



2023 Annual Congressional Report



Providing expert advice to government leaders
in building more effective, efficient, accountable,
and transparent organizations.



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 over 1,000 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

The Academy had a strong year across every dimension in 2023. We grew in impact, capacity, and in financial resources. Thanks to the dedication and engagement of our Fellows and our partners, the leadership of our Board of Directors, and the support of government leaders at all levels, 2024 looks even brighter.

2023 Impact

The Academy completed nine organizational studies over the past year and began eight more, examining topics as diverse as working capital funds, human resource strategies, national park cultural resources, and interagency governance of national security missions.

- ◆ The congressionally directed comprehensive assessment of the Integrated Missile Defense enterprise within the Department of Defense identified opportunities to better leverage flexibilities in acquisition policies and practices to address increasing risks for homeland security.

- ◆ The assessment of the missions and operations of the National Finance Center, requested by its parent agency, the U.S. Department of Agriculture, offered 16 actionable recommendations to stabilize and then modernize the capabilities of this crucial federal service provider.

- ◆ The Federal Aviation Administration followed up on our work with them in 2017 to request an independent review of their labor and employee relations. Our recommendations helped them improve strategic planning and partnering, customer trust and relationships, and staff training and development programs for better mission outcomes.

These studies are connected to government's most basic management objectives: planning for a successful future, supporting effective oversight, serving the

internal customer and supporting the mission, and governing multi-agency service delivery. The Academy's reports delivered recommendations for agency leaders and legislators that provide a roadmap to better service outcomes, and we continue to watch the implementation of these recommendations improve agency operations over time.

Our Strategic Initiatives program, encompassing our Grand Challenges in Public Administration, our Agile Government Center, and our Center for Intergovernmental Partnerships, advanced our work with state and local governments and our innovative research agenda. Through a variety of grants, gifts, and contracts, the team created new frameworks for intergovernmental partnerships and public benefits delivery, helped agencies and individual leaders put "agile government" principles into practice, and helped county governments embed the Grand Challenges into their strategic plans.

Our network of more than 1000 Fellows directly shared their expertise in the field of public administration in many ways. They surfaced specific proposals for reform of the federal civil service, and produced dozens of webinars, podcasts, and blogs. They sponsored and guided our annual Social Equity Leadership Conference. And, they engaged with people across the nation, students in classrooms, and leaders in conference rooms to advance the essential work of public administration.

2023 Capacity Growth

At the height of the COVID-19 pandemic, we made the decision to move the Academy's full-time staff to a remote-first work model. That approach has allowed us to recruit talented staff from across the country and bring a variety of fresh perspectives to our work. We have strengthened our business development team, and they in turn, have activated new opportunities for contracts, partnerships, grants, and charitable contributions that advance our work. We also completed a refurbishment of our Washington, D.C. office space. This newly optimized work environment utilizes video conferencing tools to empower our distributed teams, new technology to expand webinars and hybrid meetings, and flexible space that will allow us to continue to grow without changing our downtown location. If you are in D.C., we hope you'll stop in for a visit!

2023 Financial Strength

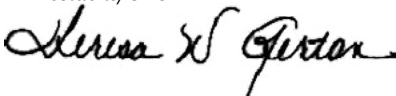
The growth in revenue from all channels expanded our financial resources by over \$1.5 Million, more than recovering our 2022 shortfall and resulting in a positive net income in 7 of the last 8 years for the Academy. More importantly, we are entering our 2024 fiscal year with a record amount of work already under contract. We are ready now to supercharge our mission to advance the field of public administration. Everything we've done in the past year, and everything we're focused on for 2024, has grown from our continuous reach for new frontiers. We hope you'll join us in our vision to support a *just, fair, and inclusive government that supports communities and protects democracy.*



DAVE WENNERGREN
Chair, Academy Board of Directors




TERRY GERTON
President/CEO



ALL ABOUT THE ACADEMY IN '23

1967-2027: THE ACADEMY'S DIAMOND ANNIVERSARY

The Academy is launching its **Diamond Anniversary Campaign** with the goal of raising \$5 million by 2027 to advance our mission.

We are nearly halfway to our fundraising goal, and we need your support to help us enact our shared vision of a just, fair, and inclusive, government that strengthens communities and protects democracy!

MANAGEMENT MATTERS PODCAST



12,300+

downloads,
our highest
number ever

SOCIAL MEDIA

330,000+
VIEWS

On posts from the Academy across LinkedIn and Twitter/X.

MEMBERSHIP



Including 2023's class of 60 Fellows, our largest ever

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 2023, we completed seven studies and began others that provided expert advice to government leaders across six thematic areas.



Planning for a Successful Future



Intersection of Science and Governance



Focusing on Diversity, Equity, and Inclusion



Supporting Effective Oversight



Supporting the Mission and Serving the Internal Customer



Strengthening Intergovernmental Coordination

[Find a full list of our 2023 studies, both completed and underway.](#)



Planning for a Successful Future

The Academy helps agencies of all sizes and levels of complexity tackle strategic planning, stakeholder and workforce engagement, budget and resource management, and program performance.

Department of Defense: Integration of Missile Defense Systems (*Completed Study*): The Academy carried out a study regarding the roles and responsibilities of the various components of the Department of Defense as they pertain to Integrated Air and Missile Defense (IAMD).

National Park Service: Park Cultural Resource Program Comprehensive Assessment Update (*Completed Study*): The Academy assessed the current state and the desired state of the PCRPs and developed findings and recommendations to support the program's efforts to enhance efficiency and effectiveness in the future.



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.

National Science Foundation Technology Innovation Partnership Evaluation (Completed 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. Congression directed the Academy to evaluate the new Directorate and make recommendations to ensure effective implementation and integration of the new Directorate.

IBM Center for the Business of Government Preparing Governments for Future Shocks (Completed Study): In partnership with the Academy, the IBM Center for the Business of Government launched an initiative to help governments identify core capabilities critical to building resilience. Global sessions were combined with regional and local sessions through partners, and focused on five key domain areas: emergency preparedness and response, cybersecurity, supply chain, climate sustainability, and workforce development.



Focusing on Diversity, Equity, and Inclusion

In 2023, 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.

Modernizing Public Benefits Delivery: How Innovation Can Deliver Results for Eligible Households and Taxpayers (*Completed Study*): This white paper conceptualizes a modernized public benefits system that shifts from a focus on compliance-based administrative functions to a holistic customer-centric experience—emphasizing efficiency, efficacy, and expediency. It also provides a roadmap for policy makers to begin the transformation process. Although centered on the public benefits system, the principles apply to any settings where individuals and administrators must navigate multiple federal projects not designed to work together.

U.S. Coast Guard Academy Admissions Process Assessment (*Completed Study*): Section 8272 and Section 8274 of the Coast Guard Academy Improvement Act, part of the National Defense Authorization Act for FY 2021, required the Secretary of Homeland Security to contract with the National Academy of Public Administration (NAPA) to conduct two discrete one-year studies focusing on the USCGA. The first study, completed in February 2022, assessed the USCGA’s cultural competency. This study assessed USCGA’s admission processes and concluded in May 2023.



Supporting Effective Oversight

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.

State Regulatory Compliance Processes: Lessons Learned From COVID-19

(Completed Study): Supported by a grant from the Pew Charitable Trusts, the Academy's Center for Intergovernmental Partnerships analyzed states' actions related to their regulatory standards. The report discovered several main steps state governments took with regard to public health issues and local economic issues.

United States Department of Justice Law Enforcement Classification Study

(Completed Study): DOJ entered into an agreement with the National Academy of Public Administration (the Academy) to conduct an independent study to examine a series of matters related to Law Enforcement Officer (LEO) classification status.



Supporting the Mission and Serving the Internal Customer

Excellence in mission support activities is critical to the optimal delivery of services to the American public. The Academy work often focuses on these key efforts to provide agencies with the necessary tools to improve performance and to focus on the internal customer experience to yield the desired outcomes.

An Organizational Assessment of the Federal Aviation Administration’s Office of Human Resource Management, Labor and Employee Relations Directorate (*Completed Study*): FAA AHR engaged the National Academy of Public Administration (the Academy) to conduct an independent assessment of FAA’s labor and employee relations (LER) functions. The study was conducted from January 2023 through June 2023. The Academy Study Team conducted the study based on a gap analysis framework, which entailed developing a sound understanding of the current state of AHL, identifying successes and challenges, analyzing root causes, and outlining a set of recommendations to improve the effectiveness of the FAA’s LER functions.

U.S. Department of Agriculture National Finance Center Modernization Assessment (*Completed Study*): The USDA NFC required an assessment of its mission and operations as a shared service provider and its organizational capacity to meet ongoing mission requirements efficiently and effectively going forward. The USDA contracted with the Academy to provide a modernization assessment of the NFC.



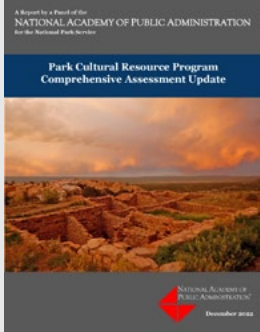

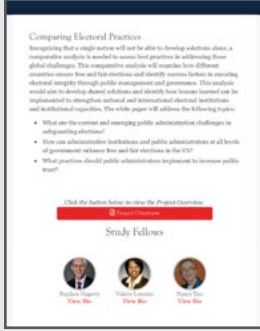

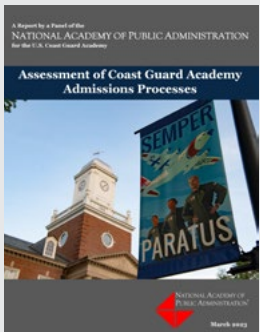
Strengthening Intergovernmental Coordination

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 challenges and develop solutions that work across the intergovernmental system.

Modern Intergovernmental Governance Toolkit (*Completed Study*): The Academy's Center for Intergovernmental Partnerships assessed the intergovernmental system's current dysfunctions and developed a toolkit to help agencies at all levels apply systematic changes. This study will also serve as a launchpad for additional research on optimizing the intergovernmental system.






Establishing EPA's Indian Country Program Assessment Framework: Assessment and Planning Design (*In Progress*): The EPA, Office of International and Tribal Affairs (OITA), and the American Indian Environmental Office (AIEO) contracted with the National Academy of Public Administration (the Academy) to develop an Indian Country Program Implementation Assessment Plan, allowing the EPA to conduct efficient reviews of its direct implementation program.






