



President's Message

Dear Fellow Public Administrator:

What an exciting 2009 for DAPA! Our year in review includes DAPA's

- **Annual Awards Dinner** held on December 3, 2009, at the Embassy Suites in Newark. Keynote speaker Matt Denn spoke about current policy issues and implications (education, health care, economy). Recipients of the 2009 public service leadership and student awards were recognized.
- **Fall Brown-Bag Panel Session: Careers in Public Service Featuring MPA Alumni**, held on October 12, 2009, at the University of Delaware (UD) in Newark. Three SUAPP alumni panelists (including DAPA members Sarah Noonan and Garrett Wozniak) discussed career paths, experiences, and opportunities for current MPA students.
- **2009 Spring Networking Program: Strengthening the Foundation**, held in partnership with UD's School of Urban Affairs & Public Policy in May 2009 at the Courtyard Marriott in Newark. The guest speaker for this event was Dr. James Perry, Messick Scholar and Distinguished Professor from the Indiana University-Bloomington's School of Public and Environmental Affairs (also a former ASPA President).
- **2009 Winter Networking Program**: was held in partnership with the UD MPA program on February 26, 2009, at the CMSL Conference Room on UD's Newark campus. Presenters for this event were former ASPA President Paul Posner, Delaware Gov. Jack Markell's Chief of Staff Tom McGonigle, UD Vice-President of Administration Jennifer "J.J." Davis, and Moderator Ed Freel.



Julia O'Hanlon
President

We hope to enjoy another series of exciting programs in 2010! We've already hosted a **2010 Spring Networking Event with newly elected ASPA President, Meredith Newman**.

In addition, six DAPA members attended the 2010 ASPA Conference in San José, Calif., on April 9-13, 2010!

On behalf of all of the *DAPA Public Service Reader* contributors and editors, we hope you enjoy our stories and articles as much as we've enjoyed sharing them.

I look forward to seeing you at other events for the 2010 calendar year.

If you have additional ideas for programs, events, or sponsorships, please feel free to contact me (jusmith@udel.edu or 302-831-6224). We look forward to your continued participation and interest in promoting public service here in Delaware!

Julia O'Hanlon, MPA
President

Conference News

DAPA Members Know The Way to San José!

DAPA was well represented at the 2010 American Society for Public Administration (ASPA) Conference, which took place in San Jose, Calif., on April 9–13. Six DAPA members attended and participated in various sessions, programs, and events over the course of the four-day conference.

Vice-President Jonathan Justice, Maria Aristigueta, and James Flynn were conference session presenters and panelists. President Julia O'Hanlon presented a poster titled "Sustaining Commitment to and Excellence in Public Service Through Generational Changes," which described the impact of civics education on the nation's youth and the role of ASPA chapters in promoting local public-service education projects. Highlighted on the poster was the "Earth's Best Jobs" booklet authored by first-graders at John R. Downes Elementary School in Newark and sponsored by DAPA as part of a 2009 Public Service Recognition Week project.



Through a nationally competitive program for students of public administration and related fields, student members Graceanna Enzinger and Theodore Patterson had been named ASPA Founders Forum Fellows and attended the conference in that capacity. Enzinger and Patterson had been nominated for the fellowship by DAPA based on their demonstrated personal commitment to public service through community service and school/college/center-related involvement. As part of the Fellows award, Enzinger and Patterson received complimentary registration for the 2010 ASPA Annual Conference, a one-year ASPA student membership, and the opportunity to attend a number of special conference sessions and events while networking with other public administration students, faculty, and new professionals.

Also attending the ASPA Conference as Founders Forum Fellows were University of Delaware MPA students Devon Degyansky and Margaret Norris. MPA student Lawrence Mainja co-presented with James Flynn on a session related to succession planning.

Enzinger describes her Founders Forum Fellowship as, "...a wonderful opportunity to learn from the experts about a wide variety of issues we're facing in the public and nonprofit sectors. I really appreciated having the opportunity to attend the ASPA conference."

