NATIONAL ACADEMY OF
PUBLIC ADMINISTRATION

2022 Annual Congressional Report

National Academy of Public Administration

The National Academy of Public Administration is an independent, nonprofit, and non-partisan organization established in 1967 and chartered by Congress in 1984. It provides expert advice to government leaders in building more effective, efficient, accountable, and transparent organizations.

To carry out this mission, the Academy draws on the knowledge and experience of its nearly 940 Fellows—including former cabinet officers, Members of Congress, governors, mayors, and state legislators, as well as prominent scholars, career public administrators, and nonprofit and business executives. The Academy helps public institutions address their most critical governance and management challenges through in-depth studies and analyses, advisory services and technical assistance, congressional testimony, forums and conferences, and online stakeholder engagement. Learn more about the Academy and its work at www.NAPAwash.org.

Our Vision: A just, fair, and inclusive government that strengthens communities and protects democracy.
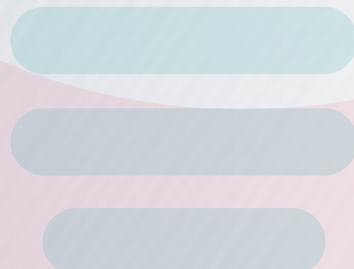
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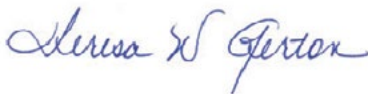## JOINT LETTER FROM THE ACADEMY'S BOARD CHAIR AND PRESIDENT/CEO

As we look back over 2022, it is remarkable to see the effect our new Strategic Plan had on the operations and impact of the National Academy of Public Administration. Our new vision for a just, fair, and inclusive government that strengthens communities and protects democracy, and our new mission statement that focuses on bringing the expertise of our Fellows, in strategic partnerships across all levels of government and sectors, to produce impactful and objective independent research that advances the field and practice of public administration brought new gravity to our core work and integrated a wide array of disparate projects into meaningful areas of concentration.

DAVE WENNERGREN
Chair, Academy Board of Directors

TERRY GERTON
President/CEO

Diversity, Equity, Inclusion, and Accessibility

Social equity, long a pillar of public administration along with efficiency, effectiveness, and economy, now figures prominently as the Academy's first strategic goal. This realignment provided new energy as our Board of Directors committed to addressing issues of diversity, equity, inclusion, and accessibility (DEIA) in its own operations and across the Academy. We inducted our most diverse class of Fellows in 2022, and our annual Social Equity Leadership Conference reached over 1,300 participants with the latest research and best practices for improving equity through government programs. Several of our funded studies addressed DEIA issues directly. Of note:

- We worked with Montgomery County, MD to conduct a comprehensive equity assessment of their Fire and Rescue Service, providing short- and long-term recommendations to strengthen both internal and external stakeholder engagement as the Service addresses its diversity, equity, inclusion, and accessibility initiatives.
- At Congress' request, we conducted a year-long assessment of the United States Merchant Marine Academy, looking at everything from infrastructure to curriculum. The Panel provided over 60 recommendations, integrated into a phased action plan, to help the Department of Transportation implement systemic reform across this important institution. RESULT: The Department of Transportation and USMMA have established a Secretary's Task Force, added key positions to support facilities project management, developed a Capital Improvement Plan, and created new positions to address long-standing issues of sexual assault and harassment.
- We also completed the first of two year-long reviews with the United States Coast Guard Academy. This first review included a comprehensive assessment of the current cultural competency and diversity, equity, and inclusion resources at the Coast Guard Academy and provided recommendations to modify structures and practices aimed at increasing retention of cadets, faculty, and staff. RESULT: Based on our report, the U.S. Coast Guard Academy is addressing racially insensitive murals in its campus buildings, finalized a new DEIA plan, and established a new staff position to support student life.

Other studies, including an examination of the national cybersecurity workforce development strategy and a report to Congress on the sources of and access to state death data in the Social Security Administration, also identified DEIA issues and provided recommendations to increase diversity in opportunity, access, and outcomes. We are delighted to see the positive reception for these studies and their impact as agencies move forward with implementation.

Partnerships that Deliver Solutions

Our new strategic plan also acknowledged that our Academy is most influential when we work with partners across all levels of government and sectors to collaborate on solutions to the complex public administration challenges we face. We established our Center for Intergovernmental Partnerships (CIP) in September of 2019 in recognition that no significant public problem fits entirely within one government agency or even one level of government. In its first year, the CIP conducted twelve events to highlight critical challenges in the management of public programs across and between levels of government; created new learning around topics as diverse as state regulatory relief, social services modernization, and workforce shortages; and began to build a network of partners across government levels and sectors willing to tackle these urgent issues.

Like the CIP, our Agile Government Center continues to generate new insights and learning around the integration of agile management techniques into government processes. The Center published a paper on Agile Regulation and convened federal executives for training on the importance of Customer Experience in delivering better government outcomes. More importantly, the Agile Government Network continues to grow, with participants in governments and universities around the world gathering quarterly to share new insights and practical examples of how agile government practices improve government performance.

Philanthropy

While 2022 was a year of incredible impact, it was a challenging year financially for the Academy. However, we were well positioned to absorb the challenge given the strength of our last two years.
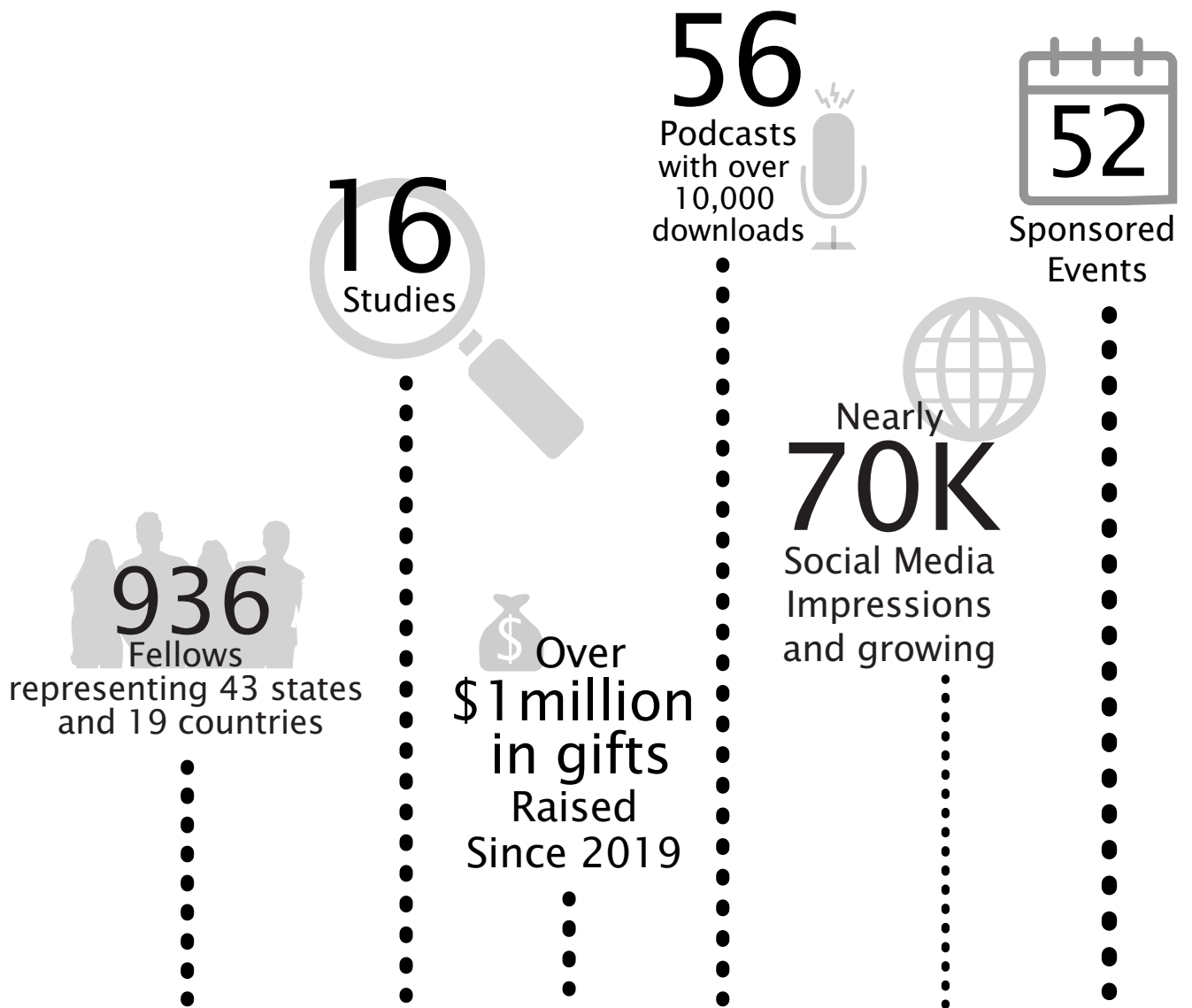
What really made this past year bearable was the incredibly generous philanthropic support that our Fellows and our partners provided. Those funds ensured that we not only retained our great staff in a tough market but were able to make substantial progress across so many of our strategic goals. We know that these individual contributions provide us a margin of excellence as we continue to advance the field of public administration through independent, trusted thought leadership and strategic advice to government leaders at all levels.

Looking Ahead

We are excited by the opportunities for impact ahead of us in 2023. We are already engaged with several agencies in continuing work on public management challenges as diverse as strategic planning for the future; supporting the oversight community to improve outcomes; improving performance with diversity, equity, and inclusion; and managing at the intersection of science and governance. Our Centers have new research underway on social services programs, election operations, and new models for collaboration across levels of government. We invite you to join us in this work.

2022

BY THE NUMBERS

56 Podcasts with over 10,000 downloads

52 Sponsored Events

16 Studies

Nearly **70K** Social Media Impressions and growing

936 Fellows representing 43 states and 19 countries

$ Over **$1 million** in gifts Raised Since 2019

G E N E R A T I N G

Advancements in our Grand Challenges in Public Administration

Agile management techniques

Collaborations across all government levels

Comprehensive DEIA assessments

Academy's Virtual Library

Insights and strategies for state regulatory relief, social services modernization, workforce shortages and election operations

936 fellows representing 43 states and 19 countries
generating studies on Public Service, Technology Leadership, Social Equity in Governance, Executive Organization and Management, International Affairs, and Intergovernmental Systems

Initiatives with the U.S. Department of Transportation, Cybersecurity & Infrastructure Security Agency, Social Security Administration, U.S. Trade and Development Agency, National Park Service, Montgomery County Fire and Rescue Service, U.S. Department of Homeland Security, U.S. Coast Guard Academy

Funded Studies

The core of the Academy's work, grounded by our Congressional Charter, is our engagement with government agencies at all levels to build, manage, and deliver more effective, efficient, equitable, accountable, and transparent programs. In 2022, we completed seven studies and began others that provided expert advice to government leaders across five thematic areas.

Building Expertise in Planning for a Successful Future

Focusing on Diversity, Equity, and Inclusion

Examining the Intersection of Science and Governance

Strengthening Intergovernmental Coordination

Supporting the Oversight Community to Improve Outcomes

Find a full list of our 2022 studies, both completed and underway.

Building Expertise in Planning for a Successful Future

The Academy continued to build expertise around "planning for a successful future." The Academy's work in this area aims to help agencies of all sizes and levels of complexity, tackle strategic planning, stakeholder and workforce engagement, budget and resource management, and program performance.

A Call to Action – The Federal Government's Role in Building a Cybersecurity Workforce for the Nation *(Completed Study):* This congressionally directed study provided Department of Homeland Security's Cybersecurity & Infrastructure Security Agency with a series of recommendations to strengthen a government-wide strategy to increase awareness of Cyber careers and utilize more innovative workforce development practices.