STUDIES COMPLETED IN FY 2023

SOURCE	ORGANIZATION	BRIEF SUMMARY
<p>Federal Agency</p>	<p>National Park Service</p> 	<p>Park Cultural Resource Program Comprehensive Assessment Update</p> <p>December 2022</p> <p><i>The Academy assessed the current state and the desired state of the PCRCP and developed findings and recommendations to support the program's efforts to enhance efficiency and effectiveness in the future.</i></p>
<p>Partnership</p>	<p>Pew Charitable Trusts</p> 	<p>State Regulatory Compliance Processes: Lessons Learned From COVID-19</p> <p>Completed January 2023</p> <p><i>With the support of The Pew Charitable Trusts, the National Academy of Public Administration's Center for Intergovernmental Partnerships (CIP) conducted a study to identify challenges that the pandemic and economic recession posed to state regulatory compliance systems.</i></p>
<p>Internal</p>	<p>National Academy of Public Administration</p> 	<p>Comparing Electoral Practices</p> <p>March 2023</p> <p><i>This comparative analysis will examine how different countries ensure free and fair elections and identify success factors in ensuring electoral integrity through public management and governance.</i></p>
<p>Federal Agency</p>	<p>U.S. Department of Justice</p> 	<p>DOJ Law Enforcement Classification Study</p> <p>March 2023</p> <p><i>DOJ entered into an agreement with the National Academy of Public Administration (the Academy) to conduct an independent study to examine a series of matters related to Law Enforcement Officer (LEO) classification status.</i></p>
<p>Congressional Study</p>	<p>USCGA, U.S. Coast Guard Academy, United States Coast Guard</p> 	<p>U.S. Coast Guard Academy Admissions Process Assessment</p> <p>Completed May 2023</p> <p><i>This study assessed USCGA's admission processes.</i></p>

SOURCE	ORGANIZATION	BRIEF SUMMARY
<p>Congressional Study</p>	<p>U.S. Department of Defense</p> 	<p>Integration of Missile Defense</p> <p>Completed June 2023</p> <p>Academy carried out a study regarding the roles and responsibilities of the various components of the Department of Defense as they pertain to Integrated Air and Missile Defense (IAMD).</p>
<p>Congressional Study</p>	<p>National Park Service</p> 	<p>National Park Service: Assessment of the Federal Land Resources Program and American Battlefield Protection Program</p> <p>Completed June 2023</p> <p>This report offers an assessment of two National Park Service (NPS) programs connected with lands – the Land Resources Program and the American Battlefield Protection Program (ABPP).</p>
<p>Federal Agency</p>	<p>U.S. Department of Agriculture National Finance Center</p> 	<p>Stabilizing and Modernizing the National Finance Center's Operations in Service to the Federal Workforce and the Nation</p> <p>Completed July 2023</p> <p>The USDA NFC required an assessment of its mission and operations as a shared service provider and its organizational capacity to meet ongoing mission requirements efficiently and effectively going forward. The USDA contracted with the Academy to provide a modernization assessment of the NFC.</p>
<p>Grant/Philanthropy</p>	<p>Center for Intergovernmental Partnerships</p> 	<p>Modern Intergovernmental Governance Toolkit</p> <p>Completed July 2023</p> <p>The Academy's Center for Intergovernmental Partnerships assessed the intergovernmental system's current dysfunctions, evaluated promising intergovernmental collaborations, and created a high-level agenda to apply changes in various policy contexts. The result is a Toolkit that will serve as a launch pad for additional research on modernizing and optimizing the intergovernmental system.</p>
<p>Federal Agency</p>	<p>The Federal Aviation Administration (FAA)</p> 	<p>Federal Aviation Administration Office of Human Resource Management Labor and Employee Relations Organizational Assessment</p> <p>Completed June 2023</p> <p>FAA AHR engaged the National Academy of Public Administration (the Academy) to conduct an independent assessment of FAA's labor and employee relations (LER) functions.</p>

STUDIES CURRENTLY IN PROGRESS

SOURCE	ORGANIZATION	BRIEF SUMMARY
<p>Federal Agency</p>	<p>USAID, OIG, USAID OIG, AID, Inspector General</p> 	<p>U.S. Agency for International Development Office of Inspector General Strategic Planning Services</p> <p>In Progress</p> <p><i>The Academy will conduct a multi-phase assessment of the USAID OIG</i></p>
<p>Congressional Study</p>	<p>Federal Judicial Center, FJC, Judiciary</p> 	<p>Federal Judicial Center Enhancing Efforts to Coordinate Best Workplace Practices Across the Judiciary</p> <p>In Progress</p> <p><i>Pursuant to Congressional directive, the FJC partnered with the Academy for assistance with four FJC research efforts and to coordinate best workplace practices across the judiciary.</i></p>
<p>Federal Agency</p>	<p>National Institutes of Health</p> 	<p>Central Services Organizational Assessment</p> <p>In Progress</p> <p><i>The NIH contracted for the National Academy of Public Administration (the Academy) to assess its Central Services mission as a shared service provider and its organizational capacity to meet its mission requirements efficiently and effectively.</i></p>
<p>Federal Agency</p>	<p>The Environmental Protection Agency</p> 	<p>Establishing EPA's Indian Country Program Assessment Framework</p> <p>In Progress</p> <p><i>The Academy will identify obligations established in statutes and regulations, information needed to assess compliance, and develop a plan that includes environmental data on tribes, stakeholder and community engagement, and a communication and training plan to help the EPA effect change.</i></p>
<p>Federal Agency Engaged the Academy</p>	<p>USDA National Finance Center</p> 	<p>Modernization Assessment</p> <p>In Progress</p> <p><i>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.</i></p>

SOURCE	ORGANIZATION	BRIEF SUMMARY
<p>Selective Service System</p>	<p>Selective Service System</p> 	<p>Implementation of Agile Government</p> <p>In Progress</p> <p><i>To ensure the success of its national security mission, the Selective Service System has been undertaking a strategic modernization and transformation process. Current issues include how to institutionalize new processes, how to adapt to changes in the external environment, how to improve the customer experience and journey, how to automate and increase user-friendliness, and how to strengthen internal communication practices.</i></p>
<p>Federal Agency</p>	<p>Office of Management and Budget</p> 	<p>Strengthening Organizational Health and Performance in Government</p> <p>In Progress</p> <p><i>In 2018, following a series of conversations between OMB officials and National Academy of Public Administration (Academy) Fellows, the Academy published a White Paper, Strengthening Organizational Health and Performance in Government. Given the significant developments and evolving priorities since the release of this White Paper, OMB has requested that the Academy refresh this framework for the new world of work and current governmental needs.</i></p>
<p>Federal Agency</p>	<p>U.S. Navy Working Capital Fund</p> 	<p>Assessment of the Service Level Agreements</p> <p>In Progress</p> <p><i>The U.S. Department of the Navy has contracted with the Academy to conduct an assessment of how programmatic choices affect the Navy Working Capital Fund (NWCF). This project aims to identify areas for improvement and recommend strategies to optimize the Department of the Navy's programmatic choices.</i></p>
<p>Federal Agency</p>	<p>U.S. Department of Health and Human Services</p> 	<p>Program Support Center (PSC) Organizational Assessment</p> <p>Scheduled for completion July 2024</p> <p><i>This assessment will analyze technical, functional, and operational aspects of PSC, which will include a mission analysis and an organizational capacity assessment.</i></p>
<p>Federal Agency</p>	<p>Federal Bureau of Prisons (BOP)</p> 	<p>Health Services Division Healthcare Quality Assessment</p> <p>In Progress</p> <p><i>This assessment will provide a comprehensive assessment of the quality of healthcare delivery and assess the alignment of BOP's organizational structure with health care delivery and management.</i></p>

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



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.

In 2023, the Academy completed a digest document collecting the wisdom of several in-person events, in partnership with the IBM Center for the Business of Government. [“Preparing Governments for Future Shocks: A Roadmap to Resilience”](#) can be a bedrock document for agencies and governments at all levels as they build out and future-proof the emergency plans of tomorrow.

The Team organized and facilitated several events with our partners, including:

- ◆ Held roundtable events on potential Future Shocks with the IBM Center for the Business of Government Monthly
- ◆ Shared Services Forums
- ◆ Discussions on data in government, Agile Governance and more.



Center for Intergovernmental Partnerships

The Center for Intergovernmental Partnerships has pursued three primary objectives during its first two years of operation:

- ◆ Create and communicate knowledge about the importance of intergovernmental partnerships through research. Study policy implementation across levels of government, detailing the importance of collaboration across jurisdictions.
- ◆ Develop opportunities for dialogue through meetings and events. Bring together officials from different levels and units of government to discuss strategies and shared challenges.
- ◆ Build relationships through partnerships. Engage and seek opportunities to work with other organizations focused on federal, state, and local policy issues.

The Center advanced these objectives in 2023 by:

- ◆ Developing a toolkit that helps government officials navigate the complex process of creating partnerships;
- ◆ Conceptualizing a modern public benefits system that recognizes not only eligible households but also state and local governments as “customers” of the federal agencies operating the programs; and
- ◆ Documenting state regulatory process adaptations made during the COVID-19 public health emergency, some of which were made permanent.

[Find out more about the CIP's work in 2023.](#)



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.

The Agile Government Network provided useful toolkits to leaders at the local, state and federal level to help create more readily accessible Agile frameworks.

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.](#)

SPONSORED EVENTS

October 2022

- ◆ Shared Services Forum
- ◆ White House Leadership Development Alumni Program
- ◆ Working Forward Forum
- ◆ Data Analytics Roundtable

November 2022

- ◆ Annual Membership Meeting
- ◆ Local Government 2030 Conference
- ◆ Shared Services Forum
- ◆ White House Leadership Development Alumni Program
- ◆ Working Forward Forum

December 2022

- ◆ Agile Government Network
- ◆ Grants Management Symposium
- ◆ Shared Services Forum
- ◆ White House Leadership Development Alumni Program
- ◆ Working Forward Forum

January 2023

- ◆ Data Analytics Roundtable
- ◆ IBM Future Shocks Roundtable: Supply Chains
- ◆ Shared Services Forum
- ◆ White House Leadership Development Alumni Program
- ◆ Working Forward Forum

February 2023

- ◆ Baltimore County Strategic Planning Session
- ◆ Equity and Voting Rights Webinar
- ◆ Shared Services Forum
- ◆ White House Leadership Development Alumni Program
- ◆ Working Forward Forum

March 2023

- ◆ ASPA Elections Panel
- ◆ ASPA Agile Government Panel
- ◆ IBM Future Shocks Roundtable: Environmental Issues
- ◆ Shared Services Forum
- ◆ White House Leadership Development Alumni Program
- ◆ Working Forward Forum

April 2023

- ◆ Shared Services Forum
- ◆ White House Leadership Development Alumni Program
- ◆ Working Forward Forum

May 2023

- ◆ Shared Services Forum
- ◆ White House Leadership Development Alumni Program
- ◆ Working Forward Forum

June 2023

- ◆ Agile Government Network session
- ◆ ASPA Agile Government Webinar
- ◆ Data Analytics Roundtable
- ◆ IBM Future Shocks Roundtable: Building Workforce Resilience
- ◆ Shared Services Forum
- ◆ USTDA Strategic Planning Sessions
- ◆ White House Leadership Development Alumni Program
- ◆ Working Forward Forum

July 2023

- ◆ Shared Services Forum
- ◆ White House Leadership Development Alumni Program
- ◆ Working Forward Forum

August 2023

- ◆ Grants Management Symposium
- ◆ Shared Services Forum
- ◆ White House Leadership Development Alumni Program
- ◆ Working Forward Forum

September 2023

- ◆ Shared Services Forum
- ◆ White House Leadership Development Alumni Program
- ◆ Working Forward Forum

CONFERENCES



2023 Social Equity Leadership Conference

The 2023 Social Equity Leadership Conference was hosted by the University of Kansas and Academy Fellow Marilu Goodyear. More information on the event can be found in the Standing Panel on Social Equity’s report.

