

# BRIDGING THE GAP

PRE-CONFERENCE EDITION

Newsletter of the Section for Women in Public Administration

February 2009



## SWPA Announces ASPA Conference Activities, Miami, Florida March 20-24

### SWPA Conference Events

**Join the 2009 SWPA Workshop  
Extending the Discussion on Women  
in Transition titled, “And Yes, WE  
Can! Women in Transition Showing  
the Way”**

**Suzanne Disenza** and **Phin Xaypangna** lead a panel of SWPA Professionals in a continuation of the SWPA discussion on Women in Transition. Join the group on Monday, March 23 from 3:00 PM—4:30 PM. Check your conference program for venue. Read more on page 5.

*Volunteers Welcome at the SWPA Conference Booth*, Exhibit Hall, ASPA Conference. Two hour shifts. Meet participants! Register members and guests for SWPA breakfast! Encourage new SWPA members! Grab a friend and sign up. To sign up, contact Becky Schergens [bschergens@hotmail.com](mailto:bschergens@hotmail.com) or Roslyn Alic-Batson [alic@miamidade.gov](mailto:alic@miamidade.gov).

**SWPA Annual Business Meeting** will be held on Sunday March 22 at 1:30PM. This is an opportunity for members to elect new officers, hear the results of the previous year's work, and meet old friends and new members.

**SWPA Annual Awards Breakfast Welcomes Feminist Activist Patricia Ireland.** Breakfast begins at 7:30 AM, Monday, March 23 at the Hyatt Regency. Ms. Ireland's biographical notes follow.



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The world of feminist polemics and advocacy is far removed from the middle-class upbringing that Patricia Ireland enjoyed. A child during the 1950s, her youth was relatively uneventful, yet the tumult and tensions of her college years and her early work experiences paved the way for a vastly different lifestyle. Her election to the presidency of the National Organization for Women (NOW) in 1991 represented the culmination of decades of intense political activism on behalf of women's rights.

### **Middle-Class Upbringing**

Patricia Ireland was born in Oak Park, Illinois, on October 19, 1945, to James Ireland and Joan Filippek. She spent her childhood in rural Valparaiso, Indiana, where her father was an engineer and her mother was involved in Planned Parenthood. Patricia's older sister, Kathy, died at age seven in a horseback-riding accident. Patricia, then four and a half, subsequently attributed to this tragedy her ability to cope with difficulty and face challenges with equanimity. Despite the emotional impact of her sister's death, Patricia was, by all accounts, a happy child. She not only made the honor roll in high school but won a school beauty contest as well. She entered DePauw University in 1961, when she was 16.

### **Fight Against Discrimination**

While in college, Patricia became pregnant. She fled to Japan for an abortion, then married for a short time. These events carried her away from a chosen career of teaching, placing her instead on a radically different course. After her marriage Patricia left DePauw University for the University of Tennessee; in 1966 she earned a Bachelor's degree in German. She remained at the university, enrolling in graduate school, and in 1968 married again. After leaving graduate studies, she and her husband went to Miami, Florida, where Ireland became a flight attendant with Pan American World Airways. This detour proved pivotal: her self-assurance, independence, and discomfort with gender stereotypes made it impossible for her to maintain the attitude that the airline required of stewardesses. Her noncompliance with rules brought her, during her initial year there, into direct confrontation with Pan Am. Outraged at the airline's sexist employment policies, Ireland

filed action against Pan Am regarding health insurance coverage; she learned that her husband was not covered on her dental policy but that wives of Pan Am employees were covered. Bringing her concerns to the Dade County chapter of NOW, she received help.

### **Legal Training**

Pan Am reversed its biased dental policy in 1969. This episode marked the beginning of Patricia Ireland's feminist crusade. Realizing that legal action could effect lasting change for women, Ireland entered law school at Florida State University in Tallahassee but kept her Pan Am job. While studying law, Ireland organized fellow classmates formally to protest the use of a biased textbook; she also worked as a volunteer with NOW's Dade County chapter. Earning her degree in 1975 from the University of Miami (to which she had transferred earlier), Ireland was hired by the Miami firm Arky, Freed, Stearns, Watson & Greer. She continued volunteering with NOW, and in 1977 helped mount a challenge to an anti-homosexual referendum in Dade County. Subsequently, Ireland worked to promote Florida's ratification of the Equal Rights Amendment. Although the amendment was defeated nationally in 1982, her efforts led to the ouster of Florida conservative Senator Dick Anderson in his subsequent reelection bid.

### **NOW Leader**

In 1983, Ireland was elected to chair NOW's lesbian rights task force in the Florida chapter where she added her voice to an increasingly powerful lesbian faction within the national organization. In the face of her longtime identification with this issue, Ireland continually spurned the label "lesbian" or "bisexual." She remained low-key about her private affairs, staying married to her second husband while admitting companionship with a woman whose anonymity she strove to protect.