Intergovernmental Models for the 21st Century *(Ongoing Study):* The Academy's Center for Intergovernmental Partnerships will assess the intergovernmental system's current dysfunctions, develop a new model for those systems, and create a high-level agenda to apply changes in various policy contexts. This study will also serve as a launch pad for additional research on optimizing the intergovernmental system.

Focusing on Diversity, Equity, and Inclusion

We strengthened and expanded our focus on "Diversity, Equity, and Inclusion." The Academy acknowledges that diversity, equity, inclusion, and accessibility (DEIA) is not only a moral imperative but an operational excellence value proposition, as most DEIA improvements benefit organizations.

Building Organizational Capacity for Diversity, Equity, and Inclusion in the Fire and Rescue Service *(Completed Study):* Through a competitive bid process, the Academy engaged with the Montgomery (MD) County Fire and Rescue Service to conduct an assessment of their Diversity, Equity, and Inclusion (DEI) practices. This assessment resulted in a series of recommendations focused on the infrastructure required to apply an equity lens to decision making and the training necessary to advance the institutional culture to inform Fire & Rescue's vision of equity and inclusion goals.

DEIA Implications in Grantmaking *(Hosted Meeting):* On Thursday, December 8, 2022, the Academy and Guidehouse hosted a Grant Management Symposium to discuss the implications of the Biden Administration's focus on DEIA and Equity.

Foster Social Equity *(Ongoing Grand Challenge Challenge):* Our Strategic Initiatives team continues to make great progress researching and addressing substantial social and economic disparities in 21st Century America.

Examining the Intersection of Science and Governance

The Academy continued to examine the intersection of science and governance. Almost every area of public administration has a scientific component, sometimes hidden and sometimes obvious, and the intersection of science and governance is a critical component of evidence-based decisions.

Taking on the Heat with Tech: How Our Cities Are Responding *Hosted Meeting):* The Standing Panel on Technology Leadership and the Standing Panel on International Affairs held the first session in a series on addressing technology, policy, and ways we can address the growing problem of heat and consequences including climate change, and extreme weather events.

National Science Foundation Technology Innovation Partnership Evaluation *(Ongoing Study):* In March 2022, NSF established the Directorate for Technology, Innovation, and Partnerships to focus on significant challenges and opportunities across the entire science and engineering enterprise and to strengthen and scale the critical research that will drive future technologies and solutions. Congressional language directed the Academy to evaluate the new Directorate and make recommendations to ensure effective implementation and integration of the new Directorate.

Strengthening Intergovernmental Coordination

The Academy continued to build expertise in strengthening intergovernmental coordination. As our world gets more complex, the challenges across agencies, sectors, and levels of governance grow more complicated. The Academy is uniquely positioned to examine these challenges and develop solutions that work across the intergovernmental system.

Establishing Connections Through the Center for Intergovernmental Partnerships: In 2022, the Center for Intergovernmental Partnerships concluded its first year of operations. The Center spent much of the first year forging new connections, highlighting best practices and exemplars at all levels of government, and conducting and supporting research vital to improving the intergovernmental system. An excellent way of building relationships and promoting thought leadership was through events. The Center hosted or helped facilitate over a dozen events in 2022, such as the Bipartisan Policy Center's Claiming Complexity: Solutions to Improve Take-Up and Administration of the CTC and EITC, developing great relationships with many like-minded organizations.

Social Security Administration Study of Sources of and Access to Death Data *(Completed Study):* This congressionally directed study resulted in a comprehensive analysis of state-owned death data and its role in ensuring program integrity. This report explored the responsibilities and challenges of both state and federal entities as they navigate the management and protection of vital records data.

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Supporting the Oversight Community to Improve Outcomes

The Academy has continued to work in the audit/IG space with a focus on improving oversight organizations so their work has a greater impact.

The Office of the Inspector General for the Department of Homeland Security (Completed Study): The Academy completed two years of engagement with the DHS OIG, which included the facilitation of an updated strategic plan, implementation and accountability planning, strategic human capital plan and workforce planning, and Government Accountability Organization report recommendation response support. This study reflects two expansions of scope and engagement with the DHS OIG.

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STUDIES COMPLETED IN FY 2022

SOURCE	ORGANIZATION	BRIEF SUMMARY
Congressionally Directed Study	**Department of Homeland Security** **Cybersecurity Infrastructure Security Administration**	**A Call to Action – The Federal Government's Role in Building a Cybersecurity Workforce for the Nation** **Completed January 2022** *This congressionally directed study provided DHS's Cybersecurity Infrastructure Security Agency with a series of recommendations to strengthen a government-wide strategy to increase awareness of cyber careers and utilize more innovative workforce development practices.*
Congressionally Directed Study	**U.S. Coast Guard Academy**	**Cultural Competence Assessment** **Completed February 2022** *This congressionally directed study was the first in two consecutive one-year studies. The first year focused on findings and recommendations to assist the USCGA in improving its cultural competency. The report developed a framework to support its progress toward a more*
Congressionally Directed Study	**Social Security Administration**	**Study of Sources of and Access to Death Data** **Completed July 2022** *This congressionally directed study resulted in a comprehensive analysis of state-owned death data and its role in ensuring program integrity. This report explored the responsibilities and challenges of both state and federal entities as they navigate the management and protection of vital records data.*
Federal Agency Engaged the Academy	**U.S. Trade and Development Agency**	**Annual All-Staff Strategic Planning Session Facilitation** **Completed January 2022** *The US Trade and Development agency exercised its option to contract again with the Academy to facilitate USTDA's annual all-staff meeting. The session was structured and facilitated to convene global staff to review the previous year's accomplishments, provide updates from agency leaders and managers, and brainstorm ideas and actions for the agency's annual strategic plan.*

SOURCE	ORGANIZATION	BRIEF SUMMARY
Federal Agency Engaged the Academy	**The Office of the Inspector General for the Department of Homeland Security** 	**Strategic Planning and Human Capital Planning Support** **Completed July 2022** *The Academy completed two years of engagement with the DHS OIG, which included the facilitation of an updated strategic plan, implementation and accountability planning, strategic human capital plan and workforce planning, and Government Accountability Organization report recommendation response support. This study work reflects two expansions of scope and engagement with the DHS OIG.*
Federal Agency Engaged the Academy	**National Park Service** 	**Cultural Resource Program Comprehensive Assessment Update** **Completed September 2022** *The Academy assessed the current state and the desired state of the PCRP and developed findings and recommendations to support the program's efforts to enhance efficiency and effectiveness in the future. This project built off a previous Academy study for the PCRP published in October 2008, "Saving Our History: A Review of National Park Cultural Resource," and assessed the progress made on recommendations and provided additional guidance to improve NPS stewardship of park cultural resources.*
County Government Work Resulting from a Competitive Bid Process	**Montgomery County (MD) Fire and Rescue Service** 	**Building Organizational Capacity for Diversity, Equity, and Inclusion in the Fire and Rescue Service** **Completed September 2022** *Through a competitive bid process, the Academy engaged with the Montgomery (MD) County Fire and Rescue Service to conduct an assessment of their Diversity, Equity, and Inclusion (DEI) practices. This assessment resulted in a series of recommendations focused on the infrastructure required to apply an equity lens to decision making and the training necessary to advance the institutional culture to inform Fire & Rescue's vision of equity and inclusion goals*

STUDIES CURRENTLY IN PROGRESS

| SOURCE	ORGANIZATION	BRIEF SUMMARY
Congressionally Directed Study	U.S. Coast Guard Academy	**Admissions Assessment** **Scheduled for completion March 2023** *This second year of a two-year congressionally directed study is assessing USCGA's admission processes, specifically reviewing its recruitment and admissions processes, structure, and governance. It is also evaluating the impact of its DEI practices as it informs admissions, and provides benchmarking of comparative institutions. It also explores the role of the congressional nomination process and the key attributes of the Director of Admissions.*
Congressionally Directed Study	U.S. Department of Defense	**Review of Missile Defense Functions** **Scheduled for completion April 2023** *This congressionally directed study will assess the roles and responsibilities of the Department of Defense components related to missile defense. The assessment includes review and analysis of existing Department component roles and responsibilities for the full range of Integrated Air and Missile Defense MD activities. The final report will include recommendations to address the deconflicting of mission sets in order to increase efficiency and effectiveness and a timetable for the implementation of the opportunities identified.*
Congressionally Directed Study	National Science Foundation	**Assessment of the Technology, Innovation, and Partnership Directorate** **Scheduled for Completion September 2023** *This congressionally directed study will evaluate and make recommendations to efficiently and effectively implement the Directorate for Technology, Innovation, and Partnerships; and evaluate and make recommendations to ensure coordination of the Directorate for Technology, Innovation, and Partnerships with other directorates and offices of the Foundation and other Federal agencies.*
Federal Agency Engaged the Academy	U.S. Department of Justice	**Law Enforcement Classification Study** **Scheduled for completion in February 2023** *This study will examine the Law Enforcement Officer (LEO) classification status and assess the current use of law enforcement classification status at Headquarters and Field level. It will analyze the extent and degree to which law enforcement status in statute has been applied to positions. The study will provide benchmarked good practice and recommendations to support enhanced compliance with evidence-based classifications.*
Federal Agency Engaged the Academy	USDA National Finance Center	**Modernization Assessment** **Scheduled for Completion May 2023** *This assessment will review the NFC's mission and operations as a shared service provider and its organizational capacity to meet ongoing mission requirements efficiently and effectively in the future. It will analyze the NFC's governance and finance structures, supporting technology systems and processes, internal organization and infrastructure, and stakeholder engagement and work to Identify, with NFC, the desired future state of the NFC and what supporting functional changes are needed for the NFC to achieve that desired future state.*

SOURCE	ORGANIZATION	BRIEF SUMMARY
Federal Agency Engaged the Academy	**National Park Service**	**Comprehensive Assessment of Federal Land Acquisition Program and American Battlefield Protection Program** **Scheduled for completion June 2023** *This study is assessing the Land Acquisition process and priorities, overall review of the appraisal process Analysis of land acquisition priorities, preservation priorities, and programmatic guidance for non-Federal battlefield acquisitions, and assessing risk within the program practices in battlefield acquisitions. All of this is focused on improving the efficiency and effectiveness of these critical NPS programs.*
Federal Agency Engaged the Academy	**USDA Farm Production and Conservation Business Center**	**Identifying a Path for Success and Advancing Change Management Review of the Structure of Business and Enterprise Services in FPAC-Business Center** **Scheduled for completion June 2023** *This study is reviewing the organizational structure of the FPAC-BC and will provide recommendations to FPAC on the most responsive, effective, and efficient organizational structure for FPAC-BC service delivery to FPAC This project will also assist in developing an implementation plan that will operationalize recommendations and effectively navigate process changes with necessary change management efforts.*
Federal Agency Engaged the Academy	**USDA Farm Production and Conservation Business Center**	**Assessment of the Service Level Agreements** **Scheduled for completion August 2023** *This analytical assessment will assist the FPAC Business Center to categorize and establish a Shared Service Catalog to articulate the specific functions within the Business Center and the supported FPAC agencies, define performance level targets, and outline accountability mechanisms. The final deliverable will include the establishment of relevant Service Level Agreements and supporting communication.*
Federal Agency Engaged the Academy	**Federal Aviation Administration**	**Organizational Assessment of Labor and Employee Relations Functions** **Scheduled for completion June 2023** *The Academy will conduct an assessment of the FAA labor and employee relations functions, including the impacts of the personnel reform model, supporting organizational structure, and related policies and practices.*

Strategic Initiatives

The Academy's Strategic Initiatives team is our incubator for innovative ideas and practices that advance the field of public administration. This is a foundational obligation for us as a national academy. We are excited by the impact our work is already having by bringing these new ideas to the academic and practitioner communities.

