanne Discenza

In this 21st century, most people tend to create new realities in the present, new aspirations for the future, and new ways to realize their future aspirations. Today, it is not uncommon to find that a professional career that was once a perfect fit with one's talents and interests now feels less than challenging or no longer seems congruent with one's envisioned goals and path for the future. This transition typically occurs in mid-life and mid-career, and is the focus of this second article in SWPA's "Transitions" series.

As we grow and develop through the cycles of life, our values, priorities, hopes, and dreams tend to change. Possessing the benefits of increased maturity, experience, and (hopefully) wisdom does little, however, to aid in easing our shifting quest for professional fulfillment. On the contrary, the maturity, experience, and wisdom gained through the years serve to increase the number and nature of potential opportunities for future professional fulfillment as our knowledge and talents are in demand and we now have "more to bring to the party" than at any previous time in our lives. This brings us to the primary question that must be dealt with when considering a mid-career transition: Through what process can I make a realistic decision that will likely produce fulfillment in my future career path?

Because the answers to this (and many related) questions are as individual as the nature of mid-career transitions themselves, there is no right answer. Nonetheless, the following two cases are offered to provide insights into the processes employed, challenges faced, and successes realized by the co-authors of this article as they each transitioned in mid-career to new professions and a renewed sense of professional fulfillment.

Experience #1

I entered into the high tech industry in the late 1970s after several years of managing hotels. I was employed by two exceptionally progressive corporations – Digital Equipment Corporation and Apple Computer – in a dynamic management career that spanned 12 years within high tech. Early on, my primary goal was to work my way up the corporate ladder while maintaining my professional integrity and my sense of integrity as a woman. The latter

aspect of this goal was important, as there were not many females in the senior ranks of corporate America in the 1970s.

At about the tenth year of successfully realizing my professional goals at Digital, I began to feel significantly less challenged and less fulfilled in my professional life. I was working for a wonderful organization, with very creative people, in an extremely dynamic environment, and my hard work and integrity were recognized and rewarded. I was, therefore, confused by these new feelings of dissatisfaction and thought that perhaps it was time for me to simply leave the company to find new challenges within the industry. It was around this time that I was recruited to join Apple. It seemed to me that moving to the San Francisco Bay area and joining what was perceived to be one of the most, if not the most, progressive corporations around seemed just the ticket to pull me out of my mid-career slump. I was hired into a management role designated as a "fast track" position toward becoming one of Apple's vice-presidents. The position was exciting and certainly had tangible rewards, but after about 18 months, I again found myself feeling less than fulfilled in my professional life. I wondered what was wrong with me and began a serious process of soul searching.

Through this process of introspective exploration, I eventually came to realize that my core values were simply not being satisfied. For me and at this period of time, it was not about money or prestige and I no longer had to prove that I could be a successful manager without sacrificing my sense of integrity or my "femaleness." Moreover, I truly did not care whether or not everyone in the world owned a computer! Once I came to these realizations, I made the difficult choice to resign my position with Apple and begin the hard work of figuring what I wanted to do next.

I signed up with a local university to take a personality assessment and a career interest test, read several self-help books, and spoke with those individuals who knew me best. The tests were helpful in re-affirming my core values, some of which had been temporarily surpassed by the seduction of the lifestyle afforded by the lucrative high tech industry. Several professions highlighted in the results of the career assessment test seemed completely congruent with the values most dear to me, such as giving back to my community and society at large, and making a difference in individual lives. Not surprisingly, one of the careers most strongly recommended was that of an educator. Although my family members and close friends in whom I confided thought I had lost my mind for walking

away from my high tech career, they supported my decision to close that chapter of my life.

After taking a few months off, I started my own consulting business as a financial stop-gap measure and began testing the academic waters as an adjunct university instructor. Finding that I loved the one-on-one relationships developed with students and feeling that my contributions really mattered, my new career path became evident! I decided to enroll in a Ph.D. program in public administration and begin the journey of becoming an academic. I realized that I would have to start this new career at a low rank and prove myself once again, I was, however, willing to suffer those temporary consequences for a more fulfilling future. As a full-time academic for eight years now, my salary is still significantly lower than it once was and I often work more hours than I used to. But I am doing that which I care deeply about and I feel more professionally satisfied than ever before.