In 1985 Ireland managed Eleanor Smeal's successful campaign for the NOW presidency; two years later Ireland won the vice-presidency, running with firebrand Molly Yard. She founded NOW's Project Stand Up for Women to combat peacefully the efforts of right-wing, anti-abortion advocates. Winning re-election with Yard in 1989, she became acting president of NOW in May 1991 after Yard

suffered a stroke. She was named NOW's ninth president in December 1991. As president, she saw NOW membership increase, particularly during the 1991 Senate confirmation hearings of U.S. Supreme Court nominee Judge Clarence Thomas, which involved the alleged sexual harassment of Anita Hill.

Both the organization and its leader endured harsh words from critics who said NOW maintained an overly strident tone and a political stance exclusive of mainstream America. Conversely, Ireland was excoriated by militant feminists who were dismayed by what they saw as her reluctance to declare war on convention. Straddling these perceptions, Ireland nonetheless promoted activism and generated widespread support for women's rights. Organizing the Global Feminist Conference in January 1992, Ireland backed a pro-choice demonstration in Washington, D.C., in April 1992 - a show of solidarity attended by nearly one million people.

### **Putting Ideas In to Words**

Ireland's first book *What Women Want* was published in 1996. In the book, she discussed the events in her life that encouraged her to become an advocate for women. She wrote about the struggles of NOW, particularly during their attempt to get the Equal Rights Amendment ratified, and the direction of the organization. She outlined some of the crucial issues facing women today, such as equal pay for work, reproductive freedom, and domestic violence. In addressing the question of what women want, Ireland hoped that her readers would ask themselves the same question. She explained, "When you decide what you want, when you add your own voice to those of other women, when we begin collectively to answer the question of what women want, we become stronger; we become much more determined to get it."

### **Further Reading**

Articles and interviews provide extensive background on this feminist leader. Some sources are the *New York Times Magazine* (March 1, 1992), *Newsweek* (July 22, 1991), and the *National Review* (August 12, 1991).

### **Additional Sources**

- Bader, Eleanor J. "What Women Want (Book Review)." *The Progressive* 60 (July 1, 1996): 42 (2).
- Clift, Eleanor. "Patricia Ireland: What NOW?" *Newsweek* (December 16, 1991): 30.
- Ireland, Patricia. *What Women Want* New York: Dutton, 1996.
- "The State of NOW." *Ms.* (July/August 1992): 24-27.
- Renwick, Lucille. "NOW Chief Aids Launch of Coalition." *Los Angeles Times*, 24 June 1995.
- Selvin, Molly. "Whiplash from Backlash. *What Women Want* by Patricia Ireland (Book Review)." *Los Angeles Times*, 11 August 1996.



### **Note from the Chair...**

#### **Writing Papers: Recognizing the Emotional Component *Pat Shields***

Earlier today I sent a message to the SWPA members about a call for chapter proposals for an exciting new book on women and public administration edited by Maria D'Agostino and Helissa Levine. I hope many of you are inspired and submit proposals. Although not specifically about 'women in PA' the related topic of emotional labor has occupied an important place in contemporary PA scholarship. SWPA and ASPA leaders Mary Ellen Guy, Meredith Newman and Sharon Mastracci are to be applauded for their contribution. These scholars have brought to our larger attention the role of emotion in the workplace.

Emotions also can play an important role in successfully writing a book chapter, journal article, dissertation or capstone paper. As many of you may know, I edit a scholarly journal and give seminars on writing papers. Further, many of my students have written award-winning papers – including the Pi Alpha Alpha award for the best

student paper in PA. Over the years, I have come to understand that the important role of emotion in successful scholarship. This column will explore three common writing problems that have a little understood emotional component (isolation, procrastination and confusion/anxiety).

I have supervised hundreds of student capstone projects and have found the isolated go-it-alone student is less likely to finish. Alternatively, students who have formed strong emotional bonds have the greatest success rate. This occurs for two reasons. First, everyone experiences emotional highs and lows during the process. Networked students provide each other with encouragement and help each other get through the lows. Secondly, networked writers are able to overcome a little known source of writers block. Psychologist and author of *Professors as Writers* Robert Boice, specializes in helping faculty over come writer's block. He emphasizes the importance of verbalization. Successful writers discuss their ideas, experiences and insights before and during the writing process. Individuals with writers block are usually afraid or timid about talking about what they are writing. When preliminary ideas are verbalized, it is easier to judge the merit of the idea. Further, the reaction of others provides a good sounding board for quality of arguments. I have found that successful assistant professors routinely share ideas with colleagues. As an added bonus, networked scholars often develop satisfying, collegial relationships that last a lifetime. My hope is that SWPA can provide the women of PA with just these networks.

