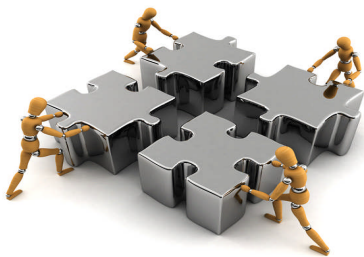




Hampton Roads Chapter of ASPA



Annual Symposium
March 19th 2010

*“Rethinking Governance:
Changing Roles, Operations and
Organizations”*

Holiday Inn Executive Center
5655 Greenwich Road,
Virginia Beach, VA 23462

Sponsored by:
The Hampton Roads Chapter of the American Society for Public Administration
www.aspahr.org



Hampton Roads Chapter of ASPA

Welcome to the 2010 Symposium

We are pleased to present this year's Symposium "Rethinking Governance: Changing Roles, Operations and Organizations." The mission of our chapter of the American Society for Public Administration is to promote excellence in public service. Today's symposium offers the opportunity to join with colleagues to find better ways to govern and meet our responsibilities to the citizens of Hampton Roads.

The symposium is brings together public officials, practitioners, researchers, educators, and students to exchange ideas and discuss proposals to build more effective public and private institutions. We must meet these challenges within existing resources in the short term, while working to build a more sustainable future. To accomplish this we should continue to rethink existing concepts and practices of governance. Each of the nine breakout sessions and the lunch program are intended to stimulate discussion and allow participants to express their views. Please join in the discussions.

If you are not a member of our chapter, please take the time to visit our Web site and discover the benefits of membership. If you are uncertain, please talk to a chapter member and attend other sponsored events.

Enjoy the Symposium, take the opportunity to network and make new friends and associations.

David McClees
President,
Hampton Roads Chapter of ASPA
www.aspahr.org



The American Society for Public Administration (ASPA)

Since 1939, we have been the nation's most respected society representing all forums in the public service arena. We are advocates for greater effectiveness in government - agents of goodwill and professionalism - publishers of democratic journalism at its very best - purveyors of progressive theory and practice and providers of global citizenship. We believe that by embracing new ideas - addressing key public service issues - and promoting change at both the local and international levels, we can enhance the quality of lives worldwide.

ASPA's Mission: ASPA is the leading public service organization that:

- Advances the art, science, teaching, and practice of public and non-profit administration.
- Promotes the value of joining and elevating the public service profession.
- Builds bridges among all who pursue public purposes.
- Provides networking and professional development opportunities to those committed to public service values.
- Achieves innovative solutions to the challenges of governance.

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Hampton Roads Chapter of ASPA

The Hampton Roads Chapter of the American Society for Public Administration serves the sixteen counties and cities of Southeastern Virginia - from Colonial Williamsburg to sunny Virginia Beach. Our mission is to promote excellence in public service. Every other month starting in September of each year, the chapter offers exciting general membership luncheon meetings and special programs. Members are invited to network with fellow public administrators and listen to and interact with dynamic speakers on the most current topics in public administration

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Hampton Roads Chapter of ASPA

Schedule:

- 8:00 – 8:30** **Registration**
- 8:00 – 12:00** **Symposium Exhibitors:** Old Dominion, Regent and Troy Universities
- 8:30 – 9:00** **Welcome and Symposium Overview (Shenandoah Room)**
- 9:00 – 9:45** **Session One (Concurrent)**
- (Room G) Panel: Joining Forces to Solve Community Problems (Part 1)**
- *Joining Forces to Solve Community Problems: Best Practices*
 - *Galena Burley, Bureau Manager, Bureau of Community Outreach, City of Norfolk*
 - *Challenging the Myths of Citizen Engagement*
 - *Betsy McBride, Executive Director of the Hampton Roads Center for Civic Engagement*
 - *Discussants: Lorie Lee, Smart Beginnings Hampton Roads & Sarah Paige Fuller, Director, Office to End Homelessness, City of Norfolk*
 - *Moderator: Dr. Pam Gibson, Troy University*
- (Room J) Effective Networks and Multi-Sector Partnerships**
- *Multiple-Sector Partnerships and the Engagement of Citizens in Social Marketing Campaigns: The case of Lynnhaven River Now*
 - *Dr. Bill Leavitt, Associate Professor, Old Dominion University*
 - *Dr. John Morris, Professor, Old Dominion University*
 - *Effective Networks: Examining the relationship between social media and individual performance in organizations*
 - *Michael Brown, PhD Student, Old Dominion University*
 - *Moderator: Dr. Bill Gibson, Virginia Wesleyan University*
- (Room I) Assessing the Impact of Federal Regulation**
- *Agricultural Workers and Environmental Justice: An assessment of the Federal Worker Protection Standards*
 - *Dr. Celeste Greene, Adjunct Faculty University of Virginia*
 - *Chesapeake Bay Total Maximum Daily Load Restrictions: Predicting the governmental impact at the state and local level*
 - *Jacob Lacy, MPA Student, ODU/City of Newport News*
 - *Moderator: Dr. Mohamad Alkadry, Old Dominion University*
- 9:45 – 10:00** **Break**