This year's conference theme—"Invigorating Public Service for Change"—reflected not only a trend in public administration but the movement of the nation with respect to short- and long-term challenges related to economic growth, retiring baby boomers, healthcare costs, global warming, and infrastructure improvements.

Highlights included the Opening Plenary Session with John Berry, Director of the U.S. Office of Personnel Management, and the Elliot Richardson Lecture featuring Paul Volcker, Chairman of the U.S. Economic Recovery Advisory Board and former Chairman of the Federal Reserve. Former Secretary of Transportation Norman Mineta also led a session on state and local transportation issues. Dr. Meredith Newman, Professor and Chair of the Department of Public Administration at Florida International University, was affirmed ASPA President.

Several DAPA members have already been asked to assist in planning next year's ASPA Conference, which will be held in Baltimore, Md. Volunteers for the event are welcome and appreciated!

—by Julia O'Hanlon

2011 National Conference in Baltimore

ASPA's 2011 national conference will be in Baltimore, Md., on March 11-15, with the theme “Public Administration Without Borders.” There are a number of attractive opportunities for DAPA to be actively involved. Because the conference is so nearby, there will be a number of ways for us to help host the event. Because our own Dr. Maria Aristigueta, professor of Urban Affairs & Public Policy at the University of Delaware, is co-chairing the conference program committee, there will be abundant opportunities to participate in organizing the conference's content as well. Within the next few weeks, we will be getting and sharing with everybody more detailed information about how DAPA and individual members can take advantage of this.

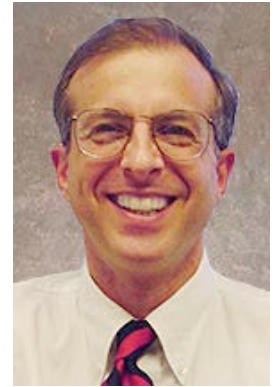
The Baltimore chapter and host committee welcome our participation in helping host the conference and raising funds. This gives us an opportunity to strengthen our visibility and connections with the national organization and other chapters. Typical activities for local chapters and their members hosting ASPA conferences include staffing the information desk, helping with local logistics, offering advice to out-of-town conference participants, and securing financial and in-kind contributions from local sponsors. DAPA President Julia O'Hanlon and I spoke with Baltimore host committee chair Anne Cotton at the 2010 conference in San José in April to begin discussing some possibilities. We will be soliciting volunteers to lead this effort at some point, but don't wait to volunteer if you would like to take on a leadership role!

The conference program committee will be co-chaired by Aristigueta and Dr. Geert Bouckaert of the Catholic University of Leuven, Belgium. The program committee works to plan the substantive content of the conference—panels, workshops, roundtables, lectures, and so forth. This is a large undertaking, with real time constraints, so Aristigueta and Bouckaert will certainly welcome active participation and help. One part of the program of particular interest to student members will be the Student Summit taking place on Saturday, March 12, 2011. Participating in planning and organizing this daylong event, which brings together students from throughout the U.S. and other countries, is a great opportunity for students to make a range of professional connections and have some fun at the same time. (I helped organize this activity in 2001 when I was a student myself, and I can tell you that it was a great time.)

—by Jonathan Justice

ASPA National News

Over the past year, ASPA's national membership has held steady at around 8,000 (for comparison purposes, this is a bit more than half of ASPA's all-time peak membership), a welcome change in the declining trend of the past decade. New memberships are up, in fact, but member retention continues to be a challenge. One key to stabilizing and strengthening the national organization is to have active, flourishing local chapters with solid connections to a national network of chapters and professionals under ASPA's overall umbrella. DAPA's involvement in the Baltimore conference will be an opportunity to highlight our chapter and its work, continuing the outreach begun with President Julia O'Hanlon's poster presentation at the San José conference, and to develop further ties with our national and international colleagues.