Inaugural H. George Frederickson Lecture

The inaugural keynote address for the George Frederickson Social Equity Lecture Series featured commentator, journalist and novelist Leonard Pitts. Frederickson challenged the field of public administration to address social inequities he saw in his early career. The Academy established the lecture series upon his death, hoping to raise enough money to sustain the series for 10 years, but raised enough in the first fundraising round to keep it endowed for the foreseeable future.



2022 Annual Fall Meeting

The theme for the 2022 Academy Fall Meeting was Strengthening Social and Economic Development Through Meaningful Work.

The annual Elmer B. Staats Lecture was delivered by Tom Kochan, the Post-Tenure George Maverick Bunker Professor at the MIT Sloan School of Management, on the topic “Technology’s Impact on the Workforce.”

The annual James E. Webb Lecture was delivered by Angela Hanks, Chief of Programs at Demos, where she offered remarks on advancing work-centered policies that lead to quality jobs for all workers.



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 2023, Academy Fellows participated in Standing Panels that sought to explore the efficacy of the President's Management Agenda, address the local governance challenges of climate change, and weigh the crucial role that social equity needs to play in all levels of government to ensure that government works, and works for all. Fellows also organized and conducted panel discussions, forums and monthly webinars that engaged the public administration community on individual topics that require coordination and information sharing.

Find out more about each standing panel and its work in 2023:

- ◆ [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, Chair; Scott Cameron, Vice Chair

The 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.

This year, the panel's work intersected directly with a number of the Academy's Grand Challenges, including Modernizing and Reinvigorating the Public Service; Connecting Individuals to Meaningful Work; Advancing the Nation's Long-Term Fiscal Health; and Ensuring Data Security and Privacy Rights of Individuals.

The first panel meeting featured a discussion of the Federal Budget Process. Among the discussants were **Bill Hoagland***, Senior Vice President at the Bipartisan Policy Center, former Director of Budget and Appropriations in the office of Senate Majority Leader Bill Frist, and former Staff Director of the Senate Budget Committee under the leadership of Senator Pete Domenici; and **Jeffrey Arkin**, a Director in GAO's Strategic Issues team, where he oversees work on federal budget and state and local fiscal issues. The discussion was sobering. The prospects for regular appropriations seem as dim as substantive, long-term budget reform.

The Panel's first meeting of calendar year 2023 featured a discussion of Paul Light's work related to *Government Failures and How to Prevent Them*.

NYU Wagner's Paulette Goddard Professor of Public Service and founding principal investigator of the Global Center for Public Service, Paul Light* shared his planned project on government failures and how to prevent them and how the EOM Panel can be a feature of his research.

As the need for greater access to data and analytics accelerates across government at every level, the Panel hosted a discussion on the topic of ***Building State and Local Data Infrastructure in Collaboration with Federal Partners***. Cohosted with the Standing Panel on Intergovernmental Systems, the meeting consisted of a facilitated discussion with Kathy Stack*, currently an independent consultant who spent 27 years at the White House Office of Management and Budget, and **Jonathan Womer**, then the Senior Advisor and Lead for the State Budgeting Practice at the Policy Lab at Brown University. They presented their draft paper, [Blending and Braiding Funds: Opportunities to Strengthen State and Local Data and Evaluation Capacity in Human Services](#). The paper shares how government investments are necessary – and possible – to modernize and sustain integrated data systems that combine data from education, workforce, health and social services programs so we can accelerate learning about how government programs, individually and in combination, can better serve clients.

The Panel hosted a discussion with **Associate Director for Performance and Personnel Management Loren DeJonge Schulman*** following her assumption of a new role at OMB. She briefed panel members on the performance management and other management improvement initiatives featured in the [President's FY24 Budget](#).

The April meeting of the EOM Panel focused again on cross-boundary collaboration and governance. Members got a sneak peek of a then soon-to-be-released book by **Bill Eggers*** and **Don Kettl***: *Bridgebuilders – How Government can Transcend Boundaries to Solve Big Problems*. Eggers and Kettl were joined by Executive Director of the Rural Partners Network, Lee Jones. The Rural Partners Network is a perfect example of cross-boundary collaboration, an all-of-government program that helps rural communities find resources and funding to create jobs, build infrastructure, and support long-term economic stability.

The June meeting included a conversation with leaders from the Academy's [Agile Government Center](#). The Agile Government Center (AGC) began in 2019 as a joint venture of the Academy and the IBM Center for the Business of Government. The Center has had a number of successful outcomes, including development of the [Agile Government Principles](#) and an [Integrated Framework](#). AGC's leadership, **Ed DeSeve***, **Dan Chenok***, and Joe Mitchell, discussed the AGC's progress and activities, as well as potential areas of collaboration between the AGC and the EOM Standing Panel.

On the heels of its release of the latest update of OMB [Circular A-11](#), OMB's Deputy Assistant Director for Management Dustin Brown* briefed Panel Members on its contents. As in the past, the Circular was chock full of expectations of agencies in everything related to the budget and the President's Management Agenda. It is a veritable roadmap of the federal government's performance improvement journey, including requirements related to [strategic reviews](#), [customer experience](#), and [evidence-based policymaking](#).

In October, we hosted a joint meeting of the Executive Organization and Management Panel and the Agile Government Center. It featured a presentation by **Jennifer Pahlka***, author of the book *Recoding America*. Jen founded *Code for America* and has a unique point of view on how improved use of data can bring significant change to government. **Ed DeSeve** also briefly presented the work that the [Agile Government Center](#) is doing in developing a curriculum for "Implementing Agile Government."

*indicates Academy Fellow

Standing Panel on the Public Service

Debra 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. The Standing Panel supports studies, reviews, and meetings to advance improvements to government workforce management.

In 2023, the Standing Panel specifically addressed the Grand Challenge [Modernize and Reinvigorate the Public Service](#). During this time, the Steering Committee met six times and continued its focus from three major emphasis areas first adopted in 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. The public service standing panel collaborates with the standing panel on Social Equity.
- ◆ **Strengthen Talent Management to meet "Future of Work" Challenges.** Diversity, 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.
- ◆ **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.

2023 Accomplishments

Amplify Diversity and Inclusion to Improve Social Equity in Public Service.

The Standing Panel continued its work on this goal, by canvassing a large group of Fellows to advise on DEIA initiatives. We continued to work on the maturity model, leading four sessions to discuss and determine the best approach for the final model. We also began an initiative to consider a proposal on incorporating DEIA into the Executive Core Qualifications (ECQs), which are used to select individuals for positions in the federal Senior Executive Service (SES).

Strengthen Talent Management to meet "Future of Work" Challenges and

Advance the Importance of Merit in the Public Service. 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.

Following-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 prepared a small set of concrete recommendations in December 2022. These recommendations were issued, as papers placed on the Academy's website and as published articles in **GovExec**, with accompanying podcasts.

Specific publications included an overview of key findings of the Working Group, issued in February 2023 ([The Challenge of Modernizing the Civil Service - Government Executive \(govexec.com\)](https://govexec.com)). This overview was followed with a paper on the Future of Work in the federal workforce and the importance of the Merit System ([The Federal Workplace Is Changing Rapidly, But Merit Principles Must Remain Untouched - Government Executive \(govexec.com\)](https://govexec.com)) published in late February 2023. The papers and articles for specific recommendations were published as follows:

1. Developing a Hiring Process that Puts Government’s Mission at the Center. [The Federal Government Can Expand Opportunities for Veterans and Simplify Hiring, Too - Government Executive \(govexec.com\)](https://govexec.com), published early April 2023.
2. Pursuing Strategies to Pay Government Workers What is Needed to Build the Competence Government Requires. [The General Schedule System Needs An Upgrade, Now - Government Executive \(govexec.com\)](https://govexec.com), published May 2023.
3. Devising More Effective Strategies to Promote Good Performance and Remove Poor Performers, the final recommendation, is pending publication in early 2024.

2023 Meetings of the Standing Panel on the Public Service

DATE	TOPIC	SPEAKERS
November 2022	<i>Meeting of the Standing Panel at the Academy’s Annual Meeting</i>	Members of the Working Group on Civil Service Modernization presented recommendations to the Academy on the first day.
April 2023	<i>Panel Discussion of Not Accountable by Philip Howard</i>	Philip Howard , Best-selling Author; Senior Counsel, Covington & Burling Neil Kerwin , President Emeritus and Professor of Public Administration and Policy, American University Paul Verkuil , Senior Fellow, Center for American Progress; Former Chairman, Administrative Conference of the United States Anne Joseph O’Connell , Professor of Law, Stanford University. Donald Kettl , Professor Emeritus and former Dean, University of Maryland, <i>Moderator</i>
June 2023	<i>Schedule F and the Future of the Public Service</i>	James Sherk , Director of the Center for American Freedom at America First Policy Institute and Special Assistant to the President in the Trump Administration Michael Rigas , Director of the American Leadership Initiative at America First Policy Institute and Acting Director, US Office of Personnel Management James-Christian Blackwood , Executive Vice President, Partnership for Public Service Donald Kettl , Professor Emeritus and former Dean, University of Maryland, <i>Moderator</i>

Support for the Working Forward Forum to Foster Sharing of Best Practices in the Public Service

Since January 2021, the Academy has supported the *Working Forward Forum*. 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.

*indicates Academy Fellow

Standing Panel on Social Equity in Governance

Dr. Rajade M. Berry-James, Chair

Over the fiscal year 2023 (FY 2023), between October 1, 2022 and September 30, 2023, the Standing Panel on Social Equity in Governance of the National Academy of Public Administration has been actively involved in our national efforts on embracing diversity, advancing equity, driving inclusion and broadening participation across all facets of society, with the intentional effort to ensure that government works and works for all.

Under the director of the panel leadership team, the Standing Panel on Social Equity in Governance continues to align its effort with strategic priorities that foster social equity.