10:00 – 10:45

Session Two (Concurrent)

(Room G) Panel: Joining Forces to Solve Community Problems (Part 2)

- *Maximizing Available Resources to Improve Life for Young Children and Families: Smart Beginnings South Hampton Roads QRIS and Early Learning Challenge Grant initiatives.*
 - *Lorie Lee, Smart Beginnings Hampton Roads*
- *Faith, Non-Profit, Volunteer, and City Agencies Working Together to End Homelessness*
 - *Sarah Paige Fuller, Director, Office to End Homelessness, City of Norfolk*
- *Discussants: Galina Burley, Bureau Manager, Bureau of Community Outreach, City of Norfolk & Betsy McBride, Executive Director of the Hampton Roads Center for Civic Engagement*
- *Moderator: Dr. Pam Gibson, Troy University*

(Room J) Panel: Fiscal Challenges

- *A panel discussion on the choices and innovations possible in today's climate and the challenges facing the cities of Virginia Beach and Hampton.*
 - *Participants: Catheryn Whitesell, Director of Management Services, City of Virginia Beach and Lori Green-Brae, Senior Management Analyst, City of Hampton*
 - *Discussant: Dr. Pam Dunning, Troy University*

(Room I) Improving Organizational Effectiveness

- *Enhancing the Bureaucratic Experience with More Applicable Leadership*
 - *Matthew Loesch, PhD Student, Old Dominion University*
- *Why Public Service Motivation Matters in Public Administration*
 - *Vivian Greentree, PhD Student, Old Dominion University*
- *Moderator: Dr. Mohamad Alkadry, Old Dominion University*

10:45 – 11:00

Break

11:00 – 11:45

Session Three (Concurrent)

(Room G) Strengthening Public Service Values

- *Misappropriated Power: An analysis of administrative discretion and its impact on African American communities*
 - *Brandi Blessett, PhD Student, Old Dominion University*
- *Coming Home to Feminine: A foundational shift in public service values*
 - *Jennifer A. Taylor, PhD Student, Old Dominion University*
- *Moderator: Dr. Bill Gibson, Virginia Wesleyan University*

(Room J) Innovations in Maritime Security and Emergency Response Teams

- *Maritime Information Sharing Systems*
 - *Michael G. Goldsmith, Commanding Officer, Homeland Security Division, Norfolk*
- *Haiti: A new model of emergency management*
 - *Dr. Thomas E. Poulin, Adjunct Professor, Old Dominion University*
- *Moderator: Dr. Pam Dunning, Troy University*

(Room I) Meeting the Challenges of Leadership (11:00 – 11:30)

- *Servant Leadership and Workplace Spiritual Intelligence (SLWSI)*
 - *Dr. Gary Roberts, Associate Professor, Regent University*
- *Moderator: Dr. Pam Gibson, Troy University*

11:45 – 12:00

Lunch Registration (for those attending only the lunch program)

12:00 – 12:30

Lunch - (Room I)

- Plated lunch - Garden Salad, Chicken Piccata, Dessert
- Welcome & Presentation of 2010 - 2011 Council Nominees

12:30 – 1:15

Program: *MuniGov2.0 – Exploring Government Collaboration through Technology*. The presentation will explore the use and principles of Web 2.0 in an effort to engage employees and citizens to improve citizen services and communication via technology.

