

# BRIDGING THE GAP

Newsletter of the Section for Women in Public Administration

Fall 2008



**This Edition of Bridging the Gap Features Women in History**

## Letter from the Chair...



### **Exploring the History of Women in Public Administration: Florence Nightingale and the Civil War Sisterhood**

Over the summer I researched the history of women in public administration during the Civil War. I want to share with the SWPA membership a few remarkable surprises. As a preview, during the civil war women managed the largest relief effort the United States has ever engaged in. Subsequently, the Civil War sisterhood successfully agitated for employment, legal, educational

and political reform. Their successful administrative experience gave these women both confidence and widespread legitimacy. Just a few years earlier, nurse-administrator, Florence Nightingale, laid the groundwork that made the efforts of the Civil War sisterhood possible.

When Claire Felbinger and Wendy Haynes began discussing their plans for SWPA's *Outstanding Women in Public Administration*, I suggested Mary Livermore, a civil war nurse/administrator, be included. Years earlier, I fell in love with Mary Livermore's story when I read her Civil War memoirs. Yes, Livermore was a nurse, but she was so much more. As a manager of the Chicago Branch of the US Sanitary Commission, she coordinated efforts to send supplies to soldiers at the front – she was a public administrator.

The US Sanitary Commission provided relief supplies to the Yankee soldiers of the Civil War. This massive effort was spear-

headed by women administrators who often took the dual role of nurses when accompanying supplies to hospitals at the front. The women, regional branch managers coordinated the activities of a nationwide network of 7,000 local ladies aid societies. This was a massive effort. Over the course of the war, the Sanitary Commission budget was 25 million dollars. To put this in perspective, the



**Mary Livermore**

budget receipts of the federal government in 1861 (the first year of the war) was 41.5 million dollars (DATAPEDIA, 2007).

During the 1800s women and men organized their lives into separate spheres. Men looked outward. Women, focused inward – on home and family. Occasionally, women’s sphere widened to serve extended family and the local community during crises. Mary Liver-

more often remarked how this inward focus resulted in a near consensus among women and men – women were ill suited for executive tasks. The Civil War Sanitary Commission experience drew on the women’s traditional sphere, but widened it to incorporate a national interest – winning a war and caring for “our boys.” The earlier consensus was challenged as women branch manager took up executive tasks and were awakened to their potential.

After the war Mary Livermore edited and published, *The Agitator* – a newspaper designed to promote women’s rights. Its motto was “Healthy Agitation Precedes All True Reform” (Venet, 2005). She and other women administrators of the civil war sisterhood entered the post war women’s movement bringing with them new organizational skills, the debt of a nation and passion for reform. (Giesberg, 2000).

The historical record of the US Sanitary Commission can be described as her-story and his-story. Official documents, written by men generally focused on another agenda of the Sanitary Commission – providing sanitary advice to the volunteer army and the Army Medical Bureau. His-story explained how these upper class men (mostly doctors) literally “clean up” the army. The women’s vivid memoirs, in contrast, focus on relief efforts and their connection to the “boys in blue.” Over the course of the war, over 2 million men served in the northern army. The regular Army at the start of the war had fewer than 20 thousand men. This enormous gap was filled through local volunteer regiments. Initially the green recruits were organized into volunteer regiments led by local men untrained in military ways (Maxwell, 1956). These inexperienced officers were also used to living in the male sphere. Tragically, men oblivious to the women’s sphere led many of the early volunteer regiments. Thus, they ne-

glected to plan for, food, bedding, clothes and cleanliness – all things their wives or mothers attended to. Further, the Army’s Medical Bureau was over extended and neglected many of these same things. The men of the Sanitary Commission recognized the problem and advocated applying the sanitary science developed by the British Sanitary Commission during the Crimean War to the efforts of the North.

This is where Florence Nightingale enters the story. Although known as a nurse, she was the leading hospital reformer of her time. She was the force behind the British Sanitary Commission. Her passion for data collection and statistical prowess came together to reveal relationships between mortality rates and hospital and barracks practices. She emphasized, ventilation, drainage and cleanliness as the key factors to ensure the wounded and soldiers with dysentery would recover. Her books and reports formed the basis of the scientific investigations of the US Sanitary Commission. She also wrote, *Notes on Nursing*, a short book that applied her sanitary science to the home. It was widely read by US women. Its principles were subsequently applied as they nursed their sick and wounded “boys in blue.”