Panel Leadership Team

Rajade M. Berry-James, Chair & Margaret Simms, Vice-Chair

STEERING COMMITTEE MEMBERS

David Birdsell*
Laura Bloomberg*
Susan Gooden*
Gary Glickman*
Calvin Johnson*
Charles Menifield*
Sylvester Murray*
Marilyn Rubin*
Jodi Sandfort*
Tom Stanton*
Tracy Wareing*
Harvey White*
Blue Woolridge*

ASSOCIATE MEMBERS

Domonic Bearfield (GWU)
Cryshanna Jackson Leftwich (YSU)
Jayne Johnson (NJ CDO)
Luke Jones (EPA)
Andrea Headley (Georgetown)
Emily Nwakpuda (UT- Arlington)

The Social Equity in Governance Standing Panel champions the “Leading by Convening” work agenda under the leadership of the chair, Dr. Jade Berry James. Our convening strategy is dedicated to embracing diversity, advancing equity, and driving inclusion across multiple industries, sectors, and levels of government. Our “Leading by Convening” work agenda focuses on strengthening networks, sharing innovative ideas, convening crucial conversations, and building leadership communities. In 2023, we began executing our convening strategies to produce outputs through projects, panels, papers, or other sponsored activities. We will continue to host forums that foster social equity and advance equity in public governance by:

- ◆ Convening the Social Equity Leadership Conference 2023 (University of Kansas); 2024 (University of Connecticut); 2025 (The Universities at Shady Grove);
- ◆ Convening Thought-Leaders in small group, open and closed meetings, with local, state, and federal executives as well as nonprofit and for-profit champions of social equity;
- ◆ Building Social Equity Future Leaders (SEFL) by supporting student travel to the SELC;
- ◆ Convening Conversations with HBCU and MSI subject-matter experts (SME) as well as professional association leaders to offer a platform for dialogue and an opportunity for developing sustainable social equity strategies;

- ◆ Developing relationships among Chief Diversity Officers (CDO) to identify best practices, breakthrough approaches, and meaningful social change.

Advancing Diversity, Equity, Inclusion, and Accessibility is under attack and DEI programs are under intense criticism which makes Fostering Social Equity nearly impossible without an equity agenda on actionable items and demonstrable outcomes. As a standing panel, we believe that the Academy must and should continue to explore innovative approaches to facilitate meetings and convenings to advance policy that supports a fair and just government that works and works for all – collectively, we work together to set the table for open dialogue on diversity, equity, and inclusion in public governance. Beyond a scripted Academy statement on DEIA, we join the Academy’s Board to demonstrate its commitment to equality and governance and invite the entire organization to attend the Social Equity Leadership Conference and other public forums to foster social equity.

Below are signature events from the Standing Panel on Social Equity in Governance convening strategy executed between October 1, 2022 - September 30, 2023:

- ◆ **November 15, 2022. HUD Diversity, Equity, and Inclusion Knowledge Collaborative (DEI KC).** Organizers, Jeremy Albright, Jeff Chen, Joe Downes and Teresa Souza, of the HUD DEI KC invited Chair Berry-James to present at the agency learning series. The HUD DEI KC is a team of researchers within the Office of Policy Development and Research advancing diversity, equity, inclusion, and accessibility in HUD research practices and policies. According to the organizers, the HUD DEI KC learning series hosts speakers who can share findings, methodologies, and expertise with PD&R staff on furthering DEI and social equity in government.

Berry-James’ presentation, *Incorporating DEI in Research: What Gets Measured, Gets Done! Social Equity in Action*, discussed insights from her research, teaching and community engagement that focuses on a theory of change and the applied practice of public administration. Her recently published article in the Journal of Public Management and Social Policy, [“What the Hell is Wrong with America? The Truth about Racism and Justice for All,”](#) explored how systemic racism manifests in criminal justice, housing, education, health, and elections policies and asserts that public policy leaders have a fundamental responsibility to create social change that dismantles systemic racism. Co-authored with Susan Gooden, [Why Research Methods Matter: Essential Skills in Decision Making](#), examines real-world policymaking and evidence to support decision-making. Dr. Berry-James also discussed her findings as a principal investigator for several cross-site evaluation projects concerning public administration, housing, poverty, substance abuse, education, employment, and health outcomes.

We are also grateful to have Dr. Calvin Johnson (HUD), Deputy Assistant Director of Policy, Evaluation and Monitoring at the U.S. Department of Housing and Urban Development as an active member of the Standing Panel on Social Equity in Governance supporting our *Leading by Convening* initiatives. Dr. Johnson is also a member of the U.S. Commission on the Social Status of Black Men and Boys, under the U.S. Commission on Civil Rights.

- ◆ **November Fall 2022 Meeting.** Academy Fellows were invited to join the Standing Panel on Social Equity in Governance for the 2022 Fall Meeting. Our meeting was held in two parts: Part one was an open meeting to present and discuss plans for the coming year. All Fellows and attendees were welcomed. By invitation, the second part of the meeting was an off-the-record conversation. Dr. Janice Underwood, OPM Office of Diversity Equity Inclusion and Accessibility (ODEI) was invited and approved to join

the Academy's Fall 2022 Meeting for an off-the-record conversation about efforts to advance DEIA within governmental and other organizations. Participation was limited to Fellows who were members of the Standing Panel on Social Equity in Governance of the National Academy of Public Administration. The session was closed to the Press.

We are also grateful that Dr. Janice Underwood (OPM) was elected as a 2023 Academy Fellow and continues to work with the Standing Panel as we convene multi-sector forums to benefit Chief Diversity Officers and highlight OPM's DEIA [Promising Practices for Diversity, Equity, Inclusion and Accessibility in the Federal Workforce](#).

- ◆ **March 2, 2023. Joint International Affairs and Social Equity Standing Panel Forum.** Panel chairs, Daniel Guttman (International Affairs) and Jade Berry James (Social Equity in Governance) co-hosted a joint session, *What can be learned from comparative (cross-country) Covid governance?*, on Thursday, March 2, 2023. The joint session was described in the following manner:

In this time of geopolitical tensions, can Covid serve as an example of how countries (and their peoples) may learn from one another about dealing with "local" impacts of common global challenges? The Academy's Social Equity in Governance and International Affairs Standing Panels are pleased to sponsor a discussion, with topics including:

- *With Covid as an example, how can public administration scholars and practitioners learn from experiences of other countries?*
- *With equity as a common global health challenge, what can US scholars and practitioners learn from Covid governance experiences of other countries?*
- *What might next steps be for comparative learning –about governance of local impacts of global health challenges?*

The discussion drew on Louise Comfort and Mary Lee Rhodes' edited country comparison: [Global Risk Management; The Role of Collective Cognition in response to Covid-19 \(2022\)](#) and [Racial Equity, COVID-19, and Public Policy: The Triple Pandemic](#), edited by Elsie L. Harper-Anderson, Jay S. Albanese, and Susan T. Gooden (Feb 2023). Following introduction of their books by Louise Comfort, Mary Lee Rhodes, and Elsie Harper-Anderson, discussion was kicked off by University of Pennsylvania bioethics/health care scholar, Harald Schmidt, drawing on his Covid-era Federal and local government advising and research, and Wenjuan Zhang, a comparative governance scholar visiting at the Kennedy School.

We are also grateful for the opportunity to collaborate with the Standing Panel on International Affairs at the invitation of Chair Daniel Guttman.

- ◆ **May 10, 2023. Public Service Recognition Week.** Chair Berry-James was invited by Michelle Sager*, Managing Director of Strategic Issues at the U.S. Government Accountability (GAO) to speak at GAO's 2023 during Public Service Recognition Week. About PSRW, Sager (2023) says that "GAO hosts a guest speaker for an agency-wide event to celebrate PSRW with a moderated conversation on issues relevant to the federal workforce." In her *Reflections on Social Equity for Public Servants*, Berry-James shared her academic background as well as her reflections on research, teaching and service in social equity. The following questions moderated the discussion:

1. *To get us started, could you please share a little bit about your background?*
2. *Regarding your work on social equity in public administration, could you share your perspective on why it is so critical to promote equity and cultural competence in public service?*

3. *At the federal level, diversity, equity, inclusion, and accessibility continues to be a work in progress and focus for federal agencies (see, for example, the 2021 Executive Order 14035: Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce). What successful practices at the federal, state, or local levels of government or in individual programs or agencies have you seen that could be adapted and adopted more widely? The COVID-19 pandemic led many government agencies to shift to increased virtual work. In your research and experience, what effects has increased virtual/hybrid work had on social equity in government organizations or the services they provide to citizens?*
4. *What do government entities need to do to ensure, foster and reinforce equity and inclusion in virtual and hybrid work environments?*
5. *What are some examples of effective government approaches to promoting diversity, equity, inclusion, and accessibility in a virtual or hybrid environment?*
6. *Given your expertise in social science research methods, we are interested in hearing your perspective on how an organization such as GAO can make sure we focus on gathering multiple voices and perspectives through the way we plan, structure, and conduct our work.*
7. *What are some key principles for evaluators to keep in mind as they design research that represents multiple voices and perspectives?*

As a follow-up to her PSRW remarks, Berry-James shared the following scholarly articles that were referenced during her reflections on social equity:

- Keegan, B., R. Diehl, and R. M. Berry-James. (2023). Racial Disparities in Pandemic Public Opinion: Findings from the Wilder School Commonwealth Poll. In E. Harper Anderson, J. Albanese, & S T. Gooden (Eds.), *The Triple Pandemic: Implications for Racial Equity & Public Policy*. Routledge, pp. 32-49. ISBN 978-1-03-226178-2
- Smith-Mason, J., R.M. Berry-James, B. Wooldridge (2023). The COVID-19 Pandemic Response by Institutions of Higher Education (IHE): Negative Consequences for Black, Indigenous, and Other People of Color (BIPOC). In E. Harper Anderson, J. Albanese, & S T. Gooden (Eds.), *The Triple Pandemic: Implications for Racial Equity & Public Policy*. Routledge, pp. 209-226. ISBN 978-1-03-226178-2
- Civil Rights, Social Equity and Census 2020, Berry-James, R. M., S. Gooden, and R. G. Johnson III. (2020). Civil Rights, Social Equity and Census 2020. *Public Administration Review*, 80(6), pp. 1100-1108. DOI: 10.1111/puar.13285
- Berry-James, R. M., B. Blessett, R. Emas, S. McCandless, A. E. Nickels, K. Norman-Major & P. Vinzant. (2020). Stepping Up to the Plate: Making Social Equity a Priority in Public Administration's Troubled Times, *Journal of Public Affairs Education*, 27:1, pp. 5-15. DOI: 10.1080/15236803.2020.1820289
- Wright, J. E. II, S. Dolamore. & R. M. Berry-James (Spring 2022). What the Hell is Wrong with America? The Truth about Racism and Justice for All. *Journal of Public Management and Social Policy*. <https://digitalscholarship.tsu.edu/cgi/viewcontent.cgi?article=1172&context=jpmmsp>
- Simms, M, M., Berry-James, R. M. Glickman, G. & Nightingale, D. (2020, Jun). *Promoting Social Equity in an Evidence-Based Policy Environment: An Action Plan for 2021*. National Academy of Public Administration Election 2020 Work Group: Foster Social Equity. https://napawash.org/uploads/Election_2020_Social_Equity.pdf
- Gooden, S. and R. M. Berry-James. (May 2018). Why Research Methods Matters: Essential Skills for Decision Making. Leigh, Irvine, CA: Melvin & Leigh. ISBN 978-0-99923593-5