Featured Speaker:

Leslie Fuentes, Director of Information Technology, City of Hampton

Insert Exhibitor Ad

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Joining Forces To Solve Community Problems (Part 1)

Concurrent Session One - 9:00 – 9:45

Topic: Joining Forces to Solve Community Problems: Best Practices

Presenter: Galina Burley

Abstract: Joining Forces to Solve Community Problems presentation provides information on some innovative and collaborative ways the City of Norfolk has employed to engage the community in numerous efforts to address big neighborhood problems. The City believes that community plays a significant role in problem solving and more specifically problem prevention. Norfolk's community is instrumental in the city's efforts to fight crime, remove and report graffiti, rebuild homes of Norfolk's most vulnerable residents, and to provide input before major decisions are made. The city employs numerous approaches to engage the community and this presentation will specifically focus on various volunteer based projects offered by the Bureau of Community Outreach under the CORE model of service delivery. Based on the value of volunteer time alone, each dollar spent by the bureau on various social interventions is matched with \$2 to \$3 dollars on average in volunteer time. In addition, the presentation will touch on some innovative projects the presenter employed while working for the City of Vancouver and the City of Portland.

Biography: Galina Burley is the Manager, Bureau of Community Outreach, City of Norfolk. She has spent over 14 years in local government; this includes the Cities of Norfolk (2007-present), Portland (2003-2007), and Vancouver (1997-2003). Galina is responsible for the day-to-day operations of the Bureau of Community Outreach including management of 5 neighborhood service centers, coordination of the civic league involvement process, management of community capacity development programs, implementation of the neighborhood planning program, to name a few. While in Portland Oregon, Galina served as the city's Crime Prevention Program Administrator and worked with the local community to establish over 100 neighborhood watch groups, developed crime prevention ordinances, and managed the city's first community-based partnership with the city and public/private partners to decrease crime at 2 key Max stations (light rail network of Portland). In Vancouver, Galina managed special events, diversity program, worked on neighborhood plan development and implementation and served as the city's liaison to numerous refugee and immigrant groups. She has an extensive and diverse background in community relations with an emphasis on community capacity development and cross-functional collaborations

Topic: Challenging the Myths of Citizen Engagement

Presenter: Betsy McBride

Abstract: The mission of the Hampton Roads Center for Civic Engagement is to support sustainable deliberative democracy in Hampton Roads and to connect public decision making with civil dialogue and the informed judgment of the region's citizens. By encouraging the inclusion of more citizens in the public choices related to their region's quality of life and future, the Center's work enhances the accountability and transparency of public agencies. In her presentation, McBride will challenge the "myths" related to citizen involvement and suggest that processes designed with open-minded goals can deliver surprising results.

Biography: Betsy McBride is the Executive Director of the Hampton Roads Center for Civic Engagement. The Center was founded by regional leaders in 2007 to connect public decision making with civil dialogue and the informed judgment of the region's citizens. (www.hrcce.org) Betsy has been designing and managing processes for community collaboration since the 1970s.

Effective Networks and Multi-sector Partnerships

Concurrent Session One - 9:00 – 9:45

Topic: Multiple Sector Partnerships and the Engagement of Citizens in Social Marketing Campaigns: The case of Lynnhaven River Now

Presenters: Dr. William Leavitt and Dr. John Morris Note: Dr. Madeleine McNamara is an author but is unable to attend the symposium.

Abstract: This paper reports on research that examines the collaborative efforts of multiple-sector partners to engage citizens and stakeholder groups through the use of social marketing campaigns. Multiple-sector partnerships involving collaborative efforts between public, non-profit, and private organizations present many unique challenges. We examine the collaborative structure developed to address water quality issues in the Lynnhaven River in Virginia Beach, Virginia. We find that collaborative structures are enhanced by the movement of people between collaborative partners, and that specialization among partners tends to make social marketing a largely independent activity.

Biography: Dr. Madeleine W. McNamara is a senior administrator for the Coast Guard's Eighth District and an adjunct professor at the University of New Orleans. She is a graduate of the U.S. Coast Guard Academy and received her Ph.D. in Public Administration and Urban Policy from Old Dominion University in 2008. Her work has been published in *Public Works Management and Policy* and *Virginia Social Science Journal*.