I have always viewed nursing as a caring and honorable profession. The world of nursing was very different when Florence Nightingale began to explore it as a way to serve. Hospitals were foul, filthy places for the dying poor. Nurses were often drunken prostitutes (Woodham-Smith, 1951). Nightingale’s upper-class parents refused to let her go near local hospitals. Nightingale would not be deterred. She began to collect and study data on hospitals as well as visit hospitals outside England. She also gained experience working in hospitals run by nuns. After years of investigation, she established a reputation as an expert on hospitals. She began her formal role as a hospital administrator by reorganiz-

ing The Institute of the Care of Sick Gentlewomen in Distressed Circumstances. Her interventions were successful.

Florence Nightingale was well placed within the British elite. When the Crimean War broke out the telegraph almost instantly relayed alarming death by disease rates among the British soldiers. Under pressure to change the situation, Sidney



Herbert, the Secretary of War and close friend of Nightingale, asked her to bring a group of nurses to Army hospitals in the Crimea. She and her group of nurses applied her theories about sanitation. The hospital mortality rate plummeted. Skeptical and defensive hospital doctors often thwarted her efforts. Luckily, when her political battles seemed hopeless, Queen Victoria, stepped in and supported her. The

powerful women's sphere of Queen Victoria extended to her sons' fighting in the Crimea. When Nightingale returned to Great Britain she spearheaded a formal investigation into the sanitary conditions of the troops in the Crimea. This commission was known as the British Sanitary Commission. She wanted to be sure the lessons learned were remembered and applied. Again, her powerful statistical talents were used to demonstrate the effects of sanitary science on the health and efficiency of the British Army. It was these studies that guided the men and women of the US Sanitary Commission.

Themes central to the woman's sphere of the 19<sup>th</sup> century permeate this story. Perhaps because of the earlier reputation of nurses, Dorathea Dix, the superintendent of nurses, required Civil War nurses to be older with respectable reputations. This meant most of the women were old enough to be mothers to the "boys in blue." The moral power of motherhood was used to create cleaner hospitals filled with healthful food. Nightingale came to see the enlisted men as her sons. This strong moral connection sustained her as she studied data and maneuvered through changing political seas. And, it was her ability to see the women's sphere and expand it that saved so many lives and transformed nursing to an honorable profession.

My journey into the lives of the women administrators of the 1800s began when Claire Felbinger asked me to write the chapter on Mary Livermore. I first became acquainted with Claire through her book *Evaluation in Practice*. I found it a clear articulation of principles of experimental design applied to public administration problems. Little did I see then that Claire was following in Florence Nightingale's footsteps. The Civil War sisterhood moved millions of dollars of supplies using the trains and highways of this land. Claire's passion for transportation policy ties her to these amazing

women too. Claire is now part of this legacy. We miss her so.

### ***Pat Shields***

*(Please contact Pat Shields for a list of this article's references.)*

## **Highlights of the SWPA Mid Year Meeting**

SWPA Board and Committee Members and members from the DC area attended a great social event on the evening before the mid-year meeting. We met at Becky Schergens home; Becky and Pat Shields sponsored the event. About 25 people enjoyed the food and fellowship.

At the Board Meeting conducted by ***Pat Shields*** the following day, members met in person and by conference call to report on committee activities and discuss plans for SWPA's participation in the ASPA conference in Miami. ***Suzanne Discenza*** and ***Phin Xay-pangana*** are coordinating another Transitions workshop for the conference similar to last year's successful event.

We spent time discussing ways to enhance membership. (***Barbara Lewkowitz*** has put SWPA on *Facebook*; check it out.) Also watch out for news on Linked-in a formal networking tool we are considering.

***Dara Baldwin*** is creating a professional development workshop dealing with women elected officials. ***Sherri Greenberg*** is spearheading the National Awards Program and ***Roselyn Alic-Batson*** is busy with local arrangements for the Miami Conference. ***Yahong Zhong***, ***Barbara Lewkowitz***, ***Gail Nehls***, and ***Shinika McKiever*** are working on the conference scholarships.

Thanks to ***Eileen Larence***, SWPA finances are sound. We owe a debt of gratitude to ***Becky Schergens*** who has worked so hard on all of

these efforts. *Marcy Crowley* had plenty of insightful comments.

ASPA President *Don Klinger* visited our meeting and brought words of encouragement. We all missed *Claire Felbinger*. Claire worked hard to make the SWPA endowment a success. Many plan to contribute to the endowment in her name. *Dianne Noli Hill* took minutes.