- Simms, M, M., Berry-James, R. M. Glickman, G. & Nightingale, D. (2020, Jun). *Improving Child Well-being & Reducing Food Insecurity: An Action Plan for 2021*. National Academy of Public Administration Election 2020 Work Group: Foster Social Equity, pp. 1-21. https://napawash.org/uploads/Election_2020_Social_Equity_Food_Insecurity.pdf
- Berry-James, R. M. (Spring 2016). Genetic Engineering and Society: Cultural Attitudes toward Genetically Modified (GM) Foods. Genetic Engineering & Society Center Resident Fellow Summary Report, North Carolina State University, Raleigh, NC.
- Berry-James, R. M. (Sep 2012). Private Prisons and Juvenile Facilities in *Prison Privatization: The Many Facets of a Controversial Industry*, Vol 1, The environment of private prisons. Eds. John C. Morris and Byron E. Price. Santa Barbara, CA: Praeger, pp. 199-222, ISBN-13: 978-0313395710
- Berry-James, R. M. (February 2012). Cultural Competency in Health Care: Standards, Practices and Measures in Cultural Competency for Public Administrators. Eds. Kristen Norman-Major and Susan T. Gooden. NY, NY: M. E. Sharpe, 181-196, ISBN-13: 978-0765626776
- Berry-James, R. M. (Feb 2012). Cultural Competency in Health Care: Standards, Practices and Measures in *Cultural Competency for Public Administrators*. Eds. Kristen Norman-Major and Susan T. Gooden. NY, NY: M. E. Sharpe, 181-196
- Berry-James, R. M. (2010). Managing Diversity: Moving Beyond Organizational Conflict in Diversity and Public Administration, 2nd Edition. Ed. Mitchell F. Rice. NY, NY: M. E. Sharpe, pp. 61-80, ISBN-13: 978-0765626332
- Berry, R. M. (Summer 2004). Affirmative Action in Higher Education: The Costs and Benefits. *Journal of Public Budgeting, Accounting, and Financial Management*, 16 (2), pp. 257-276.

We are also grateful for the opportunity to celebrate Public Service Recognition Week and share social equity research at the invitation of Michelle Sager and the GAO Strategic Issues team.

◆ **June 12 - 14, 2023. Social Equity Leadership Conference.**

The Standing Panel on Social Equity in Governance co-hosted the Social Equity Leadership Conference 2023 with the The Public Management Center, School of Public Affairs and Administration at The University of Kansas and the Mid-America Regional Council in the heartland of the United States of America. According to the SELC 2023 cosponsors, “Kansas City, Missouri, is a region that has a long history of both perpetuating inequities as well as overcoming them through coalition building, deliberative and inclusive practices, and persistent commitment to action” (NAPA SELC 2023). As part of the conference planning and programming activities, the SELC 2023 conference partners provided individuals and organizations with numerous opportunities to sponsor and support the [22nd Annual Social Equity Leadership Conference](#), held on June 12-14, 2023 at the West Kansas City at Crown Center.



Vice Chair Margaret Simms and Marilyn Rubin as well as Associate Members, Cryshanna Jackson and Emily Nwakpuda, actively served on the SELC 2023 conference planning committee.

Chair Berry-James and Standing Panel Leaders (including our Associate Members) convened and participated in 10 [panels](#) at 2023 SELC:

- We Vote with Our Feet: Voices and Choices of URM Students
- Racial Equity, COVID-19, and Public Policy: The Triple Pandemic
- Equity in Government Budgeting: the *sina qua non* of social equity
- Philip J. Rutledge Award
- H. George Frederickson Memorial Lecture
- Local Government Efforts to Advance DEI Initiatives to Advance DEI Initiatives and Goals
- Globally Linking Diversity, Equity and Inclusion in Public Affairs Education
- Looking Back to Look Ahead: The Journal of Social Equity and Public Administration
- Equity Taking Flight - Making Space for All of U
- Designing Social Equity Initiatives with Community Partners: Facing the Unknowns and Jumping the Hurdles

Chair Berry-James organized the closing plenary session at the SELC 2023. The session, “Equity Taking Flight - Making Space for All of Us,” was a roundtable focused on the learning agenda for embracing diversity, advancing equity, and driving inclusion in public administration. The roundtable discussion explored perspectives and ideas on “[full participation, belonging, and contributions of individuals and organizations](#)” to focus on the [national action agenda](#) that “[broadens participation at speed and scale](#)” and advances equity in public service.

Chair Berry-James brought greetings on behalf of the Academy’s Standing Panel on Social Equity in Governance, expressed gratitude to KU conference hosts and sponsors, and provided an introduction of the closing plenary session for in-person and online audiences. The following individuals were invited to serve as panelists for *Equity Taking Flight - Making Space for All of Us*:

- Blue Wooldridge* - Virginia Commonwealth University
- Jamilah Stephens - City of Atlanta
- Kesha Lee, Third Sector
- Emily Nwakupda - University of Texas, Arlington

Chair Berry-James guided the roundtable discussion to explore the equity learning agenda. In the roundtable, panelists identified knowledge gaps and offered solutions to embrace diversity, advance equity, and drive inclusion. Panelists shared research, practice, and lived experiences that point to meaningful recommendations for the field of public administration, public policy, and public affairs. To close equity gaps (education equity gap, pay equity gap, health equity gap, racial wealth gap, employment gap, housing gap, political representation gap, etc.), panelists shared what works and what investments in professional capabilities, research, and systems are needed to execute the nation’s equity learning agenda. The following questions guided our discussion at the SELC 2023 closing plenary:

- 1. Are there emerging problems as a result of recent events in our nation?*
- 2. Is the nation about to face a significant change soon?*
- 3. Since we are building our nation’s roadmap for equity, how have you shaped our nation’s learning agenda as a thought leader?*
- 4. What are the steps necessary to embed cultural competence into equitable practice(s) and professional capabilities?*
- 5. To make space for all of us - at speed and scale - what policies, programs, or practices set us on the right course for fairness and justice?*

In addition to the signature events described above, bulleted list below provides a summary of the Chairs' invited presentations to foster social equity at international and national meetings:

- Berry-James, R. M. (Keynote Session). *Restricting, Revamping and Rebuilding The Independent India: Reflections on Social Equity for Public Servants*. 2023 International Conference, Pandit Deendayal Energy University, Gujarat India, August 16, 2023.
- Berry-James, R. M. (Invited Speaker with R. Hartley and K. Dasuki). *Workforce Building and Succession Management: Recruitment & Retention Leading Practices in Early Career Talent*. Federal Executive Board Annual Strategic Meeting. Washington, DC, July 27, 2023.
- Berry-James, R. M. (2023). Panel Convenor with V. Estorcien (FIU), K. Dukes (FSU), A. Frederic Jr (Howard University), B. Houston (University of Massachusetts - Amherst), A. Kokokoh, Virginia Commonwealth University, R. Lewis (University of Kentucky), J. Scott (University of Southern California) and K. Davis (Virginia Commonwealth). *We Vote with Our Feet: Voices and Choices of URM Students*. *Social Equity Leadership Conference*. 2023 Social Equity Leadership Conference, University of Kansas: June 12, 2023.
- Berry-James, R. M. (2023). (Panelist). *Racial Equity, COVID-19, and Public Policy: The Triple Pandemic*. 2023 Social Equity Leadership Conference, University of Kansas: June 12, 2023.
- Berry-James, R. M. (Presenter). Susan T. Gooden (VCU) awarded NAPA Philip J. Rutledge Award. 2023 Social Equity Leadership Conference, University of Kansas: June 12, 2023.
- Berry-James, R. M. (Invited Speaker). *A Moderated Discussion on Social Equity for 2023 Public Service Recognition Week*, Government Accountability Office (GAO) Strategic Issues (SI), Washington, DC, May 10, 2023.
- Berry-James, R. M. (2023). Convenor. *What can be learned from comparative (cross-country) COVID-19 governance?* Joint International Affairs and Social Equity Panel Meeting. NAPA Washington, DC, March 2, 2023.
- Berry-James, R.M. (2023). *Leading by Convening: FY 2023 NAPA Work Plan for the Social Equity in Governance Standing Panel*. Presented at the National Academy of Public Administration Full Board Meeting. Virtual, Washington, DC, Jan 10, 2023.
- Berry-James, R. M. (Invited Discussant). *Intersectionality and Critical Race Theory in Public Policy*. Student Research Panel on Social Equity and Race. APPAM Fall Research: Advancing Policy Research with Cross-Disciplinary Perspectives, Washington, DC, Nov 17, 2022.
- Berry-James, R. M. (Invited Discussant). *Leaders, Entrepreneurs, Policymakers, and Policy Agents: Women's Impact on Policy and Theory*. APPAM Fall Research: Advancing Policy Research with Cross-Disciplinary Perspectives, Washington, DC, Nov 18, 2022.
- Berry-James, R. M. (Invited Discussant). *The Two Americas: Racial Stratification and the Economy*. APPAM Fall Research: Advancing Policy Research with Cross-Disciplinary Perspectives, Washington, DC, Nov 19, 2022.
- Blessett, B., Berry-James, R.M., Bharath, D., Estorcien, V., Mauldin, M., Scott, C., & Starke, A. (Invited Moderator). *Black women been knew: Understanding intersectionality to advance justice*. Presented at Journal of Social Equity and Public Administration Summit. Charlottesville, VA, October 2022.

- ◆ **2023 SELC Philip J. Rutledge Award.** [Susan T. Gooden](#), Dean of the L. Douglas Wilder School at Virginia Commonwealth University, was awarded the [2023 SELC Philip J. Rutledge Award](#).

In 2021, the Standing Panel on Social Equity in Governance established the Philip J. Rutledge Social Equity Leadership Award in recognition of the contributions of the late Fellow Philip J. Rutledge. The Academy's Standing Panel on Social Equity in Governance focuses on issues of fairness, justice, and equity in a variety of public contexts, including, but not limited to: education, policing, welfare, housing, and transportation. With this award, the Panel recognizes and honors the contributions of Philip J. Rutledge to the Academy and the entire social justice community. His work with NASPAA was also instrumental in helping to infuse social equity into the curriculum of NASPAA-accredited programs, and his visionary leadership and unceasing efforts were a catalyst for making social equity one of the pillars of Public Administration.

Academy Fellow Philip J. Rutledge (1925-2007) was a Professor at the O'Neill School of Public and Environmental Affairs at Indiana University and at Howard University. Among his many professional accomplishments, he was President of the American Society for Public Administration (ASPA) as well as a senior official in the U.S. Department of Labor, the U.S. Department of Health and Human Services, the National League of Cities, and the U.S. Conference of Mayors.

As an award winner, [Dean Susan Gooden](#) was selected based on her exceptional contribution to the Standing Panel on Social Equity in Governance and social equity in public administration. Dean Susan Gooden is an elected Academy Fellow in good standing and has served on the Standing Panel on Social Equity in Governance for at least five years. She has demonstrated commitment to diversity, equity, and inclusion and as well as demonstrated evidence of achieving social change with an emphasis on developing and promoting concrete actions with lasting impact.