Procrastination is another form of writers block identified by Robert Boice. Procrastination is usually accompanied by feelings of self-doubt, being hopelessly overwhelmed and fear. The typical procrastinator is filled with self-recriminating self-talk. She silently discusses with herself the reasons she cannot work on her paper – conditions are not right, it is too late, I do not have it in me. The procrastinator talks herself out of working on a project because things are not perfect. Procrastinators tell themselves they can only work under pressure. Then, in a stressed out state at the last minute, they pull things together without thought or refinement. The paper is usually poorly organized and unclear. Boice recommends planning, persistence and practice as

ways to overcome procrastination. To learn about a tool that incorporates these practices see <http://ecommons.txstate.edu/polsfacp/5/>



Confusion and anxiety are also emotions that accompany scholarship. When one begins a large writing project, she usually is drawn to the topic because she has a sense about the topic. There is a kind of equilibrium in her understanding. As the research begins and particularly as the reading continues, scholars generally learn things that do not jive with their previous understanding. A natural state of confusion occurs. When my students come to me in this confused state, they know I am encouraged. They are being exposed to materials that confront their comfortable belief systems. They are engaged in reflective thought! They are ready to learn new things.

Unfortunately, confusion is often accompanied by anxiety. I have learned to trust the sense of confusion because it means, "I am learning new things". As the journey of learning continues and reflective thought deepens, confusion is displaced by a new equilibrium that contains greater complexity. This is the jumping off place of the best and deepest ideas.

Please feel free to contact me with questions or comments. I look forward to seeing you in Miami. I hope some of you found this column useful.

*Boice, R. (1990). Professors as Writers: A self-help guide to productive writing, Stillwater, OK: New Forums Press, Inc.*



## **2009 SWPA Workshop Extending Discussion on Women in Transition “And Yes, WE Can! Women in Transition Showing the Way”**

Suzanne Discenza, Chair, and Phin Xaypangna, Co-Chair, SWPA Professional Development Committee.

### **Are You Ready to Join Our Discussion?**

Please join us in Miami, Florida, at the ASPA 2009 Annual Conference, for what promises to be a rousing opportunity to continue the discussion on Women in Transition, to hear stories from a panel of our peers who have successfully navigated change in their careers in PA, to share bits of wisdom with others on your own career journeys, and to give and receive support from others contemplating career and life changes..

### **And Yes, WE Can! Women in Transition Showing the Way...**

Similar to the slogan and wisdom of the Barack Obama presidential campaign, women in transition with their careers and lives - and now, more than ever, in their careers in public administration - have been encouraging other women to embrace change and showing them the way to move forward in meeting their personal and professional goals. In this second annual SWPA-sponsored workshop, a panel of new, mid-, and late-career women in PA will share their “stories” of risks, challenges, and rewards as they have transitioned (sometimes multiple times) from one station in life to another. Active participation by members of the audience will be highlighted through opportunities to share nuggets of wisdom regarding their own transitions and/or to elicit support and suggestions from other audience members concerning changes they might be pondering. Come join us in celebration of the fact that “yes, WE can, too!”

Whether contemplating early career transitions in our twenties and thirties or changing careers at mid-life, late-career, or even during pending “retirement” years, barriers to taking those first steps toward overcoming self-doubt, indecision and/or our worst fears of failure may prevent many women from moving forward. Yet now, perhaps more than ever

in recent history with a promised new era of change in the United States, new President Barack Obama’s campaign slogan, “Yes, we can,” continues to resonate in the hearts and minds of many of us pursuing careers in Public Administration. Indeed, if President Obama can lead the charge toward change in America, WE (as women driving transitions in PA and in our own lives) can, too! Thus, we form the basis for a continuing discussion on Women in Transition at the upcoming SWPA Workshop at the 2009 ASPA Conference in Miami, Florida.

While researching pearls of wisdom that would speak to this topic by helping us remove our barriers to change, we were particularly energized by an article by Marcia Wieder, author of [Making Your Dreams Come True](#), who recalled an astute quotation from a tip jar at a coffee shop: *“If you fear change, leave it here.”*

Ms. Wieder goes on to provide a number of practical guidelines and exercises to help move us forward toward realizing our career and personal dreams of creating greater contributions to the lives of others. (Isn’t this why we chose careers and service in PA in the first place?) A particularly compelling suggestion from this author encompasses the following and includes our bracketed comments:

The number one way we sabotage our dreams is by saying things like, “But, what if?” and imagining the worst.

If you feel afraid or indecisive, this simple exercise can help you stabilize. Draw a line across the center of a paper. On the top, write your dream in as much detail as possible. On the bottom, write out your reality (about this dream) including your fears, doubts and “but what ifs.”

#### **Are you more committed to your dream or to your fear?**

...if you project your worst fears into your dream, you’ll choose reality because it’s safer. But when fear is placed in its proper place, as part of reality [and *below* the line!], it is easier to be more committed to your vision [i.e., dream – *above* the line] and fear simply becomes something to manage.  
(Wieder, “Break through Your Fears to Achieve Your Dreams,” <http://www.thirdage.com>)

Other authors share tidbits of wisdom concerning the “how-to’s” of actually achieving generational career changes, no matter what one’s station in life. A multitude of resources are available regarding

early-career opportunities for “young” (i.e., “young” in one’s career, no matter what one’s chronological age) professionals through such avenues as career development awards, research awards, post-doctoral studies, and transitional pathways to management.