## The Case for Women's History

**Becky Schergens**

History is a powerful tool! Our wisest leaders study it learning from our past, we are not doomed to repeat the same mistakes. Each generation can build on the one before . . . except when there is no history! Not having a sense of our past robs us – women and girls – of the strength in our present.

Most women today learned little of women's history in school. Information about the women who came before astonishes women and men. Many times they have said rhetorically, "Why didn't I know that?" The women in history were courageous, persistent and caring, changing the face of the nation's history without acknowledgement!

Women's history is still largely relegated to those who enter women's studies programs or those who've somehow stumbled upon this empowering information. This is the reason why the Section for Women in Public Administration is to be congratulated for recording its OWN history as you did so well in your Outstanding Women in Public Administration publication.

Even in the nation's Capital, where the

repositories, museums, and visual depictions extol our nation's history, women and their history are almost non-existent. Of the 214 statutes in the United States Capitol, only nine are of women leaders. Less than five percent of the 2,400 national historic landmarks chronicle women's achievements.

The National Women's History Museum was founded in 1996 to reclaim the missing half of our nation's history...women's history. Women's history has been repeatedly unearthed, reclaimed and then lost. It is the NWHM mission to provide a comprehensive focus, the ongoing attention and the constancy of gathering, retaining and passing on our collective history to future generations of women and men alike.



**Joan B. Wage, President, NWHM**

To begin the reclamation, the Museum led a Coalition to move the Suffrage Statue depicting the founders of the U.S. suffrage movement from the U.S. Capitol Crypt to its current place of honor in the Capitol's Rotunda. The President's Commission on the Celebration of Women in American History called for the creation of a national women's history museum, recognizing NWHM, in Washington, D.C. in 1999.

The NWHM features an award-winning CyberMuseum with historical Exhibits such as Rights for Women, Women With a Deadline: Female Printers, Publishers and Journalists and Women Olympians. The Museum funds and produces temporary exhibitions including the traveling Rights for Women, Clandestine Women: The Untold Stories of Women in

Espionage and Partners in Winning the War – American Women in World War II as well as programs of historical significance with Coalition members and other museums.

However, the search for a permanent site for the Museum has eluded us for 11 years. SWPA and ASPA have been staunch supporters of our past efforts to secure the Glass Pavilion adjacent to the Old Post Office Building with the U.S. Senate passing the legislation to secure this property by unanimous consent twice, only to have the legislation fail to make it to the floor in the House. In early 2008, the NWHM submitted its response to a Smithsonian RFQ to secure the Arts & Industries Building, which the Smithsonian's Board of Regents terminated in mid May 2008.



Now we are on our way! The new opportunity for a permanent NWHM Museum site emerged quite suddenly in June 2008 when a parcel of land at 12th Street and Independence Avenue SW in Washington, DC became available. This parcel borders the National Mall. We moved quickly to get legislation introduced.

Representative Carolyn Maloney (D-NY) is the sponsor of HR 6548 introducing the bill on July 17, 2008. Original co-sponsors are Rep. Rosa DeLauro (D-CT), Rep. Deborah Pryce (R-OH), Rep. Marcy Kaptur (D-OH) and Rep. Eleanor Holmes Norton (D-DC). Twelve co-sponsors have joined Maloney

with the number increasing. Senator Susan Collins is introducing a companion bill there. Since the parcel is federal property in proximity to the National Mall, Congress must pass legislation authorizing the purchase of the land.

The 12th and Independence SW location will allow for a 300,000 sq. ft. building, larger than the two previous sites. NWHM plans to build one of the first “green” museums in the nation’s capital certified by the Leadership in Energy and Environmental Design (LEED) requirements.

### **Immediate Action Requested!**

This has been an historic year for women, and it is the perfect time for Congress to pass this legislation and create a permanent home for women's history as part of the nation's historic museum core.

Congress now has the opportunity to recognize women’s successes by passing H.R. 6548 and giving the National Women’s History Museum a permanent home in Washington, DC .The NWHM has launched the Right Here. Right Now. campaign to encourage Congress to pass H.R. 6548 before it adjourns for the year.

ASPA-SWPA Members and their colleagues are urged to go to [www.nwhm.org](http://www.nwhm.org) and send a letter of support to their members of Congress. You can also show your support and spread the word by displaying the NWHM Right Here. Right Now badges on your Web site to link to [www.nwhm.org](http://www.nwhm.org) for progress reports.