During the past year, under the leadership of ASPA president Paul Posner, ASPA worked to establish itself once more as an important source of management guidance and assistance for the federal government. Appointees of President Barack Obama have sought advice from ASPA experts on reforming federal personnel-management systems and other topics. The “without borders” theme for the coming year will encompass not only international collaborations and learning but also a continuing project to work across and dissolve borders among academics, practitioners, and students. There will also be a focus on working across multiple levels of government and reaching out to nonprofit- and government-sector public managers, as well as strengthening local ASPA chapters and their interrelationships. University of Delaware (UD) professor Maria Aristigueta is a key member of current ASPA president Meredith Newman's leadership team and will no doubt be presenting DAPA members with a number of interesting opportunities to get involved.

—by Jonathan Justice

Chapter News

Spring 2010 Networking Program



On Thursday, April 29, DAPA, with support from the University of Delaware's School of Urban Affairs & Public Policy, hosted a conversation with **Meredith Newman**, American Society for Public Administration's (ASPA) President and Professor and Chair of the Department of Public Administration at Florida International University. The event was held in Newark at the Caffé Gelato. Dr. Newman was joined by a panel of four Delaware administrators, who contributed to the evening's discussion of advancing excellence in public administration.

Julia O'Hanlon, DAPA president, introduced and welcomed Dr. Newman and provided the opening remarks. Prior to her career in academia, Dr. Newman served with the Australian Foreign Service, the U.S. Department of State, and the World Bank. Her areas of expertise include public management, human resources and gender, and the emotive aspects of work. She is the recipient of several awards, including the *Public Administration Review's* Editors' Choice Award. Her book, titled *Emotional Labor: Putting the Service in Public Service* (Mary Guy and Sharon Mastracci, co-authors), is the recipient of two *Best Book* awards.

Dr. Newman opened the discussion with her vision for and role in ASPA for the coming year. Dr. Newman strives to advance ASPA's professional role and retain a positive outlook for the association and the field of public administration. Previously, public service has been bashed and has carried a negative connotation; Dr. Newman hopes to play a role in changing that perception. Dr. Newman insisted, "ASPA is on the move!" ASPA is strong despite the economy, and it is critical to retain a positive outlook; there were over 1,000 participants at the ASPA conference held in San José, Calif., in April. Dr. Newman believes that ASPA has a role in informing the policy debate in Washington, D.C., and she plans to extend Paul Posner's achievements in the national and international spheres. Dr. Newman believes we all have a role in advancing excellence in public administration. "Each ASPA member is one of 8,000 ambassadors for ASPA," Newman said. Dr. Newman asked the audience to join her in creating an "ASPA without borders," which is the theme for the 2011 annual conference in Baltimore, Md. Planning and development of this conference will be led by UD's Dr. Maria Aristigueta.



Following her remarks, Dr. Newman was joined by four guest panelists representing various sectors within the field of public administration here in Delaware—Captain Robert Becker, Special Operations, New Castle County Police Department; Meaghan Brennan, Deputy Director of Budget Development, Delaware Office of Management and Budget; Kim Kostas, Community Relations Officer, Food Bank of Delaware; and Kyle Sonnenberg, City Manager, City of Newark. O'Hanlon asked the panelists to address today's realities in public

administration, and each one responded to one of two questions—“How do you foster a positive work environment?” and “How has the economy impacted your organization?”