At mid-life, most authors stress the change in one’s priorities as ultimately driving many career transitions. Notes Ellen Ostrow, Ph.D., guest author for jobsearch.about.com:

Career transitions at midlife are very different from those we make in our twenties and thirties. The recognition of our mortality diminishes the importance of status, success, money and meeting the expectations of others. At midlife we tend to reflect on the gap between the reality of our lives and the dreams we once had. We want the second half of our lives to be meaningful because we won’t get another chance. (Ostrow, “Career Change Tools for the Mid-Life Woman,” <http://www.jobsearch.about.com>)

During this time in our lives, we often achieve a new perspective on what makes us happy and, in the words of an unknown author on an Internet blog, if our current career path doesn’t entail sufficient satisfaction (or future promise), then for many of us it’s time to make a change.

Finally, later in one’s career – yes, even as one approaches or has reached retirement from her current/former career, there are now many venues for those forever young souls seeking transitions to their “dream” careers (whether paid, volunteer, or both) to take them to new levels of fulfillment. As summarized by Brian Kurth, author of *Test-Drive Your Dream Job* (2008):

The new generation of retirees may look forward to leaving the daily rat race, but that doesn’t mean they want to stop working. Many simply want the chance to trade in their jobs--the ones they pursued for practical purposes, like paying the mortgage and putting the kids through college--for a job that taps into their passion. They want a chance to pursue that dream job, maybe the one that was put on hold while they settled for something more secure.

A 2004 Merrill Lynch survey found that 77 percent of the more than 3,400 Baby Boomers polled planned to work in some capacity in their retirement, including 13 percent who intended

to start their own business. Although some retiring Boomers feel they have to work for financial reasons, many others feel they have spent their life doing what they thought they had to do and now are ready to do something they want to do. For them, retirement isn’t a time to step back, but a time to step forward and discover their dream job. (Kurth, “Is It Time to Find Your Dream Job?” <http://www.thirdage.com>)

Please come share your experiences with those of the panelists at, what promises to be, a stimulating and thought provoking roundtable workshop on March 23, 3:00-4:30 P.M. Please check your conference program for location.

**MISSISSIPPI STATE UNIVERSITY** - The Department of Political Science and Public Administration is searching for a Department Head at the rank of Professor, beginning July 1<sup>st</sup> 2009. Candidates must have a PhD, an established research and extramural funding record, a commitment to academic excellence, and strong administrative skills. Substantive area in political science and/or public administration is open. Degree programs offered include a BA and MA in Political Science, a NASPAA-accredited Master in Public Policy and Administration, and a PhD in Public Policy and Administration. The department consists of 16 faculty members, 230 undergraduate majors, 76 Masters students, and 18 PhD students. The department has strong ties to several research and government centers, including the Social Science Research Center, the John C. Stennis Institute of Government, and the Stennis Center for Public Service. More information on the department is available at <http://www.pspa.msstate.edu>.

Applications should include a letter describing administrative philosophy and research interests, a vita, and the names and contact information of three references. Supporting materials that demonstrate administrative, teaching, service and scholarly achievement should accompany the application. Materials should be sent to Chair, Department Head Recruitment Committee, Department of Political Science and Public Administration, PO Box PC, Mississippi State University, Mississippi State, MS 39762. Applicants must complete the Personal Data Information Form online at [www.jobs.msstate.edu](http://www.jobs.msstate.edu). Req. # 4314. Review of applications will begin December 15, 2008, though applications will be accepted and reviewed until the position is filled. MSU is an AA/EOE.

## Congratulations 2009 SWPA Scholarship Winners!

The SWPA Scholarship Committee\* congratulates the winners of the 2009 SWPA Scholarships! Each scholarship recipient is awarded \$500 to help defray the costs of attending the 2009 Miami ASPA conference. Please stop by and offer your congratulations to these women at the SWPA members meeting and the SWPA Breakfast! See you in Miami!



**Wendy Xinfang Gao** is a Ph.D. candidate at Askew School of Public Administration and Policy, Florida State University. She has served as a senior project officer at the British Embassy Beijing. One of her coauthored papers was published by the Public Administration Review in 2004. Ms. Gao is

currently working on her dissertation, "Community Networks and Service Performance: Examining Community-Based Care in Florida," which investigates how different collaborative management practices of network level managers and the structural properties of the different community-based care networks affect the performance of the child welfare service in Florida. Her career goal is to be a university faculty member and teach future public administrators a sense of integrity and responsibility.