The Grand Challenges in Public Administration
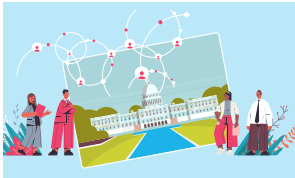
Center for Intergovernmental Partnerships

The Agile Government Center


The Academy's Virtual Library

Grand Challenges

The Academy advanced our Grand Challenges campaign through events, collaborations with intergovernmental and intersectoral partners, and the development of new initiatives.

We are an active member in the Local Government 2030 meetings, led by the City Administrator for the City of Issaquah, Washington, Wally Bobkiewicz. Our Director, Joe Mitchell, attended the Local Government 2030 conference held in November, and we are continuing communications with the groups that participated in that conference. We look forward to working with these groups in the upcoming year to influence and support implementation of programs addressing the Grand Challenges in communities across the country.

The Team organized and facilitated several events with our partners, including:
◆ McKinsey Roundtable Series on AI and Governance
◆ Pandemic Recovery and Accountability Center Series on COVID Funding Oversight and Accountability
◆ IBM Future Shock Series events on Emergency Preparedness and Data Security
◆ Federal Executive Institute Trainings on Agile Governance
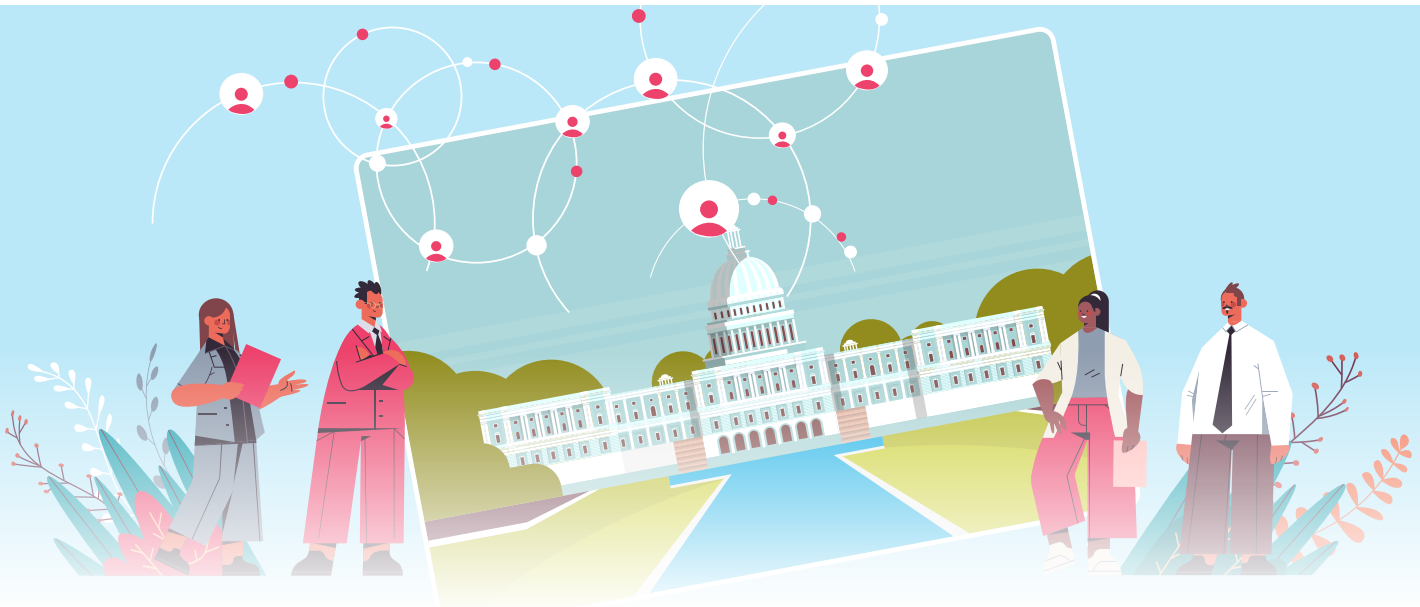
Center for Intergovernmental Partnerships

In 2022, the Center for Intergovernmental Partnerships concluded its first year of operations. Starting from a relatively blank slate, the Center stepped into the complicated federalist system of the United States and spent much of the first year forging new connections, highlighting best practices and exemplars at all levels of government, and conducting and supporting research vital to improving the intergovernmental system. An excellent way of building relationships and promoting thought leadership was through events. The Center hosted or helped facilitate over a dozen events in 2022, such as the Bipartisan Policy Center's Claiming Complexity: Solutions to Improve Take-Up and Administration of the Child Tax Credit and Earned Income Tax Credit, developing great relationships with many like-minded organizations.

In addition to the relationship building, the Center received generous financial support and funded research opportunities from the National Association of Counties; the National Conference of State Legislators; the Kerr Foundation; the Center for Accountability, Modernization, and Innovation, the Pew Charitable Trusts, and the Jane G. and Mark A. Pisano Fund. This funding allowed the Center to engage in additional activities, research state regulatory relief, and promote important intergovernmental activities.

Moving into 2023, the Center will wrap up a white paper on modern social services delivery, continue research into governance systems for the 21st Century, and engage with our partners around climate change, infrastructure, resilience, and workforce, along with other opportunities to improve the intergovernmental system.

Find out more about the CIP's work in 2022.

The Agile Government Center

The Agile Government Center (AGC) pushed forward its agenda for a government that is end-user-focused, managed through cross-cutting teams, and collaborates through networks. Drawing upon the AGC's prior work as well as the new Integrated Framework for Action designed by Ed DeSeve, the AGC published 3 reports:

- "Agile Government: The Role of Public Affairs Education" by Angela Evans
- "Agile Regulations: Gateway to the Future"
- "The Future of Agile Government"

The AGC also provided training on Agile Government in the Context of Customer Experience to federal public administrators through its collaboration with the Federal Executive Institute.

Find out more about the Agile Government Center and learn how you can join the Agile Government Network.

The Academy's Virtual Library

Between all of our study reports, recordings of panels and events, podcasts, and other publications, the Academy generates current practical content with recommendations for action that can inform public administration curriculum development and inform best practices for practitioners. But it has been difficult to find and sort all of that content on our website.

This year we invested in the creation of our Virtual Library, which puts all of the Academy's content at your fingertips. This reflects a year's worth of stakeholder engagement and outreach to make our content more relevant and accessible, and we will continue to improve it.

If you are a professor, a researcher, a student, a practitioner—there is something here for you. We hope you will try it out, let us know what you think, and what you think will make it better. Our goal is to bring the Academy's content and solutions for the challenges facing all levels of government today, to the next generation of public administrators.

INTRODUCING THE ACADEMY'S NEWEST RESOURCE: A virtual library that allows easy access to our studies, white papers, events, articles and more!

A great resource for:
- **Students**
- **Professors**
- **Academy Fellows**
- **State & Local Practitioners**
- **Community Organizations**

SPONSORED EVENTS

October 2021
- Grants Management Forum
- PRAC COVID Relief Impact Event
- Shared Services Forum
- Working Capital Fund Symposium
- Working Forward Forum
- Meeting of the Agile Government Network (in 3 Parts)

November 2021
- Academy Annual Meeting
- Shared Services Forum
- Working Forward Forum

December 2021
- PRAC COVID Relief Impact Event
- Shared Services Forum
- Working Forward Forum
- CIP: The Expanded Child Tax Credit: Approaches to Reach the Hard to Reach

January 2022
- Shared Services Forum
- Working Forward Forum

February 2022
- CIP Infrastructure Workforce Strategies Webinar
- PMI Public Sector Leadership Webinar
- Shared Services Forum
- Working Capital Fund Symposium
- Working Forward Forum

March 2022
- ACUS Agile Regulation Roundtable
- Agile Government Network Meeting
- Shared Services Forum
- Working Forward Forum

April 2022
- ICMA Future of Work Event
- McKinsey Data Analytics Event
- Shared Services Forum
- Working Forward Forum
- NASCA's Annual Conference Day in D.C.

May 2022
- Grants Management Forum
- McKinsey Data Analytics Roundtable
- Shared Services Forum
- Intergovernmental Childcare Workforce Roundtable

June 2022
- Agile Government Network Meeting
- Modern Social Services Delivery Session 1 - CAMI
- McKinsey Data Analytics Roundtable
- PRAC COVID Relief Impact Event
- Shared Services Forum
- Social Equity Leadership Conference
- Working Capital Fund Symposium
- Working Forward Forum

July 2022
- Shared Services Forum
- Working Forward Forum

August 2022
- Federal Executive Institute Training on Agile & the Customer Experience
- McKinsey Data Analytics Roundtable
- Shared Services Forum
- Working Forward Forum
- Executive Legislative Oversight Working Group – Levin Center

September 2022
- Agile Government Network Meeting
- IBM Future Shocks Series (1st Event on Emergency Management)
- Shared Services Forum
- Working Forward Forum
- Modern Social Services Delivery Session 2 - CAMI

CONFERENCES

2022 Social Equity Leadership Conference

The 2022 Social Equity Leadership Conference was hosted by the University of San Francisco and chaired by Dr. Richard Greggory Johnson III, Academy Fellow. This 21st-anniversary conference was held as a virtual conference. More information can be found in the Standing Panel on Social Equity's report.

2021 Annual Fall Meeting

The theme for the 2021 Academy Fall Meeting was "Addressing Grand Challenges through the Intergovernmental System." The content and structure were new to the Academy this year. The meeting was a five-day hybrid event with remote and in-person options presented by five host sites throughout the country (Arizona, Nebraska, California, Indiana, and Washington, D.C.)

The annual Elmer B. Staats Lecture was delivered by Carlos Monje Jr., Under Secretary of Transportation for Policy in the Office of the Secretary.

The annual James E. Webb Lecture was delivered by Luke McGowan, Senior Advisor for Economic Recovery in the White House Office of Intergovernmental Affairs.

The event was attended by over 200 individuals virtually and in-person.

Our Fellows

Our Fellows, comprised of both practitioners and researchers, are the bedrock of the Academy. They represent the very best in public administration and bring their unparalleled expertise to every Academy project and client engagement. Our Fellows are involved in every aspect of the Academy's work as leaders of our funded studies; as writers, panelists, and advisors; and most often in gatherings of like-minded Fellows through our Standing Panels where they gather regularly as experts to discuss the most pressing issues in public administration.

In 2022, our Fellows, through their engagement in the Standing Panels, prepared a comprehensive report on the challenges of coordinating the COVID-19 pandemic response across levels of government, sponsored an entirely virtual nation-wide Social Equity Leadership Conference that attracted more than 1,300 participants, and launched the Executive Legislative Oversight Collaborative in collaboration with the Levin Center at Wayne State University Law School. They also organized and conducted numerous virtual panel discussions that engaged the broader public administration community on a wide range of topics, exploring both the challenges facing all levels of government and the potential solutions.

Find out more about each standing panel and its work in 2022:
- Standing Panel on Executive Organization and Management
- Standing Panel on the Public Service
- Standing Panel on Social Equity in Governance
- Standing Panel on the Intergovernmental System
- Standing Panel on International Affairs
- Standing Panel on Technology Leadership

STANDING PANELS

The Standing Panel on Executive Organization and Management
Robert Shea and Scott Cameron, Chairs

Standing Panel on Executive Organization and Management (EOM) is the Academy's oldest and longest-serving standing panel. The Panel focuses on improving public institutions' structure, capacity, management, and performance.