Empowered by their history, women in the future will step forward with the leadership skills that have empowered men for centuries. NWHM looks forward to inviting you to visit its permanent home near the National Mall in Washington, DC in the not

## Member News...

**Deborah M. Brock** has been named the Interim Director of the Wilder School of Government & Public Affairs, Virginia Commonwealth University.

The work of King County Auditor **Cheryle Broom**, former SWPA Chair, was recognized by the Seattle Chapter of the Association of Government Accountants (AGA), who presented Broom the organization's "Emerald Award" in recognition of her substantial and sustained contributions to improve government accountability and transparency.

**Betty Clark-Wine** (UTD BSBA '93, UCCS MPA '04). I was elected to City Council for the City of Woodland Park, Woodland Park CO in April.

**Mary Ellen Guy** has moved from Florida State University to the University of Colorado Denver. Her new email address is [mary.guy@ucdenver.edu](mailto:mary.guy@ucdenver.edu) Also, she, Meredith Newman, and Sharon Mastracci are co-authors of the recently published book, Emotional Labor: Putting the SERVICE in public service. in Public Service.

**Mary Hamilton** reports that the Nebraska Certified Public Manager (CPM) Program, of which she am Director, received its initial accreditation in September 2008 from the National Certified Public Manager Consortium. The program started in January 2008 and will graduate its first cohort in December 2008.

**Kathy Hensley**, former SWPA Chair, has been selected for induction into the South Carolina Democratic Women's Hall of Fame at the annual Fall Forum in November. She was a founder of the South Carolina Democratic Women's Council in 1996 and is a Commissioner on the Lexington Soil and Water Conservation District board and Treasurer of the S.C. Democratic Party .

**Karen A. Kunz** has jointed the faculty at West Virginia University in their Division of Public Administration. I teach public financial management and budgeting. Her new email address is: [Karen.Kunz@mail.wvu.edu](mailto:Karen.Kunz@mail.wvu.edu)

**Dr. Helisse Levine**, a graduate of Rutgers University, School of Public Affairs and Administration joined the faculty of Long Island University. Dr. Levine can be reached at [helisse.levine@liu.edu](mailto:helisse.levine@liu.edu).

**Myrna Mandell** has published chapters in three new books: one by Bergrud & Yang (Civic Engagement in a Network Society); another by Considine & Giguere (The Theory and Practice of Local Governance and Economic Development), and another with R. Keast by Cropper, et al (The Oxford Handbook of Inter-Organizational Relations).

**Audrey L. Mathews** became Professor Emerita in Fall 2008 after designing a hybrid Diversity in Public Organizations course for the department of Public Administration at California State University, San Bernardino. In Fall of 2007, I was nominated and elected as a Fellow of the National Academy Public Administration.

**Linda McNish** reports that she has moved from Maryland to Sunset Beach, NC at Sandpiper Bay Golf Club about 5 miles from the ocean. While I'm farther away from my children and grandchildren, I'm only 20 miles from my mother who needs me more for the time being.

**Kendra B. Stewart** took a new position as the MPA Director at the College of Charleston in Charleston, SC. Her new email address is: [StewartK@cofc.edu](mailto:StewartK@cofc.edu)

**Heather Wyatt-Nichol** has moved from Stephen F. Austin State University in Nacogdoches, TX to the University of Baltimore. Her new email address is: [hwyatt-nichol@ubalt.edu](mailto:hwyatt-nichol@ubalt.edu)

**Section for Women in Public Administration  
ASPA National Conference  
Scholarship  
2009**

ASPA's 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. In addition to completing and submitting the attached SWPA Scholarship Application form, applicants must also submit a cover letter, vita or resume, and two letters of nomination/recommendation from relevant faculty, supervisors/managers, or ASPA chapter or section officers by the stated deadline. Incomplete and late applications will not be considered.

All applicants who meet the following criteria are eligible for full consideration:

1. Applicant 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;
2. Applicant must be a member of ASPA and SWPA;
3. Applicant must be willing to become an *active* member of SWPA;
4. All required application materials must be complete;
5. Completed application materials must be **received** by the stated deadline;
6. Application must include a cover letter with a strong narrative that demonstrates a keen interest in a career public administration and addresses how diversity/gender issues impact the professional choices and decisions of practitioner applicants or impact the research agendas of student applicants;
7. Application must include a vita or resume;
8. Application must include two letters of nomination/recommendation;
9. Application materials must demonstrate professional work or academic research (including MPA Capstone projects or theses, and Doctoral dissertations) of high quality;
10. Practitioner applicant's annual salary must not exceed \$50,000.