**Kim Moloney** is a Ph.D. Candidate in Public Adminis-



stration at American University. She received her MA from the School of Advanced International Studies (SAIS) at Johns Hopkins University and her MPA from the

Maxwell School of Syracuse University. Ms. Moloney's dissertation is on the World Bank and its history of public sector management projects. Her study examines why public sector management project approv-

als increased between 1983 and 2007 and why project outputs have diversified over time. Ms. Moloney will begin a two-year contract as a Lecturer at the University of West Indies in Kingston, Jamaica in September 2009. She has worked in seven countries; Jamaica will be her fourth developing country in which she has worked.

**Rhucha Samudra** is an MPA student at the School of Public Affairs, Arizona State University. She received her M.A. in Economics from Andrew Young School of Policy Studies,



Georgia State University and another M.A. in Economics from University of Pune, India. Ms. Samudra has served for ICMA as a summer intern, and is currently working with the Alliance for Innovation at Arizona State University as a graduate research assistant. Her research interests include public sector human resources management and performance management. Ms. Samudra wishes a professional career in an international, diverse setting that helps her understand different viewpoints and non-traditional solutions.

\* Thank you to the SWPA Scholarship Committee members: Barbara Lewkowitz, Gail Nehls, Shinika McKiever and Yahong Zhang

\* \* \* \* \*

### CALL FOR BOOK CHAPTERS

Proposals Submission Deadline: 2/28/2009

Full Chapters Due: 8/1/2009

### *Women in Public Administration: Theory and Practice*

This book is scheduled to be published by Jones and Bartlett, Inc. early 2010. *Inquiries and submissions can be forwarded electronically (Word document) to:*

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**Join Us at the  
SWPA Events and  
SWPA National  
Award Breakfast  
on Monday, March  
23, 7:30—9:00 AM**

**Kathe Callahan**

Panel Discussion:  
Performance and Democracy  
*Fiscal Transparency and Authentic Citizen Participation in Public Budgeting; The Role of Third-Party Intermediation*  
Date/Time: Friday, March 20, 9:00-10:30AM

**Cheryl Broom**

Workshop:  
CAP Symposium: Relevant and Sustainable Performance Mgmt-09  
Date/Time: Friday, March 20, 9:45 AM – 4:00 PM

**Frances Berry**

Panel Discussion:  
Innovative Leadership and Management in Nonprofit Organizations  
*Impact of Managerial Networking on Performance and Innovation*  
Time/Date: Friday, March 20, 10:45 AM – 12:15 PM

**Kimberly Moloney**

Discussion Circle:  
Understanding the World Bank as an Organization: Its Public Sector Management Projects (1983-2007)  
Date/Time: Saturday, March 21, 10:45 AM – 12:15 PM

**Larkin Dudley**

Panel Discussion:  
Understanding Excellence in Public Administration: The Report of the Task Force on Educating for Excellence in the Master of Public Administration Degree, American Society for Public Administration  
Date/Time: Saturday, March 21, 2:45 PM – 4:15 PM

**Dorothy Norris-Tirrell**

Workshop:  
Collaboration Revisited: Lessons From Real World Cases to Bridge Theory and Practice  
Date/Time: Saturday, March 21, 2:45 PM – 4:30 PM

**Meghna Sabharwal**

Poster:  
Job Satisfaction of the Highly Qualified: A Study of Employees Across all Levels of the Government  
Date/Time: Sunday, March 22, 7:00 AM – 5:00 PM

**Meredith Newman**

Workshop:  
Symposium on International Exchanges: Reaching Out To Promote Democratic Governance  
Date/Time: Sunday, March 22, 9:30 AM – 11:30 AM

**Bonni Mani**

Discussion Circle:  
Men, Women, and Organization Development: Return on Human Capital Investment  
Date/Time: Sunday, March 22, 9:45 AM – 11:15 AM

**Helisse Levine**

Panel Discussion:  
Subprimes, Credit Markets and the Threat to Local Government Solvency  
*Subprimes, Foreclosures and Local Government Recourse; The Impact of Auction Rate Securities on Borrowing Costs*  
Date/Time: Sunday, March 22, 9:45 AM – 11:15 AM