Pursuant to a request from the Academy's Board, the EOM Panel established a charter and an agenda for the year. This year, the Panel settled on the following areas of interest, some of which directly aligned to the Grand Challenges.

◆ The President's Management Agenda, which links to the Grand Challenge "Modernize and Reinvigorate the Public Service;"
◆ The Government Accountability Office's 2022-2027 Strategic Plan;
◆ Climate Change and Sustainability, which links to the Grand Challenge "Steward Natural Resources and Address Climate Change;"
◆ The Evidence Agenda;
◆ The Proliferation of Chief Management Officers; and
◆ Public Governance, which links to the Grand Challenge "Develop New Approaches to Public Governance and Engagement

The Panel has again been fortunate to draw on the talents of many Academy Fellows during the past year in developing and delivering a series of presentations and discussions regarding current public management issues impacting the Executive Branch. We hosted six Panel meetings.

Following the release of the latest President's Management Agenda, the EOM Panel hosted a discussion with OMB's Deputy Assistant Director for Management and Academy Fellow Dustin Brown, as well as Lauren Stocker of GSA, Diana Epstein of OMB, and Nichelle Johnson Billips of the White House Leadership Development Program. They shared their work developing the PMA and the three pillars of the PMA Vision:
◆ Strengthening and Empowering the Federal Workforce;
◆ Delivering Excellent, Equitable, and Secure Federal Services and Customer Experience; and
◆ Managing the Business of Government to Build Back Better.

Notably, the Administration released a PMA Learning Agenda comprised of the key research questions that are intended to drive evidence-building around the key challenges embedded in the President's Management Agenda.

Since enactment of the Foundations for Evidence-based Policymaking Act, federal agencies have been developing learning agendas, evaluation plans, and evaluation policies. EOM Panel members heard from Data Foundation President Nick Hart, along with Diana Epstein, the Evidence Team Lead at the Office of Management and Budget, and Christina Yancey, Chief Evaluation Officer at the U.S. Department of Labor to learn where the government is in its journey to a learning culture that evaluates its progress and uses data and evidence to improve its performance and operations.

The Government Accountability Office's Strategic Plan is the closest thing we have to a federal government strategic plan. It is GAO's long-term roadmap for its investigative and oversight work. The EOM Panel featured GAO's Managing Director for Strategic Planning, Stephen Sanford, discussing GAO's most recent strategic plan and will discuss GAO's long-term priorities and other trends impacting the United States.

In April, the EOM Panel focused on climate change and sustainability with a discussion that included the Honorable Martin O'Malley, former Governor of Maryland, Ana Unruh Cohen, Democratic Staff Director of the U.S. House Select Committee on the Climate Crisis, and Dan Storck, the Mount Vernon District Supervisor of the Fairfax County, VA Board of Supervisors.

In June, the EOM Panel discussion centered on the role of Chief Management Officers across the federal government, positions created by Congress to ensure individuals are focused on addressing important areas of management. This discussion featured officials from GSA's Office of Executive Councils and topics such as how management councils are working to ensure the effectiveness of and collaboration among chief management officials and whether the government's chiefs were working as intended by Congress.

In September, the EOM Panel had a wide-ranging discussion about the importance of strengthening trust in government institutions. We hosted Senior Counsellor in the Organization for Economic Cooperation and Development (OECD)'s Public Governance Directorate, Gillian Dorner, for a discussion of OECD and its work assessing and strengthening trust in government institutions. Academy Fellow and Deputy Assistant Director for Management at the Office of Management and Budget, Dustin Brown, moderated the discussion. He is also Chair of the OECD's Public Governance Committee.

Finally, the EOM Panel launched the Executive Legislative Oversight Collaborative in collaboration with the Levin Center at Wayne Law. This informal collaborative is intended to create a forum in which officials from Congress and the Executive Branch meet periodically to hear from members of the Executive Branch oversight community and foster better working relationships across the Branches, especially as it relates to the topic of government oversight.

Standing Panel on the Public Service
Deb Tomchek and Kimberly Walton, Chairs

The Standing Panel on the Public Service focuses on strengthening policies, systems, and practices for enhancing workforce success in achieving public agency goals. The Standing Panel is a forum emphasizing the importance of human resources management at all levels of government. It supports studies, reviews, and meetings to advance improvements to government workforce management.

Our Steering Committee is integral to the work of the Standing Panel and has been operating for about two years. To increase results and improve our Standing Panel's ability to influence change that enables us to Modernize and Reinvigorate the Public Service, the Co-Chairs conducted interviews with each member of the Steering Committee. This data revealed a strong consensus for change, specifically:

◆ Establish Working Groups for each element of the Annual Plan.

◆ Conduct full Steering Committee meetings bi-monthly, with presentations from Working Groups on their results at the meetings.

◆ Conduct at least one Working Group meeting on alternate months.

In May 2022, we adopted these recommendations and implemented bi-monthly Steering Committee meetings and Working Group meetings in the alternate months. We also revised our Steering Committee Charter in May 2022, which reflected these changes.

In 2022, the Standing Panel specifically addressed the Grand Challenge to Modernize and Reinvigorate the Public Service. During this time, the Steering Committee met eight times and adopted three major emphasis areas for 2022:

◆ **Amplify Diversity, Equity, Inclusion, and Accessibility to Improve Social Equity in Public Service.** Diversity, Equity, Inclusion, and Accessibility (DEIA) are essential for mission excellence. Excellence is only achievable in an environment that values, respects, and includes people from all segments of society to ensure equal employment opportunities. It integrates DEIA as a critical component of its human resources strategies. The Standing Panel's primary emphasis will be creating and validating Diversity, Equity, Inclusion, and Accessibility (DEIA) tools for use in government agencies at all levels. This panel collaborates with the Standing Panel on Social Equity in Governance.

■ **Action:** The Standing Panel formed a smaller group to focus on DEIA and began reviewing existing maturity models and narrowing to one that supported maturity based on structure and behavior. In October 2021, the Standing Panel hosted a discussion entitled, A Time for Revelation: Advancing Diversity, Equity, Inclusion and Belonging in the Workplace, and in September 2022, hosted a Joint Meeting of the Standing Panel on the Public Service and Standing Panel on Equity in Governance.

◆ **Strengthen Talent Management to meet "Future of Work" Challenges.** The work and skills needed for agency success are rapidly changing, but our talent management systems have not kept up and appear to impede agency mission delivery. The Standing Panel will seek specific innovative strategies to enable agencies to meet future demands within a more responsive talent management infrastructure.

   ■ **Action:** In June 2022, the Standing Panel formed a small Working Group of Academy Fellows to discuss and determine what recommendations might be needed to modernize the federal civil service. This Working Group sought to follow up on the two previous No Time to Wait (NTTW) reports. The Working Group met multiple times, discussed a variety of Public Service topics, and made a small set of concrete recommendations:

   1. Developing a Hiring Process that Puts Government's Mission at the Center

   2. Pursuing Strategies to Pay Government Workers What is Needed to Build the Competence Government Requires

   3. Devising More Effective Strategies to Promote Good Performance and Remove Poor Performers

The report, scheduled for release in early 2023, will provide greater detail about each recommendation and proposed legislative language, which, if enacted, would enable the implementation of these recommendations.

◆ **Advance the Importance of Merit in the Public Service.** The value of the Merit System has become clouded in recent years as notions of "at will" employment have permeated government, particularly at the state level. The Standing Panel will highlight the crucial role of merit in government by examining its history and significance in ensuring fairness and effectiveness in government operations. We will also address and offer insights to move the government away from a "one size fits all" approach to implementing merit principles.

   ■ **Action:** Since January 2021, the Academy has supported the Working Forward Forum to foster sharing of best practices in the public service. Federal Chief Human Capital Officers and staff members are the audiences for these meetings. In collaboration with the Senior Executive Association (SEA) and the Shared Services Leadership Collaborative (SSLC), Academy leadership and representatives from the Standing Panel participate in monthly planning meetings (The Academy also supports Zoom hosting for the group). Kimberly Walton served as moderator for the March 2022 meeting.

The Standing Panel on Public Service will maintain these three goals in the 2023 Annual Plan.

2022 Meetings of the Standing Panel on the Public Service

DATE	TOPIC	SPEAKERS
October 2021	*A Time for Revelation: Advancing Diversity, Equity, Inclusion and Belonging in the Workplace*	**Reginald Wells**, Professor at American University and Former Chief Human Capital Officer, Social Security Administration **Kimberly Walton**, Executive Associate Administrator for Mission Support, Transportation Security Administration **RaJade Berry-James**, Professor and Dean, North Carolina State University **Debra Tomchek**, Moderator
November 2021	*Meeting of the Standing Panel at the Academy's Annual Meeting*	**Members of the Standing Panel**
December 2021	*A Conversation with the Director of the U.S. Office of Personnel Management*	**Kiran Ahuja**, Director of the U.S. Office of Personnel Management **Terry Gerton**, President and CEO of the National Academy of Public Administration
March 2022	*A Call to Action: The Federal Government's Role in Building a Cybersecurity Workforce for the Future*	**Dan Chenok**, Executive Director, Center for The Business of Government, IBM **Sally Jagger**, Project Director, National Academy of Public Administration **Costis Toregas**, Board Member for Women in Cybersecurity, Ecocity Builders, National Cyber League **Kimberly Walton**, Moderator
May 2022	*Schedule F and the Future of Merit in Government*	**Donald Kettl**, Professor Emeritus and former Dean, University of Maryland **Doris Hausser**, Independent Human Resources Professional with a long career in the U.S. Office of Personnel Management **James-Christian Blackwood**, Executive Vice President, Partnership for Public Service **Donald Moynihan**, McCourt Chair at the McCourt School of Public Policy, Georgetown University
September 2022	*Joint Meeting of the Standing Panel on the Public Service and Standing Panel on Equity in Governance*	**FIRST PANEL:** **John Salamone**, Chief Human Resources Officer, U.S. House of Representatives **Naomi Barry-Perez**, Director of Civil Rights, U.S. Department of Labor **Kimberly Walton**, Moderator **SECOND PANEL:** **Elsie L. Harper-Anderson, Ph.D.**, Associate Professor of Urban and Regional Studies and Planning and Director, Ph.D. Program in Public Policy and Administration; Chair, Governing Board of the Urban Affairs Association; L. Douglas Wilder School of Government and Public Affairs Virginia Commonwealth University **Michael Massiah**, Chief Diversity & Inclusion Officer NY/NJ Port Authority (Retired); American Society of Public Administration, Frederickson Center **Janice B. Underwood, Ph.D.**, Government-wide Chief DEIA Officer, U.S. Office of Personnel Management **RaJade Berry-James, Ph.D.**, Moderator

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Standing Panel on Social Equity in Governance
Gary L. Glickman and RaJade M. Berry-James, Chairs

The Standing Panel on Social Equity in Governance focuses on the fair and equitable management of all institutions serving the public. This Panel addresses multiple facets of social equity in governance, advancing research, and creating a resource for researchers, students, scholars, and public administrators. Established by the Board of Directors in the spring of 2000, this Standing Panel holds meetings throughout the year, at the Annual Fall Meeting, and, working with local hosts, co-sponsors an annual Social Equity Leadership Conference.

The Standing Panel on Social Equity in Governance prepared the Standing Panel Charter to govern how the Standing Panel operates. The Panel's Charter can be found online where the purpose, structure, and function are discussed to align and support how we foster social equity as a Grand Challenge in Public Administration. We remain committed to the action agenda supported by more than 200 Fellows and the Statement of the National Academy of Public Administration Standing Panel on Social Equity in Governance.