**The deadline for submitting completed applications is November 13, 2008.**

Award recipients will be notified by December 30, 2008.

Please mail or fax a complete set of your application materials to:

Dr. Yahong Zhang  
School of Public Affairs and Administration  
Rutgers University at Newark  
360 M.L. King Blvd., Hill Hall 7th Floor  
Newark, NJ 07102  
Fax: 973-353-5907

Questions should be addressed to Yahong Zhang via email (preferred) at [yahongzh@newark.rutgers.edu](mailto:yahongzh@newark.rutgers.edu) or via telephone at 973-353-3983.

(Application on page 9)



## SWPA Scholarship Application Form 2009

### Section I: For all applicants

1. Type of Scholarship Requested (check only one category):  
Practitioner  Master's Student  Doctoral Student
2. Name: \_\_\_\_\_
3. Title (professional title, if applicable): \_\_\_\_\_
4. Organization or University: \_\_\_\_\_
5. Preferred Mailing Address \_\_\_\_\_  
\_\_\_\_\_
6. Email Address: \_\_\_\_\_ (Print clearly!)
7. Telephone: \_\_\_\_\_ (work) \_\_\_\_\_ (home) \_\_\_\_\_ (cell)
8. Are you a current ASPA member?      Yes       No
9. Are you a current SWPA member?      Yes       No
10. Are you willing to become an *active* SWPA member (for example, serve on the SWPA board or on a SWPA committee)?      Yes       No
11. Have you submitted a proposal for 2009 ASPA conference?      Yes       No
12. If yes, what is the title of your proposal? \_\_\_\_\_  
\_\_\_\_\_
13. Was your proposal accepted for this year's ASPA conference?      Yes       No

### Section II: For Practitioner Applicants Only

14. Is your annual salary less than \$50,000?      Yes       No

### Section III: For Student Applicants Only

15. Are you enrolled as a student in a graduate degree program?      Yes       No
16. Full name of degree in progress \_\_\_\_\_

**Please be sure to submit your cover letter, vita or resume, two letters of nomination/recommendation, along with this completed application form by  
November 13, 2008.**

**GOOD LUCK!**

**Faculty Appointments at the  
School of Public Affairs  
University of Colorado Denver**

The School of Public Affairs (SPA) at the University of Colorado Denver seeks applicants for up to five faculty positions (open rank) in public policy, public administration, public management (including nonprofit management) or public finance to start in fall 2009. These positions will be hired at a mix of tenured and tenure-track levels. Applicants at the level of assistant professor should have at least two years of demonstrated teaching and research experience.

Within the general areas listed above, we are looking for candidates with the following areas of substantive expertise: (1) local government; (2) nonprofits; (3) education policy; (4) environmental policy (including emergency management); or (5) health policy, possibly with an emphasis on health disparities. The ideal candidates will have an appropriate mix of broad expertise and specific area knowledge, such as someone expert in health care finance, or in non profit management, for example. Several of these positions will also be associated with relevant SPA applied-research Centers, or with new university "signature" programs, emphasizing P20 education policy, health policy, and environmental sustainability.

SPA, ranked 32nd among public affairs programs by US News and World Report, is the only comprehensive school of public affairs in the Rocky Mountain region, with programs on both the Denver and Colorado Springs campuses of the University of Colorado. Go to [spa.cudenver.edu](http://spa.cudenver.edu) for details.

TO APPLY please visit [www.jobsatcu.com](http://www.jobsatcu.com), refer to job posting number 805401 for health, 805403 for local government, 805404 for nonprofit, 805405 for environmental, and 805408 for education. Review of applications will begin on October 15, 2008, and will continue until the search is completed. For specific questions about the position you may contact the search committee chair, Associate Dean Linda deLeon, at 303.315.2702 or [Linda.deLeon@ucdenver.edu](mailto:Linda.deLeon@ucdenver.edu).



**Pug Pumpkin**

**Boise State University  
Associate/Full Professor/Director, Masters  
of Community & Regional Planning &  
Assistant Professors  
SS-0005-89, SS-0006-89,  
SS-0007-89**

The Department of Public Policy and Administration at Boise State University (BSU) seeks three faculty for its new Master of Community and Regional Planning beginning Fall 2009. Program Director/Assoc. or Full. We seek applicants with distinguished research records, vision, and leadership requisite to instituting a new program. Assistant Professor (2 vacancies). Candidates should have expertise in one or more of the following: land use and sustainability; analytical methods and GIS; or economics and community development. Full job descriptions should be reviewed at: <http://hrs.boisestate.edu/joblistings/faculty/>. EEO/AA Institution, Veterans preference.