Biography: Dr. William M. Leavitt is an Associate Professor in the Department of Urban Studies and Public Administration at Old Dominion University. His teaching and research interests are in the areas of customer service and service delivery, public sector pay, human resource management, organizational design, social marketing, and business process reengineering. He has published in journals such as *ACA Journal*, *Review of Public Personnel Administration*, *Public Personnel Management*, *Public Works Management & Policy*, and *Journal of Public Administration Education*. Bill currently serves as the graduate program director for the MPA program and previously served as department chair for 6 years. Prior to his present appointment at Old Dominion University, he worked at the local government level for the Denver Water Department in Denver, Colorado. In his nineteen-year career with Denver Water he worked in a variety of management positions including: Manager of Employment and Compensation; Water Sales Administrator; Chief Administrative Analyst; and Customer Information Supervisor. Dr. Leavitt holds a B.A. degree in political science from New York University and M.P.A. and Ph.D. degrees in public administration from the University of Colorado. He is also a Certified Compensation Professional and has been a speaker at numerous conferences and workshops both nationally and in Hampton Roads.

Biography: Dr. John C. Morris is a professor in the Department of Urban Studies and Public Administration at Old Dominion University, where he serves as the Graduate Program Director for the Ph.D. program in Public administration and Urban Policy. He has been a member of the faculty at ODU since 2002; prior to that time, Dr. Morris served as a faculty member at Mississippi State University. He received his Ph.D. in Public Policy and Administration from Auburn University in 1994. He has also served as a Senior Research Associate and Research Coordinator at the Center for Governmental Services at Auburn University, and with Policy Studies Associates, Inc., in Washington, DC. Dr. Morris' research interests include privatization, water policy, federalism, and organization theory. He has published in journals such as *Public Administration Review*, *Policy Studies Journal*, the *Journal of Politics*, *Politics and Policy*, *Public Works Management and Policy*, and *Environmental Politics*, among others. To date he has published a book, over 35 scholarly articles, delivered more than fifty conference papers, and has

three more articles forthcoming. Dr. Morris currently has a book under contract with Lexington Press, and two more book manuscripts are in various stages of completion.

Topic: Effective Networks: Examining the relationship between social media and individual performance in organizations

Presenter: Michael Brown. Note: Dr. Mohamad Alkadry is also a co-author of the paper but will not present as he is a symposium moderator for a concurrent session.

Abstract: Social networking and the use of social media are among the hottest topics in today's social and professional environment. Many organizations are using social media tools because they believe that the benefits of increased or improved communications outweigh the potential problems associated with social networking. This paper addresses the effect of social networking and social media tools on individual performance within organizations. How can organizations focus social networking efforts to derive benefits that go beyond connecting people and address improving individual performance? Organizations should base social networking activities on three things: (1) providing improved definitions of the work required through task analyzability, (2) using modeling principles to reinforce or inhibit behavior, and (3) providing continuous feedback through structured reinforcement. The proposed research uses two constructs, trust and perceived improvement potential, to examine the relationship of social networking to individual performance.

Biography: Michael A. Brown Sr. is a PhD student in Public Administration and Urban Policy, International Business, Old Dominion University, Va. He received a Masters Degree in Public Administration from Troy State University, European Division. His public administration interests are social networking, performance, emotional intelligence, and organization and leader development.

Biography: Dr. Mohamad G. Alkadry is an Associate Professor of Urban Studies and Public Administration at Old Dominion University. He has over 20 peer-reviewed publications, three practitioner-books, and one edited book. His works appear in *Review of Public Personnel Administration*, *International Journal of Organizational Theory and Behavior*, *Public Administration Review*, *Administration and Society*, *Journal of Education Finance*, *Social Work in Health Care*, *Public Productivity and Management Review*, *Public Administration and Management*, *Public Administration Theory and Praxis*, among other journals

Assessing the Impact of Federal Regulation

Concurrent Session One - 9:00 – 9:45

Topic: Agricultural Workers and Environmental Justice: An assessment of the Federal Worker Protection Standards

Presenter: Dr. Celeste Greene

Abstract: The environmental movement has come a long way since it began in the 1960s. One environmental issue that gained national attention in the 1990s is environmental justice. Environmental justice combines both social justice and environmental concerns into one. The environmental justice movement has Southern roots, beginning in 1982 in Warren County, North Carolina with the protest of a toxic landfill. Today, the movement has gained national and international recognition. This paper will explore the issue of environmental justice today in the South, where it all began and will discuss how the South still has one of the worst records in regards to Environmental Justice as it pertains to the Federal Worker Protection Standards. The paper will begin with a chronological history of the environmental

justice movement from its beginning to the present. Next, the issue of environmental risk assessment will be discussed. The paper will then focus on the case of Florida farm workers.