The 2022 Social Equity Leadership Conference was hosted by the University of San Francisco. This 21st-anniversary conference was held as a virtual conference with eight tracks:

◆ Advancing Democracy for Historically Dishonored/Disregarded Communities
Advancing Social Equity in the Criminal Justice System

◆ Social Equity & Sustainability: Addressing inequities in Housing, Employment, Food, and Transportation

◆ Promoting Public Service, Civic Leadership, and Cross-Sector Partnerships

◆ Building Nonprofit Capacity with the Integration of Social Equity

◆ Innovative Public Service Pedagogy to Foster and Enhance Social Equity, Diversity, and Inclusion

◆ Promoting Social Equity and Disability Advocacy through Public Sector Workforces: Addressing Human Resource Development and Motivation Challenges

◆ The U.S. Military and its Role in Achieving Equity

SELC 2202 included over 1400 participants from around the country and multiple sponsoring organizations. A copy of the SELC 2022 program booklet is available online. Additionally, the Maurice A. Ferré Institute for Civic Leadership currently hosts the #SELC2022 session recordings on YouTube.

On the program were several plenary and special sessions featuring federal, state, and local policymakers and public administrators. The plenary speakers included:

◆ **Chiraag Bains**, Deputy Assistant to the President, Deputy Director of the Domestic Policy Council for Racial Justice and Equity

◆ **Del. Kimberly Teehee**, Citizen of the Cherokee Nation, Delegate-Designate to the U.S. Congress

◆ **The Hon. Frederica S. Wilson**, U.S. House of Representatives, Chairwoman of the Commission on the Social Status of Black Men and Boys

During the conference, the Standing Panel, in conjunction with Academy leaders and the Academy's Board of Directors, again awarded the Philip J. Rutledge Social Equity Leadership Award to recognize outstanding leadership and accomplishment in social justice and equity. The 2nd annual award was presented to Gail Christopher, a career public servant, and Academy Fellow.

The 2023 SELC will be hosted by the University of Kansas and 2024 by the University of Connecticut.

During the year, the Standing Panel and its members:

◆ Held monthly meetings and speaker series;

◆ Conducted outreach and joint meetings with the Institute for Child Success and other nonprofit providers of critical services;

◆ Convened joint meetings with other standing panels;

◆ Recorded a series of "Special Edition" podcasts; and

◆ Presented research panels on social equity across public organizations and professional associations.

◆ Sponsored a plenary session and workshop during the Academy's Fall Meeting with the University of San Francisco focused on Intergovernmental Dimensions of Advancing the Economy, Health & Social Equity.

Standing Panel on the Intergovernmental System
Shelley Metzenbaum and Mark Pisano, Chairs

The Standing Panel on Intergovernmental System (IGS Panel) worked this past year to support the Academy's five strategic goals and to deepen understanding of what makes some intergovernmental and intersectoral arrangements more successful than others. Where appropriate and feasible, the Panel initiates action to improve those arrangements and societal outcomes.

The IGS Panel and working groups met quarterly, with additional sessions on specific topics. The Panel worked closely with the Academy's Center for Intergovernmental Partnership (CIP) engaging dozens of Fellows each meeting to develop and advance goals and strategies to deal with intergovernmental challenges on COVID-19, climate adaptation, data management for impact, pooled purchasing, and other topics. Much of this work was shared as blogs through the CIP's federalism.us webpage.

The Academy's annual Fall Meeting in November 2021, co-convened in Washington, D.C. and at four other sites as well as virtually, focused on "Addressing Grand Challenges through the Intergovernmental System." The regional meeting at the University of San Francisco considered lessons learned and issues raised by federal, state, and local efforts to deal with COVID-19 as well as local and regional government partnerships with foundations to advance economic development, meaningful work and social equity. The regional meeting at the University of Nebraska considered intergovernmental aspects of law enforcement and civic engagement.

The Standing Panel's session during the 2021 Fall Meeting featured local government officials and experts talking about more and less effective intergovernmental arrangements with a focus on three themes:

◆ **What helped?** Other than funding, how have federal and state governments helped local governments in the past? Based on that experience, how can and should the federal government and states continue to help or start to help again in the future?

◆ **What hurt?** How have federal or state governments gotten in the way of local government progress in the past and, based on that experience, what should they stop doing or could they do in a smarter way in the future?

◆ **Technology and other future opportunities?** How can technological advances help federal and state governments help local governments deliver in more effective, cost-effective, equitable, understandable, and customer-friendly ways?

Other Panel accomplishments in 2022 include:

◆ COVID-19 report on "Intergovernmental Dimensions of the COVID-19 Responses and Consequences." Fellows Ken Kizer and Rich Callahan led a working group of 14 Fellows, including five former state health directors, four former Deans, and Dr. Georges Benjamin, Executive Director of the American Public Health Association and Dr. Josh Sharfstein, Vice-Dean, Johns Hopkins School of Public Health, with dedicated support from Academy staff. The report included recommendations for improving testing, vaccine distribution, supply chain and data collection, with attention to advancing social equity throughout the report.

The report was discussed in two blogs, one on April 4 and the other on May 21; and a podcast.

◆ **Local government best practice benchmarking.** Fellow and Professor Emeritus David Ammons (University of North Carolina School of Government) described how his university helped local governments find and learn from the best practices of top performers. He also explained how best-practice benchmarking is different and can be more constructive than other benchmarking approaches. Fellow and former D.C. Mayor Anthony Williams, Orange County Virginia Administrator Theodore Voorhees, and Strategic Performance Director of WSSC Water serving Montgomery and Prince George's County in Maryland Yvonne Carney discussed how the federal government, states, and local colleges and universities might help state and local governments learn from each other to serve their communities better. The Mid-Atlantic StatNet network and the Academy's CIP co-sponsored this event.

◆ **The Data Dilemma: Tapping technology advances to manage for better public policy outcomes across government**. Recent crises, such as the COVID-19 and opioid epidemics spotlighted serious deficiencies in governments' ability to draw data from across jurisdictions and levels of government in useful ways despite significant advances in data collection, knowledge building, and information sharing technologies. Institutional culture and incentive structures seem to impede efforts to tap these advances to improve outcomes. Working with NAPA's Technology Leadership Standing Panel, the Panel (comprised of county officials and leaders of Johns Hopkins University's local government support network) discussed barriers that need addressing and opportunities for improvement.

◆ **Weather-ready nation.** The IGS Panel initiated a focus on the challenge for the nation's intergovernmental system of coping with the increased intensity and duration of extreme weather events and other aspects of adaptation to climate change. The Panel identified a case study co-authored by Fellow Louis Uccellini describing how NOAA transitioned from an organization that primarily provided forecasting services to states, localities, tribal governments, and private sector organizations to an organization that also provides its local partners impact-based decision support services, strengthening trust and improving outcomes. These lessons are now being integrated into a "new intergovernmental models" demonstration on Climate Adaptation involving more than 10 Fellows.

◆ **Intergovernmental Cooperative Purchasing.** After 30 years of intergovernmental cooperative purchasing, Panel members led by Fellow Steve Hamill are examining the current state of practice and considering steps to improve intergovernmental cooperative purchasing.

The Panel continues to explore opportunities to make progress on the Academy's Grand Challenges in Public Administration, including disaster resiliency, grants management, safe and sustainable water systems, connecting individuals to meaningful work, and fostering social equity. The Panel is also working to develop novel approaches to public governance and engagement, sometimes in collaboration with Academy's Agile Government Center. It continues its work to improve intergovernmental grants management.

Standing Panel on International Affairs
Joe Westphal and Dan Gutman, Chairs

The Standing Panel on International Affairs has traditionally focused on four broad areas of interest: (1) assisting democratic institutions in transitioning democracies, (2) addressing public management challenges in developing countries, (3) examining the management of the U.S. government's international activities, and (4) promoting information sharing of promising practices in the field of public administration. The Africa Working Group (AWG) is a sub-committee of the International Affairs Panel and was established in 2001 to enhance public administration and governance in Africa.

Recent years have marked a time of global challenge and uncertainty. Challenges to what has been called the late 20th century global world order are now conjoined with climate change and pandemics—global challenges with local consequences and which require global communication.

In this context, the International Panel is supplementing its traditional focus with a focus on governance and comparative public management. What can United States scholars and practitioners, with their counterparts in other countries, learn by comparing how public managers are addressing common global challenges? These challenges include, for example, pandemic response and climate change adaptation, changes in global supply chains and their impact on localities around the world, practices governing global educational cooperation, and emerging rules governing new technologies such as biotechnology and digital technologies with both global and local impacts. The governance questions include emerging global institutions and rules and their relation to the day-to-day work of public managers at all levels of government.

2022 Events and Activities

The Panel hosted several meetings during the fiscal year to advance its principal agenda and refine its internal organization and outreach mechanisms. The intended outcome was to attract more Fellows to the Panel to capitalize on their considerable depth and breadth on matters of interest in the international affairs domain and to help improve the Panel's responsiveness to the Academy's broader mission and Grand Challenges agenda.

At the Academy's Annual Fall Meeting in November 2021, the Panel hosted a forum titled A Conversation about Afghanistan, to discuss the U.S. engagement in Afghanistan. The distinguished guest panel included:

- **U.S. Ambassador (Retired) Ryan Crocker** of the American Academy of Diplomacy, with previous assignments as U.S. Ambassador to Afghanistan, Pakistan, Syria, Kuwait, and Lebanon;

- **The Honorable Jeffery Grieco**, former Assistant Administrator, USAID; currently President/CEO Afghanistan-American Chamber of Commerce;

- **Dr. David Stuckenberg**, Co-Founder and COO, Genesis Systems, which provides water technologies to produce sustainable water resource generation; and Founder and Chairman American Leadership and Policy Foundation (ALPF). He is a Major and jet aircraft pilot in the United States Air Force, a veteran of the Iraq and Afghanistan wars, and served an active-duty assignment to the U.S. Department of State.

- **Professor Sylvester Murray**, Academy Fellow, moderator

Africa Working Group: Under the long-standing leadership of NAPA Fellow Professor Sylvester Murray, the AWG continued its work in close coordination with the International Affairs Panel. Among several initiatives, the AWG continued its engagement with the Consortium for International Management, Policy, and Development (CIMPAD). The COVID-19 Epidemic ushered in new challenges and opportunities to help Africa address various on-going pandemic effects and help set conditions to facilitate recovery. Initiatives to track the epidemic's impact on quality of life, health care systems, and workforce development strategies continued. The AWG also continued to assist the Academy in lending support to the U.S. Mandela Washington Fellowship—Young African Leadership Initiative. As in past years, the AWG helped Mandela Fellows to find short-term placements at various private, public, and non-profit institutions designed to expand their development experience in advance of their return to Africa.

2023 Plan

In 2022, the Panel's steering committee articulated this comparative governance theme and will launch it at the Academy's annual Fall Meeting in November. The 2023 plan includes the following:

Grand Challenges Agenda: The Panel will do its work in support of the Academy's Grand Challenges in Public Administration agenda, with emphasis on Grand Challenge 4: Advance National Interests in a Changing Global Context. Next year, the Panel will focus on comparative learning from the ways in which countries throughout the world are addressing this Grand Challenge. As noted above, this will begin with discussion of the ongoing Australia/China/US climate adaptation project co-sponsored by the Academy.

Working with other Standing Panels on Grand Challenges and other topics: The Panel hopes to work with other Standing Panels, including those addressing the Intergovernmental System and Technology Leadership, on challenges including climate change adaptation. Specific collaboration began in October 2022 with a webinar on climate change related heat islands organized by the Standing Panel on Technology Leadership.

Working with Counterpart Organizations. Pursuant to Panel mandates, the Panel plans to work with counterpart organizations, for example associations, universities, and research centers. This effort began with an event in December 2022 held in conjunction with the American Society of Public Administration (ASPA), to discuss an ASPA Committee report on the evolving terms of global educational cooperation.