Experience #2

My mid-career transition was from the health care industry to academia. But unlike my esteemed colleague, my journey was motivated by significantly different reasons and originally without the intent to leave the practitioner ranks of health care. Indeed, when I started my doctoral program, my intention was to return to the industry better equipped to “make a difference” in providing health services to what I felt were very disenfranchised populations (i.e., the elderly, the disabled, the uninsured, children from low-income families or in foster care, homeless youth, etc.). I was incensed by the “unintended” consequences on these populations of such legislation as the Balanced Budget Act of 1997, which had the effect of decreasing, among other things, rehabilitation and other services that were already in short supply for many of them. Compounded by this, many financially-strapped states (including the state where I work and reside) took this federal legislation as a “green light” to decrease similar services to Medicaid recipients and others depending on state monies for medical care.

To provide context for my mid-career transition, I will regress somewhat to my original major career path in health care. Having received my Master’s Degree in Communication Disorders, I gravitated to the medical side of the field and found myself working at various times in virtually all sectors of the health care industry, including acute care hospitals, long-term care, home health care, rehabilitation hospitals/practices, public health, and even eight years

owning my own rehabilitation business. These ran the gamut from public to private (for-profit and non-profit). As happens frequently, my good clinical skills were often rewarded by promotions to management. Yet (as also happens too frequently, I must admit) my business and legal competencies were far from stellar, and I also had little grasp of the policy-making processes involved in effecting “change” in the system. So what route did I need to take in higher education to attain both credibility and the appropriate knowledge base?

Having already taken a few business and public administration courses at the graduate level in my search, I concluded that I needed a Ph.D. to have credibility in the doctor-dominated health care industry, and that Public Affairs (providing business skills in economics and finance, management and administration, as well as training in policymaking) was the appropriate route to reach my goals. Along the way, through my dissertation advisor, I had the opportunity to teach a course in Health Care Jurisprudence as an adjunct professor for a state four-year college. And as fate would have it, while working on my dissertation, I was offered a full-time tenure-track position in the Department of Health Care Management at that college. Well, did I really want to deviate from my original passion to “make a difference” and “change the world”? Then it occurred to me – how better to make a difference than to educate others, the majority of whom had far more years than I did to help make needed changes in health care on behalf of the disadvantaged populations I cared so deeply about? And, in academia, I had the added advantage of being able to do research on, and write about, these needed changes. Was it worth it to make the mid-career transition? You bet! Maybe now I can truly make a difference....

Conclusion

While these cases may appear as though our mid-career transitions were relatively smooth journeys, rest assured they were not. Self-doubt, insecurity, and fear of failure lurked around every corner for us both. However, once we summoned the courage to close the door on our relatively lucrative but eventually unsatisfying careers, there was no turning back. We were willing to do the work necessary to figure out what was truly important to us, seek the people and tools to help identify a future career path that incorporated those values, and then take the steps necessary to facilitate a rewarding mid-career transition. We are both very happy to report that it was well worth the pain, doubt, and risk!

We invite others of you who have made mid-career transitions to share your journeys, and those of you who are contemplating making such changes to pursue your passions. It is often an emotional journey, and one that initially requires much introspective examination and reflection. But based on our individual experiences with mid-career transitions, we are betting that you, too, will be glad you took the mid-career transitional journey toward professional fulfillment!!

THINK LIKE A STUDENT AND BECOME ONE

Becky Schergens

After completing my undergraduate degree, I couldn't wait to "get my first real job." The fact that I just completed a political science degree in Sino-Soviet Relations and was on track toward a combined Masters/ Ph.D. didn't deter me. I was frankly tired of academic life.

So, after some false starts, I moved to Washington, DC, where I pounded the pavements and landed a job cranking out data on what now could only be described as a medieval adding machine. Though I moved through the ranks in a federal agency and then to Chicago as an official in a non-profit, I always had the gnawing feeling that I had a lot of experience (not all relevant) but I sure did lack the knowledge and theoretical underpinnings of my profession (whatever that was).

Fast forward to Denver, CO, where I found myself at "mid-career" with a two-year period of committed time that was too short for any substantive job. I took the leap and decided to enroll at a university and get an MPA, not in the Executive program, but in a regular university program with colleagues a LOT younger than I was. I put on my jeans and sneakers, tried to avoid harsh light and went to class.