**Patricia Patterson**

Panel Discussion:  
Progressive Values and Diversity in Public Administration

Paper Title:	<i>Progressive Values in Administrative Response to Human Suffering</i>	cellence in the Master of Public Administration Degree, American Society for Public Administration
Date/Time:	Sunday, March 22, 9:45 AM – 11:15 AM	Sunday, March 22, 1:30 PM – 3:00 PM
<b>Anne Zahradnik</b> Panel Discussion:	Intergenerational Diversity and Recruitment	<b>Dara Baldwin</b> Workshop:
Paper Title:	<i>Intergenerational Differences and their Relation to Recruitment and Retention in a Rapidly Changing Public Safety Workplace: Applying a 12-Factor, 4-Tier Model of Organizational Health</i>	Date/Time:
Date/Time:	Sunday, March 22, 9:45 AM – 11:15 AM	<b>Becky Schergens</b> Workshop:
<b>Frances Berry</b> Panel Discussion:	Performance Management: New Issues and Developments	Chapter Strategies: Connecting ASPA to its Diverse Members
Paper Title:	<i>Local Government Management Innovation Nested In State Government Levels: Local Service Delivery Contracting and Performance Measurement</i>	Date/Time:
Date/Time:	Sunday, March 22, 11:45 AM – 1:15 PM	<b>Deniz Leuenberger</b> Discussion Circle:
<b>Jeanne-Marie Col</b> Panel Discussion:	Teaching Complexity and Systems Theory	Citizen Participation in Sustainable Development: International Case Examples of Local and Regional Projects
Time/Date:	Sunday, March 22, 11:45 AM – 1:15 PM	Date/Time:
<b>Donna Handley</b> Panel Discussion:	Performance Management: New Issues and Developments	<b>Dianne Rahm</b> Panel Discussion:
Paper Title:	<i>Predicting Successful Intergovernmental Performance Measurements: Factors that Make a Difference</i>	Paper Title:
Date/Time:	Sunday, March 22, 11:45 AM – 1:15 PM	Date/Time:
<b>Kaifeng Yang</b> Panel Discussion:	Policy-Making Training for Local Administrators	<b>Pamela Ransom</b> Panel Discussion:
Date/Time:	Sunday, March 22, 11:45 AM – 1:15 PM	Paper Title:
<b>Larkin Dudley</b> Panel Discussion:	Understanding Excellence in Public Administration: The Report of the Task Force on Educating for Ex-	Date/Time:
		<b>Patricia Shields</b> Panel Discussion:
		Paper Title:
		Date/Time:
		<b>Cheryl Simrell</b> Panel Discussion:
		Date/Time:

<b>Maria D'Agostino</b>	Women and Public Administration: Building Bridges in Theory and Practice <i>Female Executives in Private and Public Sectors: Another Look at Under-Representation</i>	Date/Time: Monday, March 23, 9:45 AM – 11:15 AM	Framing Theory to make the Economic Case for Reducing Social Inequities Monday, March 23, 11:30 AM – 1:00 PM
<b>Paper Title:</b>		<b>Kathryn Newcomer</b>	
<b>Date/Time:</b>		<b>Larkin Dudley</b>	
<b>Wendy Gao</b>	Evolving Cross Sector Relationships <i>Community-Based Care in Florida: How Collaborative Management Matters</i>	Workshop: Monday, March 23, 11:30 AM - 1:00 PM	Assessment of Training and Teaching (Sponsored By SPAE) Monday, March 23, 11:30 AM - 1:00 PM
<b>Panel Discussion:</b>			
<b>Paper Title:</b>		<b>Renee Nank</b>	
<b>Date/Time:</b>		<b>Discussion Circle:</b>	
<b>Helisse Levine</b>	Women and Public Administration: Building Bridges in Theory and Practice <i>Feminism, Democracy and the Oppression of Women: A Theory of Difference</i>	Date/Time: Monday, March 23, 3:00 PM – 4:30 PM	Diversity and the Attitudes and Attributes of Future Public Sector Leaders: An Exploratory Study of MPA Students in Majority-Minority Programs Monday, March 23, 3:00 PM – 4:30 PM
<b>Panel Discussion:</b>		<b>Meena Chary</b>	
<b>Paper Title:</b>		<b>Panel Discussion:</b>	
<b>Date/Time:</b>		<b>Paper Title:</b>	
<b>Pamela Ransom</b>	Women and Public Administration: Building Bridges in Theory and Practice <i>The Critical Role of International Non-governmental and Non-profit Organizations in Developing and Implementing Human Rights Policies</i>	Date/Time: Monday, March 23, 3:00 PM – 4:30 PM	Nonprofit Organizations in Advocacy and Policy Change Monday, March 23, 3:00 PM – 4:30 PM
<b>Panel Discussion:</b>		<b>Gail Nehls</b>	
<b>Date/Time:</b>		<b>Panel Discussion:</b>	
<b>Christine Gibbs Springer</b>	Evolving Cross Sector Relationships Monday, March 23, 9:45 AM – 11:15 AM	Date/Time: Monday, March 23, 3:00 PM – 4:30 PM	Techniques to Nurture Social Capital to Foster Citizen Engagement from Diversity Monday, March 23, 3:00 PM – 4:30 PM
<b>Panel Discussion:</b>		<b>Paper Title:</b>	
<b>Date/Time:</b>		<b>Gail Nehls</b>	
<b>Jeanne-Marie Col</b>	Chapter Strategies for the New Diversity: Voices of Young Professionals Monday, March 23, 9:45 AM – 11:15 AM	<b>Panel Discussion:</b>	
<b>Workshop:</b>		<b>Paper Title:</b>	
<b>Date/Time:</b>		<b>Meredith Newman</b>	
<b>Kristin Norman-Major</b>	Using Theory to Inform Practice; Insights from Framing Theory to make the Economic Case for Reducing Social Inequities Monday, March 23, 11:00 – 1:00PM	<b>Panel Discussion:</b>	
<b>Discussion Circle:</b>		<b>Date/Time:</b>	
<b>Date/Time:</b>		<b>Susan MacManus</b>	
<b>Blue Wooldridge</b>	Using Theory to Inform Practice; Insights from	<b>Panel Discussion:</b>	
<b>Discussion Circle:</b>		<b>Paper Title:</b>	