Biography: Dr. Celeste Murphy Greene has written several journal articles and book chapters on environmental justice appearing in such publications as *Public Administration Review*, *Review of Policy Research*, *Public Administration Quarterly*, *International Journal of Public Administration*, *Journal of Health and Human Services Administration*, and *the Journal of Public Management and Social Policy*. She currently serves as the Program Coordinator/Adjunct Professor for the Graduate Certificate in Public Administration for the University of Virginia's Hampton Roads Center. She also teaches as an Adjunct Professor in the Public Administration Program at the Old Dominion University. Celeste holds a master's and PhD in public administration.

Topic: Chesapeake Bay Total Maximum Daily Load-Incoming Regulation Predicting the Governmental Impact at the State and Local Level

Presenter: Jacob Lacy

Abstract: The purpose of this presentation is to discuss the TMDL initiative. Simply put, a TMDL is a common practice known as a Total Maximum Daily Load. In other words, a nutrient diet prescribed and designed for the parameters of a given impaired waterway. The Chesapeake Bay, due to its current decline in aquatic health, is about to face what will be the largest TMDL ever implemented. This Federal Environmental Protection Agency, directive will be in place by December of 2010. While TMDL's have been used to a much smaller scale for quite some time, if successful, similar programs may be devised for large impaired waterways throughout the Nation. There is much to be inferred regarding what actions will be necessary in order to ensure that this initiative is successful. Responsibility will ultimately fall to the state level and from there, to the local governments. For the local governments, the TMDL will be a "learn as you go" process. Much has yet to be learned regarding what actions must be taken and what will happen in the event of inaction.

Biography: Jacob Lacy is an MPA student with Old Dominion University. He has a Bachelor's In Environmental Science from Lynchburg College, Lynchburg, Virginia. Since November of 2004 he has been working for the City of Newport News Department of Engineering. He is also a Certified Environmental Scientist with the National Registry of Environmental Professionals.

Joining Forces To Solve Community Problems (Part 2)

Concurrent Session Two - 10:00 – 10:45

Topic: Maximizing Available Resources to Improve Life for Young Children and Families: Smart Beginnings South Hampton Roads QRIS and Early Learning Challenge Grant initiatives

Presenter: Lorie Lee

Abstract: Smart Beginnings South Hampton Roads has been working collaboratively to improve the quality of child care in our region using the Virginia's Quality Rating Improvement System. This is a "consumer reports" of sorts developed at the state level to measure and communicate the level of quality in child care centers. Smart Beginnings South Hampton Roads received a grant from the Virginia Department of Social Services for \$135,000 and has raised over \$1 million dollars in private funding from local businesses and foundations to support ratings and various quality improvements for child care

centers in our region. Our efforts have impacted over 8,000 children as well as hundreds of teachers in early childhood education centers.

Biography: Lorie Lee has been the Program Director for Smart Beginnings South Hampton Roads since July 2007. The mission of Smart Beginnings is to ensure that all children enter school prepared for success. Before moving to Virginia, she worked for Smart Start, an early childhood initiative, in North Carolina and was a public school teacher in Wilmington, NC. Ms. Lee is an alumna of UNC-Chapel Hill where she received a Bachelor's degree in English and a Master's in Teaching. Lorie and her husband, Rusty have a two-year-old son and live in Suffolk

Topic: Faith, Non-Profit, Volunteer, and City Agencies Working Together to End Homelessness

Presenter: Sarah Paige Fuller

Abstract: The City of Norfolk's Office to End Homelessness has been working collaboratively to end homelessness within the City of Norfolk and across South Hampton Roads since 2005. Examples of coordinated events, planning activities, housing, and services that bring diverse groups together to maximize efficiencies, resources, and talent while increasing community awareness.