Standing Panel on Technology Leadership
Dr. Alan R. Shark and Dr. Theresa Pardo, Chairs

The Technology Leadership Panel examines the latest trends in technology leadership, management, and governance for all levels of government. It also identifies effective practices for improving executive level capacity and governance, and ways to assess the value of technology systems from a public management executive perspective. The group's mission is to assess technology initiatives designed to improve government performance.

In support of this mission, the Standing Panel continues to provide at least four topical webcasts per year and has aggressively begun to seek collaboration with the other Academy Standing Panels where topics of interest intersect.

This year's four public panel sessions drew attention to two key developments impacting society: the increasing recognition of the potential of Artificial Intelligence as a transformational technology and the COVID-19 pandemic. These mutually informing panels centered the public health crisis as a use case for considering both the potential of AI as a transformation technology in the public sector, but also more specifically in understanding and creating effective responses within the context of a crisis. Sessions drew attention to the challenges we face in ensuring that such uses help surface and eliminate historical inequities rather than enforce them. Panel sessions drew specific attention to lessons learned by public sector technology leadership within the context of the COVID-19 pandemic, for example, the increasing and successful use of chatbots to respond to workforce constraints due to lockdowns, and the impact of various public policies, such as stay-at-home orders, on large scale systems such as unemployment insurance. The Panel at the Academy's Annual Fall Meeting provided a capstone discussion about the overarching concept of "public interest technologies" as a key resource in advancing the public interest and promoting public good.

Other activities of the Technology Leadership Panel in 2022 included writing and posting blogs and thought leadership editorials as well as developing a more comprehensive action agenda for 2023 and beyond. Highlights of this year's activities include:

March 9, 2022, *Cybersecurity Leadership – What Senior Public Managers Need to Know and Ask*

- **Dan Lohrmann**, Field Chief information Security Officer (CISO) for Public Sector & Client Advisor, Presidio and co-author of Cyber Mayday & The Day After.

- **Meghan E. Cook**, Program Director, Center for Technology in Government, and Project Director and co-author of the recently released publication, Cybersecurity Primer for Local Government Leaders.

- **John Gilligan**, President and CEO, Center for Internet Security and former CIO for the U.S. Air Force and U.S. Department of Energy.

May 20, 2022 *(Joint Intergovernmental Systems and Technology Leadership Standing Panel)* *The Data Dilemma: Tapping technology advances to manage for better public policy outcomes across government*

- **Beth Blauer**, Associate Vice Provost for Public Sector Innovation at Johns Hopkins University

- **Eli Rosenberg**, Deputy Director for Science, Office of Public Health, New York State Department of Health

- **Adrianna Steele**, Data Management Branch Chief at the Federal Emergency Management Agency (FEMA) Office of Policy and Program Analysis

- **Paul Wormeli**, former Deputy Administrator of the Law Enforcement Assistance Administration (LEAA), U.S. Department of Justice

July 15, 2022, *Technology Policy and the NAPA Grand Challenges - Protection of Election Integrity, Advancing the National Interest in a Changing Global Context, Ensuring Data Security and Privacy Rights, and Making Government AI Ready.*

- **Jeremy Epstein**, Lead Program Officer, Secure and Trustworthy Cyberspace, National Science Foundation Chair, U.S. Technology Policy Committee, Association for Computing Machinery

- **Bobbie Stempfley**, Vice President and Business Unit Security Officer at Dell Technologies, Senior fellow for the Atlantic Council's Cyber Statecraft Initiative

- **Daniel Weitzner**, 3Com Founders Principal Research Scientist chair at MIT Founding Director, MIT Internet Policy Research Initiative

- **James Hendler**, Tetherless World Chair of Computer, Web and Cognitive Sciences Chair, Global Technology Policy Council, Association for Computing Machinery

October 21, 2022, *Taking on the Heat with Tech: How Our Cities Are Responding* *(Standing Panel on Technology Leadership and the Standing Panel on International Affairs)*

- **Lora Martens,** Urban Tree Program Manager, City of Phoenix, Office of Heat Response and Mitigation; Faculty Associate, Landscape Architecture, Environmental Design, and Urban Design program, Design School, Arizona State University

- **Hunter Jones**, Climate and Health Project Manager, Climate Program Office (CPO), National Oceanic and Atmospheric Administration (NOAA); Founding Member, Global Heat Health Information Network (GHHIN)

- **Daniel Guttman**, Professor, Tianjin University Law School; Adjunct Professor, Fudan University/London School of Economics Institute for Global Public Policy; Research Fellow, U.S. Asia Law Institute, NYU Law School; Of Counsel, Guttman, Butcher & Brooks; Co-Chair of the Standing Panel on International Affairs

- **Christopher Thorncroft**, PhD, Director, Atmospheric Sciences Research Center and Professor, Department of Atmospheric and Environmental Sciences, University at Albany, State University of New York; Director, Center of Excellence in Weather and Climate Analytics and the New York State Mesonet

Additional Information

Awards

Elliot L. Richardson Prize for Excellence in Public Service

This award recognizes individuals for extraordinary public service, in the fine tradition of Elliot Richardson, who served as a beacon of integrity and commitment to the public service. Richardson was a Fellow of the National Academy of Public Administration and served in four Cabinet-level positions in the U.S. government, including Secretary of Health, Education and Welfare, Secretary of Defense, Attorney General, and Secretary of Commerce.

Shortly, after his death on December 31, 1999, several friends and admirers of this exceptional public servant decided to establish a prize in honor of his memory. The bylaws of the Prize specify that the Richardson Prize is to be awarded to individuals "possessing the public service virtues exemplified by Elliot L. Richardson." Moreover, they state that such individuals "shall have demonstrated achievement, be significantly advancing the public good, and long-term dedication to public service, by serving the public interest in a public service capacity." Additionally, the bylaws state that individuals selected to receive the Richardson Prize "shall have demonstrated generosity of spirit, thoughtfulness in the pursuit of excellence in government, courage, and integrity."

Several of the past Prize recipients are Fellows or Honorary Fellows of the National Academy of Public Administration. Previous recipients of this distinguished award are the following: Colin Powell, Alice Rivlin, George Shultz, Norman Mineta, Sandra Day O'Connor, Lee Hamilton, Tom Kean, James Baker, George Mitchell, Robert Gates, Sheila Colleen Bair, Paul Volcker, Jr., John Koskinen, William D. Ruckelshaus, Sylvia Mathews Burwell, Leon Panetta, and Edmund G. Brown, Jr.

The 2022 Elliot L. Richardson Prize was awarded to Dr. Francis Collins. Former Director of the National Institutes of Health and Dr. Anthony Fauci, Director of the National Institute of Allergy and Infectious Diseases and Chief Medical Advisor to the President.

The award event took place virtually with NBC's Chuck Todd moderating.

George Graham Award for Exceptional Service to the Academy

This award was established in 2006 to honor the Academy's first executive director, George Graham, and "recognize those Fellows who have made a sustained extraordinary contribution toward the Academy becoming a stronger and more respected organization."

The 2021 recipient was G. Edward DeSeve. As Special Advisor to President Barack Obama, Mr. DeSeve oversaw the successful implementation of the $787 billion American Recovery and Reinvestment Act.

He is currently the Coordinator of the Agile Government Center at the National Academy of Public Administration and a member of the Academy's Center for Intergovernmental Partnerships advisory board. He is also a Visiting Fellow of the IBM Center for the Business of Government.
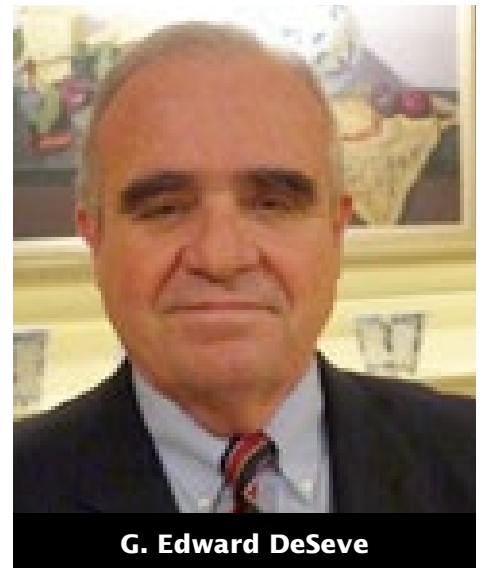
G. Edward DeSeve

Herbert Roback Scholarship Award

The late Herbert Roback was a highly respected public servant. During his 34-year career, he encouraged talented and promising students to consider lifetime careers in the public service. To honor Mr. Roback, his family and friends established the Herbert Roback Scholarship Fund to perpetuate his work. To fulfill this goal, the Academy annually awards one scholarship up to $7,500 to a graduate student currently enrolled or admitted for enrollment in a full-time master's degree program in public administration, public and international affairs, and/or political science.

The 2021 Roback Scholarship was awarded to Rochelle Brahalla and Julia Konrad, both MPA candidates at New York University's Wagner Graduate School of Public Service.

Rochelle Brahalla

Julia Konrad

The Louis Brownlow Book Award

Since 1968, the National Academy of Public Administration has recognized outstanding contributions to the literature of public administration through the presentation of the Louis Brownlow Book Award. The Award recognizes exceptional contributions on topics of broad contemporary interest to practitioners and scholars in the field of public administration. Generally, it is awarded to an author who provides new insights, fresh analysis, and original ideas that contribute to understanding the role of governmental institutions and how they can most effectively serve the public.

Nominations are submitted by publishers, professional associations, or individuals interested in the subject matter. A committee appointed by the Academy makes the selection. The Award committee seeks to recognize work that best embodies factual accuracy, analytical thinking, readable style in the constructive treatment of an important problem, and/or significant development or performance of a government institution. The book's lasting contribution to the public administration literature and improvements in methodology is also considered.

The 2021 Brownlow Book Award was presented to Dr. Frank Thompson, Dr. Kenneth Wong, and Dr. Barry Rabe for their book, "Trump, the Administrative Presidency, and Federalism."
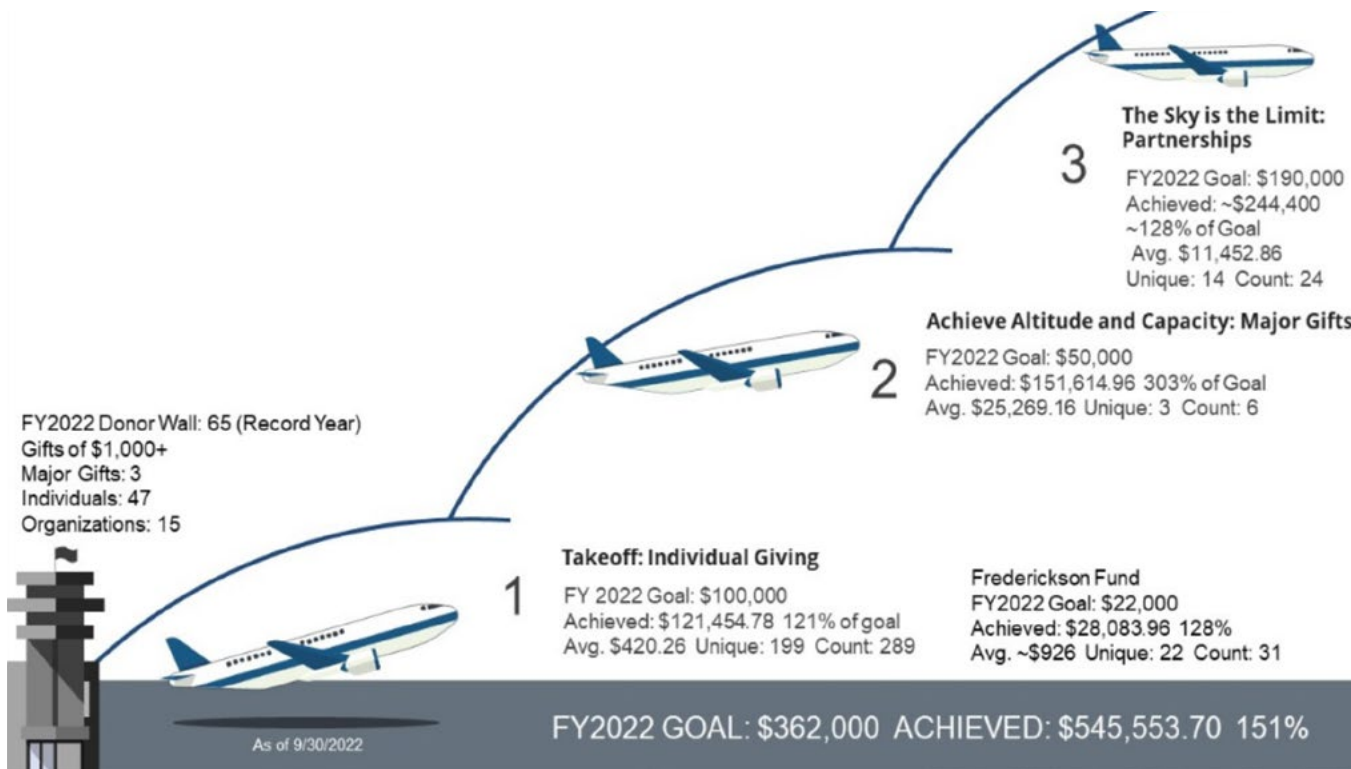
Dr. Frank Thompson