So strong was my desire to learn that I strictly avoided the tendency to "give the students (and professors) benefit of my experience." In other words, I kept my mouth SHUT, except to participate as any other student. It was only at the end of my studies that people started to notice that I had any substantive experience at all. Was this good acting or did I REALLY not know that much?

I wanted to learn and believe me, I learned a LOT...as much from my colleagues as from the intensive courses and my wonderful professors. I shared ideas and participated in study groups learn-

ing about the perspectives of a different generation and enjoying learning in a formal way once again. It was the best decision I could have made at this juncture in my life.

So in a recent conversation with Dr. Tyrone Baines, Distinguished Professor at North Carolina Central University, I was intrigued by observations he made about professionals returning to a formal learning environment. I share them with you as you may be making a "mid-career" decision of your own.

Become Learners again - Teaching returning students to become learners again is often more difficult than teaching a new student. They have been "in charge" for so long that it is difficult to shed the "know it all" attitude.

You don't have to have all of the answers - It is hard to get mid-career people to admit that they aren't expected to have ALL of the answers ALL of the time as they think they do in the workplace. In the classroom, the beauty of learning is that you aren't expected to know it all, in fact you shouldn't be there if you did. It is OK not to know!

Understand the power of Lifetime Learning - Recognize that we all need to be aware of what is around us and learning occurs from the things that happen to us on a day-to-day basis. Learn from the crab – it sheds its skin and grows and when it can't, it dies.

So, at mid-career, know that there is someone who considers her decision to return to a formal learning experience one of the wisest in her life. At a minimum, consider returning to the classroom, even for a few non-credit courses. It will revitalize you in ways you can't even imagine!



*Board and Committee Members Pose at Midyear
SWPA meeting in Washington, DC*

Meeting the Challenge of a Multi-sector Workforce

Denise Lindsey Wells

A new challenge facing today's public administration professionals is the ability and the propensity of the public administration workforce to transition between sectors - public to private, nonprofit to public, and public to healthcare. Similarly, the composition of the government workforce is changing to one that includes fewer government employees and more non-governmental employees from the private and non-profit sectors. This phenomenon is being explored by the National Academy of Public Administration (NAPA) in an initiative dubbed the "multi-sector workforce." ASPA also embraced the initiative by sponsoring a professional development session on this subject at its 2007 National Conference.

NAPA has recognized "that federal, state and local civil servants (whether full- or part-time, temporary or permanent); uniformed personnel; and contractor personnel often work on different elements of program implementation, sometimes in the same workplace, but under substantially different governing laws; different systems for compensation, appointment, discipline, and termination; and different ethical standards."

I believe the current reality of dealing with a multi-sector workforce is the challenge of the future for leaders, supervisors and new professionals in public administration. As reported last April by www.boston.com, Harvard University announced that it would offer a new program "to prepare students for leadership roles in the public, private, and nonprofit sectors" and give them "a broader view of the issues and challenges they'll face in their working lives."

As the public sector workforce becomes more multi-dimensional and more fluid, public administration offers new and exciting possibilities for those of us in public service. Perhaps ASPA's Executive Director, Toni Samuel, says it best, "We need to disassociate public service with place [or sector] and associate it with mission."



Past SWPA Presidents, Wendy Haines and Claire Felbinger at the midyear ASPA meeting.

Join SWPA Now!
Read three issues of BTG
Meet and Network with other
Professional Women in Public and
Nonprofit Service!

Member News

[Rosemary O'Leary](#), Distinguished Professor of Public Administration at the Maxwell School of Syracuse University, has been appointed as the inaugural holder of the Maxwell Advisory Board Endowed Chair.

[Margie Lomax](#) broke her hip and fractured her elbow in late July. She is recovering nicely, if slowly, and hopes to be back to ASPA and SWPA activities soon.

[Kimberley Cox](#), a new member in March 07 is on the Dean's list while employed full-time with the NYC Dept of Ed. and part-time with the City University of NY for the VP of Student Affairs. Kimberly is moving to DC and is looking for SWPA contacts there.

[Elaine L.Orr](#) joined the staff of Congressman Dave Loebsack, newly elected member from Iowa's second district. She handles constituent services and other matters in a six-state area of southeastern Iowa.

[Angela M. Eikenberry](#) has recently joined the faculty as assistant professor at the School of Public Administration, University of Nebraska at Omaha. She has also become the Managing Editor of the journal, *Administrative Theory & Praxis*.