Time/Date:  
**Kathe Callahan**  
 Panel Discussion:  
 Monday, March 23, 3:00 PM – 4:30 PM

Paper Title:  
**Larkin Dudley**  
 Panel Discussion:  
 Tuesday, March 24, 8:00 AM – 9:30 AM

Date:  
**Wendy Haynes**  
 Panel Discussion:  
 Tuesday, March 24, 8:00 AM – 9:30 AM

Paper Title:  
**Jennifer Alexander**  
 Panel Discussion:  
 Tuesday, March 24, 8:00 AM – 9:30 AM

Time/Date:  
**Audrey Redding-Raines**  
 Panel Discussion:  
 Tuesday, March 24, 9:45 AM – 11:15 AM

Date:  
**Blue Wooldridge**  
 Panel Discussion:  
 Tuesday, March 24, 9:45 AM – 11:15 AM

the Challenge of Power Differentials and Inequities into Opportunities for Better Performance  
 Date: Tuesday, March 24, 9:45 AM – 11:15 AM

**Note** that **Dara Baldwin** will be hosting a panel on Women Elected Officials on Sunday March 22, 1:30-3:00 PM. This SWPA sponsored panel will include women from state and local government in Florida as well as women who are elected officials. The discussion will center on topics related to running for office, including creating a campaign platform, fundraising and networking.

## SWPA is now on Facebook!

Within 24 hours of setting up a basic group site on *Facebook*, SWPA attracted 15 interested “friends”. As word spreads, more people will join and be prompted to explore our website, join the Section and start to exchange ideas, postings, book reviews or photos.

*Facebook* is a social networking site. You create a personal profile using a name, birthday date, email address and password. After you complete the form, you receive an email with a link to confirm the sign up process. From your *Facebook* account, you can email friends, share photos, post articles from newsletters or newspapers and find other friends and groups. Think of the site as a giant spider web connecting all friends from different facets of your life.

If you would like to just jump in and explore the social network then go straight to [www.facebook.com](http://www.facebook.com). If you need more information and encouragement consult <http://news.cnet.com/newbies-guide-to-facebook/>. Why do I enjoy *Facebook*? It is fascinating what people will tell about their lives online. It is amazing to see the photos that get posted! I love the thoughtful articles posted by my friends. Online marketing and promotion for the groups and subjects that interest me are extensive.

SWPA will be able to reach out to more individuals who support our mission and attract them to our events and website. Take the plunge, go online and create your public persona!

## Gender Budgeting: An Idea Whose Time Has Come

Marilyn Marks Rubin,  
Professor John Jay College  
City University of New York (CUNY)



After I am asked what in the world is “gender budgeting” I am generally asked how I began doing research on whatever this is. The answer, I think, provides interesting insight about being open to new ideas and concepts and to the importance of networking and research collaboration.

It all began several years ago when I was asked by the United Nations Department of Public Administration and Public Economics to work with them on implementing the UN mandate to mainstream gender equity. My name had been suggested by Jeanne Marie Col who was then working in the Department. Apparently, I was one of a few people she knew (or maybe the only person she knew) who had a knowledge of Public Administration and Public Economics and had some expertise on gender-related topics. In fact, I had met Jeanne Marie when I was writing my first article on the history of women in ASPA for the Public Administration Review. The UN mandate to promote and support gender equality is longstanding and is enshrined in its Charter. It was reaffirmed and further defined in the Beijing Declaration and Platform for Action and the almost universally ratified Convention on the Elimination of Discrimination Against Women (CEDAW). Often referred to as the international bill of rights for women, CEDAW has been ratified by more than 90 percent of the nations in the world, with the United States still the only industrialized nation that has yet to ratify it.

My role in the efforts to mainstream gender into the Department of Public Administration and Public Economics was to provide technical expertise and to work closely with a gender equity expert from Canada who was consulting with several departments at the UN. During one of our working sessions, she spoke about tools for achieving gender equity including “gender budgeting.” Honestly, this was the first time I had ever heard of the concept. But, it was certainly intriguing to me given my interest in both gender equity and budgeting.