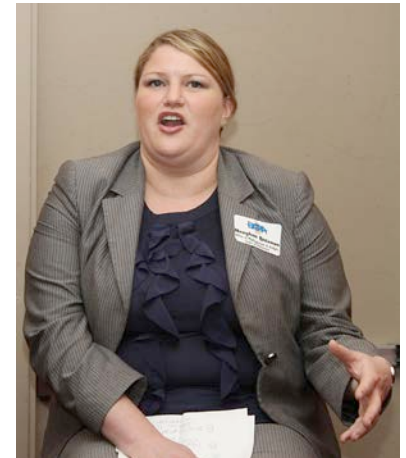
The take-away message from the panelists' responses was that it is critical to treat people respectfully and as individuals and celebrate their successes, in whatever way you can. Each panelist provided key actions and lessons they've learned that have kept their employees engaged and committed to the mission of the organization. Captain Becker noted that because morale is critical, he continually reminds his employees of the dedication it took to complete basic training and that he or she has been chosen from the many initial applicants to serve his or her community. Sometimes it is important to remind



individuals that this job is a calling and an honor and that each one of them owes everyone they serve respect, stated Captain Becker. Sonnenberg builds employee morale by trying to relate to staff as individuals and recognizes each employee once a year by sending a hand-written letter thanking the employee for his/her service to the City of Newark. Kostas, Community



Relations Officer for the Food Bank of Delaware, has had to find creative and innovative ways to provide additional food to meet the increasing demands in the community and relies heavily on collaboration through new resources and commitment from volunteers and a limited number of dedicated staff. Brennan recently experienced lean times as a state of Delaware employee; employees have endured a 2.5 percent pay cut, a state hiring freeze, increased workloads, travel freezes, and additional cost-cutting measures that have been put in place statewide. She noted that during these times it is critical to recognize employees any way you can, even if it means a brown-bag lunch and a simple recognition picnic. Dr. Newman



succinctly summarized the panelists' key points in two words—“people first.”

Newman wrapped up the evening by noting that collaboration and partnership are not taught in the typical classroom curriculum but they are essential tools in the field of public administration. Showing care and concern for your co-workers and employees and putting “people first” are important tools in creating a successful and positive working environment.

Overall, the evening was a great success. DAPA members and guests were able to learn from and engage in dialogue with the evening's speakers about their strategies for leading staff, fostering positive work environments, and motivating employees, volunteers, and stakeholder groups during times of financial uncertainties and stress. The evening ended with mingling and conversation.

—by Martha Corrozi Narvaez

Charter Revision Proposal Coming Soon

In the course of reviewing some possible adjustments to DAPA's charter, the Council realized that we were not fully in compliance with a number of national ASPA requirements. Our atypical organizational structure for an ASPA chapter is one issue. It also appears that we failed to adopt certain language in our charter that is required for us to maintain our chapter's coverage under the national organization's group tax exemption. DAPA Council members Kim Gomes, Jonathan Justice, Carl Luft, and Martin Wollaston have been working on two committees over the past year to unearth DAPA records and to work with national ASPA to resolve these issues. We will soon recommend to the Council and membership revised language for a rationalized organizational structure and a new chapter constitution.

The primary structural issue has to do with our dual membership structure. We have members both through ASPA and members who join DAPA without joining ASPA. ASPA does not normally permit chapters to have members who are not also national ASPA members. Because several members of the Council strongly wished to preserve the dual membership structure, we sought a special accommodation or waiver from the National Council, but, after repeated proposals and inquiries, it does not appear that we will be able to get such an accommodation.

Therefore, we are working to clarify our organizational structure and documentation. This does not involve major changes in how we are organized but will help us manage our recordkeeping and documentation in a more orderly fashion. Overall, DAPA includes a corporation and an unincorporated ASPA chapter. In order to be covered by ASPA's group tax exemption and receive ASPA dues rebates, the ASPA chapter part of DAPA needs to have a constitution with structural features and language that meet ASPA's (and the Internal Revenue Service's) requirements. The affiliated Delaware Association for Public Administration corporation is technically the organization to which DAPA-only members pay their dues. The corporation is not well documented, and we may have to formulate new corporate charter language as well as apply for an IRS tax exemption ruling in the next few months.

We are beginning with the chapter constitution. The purpose of most of the proposed changes is to conform to ASPA's requirements, but we have also taken the opportunity to propose updates to our committee structure and provide explicitly for electronic communications and elections. Key comparisons to our current chapter charter are as follows.