To date, we have selected three winners.

- In 2021, our inaugural award winner was [Dr. Blue Wooldridge](#), Professor Emeritus at the L. Douglas Wilder School of Government and Public Affairs, Virginia Commonwealth University, and Immediate Past Chair of the Standing Panel on Social Equity and Governance.
- In 2022, the second winner was [Dr. Gail Christopher*](#), Executive Director of the National Collaborative for Health Equity and Academy Fellow.
- In 2023, the third winner is [Dr. Susan T. Gooden](#), Dean of the L. Douglas Wilder School of Government and Public Affairs, Virginia Commonwealth University.

The announcement of Philip J. Rutledge Social Equity Leadership Award winner was made at the 2023 Social Equity Leadership Conference, co-hosted by The Public Management Center, School of Public Affairs and Administration at the University of Kansas.

Dr. Charles Menifield, Academy Fellow, was the chair of the 2023 Philip J. Rutledge Social Equity Leadership Award Committee. We are grateful to Dr. Menifield for his service to the Standing Panel.

2023 SELC Post Conference. For the first time, a [post-conference](#) was held at SELC. Standing Panel Associate Members, Cryshanna Jackson (Youngstown State University) and Emily Nwakpuda (University of Texas - Arlington) collaborated with co-host Chris Koliba (University of Kansas) and Nicole Humprey (University of Kansas) to host the forum, *Designing Social Equity Initiatives with Community Partners: Facing the Unknowns and Jumping the Hurdles*, from 12pm to 5pm on June 14, 2023.

2023 SELC Student Travel Grants. The NAPA Standing Panel on Social Equity in Governance created a student travel grant. With Academy Board approval, the Standing Panel on Social Equity in Governance supported a conference travel grant to full-time students that attend the annual Social Equity Leadership Conference. The SELC Student Conference Travel Grant program supports student travel to present scholarly work at the Social Equity Leadership Conference (SELC) which is typically held annually in June. The maximum allowed per full-time graduate or undergraduate student studying public policy, public affairs, and public administration is \$500. At the 2023 SELC conference, the Standing Panel supported up to five (5) student travel grants.

We received only one application for a 2023 SELC travel grant. With the support of the Academy Board, the Standing Panel on Social Equity in Governance will offer [10 student travel grants](#) for SELC 2024.

Going Forward - Survey of Professional Activities. Standing Panel members are asked to report on their professional activities and accomplishments, particularly those activities that focus on the fair and equitable management of all institutions serving the public. We will use our survey of professional activities to report on signature events that foster social equity and address the grand challenges in public administration.

*indicates Academy Fellow

Standing Panel on the Intergovernmental System

Shelley Metzenbaum and Mark Pisano*, Chairs*

The Standing Panel on Intergovernmental System (Panel) finalized its strategic plan and continued working to implement it while supporting the Academy's five strategic goals. The Standing Panel adopted the following three high-level objectives for its work over the next few years.

- ◆ Build understanding of the importance of effective intergovernmental (and intersectoral) arrangements.
- ◆ Build understanding of practices distinguishing more from less effective intergovernmental arrangements and how what works well can vary by situation.
- ◆ Increase adoption of better practices and reduce use of less good ones to improve outcomes, operational quality, and public understanding of and trust in government.

The Panel and working groups met quarterly to discuss updates on several projects and discuss possible new ones, with additional sessions on specific topics. The Panel worked closely with the Academy's Center for Intergovernmental Partnership (CIP). Dozens of Fellows joined each meeting to consider intergovernmental challenges on homelessness, climate adaptation, managing data for greater impact, pooled purchasing, and other topics. Since intergovernmental arrangements are also important in the work of other standing panels, the Panel jointly convened several working sessions with other Academy Standing Panels. Much of this work has been described in blogs on the CIP's federalism.us webpage. Where appropriate and feasible, the Panel initiated actions to improve intergovernmental arrangements for better outcomes.

Highlights of the Panel's discussions and work include:

- ◆ **Covid 19 Data Management.** John Kirlin* shared [findings of his study](#) on how the nation managed and used data as it responded to COVID 19. He concluded that variations in data reports prepared by different levels of government complicated the nation's implementation efforts. He also noted that research purposes of data are different than operational needs and that, too, complicated national COVID-fighting effort. The report made recommendations to correct for this in future efforts.
- ◆ **21st Century Intergovernmental Governance Challenges.** The Standing Panel, in close cooperation with CIP, worked to build understanding of the governance arrangements needed to address complex 21st century problems successfully. CIP produced a [report](#) to support and encourage further exploration of this important governance question.
- ◆ **Better Managing Outcomes by Integrating Federal Funding and Data at the Local Level.** At a joint meeting convened by IGS and EOM Standing Panels, Fellow Kathy Stack* and Jonathan Wormer (elected as a Fellow of the 2023 class) [presented their draft paper](#) illustrating the feasibility of combining funding and data from multiple federal sources to serve people better at the local level. This work is informing federal grants and data-handling policy.

- ◆ **Extreme Weather Events and Climate Change.** The 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. This effort builds on work of Fellow and former National Weather Service leader Louis Uccellini*, including a [case study Uccellini co-authored](#) 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 several Fellows. The Panel is also working with the International Panel to explore climate adaptation initiatives globally, including [better understanding how other countries manage intergovernmental aspects of the climate change challenge](#).
- ◆ **Homelessness.** A team of over a dozen fellows have been searching for lessons from across the country, both more and less successful efforts, to prevent and reduce homelessness. This working group is also considering if and how federal and state governments can and do help or hurt local homelessness prevention and response efforts. A white paper is under development to summarize the group’s research and findings and provide a foundation for considering next steps.
- ◆ **More Useful Oversight.** The Panel has begun thinking about more useful oversight, including and especially more useful intergovernmental oversight. A key question is if and how the federal government can help state and local governments prevent problems spending their federal funding, not just find and penalize problems after they happen. The Panel’s discussions informed a chapter on “More Useful Oversight” in a forthcoming book of the IBM Center for the Business of Government on *Transforming the Business of Government*.
- ◆ **Better Performance Management and Best-Practice Benchmarking.** Building on a [recorded webinar](#) the Panel organized last year on best practice local government benchmarking featuring University of North Carolina Professor Emeritus and Fellow David Ammons*, the Panel worked with the Standing Panel on Executive Organization and Management, the Mid-Atlantic StatNet network, and the Bloomberg Center for Government Excellence to identify examples of constructive cross-community benchmarking (not comparing to embarrass but comparing to find ways to improve) and constructive within-community performance management. With these partners, the Panel plans to convene at least two recorded webinars in the coming year on within-community performance management and cross-community benchmarking to share lessons learned with practitioners and academics.
- ◆ **Grants Management.** The Panel supported the Academy’s hosting of several [Grants Management Symposia](#), one on the impact of AI and one on Diversity, Equity, Inclusion, and Accessibility (DEIA). The AI session opened with a keynote highlighting the importance of collaboration between managers and technologists to create meaningful technology implementations. It emphasized the need for a human-centered design approach when developing AI systems, focusing on defining the specific problem AI can solve and setting realistic expectations. The DEIA session opened with a keynote by the Deputy Assistant Secretary for Grants of the Department of Health and Human Services. Several panelists from multiple levels of government provided their valuable, varied perspectives on their organizations’ DEIA efforts, discussing how their equity agenda and other actions impact the wider grants management community, both internally and with external stakeholders.

- ◆ **Public Benefits Delivery.** The Academy's CIP shared its [study on Modern Public Benefits Delivery](#) with the Panel. The study, initiated by Fellow Stan Soloway*, concluded that the current system has much duplicative effort that could be addressed more efficiently with strategic investment; agencies need to take steps to encourage state innovation; and there are many instances of information and data being collected but not analyzed. It recommended more comprehensive data analysis to improve operations and decision making, providing a foundation to pursue further work to improve social services and public benefits.
- ◆ **Cooperative Purchasing.** Panel members led by Fellow Steve Hamill* have continued their efforts to examine the current state of practice and consider next steps to improve intergovernmental cooperative purchasing. This effort builds on [prior work in this area](#). A proof of concept deployment of a decentralized system led by several large counties in multiple states is now being developed.
- ◆ **Intergovernmental Data Handling, Communication, Incentives, and Sustained Financing and Governance Arrangements.** In much of its work, the panel is working to identify and build appreciation of key aspects of effective intergovernmental arrangements, including [data handling, communication and community, and incentives and accountability expectations](#). In addition, it is searching for effective mechanisms for sustained governance and financing, such as California's [Enhanced Infrastructure Financing Districts](#). This effort builds on the Panel's prior efforts to identify [tools for effective intergovernmental action](#).

*indicates Academy Fellow

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 new global challenges with local (country and region) impacts.

In this context, the International Affairs Panel began in FY2023 to supplement its traditional work with a focus on what can be learned from comparing how countries are adapting governance to meet the local impacts of common global challenges. These challenges include pandemic response/preparation for potential future pandemics, local adaptation to climate change impacts, changes in global supply chains and their impact on localities around the world, practices governing global educational cooperation, dealing with dramatic demographic changes, and emerging rules governing new technologies such as biotechnology and digital technologies. The governance questions include emerging governance institutions and rules and their practical relation to the day-to-day work of public managers at all levels of government.

The focus on learning from comparative governance is rooted at the foundation of U.S. public administration study. Woodrow Wilson's 1887 "The Study of Administration," considered foundational to U.S. public administration, argued that the U.S. must, and can, learn administration from other countries. In 2024, all of the Academy's Grand Challenges involve the need for understanding of, if not adoption of, comparative approaches.

In this context, the following is a brief summary of FY2023 activities and the FY2024 work plan. In all areas of International Panel focus, the effort is not to duplicate work others are already performing-but to focus on the Academy's governance mandate in the comparative context of 2024 challenges.

FY2023: Areas of Focus

- ◆ **Comparative Climate Change Adaptation Governance; What can be learned from cross-country comparison of preparation for and response to ongoing impacts?** (e.g. current US, China, Australia floods; US/ Australia/ EU/Canada wildfires, global heat, Africa drought, coastal ocean warming, climate migration). (See Box on the Academy co-sponsored project).

Activities included:

- Presentation of project progress at Fall 2022 meeting, with speakers and participants (zoom) from Australia, China and U.S. The speakers/participants included Academy Fellows and further scholars/practitioner).
- Academy (zoom) Participation in workshops conducted by Australia project colleagues with local officials in Victoria, Australia on climate adaptation plans;
- 2023 webinar addressing lessons learned from summer 2023 natural disasters in Australia, China, U.S. locale where local governments were presumably prepared based on prior disasters (case studies presented by Australia, China, US project participants).

- 2023 Introduction of initial report and discussion of next steps at Shanghai Forum Roundtable.