Dr. Kenneth Wong

Dr. Barry Rabe

NATIONAL ACADEMY OF
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Advancement and Philanthropic Engagement

The Sky is the Limit: Partnerships
FY2022 Goal: $190,000
Achieved: ~$244,400
~128% of Goal
Avg. $11,452.86
Unique: 14 Count: 24

Achieve Altitude and Capacity: Major Gifts
FY2022 Goal: $50,000
Achieved: $151,614.96 303% of Goal
Avg. $25,269.16 Unique: 3 Count: 6

FY2022 Donor Wall: 65 (Record Year)
Gifts of $1,000+
Major Gifts: 3
Individuals: 47
Organizations: 15

Takeoff: Individual Giving
FY 2022 Goal: $100,000
Achieved: $121,454.78 121% of goal
Avg. $420.26 Unique: 199 Count: 289

Frederickson Fund
FY2022 Goal: $22,000
Achieved: $28,083.96 128%
Avg. ~$926 Unique: 22 Count: 31

As of 9/30/2022

FY2022 GOAL: $362,000 ACHIEVED: $545,553.70 151%

The Fellowship, supporters, underwriters, and sponsors lifted the Academy's philanthropic outcomes and impact to new and higher heights during FY 2022. During this fiscal year, 50 Fellows made generous contributions of at least US $1,000, and three of those gifts exceeded $25,000! The Academy's "Major Gifts" designation includes philanthropic support of at least $25,000 during a fiscal year. During FY 2022 the Academy received $151,614.96 in Major Gifts.

Philanthropic Revenues by Functional Activity

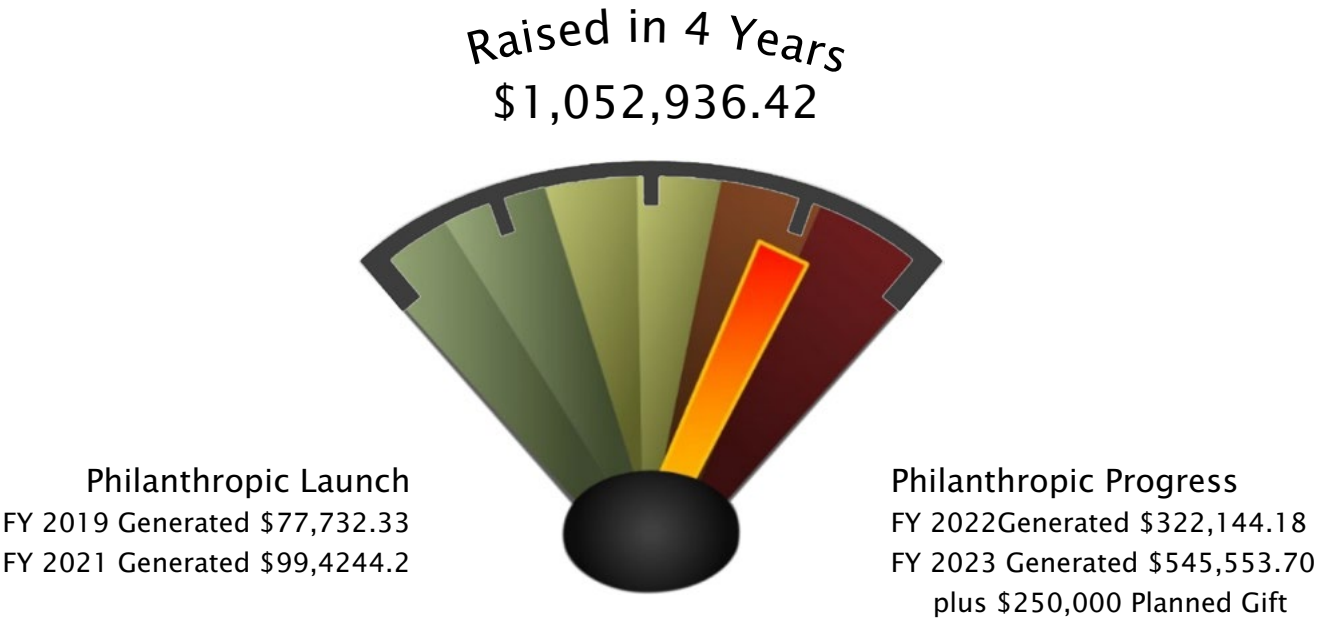|		2019	2020	2021	2022
Major Gift Campaign					
	Major Gifts	$0.00	$0.00	$0.00	$151,614.96
Individual Giving					
	General Operations	$43,825.00	$25,582.39	$49,624.28	$62,926.95
	Grand Challenges	$0.00	$46,166.93	$35,022.80	$34,550.15
	Endowment	$14,683.33	$11,516.89	$13,375.39	$15,108.57
	Underwriting/Other				$8,869.11
Partnerships					
	CIP	$0.00	$0.00	$0.00	$153,111.55
	Organizations/Corporations/Associations	$19,224.00	$16,158.00	$68,954.64	$91,288.45
Frederickson Fund					
	Frederickson Fund	$0.00	$0.00	$74,264.51	$28,083.96
SELC					
	SELC	$0.00	$0.00	$80,902.56	$0.00
		$77,732.33	$99,424.21	$322,144.18	$545,553.70

The Academy's robust Fall, Spring, and Lapsed Donor appeals to individual donors successfully yielded nearly 300 individual contributions totaling $121,454.78. Supporters of these individual giving efforts invested in diverse offerings such as program underwriting (7%), endowment (12%), Grand Challenges in Public Administration (29%), and general operations (52%). The Academy's Board achieved the philanthropic standard of 100% giving. These great philanthropic outcomes were further buoyed by more than $240,000 in underwriting and sponsorship support from organizations, corporations, and individuals. The full endowment of the H. George Frederickson Distinguished Lecture in Social Equity Fund was also achieved through the support of twenty-two generous donors in FY 2022 and the visionary challenge match of Academy Fellow Stephen Hamill.

FY 2022 INDIVIDUAL GIVING OVERVIEW
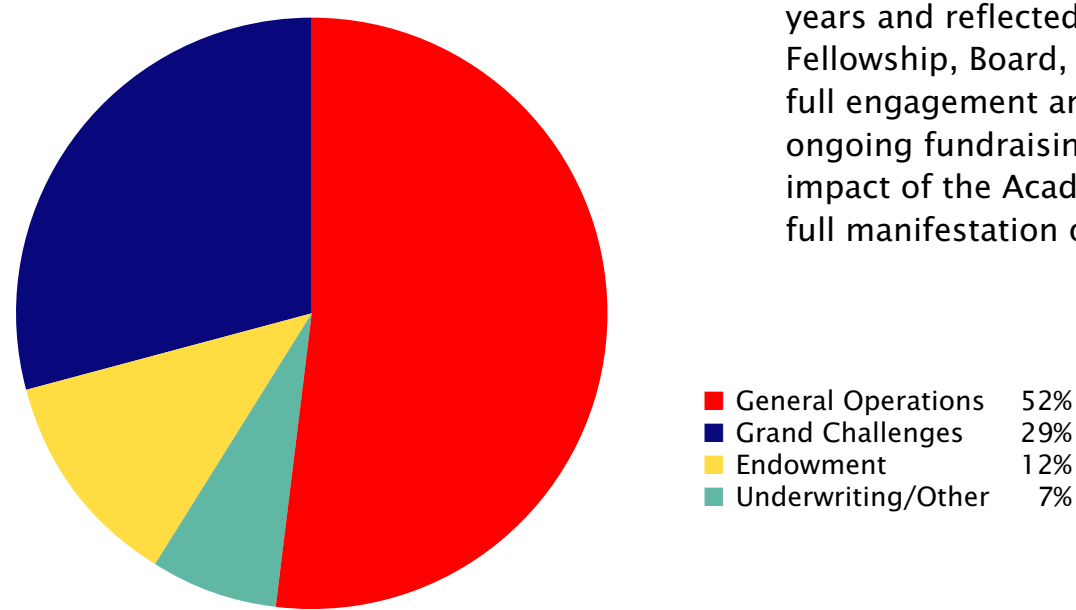
The Academy marked the end of FY 2022 by exceeding its philanthropic goal by 151% at $545,553.70. This record achievement eclipsed all prior years and reflected the Academy's Fellowship, Board, leaders, and staff's full engagement and support for ongoing fundraising that expands the impact of the Academy's mission and full manifestation of its vision.

	General Operations	52%
	Grand Challenges	29%
	Endowment	12%
	Underwriting/Other	7%

FOUR YEAR PHILANTHROPIC ACTIVITIES

Raised in 4 Years
$1,052,936.42

Philanthropic Launch
FY 2019 Generated $77,732.33
FY 2021 Generated $99,4244.2

Philanthropic Progress
FY 2022Generated $322,144.18
FY 2023 Generated $545,553.70
plus $250,000 Planned Gift

The Academy's Development Committee, Board of Directors, and leaders celebrated a significant milestone at the close of FY 2022. Within its first four years of launching a fundraising and philanthropy effort the Academy crossed the $1 million level in charitable contributions! Through its new planned giving initiative, the Academy also received an additional US $250,000 planned gift from Fellow John Koskinen.

""I'm delighted to be able to support NAPA in its important work, helping agencies improve their operations as well as drawing attention to the 12 Grand Challenges facing public management. In addition to annual contributions, I have found planned giving an easy and comfortable way to join those working to secure NAPA's future."

- John Koskinen
Academy Fellow Class of 1997

Leave a Legacy

The Academy's philanthropic and fundraising successes are driven by an exceptionally talented, visionary, and dedicated group of Development Committee members. They have tirelessly supported the effort to raise the Academy's margins of excellence by securing funds that heighten the visibility and understanding of the importance of study and research in public management and administration as a high-impact practice both within the professional practice and externally to all levels of government and the peoples they serve.