- The title and language of the proposed document are based more closely on the national template for ASPA chapter constitutions. This includes a section titled "miscellaneous provisions," which contains language required by the IRS.
- We are currently hoping to retain our distinctive local composition and selection procedures for Council and officers, which vary somewhat from the typical ASPA chapter, but early indications are that this will not be acceptable to the national organization.
- We also propose to retain language and provisions apparently agreed to between DAPA and ASPA in 1999, concerning the governing council. This arrangement allows people who have joined only the Delaware corporation, but not national ASPA, to be elected to the DAPA Council, while requiring chapter officers (president, two vice-presidents, and treasurer) to be members of ASPA.
- Rather than establish a long list of standing committees, the proposed constitution adopts the standard ASPA language that committees will be constituted annually. Under our existing charter, many of the stipulated committees were nonexistent or inactive.

We hope to propose specific language to the membership sometime in June, after review by the full Council and by national ASPA officials. In the meantime, please don't hesitate to ask questions of or offer comments to the members of the ad hoc Charter Revision Committee—Kim Gomes, Jonathan Justice, and Martin Wollaston.

—by Jonathan Justice

International News

Field Trip to Seoul

Together with students from Florida International University (FIU), Cornell University, and the University of Central Florida (UCF), six students from the MPA and MA in Urban Affairs & Public Policy programs at UD's School of Urban Affairs & Public Policy (SUAPP) spent spring break in Seoul, South Korea. The field trip was the centerpiece of a special course

titled "Policy Management in Seoul," which examined the management reforms and new services Seoul has implemented as part of its program to become a top-ten global city. The trip was sponsored by the Seoul Metropolitan Government (SMG), which is led by Mayor Se-hoon Oh. It was planned and organized by Director Jae Ryong Yoo and Project Manager Jiyeon Shin of the SMG's Competitiveness Policy Division. Dr. Seok-Hwi Song of the University of Seoul (UOS) managed the academic program, which included lectures, briefings and site visits presented by municipal officials and academic experts.



Over the past decade, Seoul has worked very systematically to raise its international profile and provide world-class public-service innovations, and we had the opportunity to learn and ask questions about much of that work. Topics for the week included general background information on Korean history, politics, and culture; transportation infrastructure and management; urban design and redevelopment; the dasan 120 call center (similar in concept to New York City's 311 system); environmental policies and practices; housing policy; social welfare programs; the "woman-friendly Seoul" program; e-government and citizen-participation initiatives; personnel reforms; and public finance. We also enjoyed exceptional hospitality, including a 20-course banquet, courtesy of the SMG. After five jam-packed days of instructional programming (and nights of exploring this 24-hour city of 10.5 million inhabitants), our hosts took us for a day of sightseeing before sending us back home, tired and happy.

We also had the opportunity to engage in dialogue with our fellow students and faculty from Cornell, FIU, UCF, and UOS and establish the beginnings of what may prove to be a number of long-term collaborations and friendships. The faculty included current ASPA President Meredith Newman (FIU) and newly elected ASPA Vice President Tom Liou (UCF). Not only have we already begun to discuss the hoped-for repeat of this program but a reciprocal program to bring UOS students here, sponsored by SUAPP and FIU. Watch for our presentation, and those of other SUAPP study-abroad trips, sometime in May.

—by Jonathan Justice



Cultural Competence in Public Administration: My Experience in Tobago

“Another sunny day, 85 degrees, with a chance of afternoon showers....”

Every day during the month of October on the lovely island of Tobago, the weather report reads exactly the same—lots of sun, very humid, and a chance of rain in the afternoon. However, my purpose in Tobago was not to enjoy the weather, but to work as a research assistant for the Delaware Academy for School Leadership (DASL). Since 2008, DASL has had the pleasure and honor of providing professional-development education and services for administrators and teachers on the island of Tobago. The initiative has morphed from a single two-week training into an ongoing year-round project that involves several staff members and attracts more than 100 participants. I have learned so much working on this project, but I think the most important lesson was the role of cultural competence in collaborative international public administration programs.