- ◆ **Global (PA/PM/PP/governance) research and education cooperation: what are the evolving rules of the game in a world with discussion of “decoupling,” “derisking” and “new Cold War”?**

Activities included webinar discussion of a draft ASPA (American Society of Public Administration) report on evolving terms of educational cooperation among U.S. and other country counterparts. Speakers included international program officials from the University of Rochester, University of Texas and ASPA, and draft report authors from UK and U.S.

- ◆ **Comparative Governance: what can US practitioners/scholars/pracademics learn from other country experience?**

Activities included: a webinar on learning from comparative COVID-19 experience. Speakers included co-editors/authors books on the U.S. COVID experience and equity, and on cross-country comparison of COVID management. Participants included colleagues based in the UK and India.

- ◆ **Engaging Africa colleagues in comparative learning**

Activities included working to develop a landscape of Africa counterparts to engage with on comparative governance programs.

- ◆ **Engaging additional Academy Fellows and institutions on comparative governance**

Activities included co-sponsorship of events with the Environmental Law Institute; sponsorship of climate adaptation project with Fudan University/London School of Economics Institute for Global Public Policy, co-sponsorship of emerging rules of the game workshop with ASPA; co-sponsorship of webinars with the Academy’s Standing Panels on the Intergovernmental System and Social Equity in Governance.

*indicates Academy Fellow

An Introduction to the Academy co-sponsored Comparative Adaptation Governance Project

The impacts of climate change are increasingly unmistakable and intense. Adapting to these impacts requires deep local knowledge. The severity of threats from extreme events (e.g., floods, fires, heat, drought) and slower-moving changes (e.g., sea level rise) varies among communities and even across areas within them. The resilience of communities depends on many variables, including local governance, topography, demography, economies, infrastructure, land use, energy, health, ecology, and values.

The UN's Intergovernmental Panel on Climate Change (IPCC) reports that "governance" is the sole "high-level constraint" in addressing "adaptation" to climate change in all parts of the world. As summer 2023 U.S. floods, wildfires and heat waves punctuate, death and damage tolls are too often shocking even where impacts are increasingly predictable and predicted. How are country governance systems, including their formal and informal elements, responding to this challenge? For example, are governments, people and organizations adapting and changing traditional approaches to disaster relief? How effective will any new strategies be?

While there is immense and growing study of climate change, there appears to be limited country/country comparison of governance approaches. The Academy took the lead in assembling a team of Australian, Chinese, and American scholars and practitioners (from science, social science, law and policy) to help fill this gap. The initial participants include scholars/practitioners

based, in the U.S. at Duke and Stanford Universities, the University of California at Berkeley and Santa Barbara, The Rand Corporation and the Environmental Law Institute; in China, based at Fudan, Tsinghua, Shanghai Jiao Tong, Nanjing Universities and the City University of Hong Kong and Hong Kong Institute of Science and Technology; in Australia, based at Melbourne and Monash Universities.

The effort, begin by zoom in 2021, focused on the development of an analytic framework to allow for systematic comparisons of the responses different governance systems adopt to deal with the challenge of adaptation. In the forthcoming initial report, the project will set forth the key elements of this framework and use it to make some initial observations about climate adaptation in Australia, China, and the U.S. The concept of "points of entry" will be used to build the framework.

In the 21st century there is a global English "vernacular" of governance. Students, teachers, and conference goers in Australia, China, the U.S., and elsewhere, use the same English terms, such as "governance," "rule of law," "policy," "NGO," "transparency," and "PPP." However, such terms often have different meanings from one country to another. In relation to environmental challenges, for example, the U.S. and Australia are "law centric." China today has many environmental laws, but policies (zhengce), such as Five Year and further plans, and crisis management are dominant governance processes. Moreover, key terms and concepts, such as the role of the Communist

Party of China, have no ready analog in the western governance context.

To compare governance systems, then, we need to (1) select among the myriad alternative starting points those likely to serve as substantial initial building blocks for comparison of implementation, impacts, and policy learning and (2) provide points of entry that facilitate "apples to apples" comparisons among systems.

The initial report will provide a framework based on points of entry for comparison and, drawing on the points of entry framework identify "next step" priorities, for example: (1) in-depth case studies of response strategies (e.g. efforts to transform traditional water and wildfire governance systems to address climate impacts) (2) crosscutting analyses of tools, resources, and processes (e.g. initiatives to overcome the limitations of risk analysis in addressing climate adaptation), and (3) deepening the framework by engaging more countries and colleagues (e.g. extensions to include efforts to address climate adaptation in Africa).

We recognize that modesty in cross-national comparisons is in order. What works in one system or one time or locale in the history of a single system may not work well in others. At a minimum, however, we hope systematic comparisons will help scholars, practitioners and citizens reflect on their own local systems, to better identify options for addressing the challenge of climate adaptation and pitfalls to be avoided to make the strategies selected effective.

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 continues to aggressively 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 in the public sector, and Climate Change and Data. 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 strategies for its safety and use.

Each session was highly interactive and enjoyed widespread attendance. Sessions drew attention to the challenges we face in ensuring that such uses help surface and eliminate historical inequities rather than enforce them.

The Panel undertook an ambitious plan on AI that led to a "Call to Action" on AI in Government that was successful in recruiting both Academy Fellows and outside experts who expressed interest in staying informed and possibly participating in future Panel activities. In 2022 members of the Panel's leadership engaged in discussions that would lead to the planning of a TV series based on the 8 written blogs and sponsored by GovExec Publishers. The 8-part topical series will commence in October 2022.

Further highlights of this year's activities:

February 9, 2022, *Open Tech in Government Brainstorming Session*

The session began with a short overview of panel activities from the last couple of years to set the stage for an open discussion about where the Technology Leadership Panel should it resources for 2023.

Potential topics of interest for 2023 included:

- Climate Insecurity and Technology (measuring the heat)
- Public Health & Data (pandemic and beyond)
- Cloud Technology (the weather remains cloudy)
- Artificial Intelligence Threats and Opportunities (think Chat-GPT!)
- Public Service Technology (attracting and teaching for the next generation)

May 4, 2023, *Generative AI and Time for a Time Out?*

The May meeting on the Standing Panel on Technology Leadership focused on the question of if it might be time for generative AI to take a "time out". The session featured an incredible cast of panelists:

- **Robert Atkinson**, the President of Information Technology and Innovation Foundation;
- **David Bray**, a Distinguished Fellow of the Henry L. Stimson Center;
- **James (Jim) Hendler***, the Tetherless World Professor of Computer, Web and Cognitive Sciences at the Rensselaer Polytechnic Institute;
- **Hodan Omaar**, a Senior Policy Analyst at the Center for Data Innovation within the Information Technology and Innovation Foundation.

May 17, 2023, “A Call to Action: The Future of Artificial Intelligence and Public Service

The Panel announced a call to action – based in part on the May 4th panel discussion, on Generative Artificial Intelligence. New and disruptively more powerful AI growth and maturity requires new approaches for educating, convening, and engaging the public, policymakers, and government leaders in “co-creating the future.” We must recognize and respond to this fundamentally new world of digital capabilities and impacts.

The Panel developed the topics for 8 written blog pieces, all of which were written and published, they are:

1. AI Services to Citizens
2. AI-Driven Decision Making
3. Ethical Considerations and AI Governance
4. Generative AI in Government Communications
5. AI, Chatbots, Comments, and Public Rulemaking
6. AI-Enabled Cybersecurity
7. AI Technologies and Public Education

PUBLISHED BLOGS THROUGH STANDING PANEL ON TECHNOLOGY LEADERSHIP:

- [“Artificial Intelligence and Public Service: Key New Challenges”](#), Jerry Mechling, the former Founder of the Program on Strategic Computing at the Harvard Kennedy School, July 10, 2023.
- [“Making Government AI-Ready Begins with an AI-Ready Workforce”](#), Alan R. Shark*, Assoc. Prof. Schar School of Policy and Government, GMU and Academy Fellow, August 7, 2023.
- [“Artificial Intelligence and Public Service: Key New Challenges”](#), David Bray, PhD, Distinguished Fellow, Stimson Center as well as Business Executives for National Security, August 7, 2023.
- [“Navigating the Paradox: Restoring Trust in an Era of AI and Distrust”](#), Alexis Bonnell, CIO and Director of the Digital Capabilities Directorate, USAF, September 22, 2023

July 28, 2023, Solving the Data Problem for the Climate Crisis Part 1

The world urgently needs more and better data to solve the climate crisis. Global earth observation data is essential for understanding, modeling, and predicting the course of climate change, and better local data is essential to plan and implement programs for climate change mitigation, adaptation, and resilience. This two-part panel discussed the state of both global and local data for climate action, current challenges, and new opportunities. It explored data-related challenges that must be met if AI is to deliver on its potential as a tool to address the climate crisis and will contribute to the Academy’s grand challenge on making government AI ready. Both panels were moderated by Theresa Pardo*, Ph.D., Associate Vice President for Research and Economic Development, University at Albany, State University of New York and Joel Gurin, President and Founder, Center for Open Data Enterprise (CODE).

Part 1: Data for Global Climate Knowledge: Satellite data has been the cornerstone for observing, modeling, and predicting the course of climate change throughout the globe. This panel discussed the state of earth observation data, the limits of current knowledge, and strategies for improving our knowledge and models. In addition to reviewing the state of well-established earth observation programs in the U.S. and Europe, the panel discussed innovative programs from government, academia, NGOs, and the private sector; the potential for satellite observation at a granular local level; and the potential to supplement satellite data with on-the-ground or in-the-sea observations.

The session panelists included:

- Robert S. Chen, Director, Center for International Earth Science Information Network, Columbia Climate School,
- Priya L. Donti, Co-founder and Executive Director, Climate Change AI,
- Jed Sundwall, Executive Director, Radiant Earth, and Cecile S. Rousseaux, Research Scientist, NASA.

August 12, 2023, Solving the Data Problem for the Climate Crisis Part 2

Part 2: Solving the Local Data Problem for Climate Knowledge: Government officials, community leaders, NGOs, business leaders, and scientists often don't have the accurate, usable local data they need for climate action. Many countries, provinces, and cities lack reliable data on healthcare, transportation, infrastructure, energy, agriculture, or other systems needed for adaptation and resilience planning. This panel explored multidisciplinary approaches to solving this problem, including the use of official statistics and government data and other, newer sources. Panelists discussed the potential for new forms of collaboration between national statistics offices (NSOs), national ministries (e.g. meteorological or environmental), and the private sector; data collection by NGOs; community science data programs; meteorological and other sensors; AI-enabled analysis of non-official data and data sources; improved granular data from satellite observations; and other strategies for collecting, publishing, and using both global and local data for climate action. Panelists included:

- Jorge González-Cruz, Professor, Atmospheric & Environmental Sciences, University at Albany,
- Linet Kwamboka, Senior Program Manager, Data4Now,
- Ann Marie Chischilly, Vice President of the Office of Native American Initiatives, Northern Arizona University,
- Johannes Friedrich, Director of Climate Data, World Resources Institute (WRI).