Biography: Sarah Paige Fuller is the Director, Office to End Homelessness, City of Norfolk. She has held this position since November 2009, but has been working to end homelessness since 1989. Her former positions include 10 years as homeless outreach worker and partner on Norfolk Homeless Consortium in Norfolk 1994-2004, 2 years managing statewide homeless programs for the Virginia Department of Mental Health and 3 years managing a federal training and technical assistance center for the national homeless program. She has been a resident of Norfolk since 1994. Sarah has a Bachelor of Science in Social Work from Virginia Commonwealth University and a Master's of Social Work from Norfolk State University.

Fiscal Stewardship

Concurrent Session Two – 10:00 – 10:45

Panel: How to develop, implement, and enforce tough decisions

In November 2009 the Metropolitan Policy Program at Brookings published a report with the National League of Cities: *Fiscal Challenges Facing Cities: Implications for Recovery*. The report stated that the budget shortfalls in 2009 will be more severe and widespread in 2010 and 2011. The report includes city leaders' response to these conditions. It finds that:

1. Local government fiscal conditions matter for national economic performance
2. Cities and towns face one of the most daunting and widespread fiscal crises in decades and it may be only the beginning.
3. In most places, the local response to deteriorating conditions has consisted of a predictable round of unfortunate but unavoidable service cutbacks and layoffs
4. Some far-sighted city executives are making hard choices and trying to turn the crisis into an opportunity to innovate
5. The nation needs a partnership between all levels of government to ease the local government fiscal crisis.

The Budget Panel includes Catheryn Whitesell, Director of Management Services, City of Virginia Beach and Lori Green-Braen, Senior Management Analyst, City of Hampton. While their discussion will not specifically address this report, their comments will be made in the context of the report. Dr. Pam

Dunning, Assistant Professor of Public Administration at Troy University will facilitate the discussion with general questions and questions from the attendees.

Improving Organizational Effectiveness
Concurrent Session Two – 10:00 – 10:45

Topic: Enhancing the Bureaucratic Experience with More Applicable Leadership

Presenter: Matthew Loesch

Abstract: In his book *The Bureaucratic Experience*, Hummel believes the bureaucratic environment transforms relationships into robotic, impersonal, and meaningless interactions. Ultimately, these vacuous interactions lead to decreased governmental capacity for the citizens the system was designed to serve. Overcoming these destructive tendencies of bureaucracy often requires some form of organizational development usually spearheaded by a transformational leader. As a large part of organizational performance has been linked to the effect of leadership, one could conclude that revamping a bureaucratic organization necessitates such a leader's creative problem solving (linked to intelligence/general mental ability) and careful management of subordinates (linked to emotional intelligence). However, this logical assumption is challenged by studies that find no significant connection between leadership's impact on organizational effectiveness and intelligence or emotional intelligence. Here a theoretical nonlinear model is proposed that uses emotional intelligence as a moderator on intelligence to help explain non-significant findings between leadership and intelligence. The validity of such a model has strong implications for the understanding of public service motivation exhibited by transformational leaders during times of organizational development in bureaucratic organizations. It also provides a foundation for selecting leaders high in emotional intelligence as a key component for improving the beleaguered bureaucratic image.

Biography: Matt Loesch is a first year doctoral student in the Public Administration and Urban Policy program at Old Dominion University in Norfolk, Virginia. Prior to this program, Matt was a doctoral student in Industrial/Organizational Psychology at Old Dominion. He received his undergraduate degree in Business and Psychology from Muhlenberg College in Allentown Pennsylvania. In addition to his research, Matt also works as a wrestling coach at Granby High School and serves as the President of the Graduate Student Organization.

Topic: Why Public Service Motivation Matters in Public Administration

Presenter: Vivian Greentree

Abstract: For the public sector to benefit from public service motivation (PSM), governmental and organizational leaders must learn how to recognize these motivations, how to attract the people who have them, and finally how to socialize and retain those people within the public sector workforce by satisfying their needs, both intrinsically and extrinsically. The purpose of this paper is to address the idea of PSM and its bearing on public administration's legitimacy in our democracy. This paper will discuss PSM's importance to the quality and content of public sector outputs, its contribution to the public/private distinction in a democratic setting, and in encouraging civic engagement thereby increasing trust in government

Biography: Vivian Greentree is a PhD student in Public Administration at Old Dominion University. She is a Navy veteran and her research interests include volunteerism, public service motivation, and reproductive healthcare. She is the research director for a national military family organization, Blue Star Families, a contributing writer to several military print and online outlets, and serves on her local Congressman's Military Family Advisory Council as well as the Governor's Commission on National and Community Service.