Cultural competency is the ability to work effectively with people from different cultures. Culture is a learned way of acting, thinking and feeling. Public administrators working on international projects must recognize that differences in culture require differences in program delivery. The culture of the education system in Tobago is quite different than that in Delaware. Government schools, which are the equivalent of our public schools, have a deep integration with religion, which is something that is unseen in the United States. Teachers and administrators are required to retire from the profession at the age of 60, regardless of their ability to work. Although Trinidad and Tobago have been an independent nation since 1962, there are lasting remnants of the British education system, particularly the methods of instruction employed by schools.

DASL is attempting to support a sea change in education on the island of Tobago. By teaching educators and other school leaders the importance of student engagement, time management, and professional learning communities, we are hoping to increase the academic prowess of one of the lowest performing school districts in the nation of Trinidad and Tobago. Utilizing evidence-based strategies, DASL staff and partners train teachers and administrators to not only use these strategies in their own classrooms and buildings but to embark on a journey in collaboration with all schools on the island to become a school district known for academic excellence.

DASL has a long-term goal of improving student achievement on the island. Achieving that goal requires cultural competence for DASL and its partners. This program requires and investment of time as well as human and financial resources to ensure the cultural competency needed for those responsible for DASL achieving its goal. Building the cultural competency bridge is not an easy task. In order to increase my cultural competence DASL allowed me to begin working this project in 2008 by researching education practices in the West Indies, reading reports on experiences by staffers who traveled to the island, and managing communications between our office in Delaware and our cohort in Tobago. As a research assistant, I created and developed *News & Tools You Can Use*, a monthly newsletter for our participants in Tobago that addresses issues pertaining to improving the delivery of instruction in primary and secondary schools.

DASL’s investment in ensuring my cultural competence proved to be a tremendous asset during their fourth trip to the island in the fall of 2009. Through understanding the history of the island and the status of education on the island, I was able to work with the DASL staff to develop training that was relevant and engaging for participants. Coupling my research with the actual island experience was an invaluable lesson in understanding cultural competency in public administration. My research assistantship provided me the field experience I needed to make a simple topic in my academic curriculum relevant to my future as a public administrator.

—by Monique Liston

Housing and Neighborhoods in the Netherlands

Over spring break I had the unique opportunity to study the role of development, redevelopment, preservation, and land use planning in the Netherlands. The trip was led by Dr. Margaret Wilder and Dr. Steve Peuquet of the University of Delaware's School of Urban Affairs & Public Policy and consisted of 16 MA and MPA students with concentrations varying from Urban and Regional Planning to Historic Preservation. Over the course of a week, we explored Amsterdam, Rotterdam, Den Haag, and Enkhuizen. We had the privilege of meeting with professionals in the fields of historic preservation, social housing, planning, public policy, and history who were gracious enough to give us talks and tours.



The first thing that you notice when you drive from Schiphol Airport to Amsterdam is the many modes of transportation present—cars, buses, trams, trains, bicycles, mopeds, boats, and feet. Even more astounding is how seamlessly all of these modes are integrated. The bicycles have separate lanes and stoplights, pedestrians have a wide sidewalk, trams have their own lanes (which sometimes combine with car lanes), and cars have their own space as well. All of this is delineated by changes in pavement color and road height. All of these modes are also heavily utilized. I was amazed at how the people of Amsterdam have no qualms about riding their bikes in poor weather. I saw several on a cold rainy day holding their umbrella in one hand and steering with the other, as well as women in skirts and high heels. Bikes are stacked everywhere throughout the city, and at the central train station there is a parking garage and long-term storage lockers...just for bikes.