**The L. Douglas Wilder School of  
Government and Public Affairs  
College of Humanities and Sciences  
Virginia Commonwealth University  
Seeking Director ( F1889)**

Applications and nominations are invited for the position of Director. This is an administrative faculty position reporting directly to the Dean of the College of Humanities and Sciences. The School is an interdisciplinary, public affairs school, offering a diverse, energetic intellectual environment, with a range of academic programs from the bachelor's through the doctoral level. Areas of study include public policy and public administration, urban planning and regional studies, homeland security and emergency preparedness, political science, criminal justice, and sociology. The School includes research and policy centers, professional and leadership training, transportation safety planning, and education policy analysis. The School serves more than 1600 undergraduates and 350 graduate students, manages more than 8.5 million dollars in grants and contracts. The Director's responsibilities include providing intellectual leadership for an interdisciplinary faculty and student body, representing the School's interests to external academic and practitioner communities, and furthering the School's traditions of excellence in undergraduate and graduate instruction, scholarly and applied research, professional development, and community engagement at all levels. Contact: Dr. Michael Pratt, Search Committee, [mpratt@vcu.edu](mailto:mpratt@vcu.edu) for more information.

# WOMEN IN PUBLIC ADMINISTRATION ENDOWMENT FUND

The Section for Women in Public Administration (SWPA) established the Women in Public Administration Endowment Fund in 2007. The purpose of the Fund will be to highlight women in public administration by some of the following ways:

- Funding research and publications about women in public service or issues that affect women in public service
- Funding analyses that form the foundation for legal breakthroughs for women in public service.
- Funding of an annual lecture by a distinguished woman in public service at the national conference of ASPA.
- Providing grants to ASPA chapters or districts for special programs on women in public service.
- Providing scholarships to individual women who are in the last year of a master’s or doctoral public administration program leading to a career in public service/public administration education or a new public service professional.
- Providing scholarships for travel to the ASPA national conference for women students.

The Endowment Fund was initiated during the tenure of Dr. Claire Felbinger when she was Chair of SWPA. She recognized the need to develop a funding mechanism for a variety of programs SWPA wanted to undertake. Her untimely death in June 2008 left a void in SWPA. Claire Felbinger was the ultimate professional – organized, caring, clear, practice oriented, responsive, efficient, generous, gracious and no-nonsense. We are soliciting contributions in her memory. If you would like to contribute to the SWPA Women in Public Administration Endowment in Claire’s memory, please make your check payable to SWPA Endowment Fund and mail to Eileen Regan Larence, SWPA Treasurer, 4206 Holborn Avenue, Annandale, VA 22003 along with the form below.

## Women in Public Administration Endowment Fund

Name: \_\_\_\_\_ Phone: \_\_\_\_\_

Address: \_\_\_\_\_

Email: \_\_\_\_\_ Chapter: \_\_\_\_\_

ASPA (SWPA) is a 501(c)(3) non-profit organization. Your donation may be tax deductible. Please consult your tax advisor.

For more information about the SWPA Women in Public Administration Endowment Fund, contact Kathy Hensley, Chair, SWPA Endowment Fund Committee, kathrynhensley@hotmail.com. Other members of the committee are Carol Gandy, Chris Gibbs Springer, Eileen Regan Larence, and Denise Wells.

## SWPA 2008-2009 Officers

Pat Shields, Chair  
*ps07@txstate.edu*

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## SWPA Committees

ASPA Conference Program Liaison	Roslyn Alic-Batson
SPWA Awards Breakfast	Committee of the Whole
By-Laws & Policies	Marcy Crowley
Chapter Outreach	Open
Collaborative Initiatives	L. Dara Baldwin
Communications (BTG & Website)	Janet Hutchinson
Membership & Recruitment	Donna Handley
National Awards Program	Sherri Greenberg
National Council Liaison	Ann Ludwick
Nominations	Becky Schergens
Professional Development	Phin Xaypangna
PR & Marketing	Barbara Lewkowitz
Scholarship Program	Yahong Zang

Visit the SWPA Website: <http://www.swpanet.org/>

## *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](mailto:jhutch@vcu.edu)

Mail contributions to:  
Janet R. Hutchinson  
2221 Park Avenue  
Richmond, VA 23220

Deadlines: Fall Issue: October 1st  
Pre-Conference Issue: February 1st  
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.

Please consult editor about copy length.