Member News, continued....

Bev Cigler, Professor of Public Policy and Administration, Penn State Harrisburg, was recently presented a Legislative Citation by the PA House of Representatives, for "exemplary record of service, in keeping with the highest ideals of the Commonwealth" and was inducted into the National Academy of Public Administration last fall.

Alan Mills was elected for a second three year term to the Board of the National Society for Park Resources of the National Recreation and Park Association (NRPA). He was also appointed Treasurer of the SE Travel and Tourism Assoc.

Christine Gibbs Springer is the Executive Director - UNLV - Master of Science in Crisis and Emergency Mgt.(ECEM), Greenspun College of Urban Affairs - Dept. of Public Administration and CEO - Red Tape Limited www.redtapelimited.com in Las Vegas, NV

Barbara Lewkowitz, a graduate student at Arizona State University School of Public Affairs, and 2007 SWPA scholarship winner, worked this summer with Dr. Sherry Ahrentzen at the Stardust Center for Affordable Homes and the Family over the summer. Barbara was selected this fall as one of four Research Assistants to the Alliance for Innovation, a new collaborative venture at ASU, the Innovation Groups and the ICMA. She was also elected secretary of our local ASPA chapter

Meredith Newman recently participated in the Oxford Round Table, Oxford University session on Women's Rights: Regaining the Momentum. As one of 35 invited delegates, she presented her paper, "Beyond Cognition: Affective Leadership and Emotional Labor." She is also running for ASPA Vice President this year.

Norma Krayem has been named Co-Chair of the Homeland Security, Defense and Technology Transfer Practice Group at the law firm of Patton Boggs LLP.



2008 SWPA Conference Scholarship Awards Nomination Period Now Open!

ASPAs Section for Women in Public Administration (SWPA) annually awards up to three \$500.00 scholarships to help defray the costs associated with attending the ASPA national conference. SWPA Conference Scholarship applicants must be a full-time practitioner in public service, or a student enrolled in a Master's or Doctoral degree program in Public Administration/Public Policy/Public Affairs or a closely related field and must be a member of ASPA and SWPA.

Recipients of the SWPA Scholarships will participate in the 69th ASPA Conference, March 7-11, 2008 and will be honored at the SWPA National Awards Breakfast on Monday, March 10, at 7:30a.m. at the Fairmont Hotel. Public service practitioners and MPA and Doctoral students with a keen interest in issues related to women, diversity, and/or gender are encouraged to apply! To learn more about these SWPA Conference Scholarships and to access the application form, please visit the SWPA Web site at www.swpanet.org. The nomination deadline for receiving completed Scholarship Applications is November 15, 2007!



2007 Scholarship winners Amanda Erickson, Barbara Lewkowitz, and Yahong Zhang with Claire Felbinger (second from left) and guest speaker, Eleanor Clift (2nd from right).

**Don't forget to VOTE:
Fall elections for ASPA,
Local, State and National
Elections!**

What Life Coaching Can Do For You

Frances Clark

What do you want? What do you really, REALLY want? You know, that thing that feels impossible, or that sounds so crazy that you haven't told a soul?

You might feel bored and restless at work, and want to feel excited and alive again. Maybe you want to be The Boss. You might want to change your job, but not know how or feel afraid. Maybe you feel stressed, overwhelmed, and just wish you had enough time for work, health, family, fun, and friends. Or maybe you want a two month vacation in Hawaii where you do nothing but sit on the beach, snorkel, and eat great food.

When people want these things, they often think it's impossible or they just try harder. They think that if they buckle down and really work at it, they can get what they want. But it often doesn't work. It just gets them more of the same.

Life coaching works because it changes the game. A coach helps you achieve what you want more quickly and easily than you would otherwise. A coach also helps you get even MORE results than you initially imagined – she helps you mine the secret pockets of potential that lie waiting for you. She helps you clarify what you really, REALLY want (and it may not be what you think!), create concrete achievable goals, and move into ACTION towards your goals. A life coach helps you grow so you can overcome the internal and external obstacles that hold you back. A great life coach helps you dare to do what you long for and think you can't.

Here's an example of how coaching helped Denise Clark (no family relation), a mid-career professional. "I was employed in a job that I loved, but the office environment was toxic. I had no idea what to do next. I had never considered self-employment and didn't recognize that the knowledge and experience I had amassed over the years could lead to me taking charge of my employment situation, my happiness and most importantly, my one precious life. I felt depressed, sad, angry, unmotivated, and cynical. My self-esteem was at an all time low."