What makes all of these modes possible is in large part due to the compactness of the cities. The average population density in the Netherlands is 390 people per square kilometer, compared to 30 in that same space in the United States. The Netherlands is unique in that the government owns the land and building owners must lease it, thus giving the government a lot of planning power. Every city that we visited was compact and walkable, with lots of mixed uses and many modes of transportation. There was one instance of mixed use that I found especially interesting. In order to pay for the construction of a new church, a congregation was building their new facility with apartments above it, the rents from which would help defray the costs. This immediately struck me as something that might happen in the United States only with some great difficulty. In fact, when I returned from the trip, I came across an article about a congregation in Arlington, Va., that was trying to implement a similar plan, except that the apartments would be affordable housing subsidized by the government. The church is being sued for violating the Constitution with regard to separation of church and state.

Overall, I was amazed at how causally the Dutch have instituted planning policies that are just now being considered in the United States. This trip was an extremely valuable experience and has offered me unique insight into planning and development policies.

—by Sarah Chatterson
DAPA Public Service Reader

MPA Students Partner with Romanian Counterparts in Study Abroad Research

In January 2010, Dr. Arno Loessner and Dr. Maria Aristigueta, professors from the University of Delaware (UD) School of Urban Affairs & Public Policy (SUAPP) coordinated a joint study-abroad trip with faculty from Babes Bolyai University in Cluj-Napoca, Romania. The coordinated efforts of these two universities provided the opportunity for American graduate students in public administration to partner with English-speaking Romanian students to comparatively study local governance practices. Seven Master of Public Administration students joined Loessner and Aristigueta on the trip to Romania, where they teamed up with 14 public administration students from Babes-Bolyai University to conduct cross-cultural research.



The students first relied on technology—via videoconference—as a primary means of communication to meet their international colleagues last October and start focusing their joint research efforts. This partnership developed throughout the fall and winter, as students continued their interactions through email and began to develop surveys and research questions for their work together in Romania. Based on these discussions, students' research topics included public health, public education, opportunities for economic and social development of minorities, disaster response, freedom of information, anti-corruption measures, and the relationship of public transportation to air quality.

Upon arrival in Cluj-Napoca in January, students worked in research teams of two or three in order to conduct interviews and collect data on topics of mutual interest. Over two weeks of intensive study, the students met with city and county leaders of Cluj, representatives of Romania's central government, nonprofit organizations, schools, media and other well-informed individuals. These meetings provided opportunities for UD's MPA students to not only learn more about Romania's government and public institutions directly but also share American policies and practices with well-informed members of a country experiencing large amounts of transition.

While still in Romania, the teams presented their preliminary experiences and findings at a January 21 forum. The presentations were preceded by a press conference, during which Romanian print and TV media interviewed the students. As a result of this work, each student research team produced a 20-page research paper on their findings.

The group of UD students presented their respective research papers to SUAPP on March 19, 2010. Dr. Aristigueta and Dr. Loessner joined the students and provided an overview of the study-abroad program. The study-abroad program to Romania is part of ongoing efforts by SUAPP to encourage graduate students to engage in international study as part of the public affairs curriculum. Other recent study trips have taken place in South Africa, South Korea, China, and the Netherlands.

In an effort to further these graduate students' efforts and their desire to participate in global education opportunities, students have also been invited to share their research at well-recognized national and international conferences. Two students will reconnect with their Romanian counterparts this May at the 18th annual Network of Institutes and Schools of Public Administration in Central and Eastern Europe (NISPAcee) Conference in Warsaw, Poland, to present their papers on a panel titled "Combining Teaching and Research in a Cross Cultural Course in Public Administration and Policy." Others will join SUAPP faculty and share their experience and work at panels this fall at the National Association of Schools of Public Affairs and Administration conference in Las Vegas, Nev., and next spring at the American Society of Public Administration Conference in Baltimore, Md.

Student participants in this program have found the experience extremely valuable to their graduate study and continue to apply the skills and knowledge acquired during their trip in their academic work and other professional opportunities.

—by Sarah Logrieco and Austin Egan