Development Committee

| Stephen Hamill | Teresa W. Gerton | Cora Beebe | Angela Eikenberry | Lou Kerr |
| Chair | President & CEO | | | |

| John Koskinen | Vince Micone | Myra Shiplett | David Wennergren |
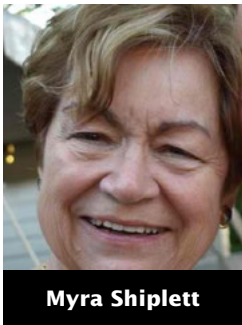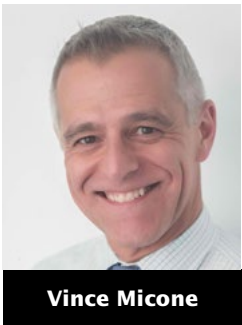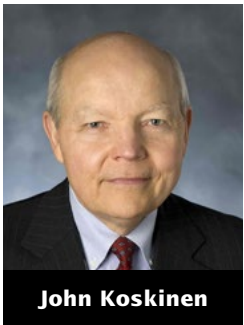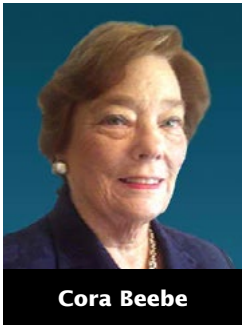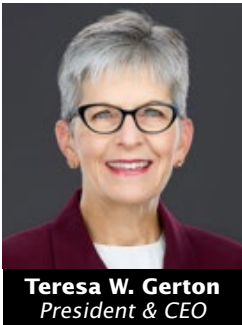
The Academy closed a very productive FY2022 and opened a new chapter launching FY2023 with the announcement and celebration of two (2) new major gifts. These major gifts are unique and forward-looking because they directed resources toward independent, internally driven investigations and study in public administration driven by the Fellowship and Academy staff.
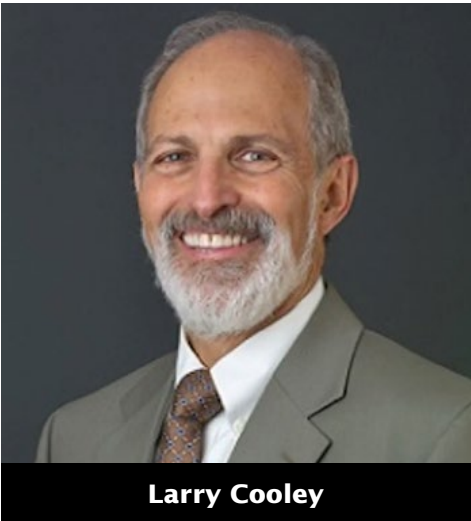
Larry Cooley

Academy Fellow Larry Cooley funded a major gift initiative that supports the mission of the National Academy of Public Administration and was designated for the Center for Intergovernmental Partnerships to study during FY 2023 "Electoral Integrity and Preserving Democratic Systems: Exploring International Comparisons." His support is matched with equal in-kind funding from the MITRE Corporation.

Academy Fellows Mark and Jane Pisano made a major gift designated for the Center for Intergovernmental Partnerships to help all levels of government begin to forge a new future path by developing a new intergovernmental model with partnerships and tangible results for the American people at its heart. This FY 2023 study is entitled "Intergovernmental Models for the 21st Century."

Mark and Jane Pisano

FY 2022 DONOR ROLL

FOUNDATIONS

Samuel L. Freeman Charitable Trust

The Kerr Foundation, Inc.

PARTNERSHIPS

Grant Thorton LLP/Guidehouse

IBM Center For the Business of Government

McKinsey & Company Public Sector

National Association of Counties

National Conference of State Legislatures

Shared Services Leadership Coalition

HIGHER EDUCATION

Arizona State University Watts College of Public Service and Community Solutions

Ohio University, Voinovich School of Leadership and Public Affairs

Research Foundation of The City University of New York

The University of Maryland Foundation

The University of Kansas

MAJOR GIFTS

John A. Koskinen

Mortimer L. Downey III

Stephen A. Hamill

INDIVIDUAL GIVING

Congratulations to the fiscal year 2022 donor wall of honor donors who each contributed $1,000 or more to the Academy:

Allan V. Burman	Franklin S. Reeder	Mary R. Hamilton
Anthony H. Griffin	G. Edward DeSeve	Melvin J. Dubnick
Arnold Fields	Gail C. Christopher	Nathaniel Wright Ph.D.
Barbara Romzek	Gregory C. Devereaux	Norton N. Bonaparte Jr.
Barry L. Van Lare	James Hinchman	Pamela Spratley
Beverly A. Cigler	Jane G. Pisano	Ralph R. Widner
Carl W. Stenberg	John R. Bartle	Richard Francis Callahan
Carolyn W. Colvin	Jonathan D. Breul	Robin M. Kramer
Chester Albert Newland	Jonathan Lee Fiechter	Sheryl L. Sculley
Cora Beebe Fosdick	Joseph Adler	Stan Z. Soloway
Daniel Guttman	Kathryn D. Sullivan	Thomas R. Ross
David M. Wennergren	Laurin L. Henry	Thomas R. Kane
David N. Ammons	LaVera Henderson	Vincent N. Micone III
David S.C. Chu	Lawrence S. Cooley	Wendy A. Haynes
Donald B. Rice	Lisa Y. Gordon	William F. Baity
Doris Hausser	Mark A. Pisano	

FREDERICKSON LECTURE SERIES IN SOCIAL EQUITY PERPETUAL FUND

The Academy surpassed its fundraising goals for the Dr. H. George Frederickson Speaker Series in Social Equity. George Frederickson was an eminent Academy Fellow whose research, writing, and advocacy were critical in the movement to recognize social equity as a pillar of public administration alongside economy, effectiveness, and efficiency. When George passed away, a small group of leaders in public administration who admired his work connected to establish a fitting legacy: funding an endowed lecture at the Academy's annual Social Equity Leadership Conference. Dr. Rosemary O'Leary of the University of Kansas, President Jonathan Koppell of Montclair State University, and Dean Emerita Sandra Archibald of the University of Washington were instrumental in this initiative to fund the Speaker Series in perpetuity. The Academy thanks the members of the Network of Schools of Public Policy, Affairs, and Administration who also collaborated with the Academy to advance this initiative.

The inaugural lecture shall be made at the 22nd Annual Social Equity Leadership Conference - hosted by the University of Kansas School of Public Affairs and Administration, the Mid-America Regional Council, and the Academy's Standing Panel on Social Equity - in Kansas City, Kansas. This lecture series strengthens our ability to attract the leading thinkers and speakers on social equity.

CORPORATION
Monster Worldwide, Inc.

FOUNDATION
The Miami Foundation

EDUCATIONAL INSTITUTIONS

Arizona State University Watts College of Public Service and Community Solutions

Brigham Young University's Marriott School of Management

Ohio University, Voinovich School of Leadership and Public Affairs

Indiana University Paul O'Neill School of Public and Environmental Affairs

University of Baltimore College of Public Affairs

University of Connecticut

University of Kansas

CHALLENGE MATCH GRANT
Stephen A Hamill

INDIVIDUAL GIVING

Akira Nakamura

Alasdair S. Roberts

Alisa Moldavanova

Anne M. Khademian

Barbara Romzek

Barry Bozeman

Barry George Rabe

Bert A. Rockman

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Bonnie Johnson

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Susan Keim

Susan T. Gooden

Teresa W. Gerton

Thomas H. Stanton

Tina Nabatchi

Tony Reames

Trevor L. Brown

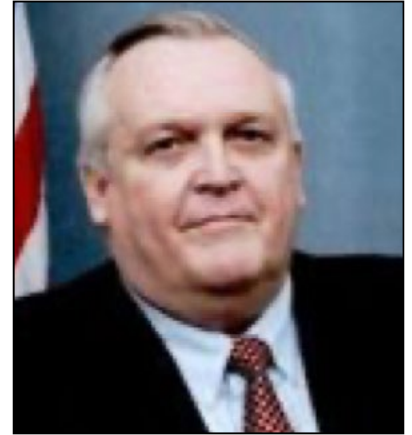Walter D. Broadnax

BOARD ROSTER

IN MEMORIAM

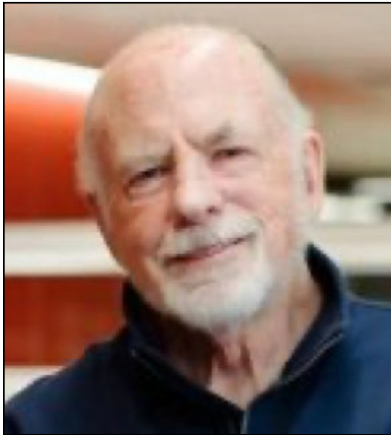We are enormously grateful for the contributions these individuals made to the field of public administration.
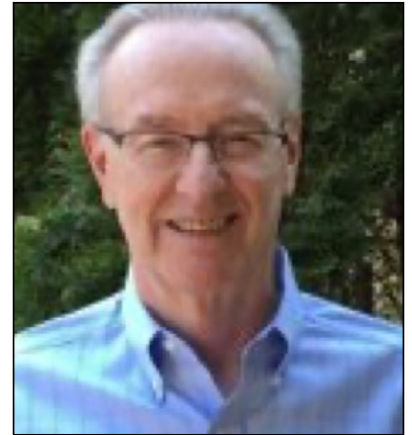
WILLIAM BARNES
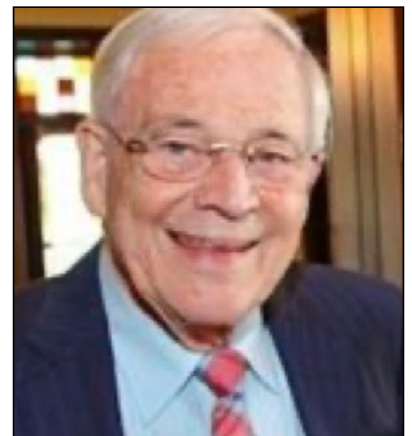
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WILLIAM DUNN

RICHARD FOGEL

R. SCOTT FOSLER

NORMAN MINETA

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**JOEL VALDEZ**

NATIONAL ACADEMY OF
PUBLIC ADMINISTRATION

FINANCIAL SUMMARY

The Academy is an independent, nonpartisan, nonprofit organization chartered by Congress to identify emerging issues of governance and to help federal, state, and local governments improve their performance. The Academy's mission is to provide advice that is objective, timely, and actionable on public management issues. The Academy is guided by principles of full transparency, independence, and accessibility in all its activities and partnerships. The Academy obtained an unmodified audit opinion for 2022. It reported operating revenue of $4.7 million and expenses of $5.4 million. Net assets decreased by $970,244.

REVENUE

$4.7 million

- Contracts 87%
- Contributions & Dues 10%
- Conferences/Other 3%
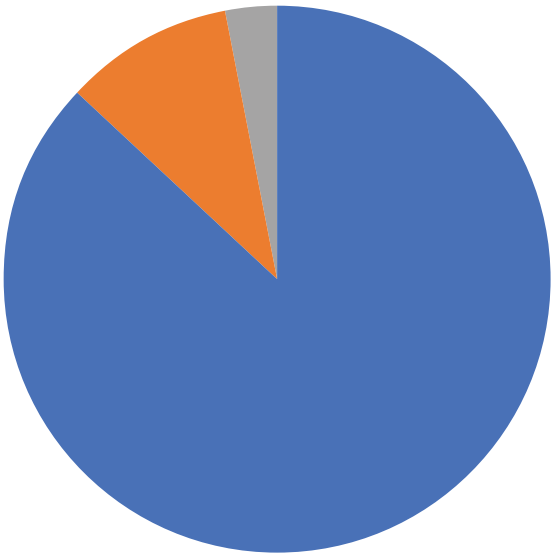
EXPENSES

$5.4 million

- Funded Studies 59%
- G&A 36%
- Fundraising 5%