"As a result of Frances' coaching, I believed I could do whatever it took to design the life I deserved and desired. I overcame my fear of resigning from my

job and moved on to something healthier and more fulfilling for me--I started my own business. My quality of life improved, my stress levels lowered, and my relationships got better. I feel happy, calmer, inspired, stronger, and more confident. I dream bigger than before. Anything is possible!"

So what do **you** really want? How is your life impacted by not having it? What would it be like to actually have it? Consider using a coach to help you achieve it – the right coach will make the adventure of going after it easier, faster, deeper, and more fun!



Frances Clark

Frances Clark is a life coach and owner of The Adventure Matrix, LLC. She studied life coaching at the Coaches Training Institute. She has a BM in Music Composition from Belmont University and an MS in Biomedical Engineering from Boston University. She coaches people to have adventurous careers that they love. She lives in Placitas, New Mexico with her partner and two dogs. Her current adventures include ultra-light backpacking, learning Spanish, and growing adventure in the sidewalk cracks of life. Ms. Clark's contact information is as follows: www.AdventureMatrix.com
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SWPA Membership on the Rise!

At ASPA's mid-year business meeting, Pat Yearwood, Senior Director for Membership Services, reported that as of July 2007, SPWA membership was 296, up 44 members or 17% over July 2006! The increase in membership is attributed to an aggressive membership campaign combined with revamped membership benefits: exciting networking opportunities, professional development opportunities, a new website (swpanet.org), and our own newsletter, Bridging the Gap (BTG). Of course, the highlight of the year for SWPA members is our annual breakfast at ASPA's national conference, where members hear a renowned keynote speaker and present their national awards. Where else can you get so much for just \$17?

AN ACTION AGENDA FOR SWPA 2007- 2009

SWPA is poised for even greater success as a vibrant and growing Section within **ASPA** in 2007-2009. The **ACTION AGENDA** was developed to guide our efforts over the next two years in a focused and effective way.

A broad-based and diverse group of **SWPA** members recommended the following as a framework for SWPA Priorities:

Expand the collegial, mentorship and collaborative relationships to promote the visibility of women within the ASPA organization with particular emphasis on increasing member diversity,

Increase the participation of students through an accelerated outreach, career development and academic network,

Offer more professional development opportunities in partnership with ASPA and other organizations, and

Provide stronger advocacy and collaborative initiatives on issues of particular relevance to women and minorities.

After conferral with the Board and members at both the 2006 and 2007 **ASPA** Conferences and through communication **SWPA** members throughout the Section, the following were identified as priorities for **ACTION AGENDA for 2007-2009**:

Implement a SWPA membership program with particular emphasis on improving: 1) retention rates of current members and students; 2) outreach to current **ASPA** members who are not in **SWPA**; 3) include emerging fields in public administration e.g. non-profits; consultants, and 4) Increase the diversity of the membership. Goal 275 members for 2007.

- Launch the second phase of the Professional Development Plan by 1) initiating a professional development program called *Transitions* which focuses on issues and concerns of **SWPA** members at three career stages from student to new professional; mid-career and senior professionals; 2) providing mentoring opportunities for **SWPA** members in transition; and 3) offering another professional development "experience" at the 2008 **ASPA** National Conference in Dallas, TX from March 7-11, 2008.

- Identify and provide information and advocacy on major issues of concern and relevance to women and minorities including topics such as 1) Issues of equity; 2) Balance between personal professional lives; and 3) Issues of relevance to the underserved women and girls in our country.

- Strengthen and expand collaborative efforts with ASPA and external organizations that will enhance the careers and experiences of women in public service and attract new SWPA members including renewed links with COMPA; Business and Professional Women/USA and its "Women Joining Forces" program; Women's Museum; An Institute for the Future in Dallas, TX; American University's Institute for Women and Politics.



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Phin Xaypangna and Ann Hess at the midyear meeting

Bridging the Gap

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Deadlines: Fall Issue: October 1st
Pre-Conference Issue: January 15th*
Summer Issue: June 1st

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

*An earlier deadline is planned for the spring 08 issue
to accommodate the earlier date for the ASPA annual
conference