Upon finishing my work at the UN, I began to search for information about gender budgeting. I found quite a bit on the Internet, but no references to anything in the U.S. other than to a CEDAW-related initiative in San Fran-

cisco. I contacted several of my public finance colleagues and received varying responses from them ranging downward from skepticism. However, John Bartle, a Professor at the University of Nebraska at Omaha, had a very different and positive reaction. John told me that one of his students had written a paper on gender budgeting for his doctoral seminar and that he was interested in pursuing the topic – thus began a fruitful and ongoing research collaboration. John and I use the term “gender-responsive budgets” to describe government budgets that incorporate a gender perspective into their processes. We use the term “gender-responsive budget initiatives” to include (1) the actual integration of a gender perspective into the budget cycle at the national or subnational level of government, and (2) an organized movement by civil society organizations to influence government to incorporate a gender perspective into its budget decisions. Thus defined, more than 60 countries have undertaken gender-responsive budgeting initiatives at the national or subnational levels of government. In the U.S., the only governments to explicitly use gender-responsive budgeting as part of their budget decision-making processes have been Fulton County, Georgia, and San Francisco. I have been involved in moving both of these initiatives forward.

In the U.S. the near absence of gender-responsive budgets has been matched by the virtually nonexistent references to it in the public budgeting and finance literature. Neither has the emerging literature on feminist approaches to public administration explicitly addressed gender in relation to budgeting. The article that John and I published in PAR a few years ago on gender budgeting is perhaps the one exception. Gender-responsive budgeting is still a relatively new topic, reliant on relatively few researchers and in need of additional study, especially relating to its successes and failures. John and I have begun to look at gender budgeting outcomes.

Drawing from our experiences in the U.S. and in Canada, it has become apparent to us that on a technical level the basic requirements for success are the availability of gender-disaggregated budget data, and training for the people who will be preparing budgets at the agency level. However, the sine qua non for successful implementation is leadership from the top and the acceptance by central and agency budget offices that there are gender inequities to be addressed and that the budget can be a tool to address these inequities. And, it also helps to have members of the community (such as members of SWPA) push for gender –responsive budgeting as a way to improve the position of women in society.

With a new President and Vice President supporting the ratification of CEDAW and with their appreciation of the budget as a tool for social change, maybe we can move to a point where gender implications are incorporated into budget decisions of the federal government as well as those in our states and cities. Remember, tax cuts and expenditure reductions have gender implications as well as income distribution implications!

## **Proposed 2009-2010 Slate of Officers**

The Immediate Past Chair of SWPA (2007) is charged with recruiting SWPA members who will fill governance duties for the upcoming year. Becky Schergens presents the nominees for officers and board members, below. The Membership will vote on the slate at the SWPA business meeting in Miami. Nominations will be taken from the floor prior to the vote.

### **SWPA Officer Nominees for 2009-2010**

Chair - **Patricia Shields**, Ph.D. - Professor - Texas State University - San Marcos, TX.



Vice Chair - **L. Dara Baldwin**, MPA - Research/Policy Analyst - Reentry/Second Chance Act Programs, National Legal Aid & Defender Association, Washington, DC.



Secretary - **Barbara Lewkowitz**, MPA - Consultant and Research Assistant, Alliance for Innovation, Arizona State University. Phoenix, AZ.



Treasurer - **Phin Xaypangna**, MPA - Diversity Manager, Office of Organizational Development, Mecklenburg County, NC.



### **SWPA Board of Directors Nominees 2009-2012**

**Bonnie Mani**, Ph.D. - Professor, East Carolina University, Greenville, NC

**Jasmin Manipud-Elepano**, MPA, Economic Development Analyst, City of Gardena, CA.

**Shinika McKiever**, MPA, - Program Assistant, Kate B. Reynolds Charitable Trust, Winston-Salem, NC.

### **To Fill the Remaining One-Year (2009-2010) for Dr. Sharon Mastrucci 2007-2010**

**Donna Handley**, Ph.D. - Assistant Professor, University of Alabama at Birmingham, Birmingham, AL.

### **Student Representative 2009-2011 (two year term)**

**Dovie Dawson**, MPA and working on her Ph.D. at Walden University. Works and lives in San Diego, CA.

### **Our thanks to the SWPA Nominating Committee :**

**Becky L. Schergens**, Chair and Immediate SWPA Past Chair,

**Donna Handley**, Immediate Past SWPA Vice Chair

**Roslyn Alic-Batson**, Member and SWPA Board

\* \* \* \* \*

### **Member Comings and Goings...**

**Kendra B. Stewart** has become the Director of the MPA program at the College of Charleston, Charleston, SC.

**Dorothy Olshfski** and Robert Cunningham recently published *Agendas and Decisions: How Government executives and middle managers make and administer policy*. Albany: SUNY Press. The book uses a simple policy-making model to examine how two sets of managers, top executives and middle managers, identify problems, assess alternatives and decide, implement policy and evaluate them.

**Sabharwal, Meghna** & Corley, A. Elizabeth (Associate Professor - School of Public Administration at Arizona State University) have written an article, "The categorization of minority groups in academic science and engineering" which is forthcoming in the *Journal of Women and Minorities in Science and Engineering*.

## SWPA 2008-2009 Officers

Pat Shields, Chair  
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Becky Schergens, Past Chair  
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Donna Handley, Vice Chair  
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Dianna Noli Hill, Secretary  
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National Council Liaison  
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Archivist Marcy Crowley  
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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

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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 suitability and length.