*Indicates Academy Fellow

Awards

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 2022 recipient was General Arnold Fields, Former Special Inspector General for Afghanistan Reconstruction.



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 2022 Roback Scholarship was awarded to Andrés Morana from Johns Hopkins University and Clementine Starling from Georgetown University.

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 2022 Brownlow Book Award was presented to Andrew Rudalevige, Chair of Department of Government and Legal Studies, Thomas Brackett Reed Professor of Government, Bowdoin College, for his book – “By Executive Order”.

Development and Philanthropy

Thank YOU for our FY2023 Outcomes!

Our outstanding FY2023 outcomes could not have been possible without the support of the Fellowship.

1. A record 43 individuals and 21 partnering entities contributed \$1,000 or more to the Academy's philanthropic and underwriting efforts! Each supporter will be honored on the Academy's Donor Wall, in social media, and within the annual report to the US Congress.
2. Over 220 individual donors contributed \$109,939.79 in individual annual gifts to the Academy as of September 30, 2023.
3. Five major gifts were made to the Academy during FY 2023 totaling \$182,000. The Academy extends profound thanks to Lawrence Cooley, Stephen Hamill, Joseph Kasputys, John Koskinen, and Jane and Mark Pisano for their commitment and support to advance the Academy's vision and mission.
4. The Academy achieved a high mark in partnership underwriting support from nearly 20 organizations during FY 2023 at \$390,512 that benefitted the programs and work in Strategic Initiatives, Agile Government Center, and the Center for Intergovernmental Partnerships.
5. Additionally, the Academy benefitted from \$224,000 in in-kind barter-trade agreements with Government Executive (GovExec) and the University of Kansas.

These outcomes represent a year-to-year gain exceeding 25% in cash revenue and a 66% year-to-year growth in value!

Since the Academy launched its entry into traditional philanthropy and fundraising, the Fellows and the Academy Team have generated over \$1.7 million in cash gifts and over \$1.9 million in value (cash + in-kind/barter trade) as of September 30, 2023. Congratulations and thanks to each of you who made these phenomenal results possible!

We celebrated closing the 2023 fiscal year by launching the Academy's Diamond (60th) Anniversary (1967 - 2027) \$5 million campaign to support the Academy's endowment and advance its capacity to positively impact the practice of public affairs and the profession. The Academy endeavors to make a difference and have a greater impact in protecting and advancing democracy, strengthening social and economic development, ensuring environmental sustainability, and managing technological changes in the digital revolution. You are invited to join us in the effort to advance good governance and a government that works well for all.

FY 2023 DONOR ROLL

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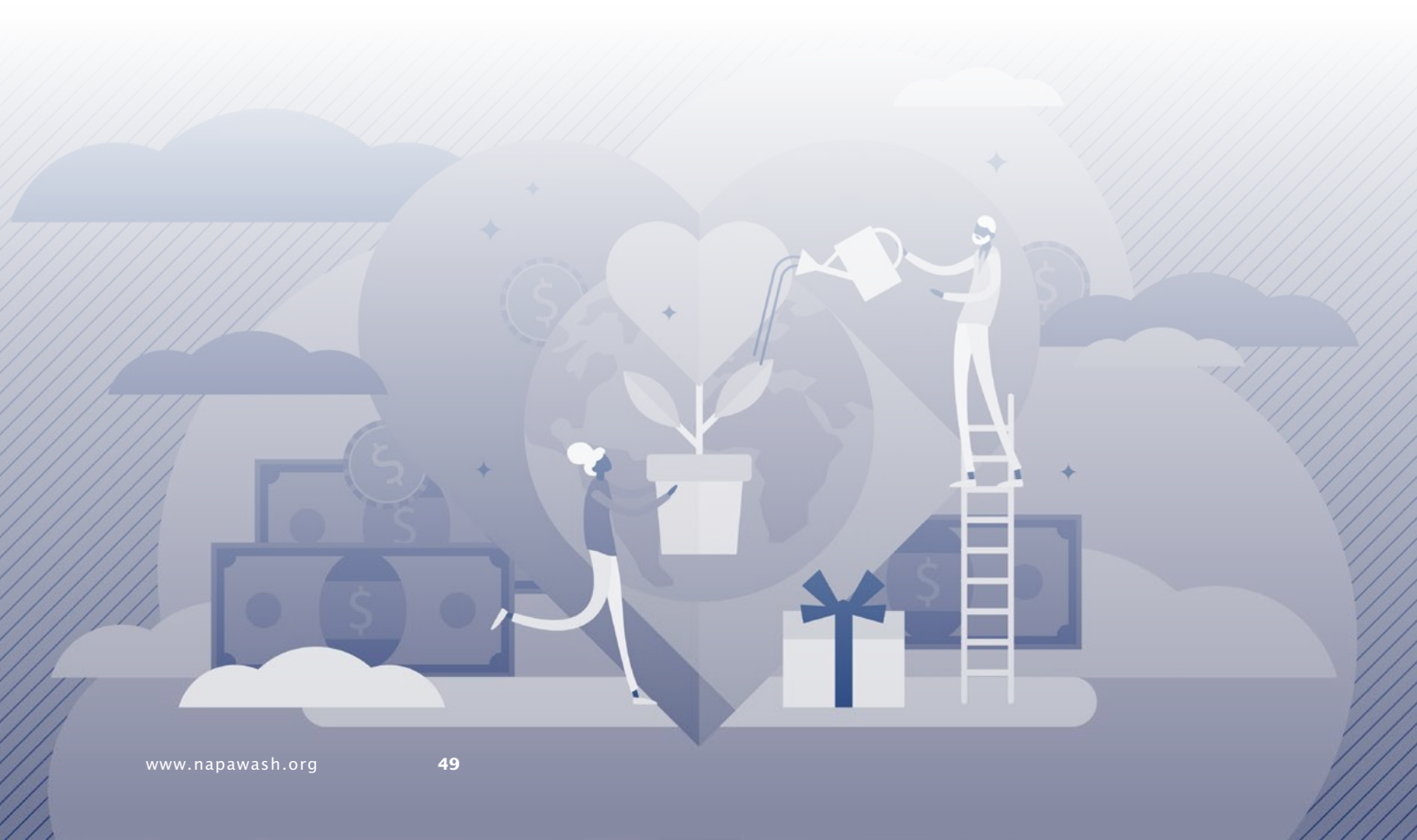
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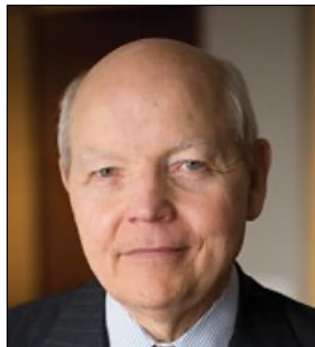
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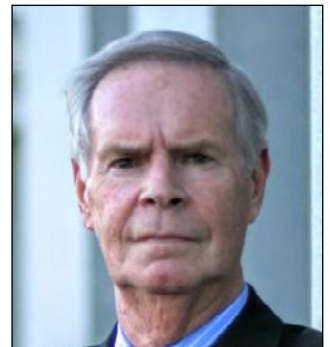
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DAVID MADER



JEFFREY NEAL



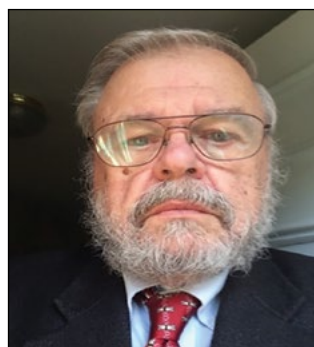
MARILYN RUBIN



BARBARA ROMZEK



STAN SOLOWAY



BARRY VAN LARE



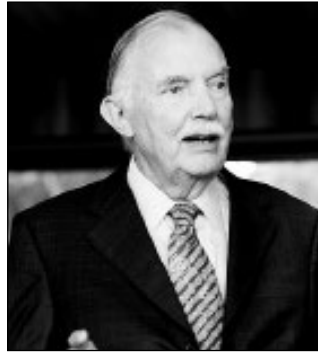
JANET WEISS

IN MEMORIAM

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



ENID BEAUMONT



LEWIS BRANSCOMB



WALTER BROADNAX



GLEN HAHN COPE



THOMAS DONAHUE



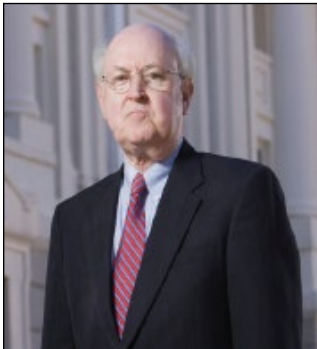
MARTIN FAGA



HARRY HATRY



JAMES JOSEPH



THOMAS LAUTH



LAURENCE LYNN



MICHAEL MACCOBY



BRUCE ROMER



WILLIAM SPRIGGS



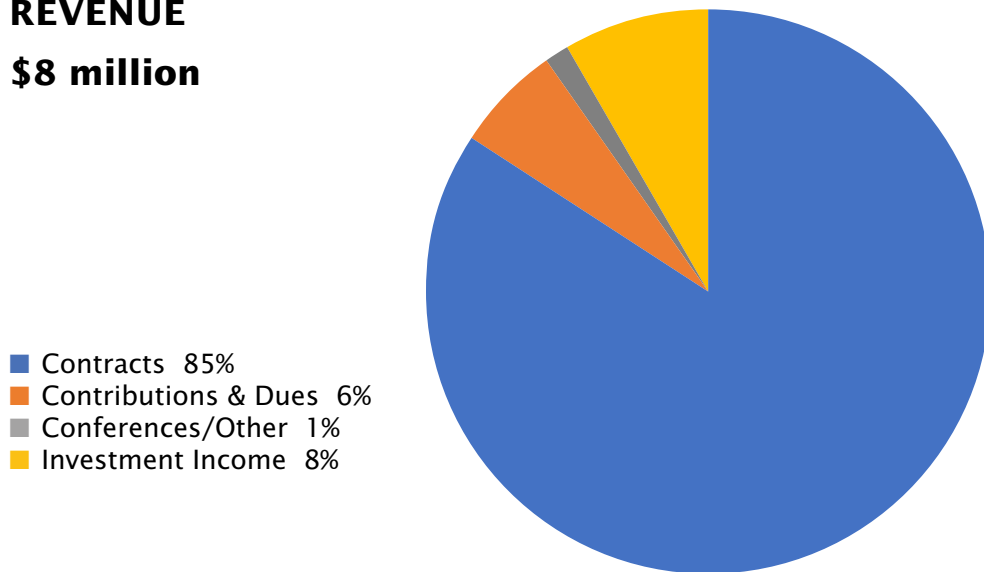
JOE WHOLEY



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 2023. It reported operating revenue of \$8 million and expenses of \$6.3 million. Net assets increased by \$1.7 million.

REVENUE \$8 million



EXPENSES \$6.3 million