Strengthening Public Service Values
Concurrent Session Three (11:00 – 11:45)

Topic: Misappropriated Power: An analysis of administrative discretion and its impact on African American communities

Abstract: This presentation is designed to highlight the misappropriation of power and discretion by public administrators in the name of urban revitalization. Their impact has been long-standing and far-reaching, therefore contributing to the re-segregation and disenfranchisement of minority communities in inner cities across the country.

Biography: Brandi Blessett is a Ph.D. candidate in the Department of Urban Studies and Public Administration at Old Dominion University (ODU). Her research interests include administrative responsibility, social capital, citizen participation, and urban policy. Brandi was the recipient of the 2009 National Forum for Black Public Administrators Scholarship and the 2008 Pindur Scholarship for Applied Public Service at ODU. Brandi is co-chairing the Education Committee for Planned Parenthood of Southeast Virginia.

Topic: Coming Home to Feminine: A foundational shift in public service values

Presenter: Jennifer Taylor

Abstract: With the recent adoption of shared public service values as a precondition for accreditation of Masters' programs by the National Association of Schools of Public Affairs and Administration (NASPAA), public service values are taking a more central role as a foundation for public service education. This paper provides an exegesis of the literature on public service values - "pursuing the public interest with accountability and transparency; serving professionally with competence, efficiency, and objectivity; acting ethically so as to uphold the public trust; and demonstrating respect, equity, and fairness in dealings with citizens and fellow public servants" (NASPAA, 2009). The proposed paper will study these new-old values and the label of "public service values" from the perspective of gender images as presented by Stivers (2007). The paper also examines whether the introduction of these values as an accreditation requirement for public administration programs represents a formal shift from masculine values of efficiency and effectiveness to more feminine values like respect, equity and fairness.

Biography: Jennifer Taylor is a PhD student in Public Administration at Old Dominion University, specializing in public management. She received her Masters degree in Arts Policy and Administration from Ohio State University. In addition to her fourteen years of nonprofit management in fundraising and executive roles, she has served as a presenter and panelist for the Texas Nonprofit Theatres Alliance, SBA Small Business Development Center, National Endowment for the Arts, and the Idaho Commission on the Arts. Her research interests include accountability, nonprofit management, and social marketing.

Innovations in Maritime Security and Emergency Response Teams

Concurrent Session Three – 11:00 – 11:45

Topic: Informal Information Sharing Networks in the Hampton Roads Maritime Domain

Presenter: Captain Michael Goldsmith

Abstract: This presentation is the result of a white paper written in response to comments made at the Global Maritime Information Sharing Symposium held in September 2009 in Washington, D.C. The purpose of the paper was to explore how information that relates to maritime domain awareness (MDA) is shared in the Norfolk area. The paper outlines an informal information sharing network that relies on relationships between the parties rather than any formal system. The paper also outlines some of the difficulties in trying to formalize these systems in an attempt to make them more robust. It is meant to begin a discussion about information sharing in the maritime domain and to explore how these informal networks might be leveraged to further strengthen these systems.

Biography: Mike Goldsmith is a Captain with the Norfolk Police Department. In his 21 year career he has worked in several different police specialties to include patrol, street crimes, K9 operations, and investigations. He currently serves as the Commanding Officer of the Homeland Security Division where he supervises the Special Operations Team, Bomb Squad, and Harbor Patrol Unit. Mike is a resident of Norfolk and has a Master of Arts in Applied Sociology through the joint program at Old Dominion University and Norfolk State University. He recently earned a Master of Business Administration degree from the Mason School of Business at the College of William and Mary.

Topic: Haiti: A new model of emergency management

Presenter: Dr. Thomas E. Poulin

Abstract: The earthquake in Haiti has presented the world with a differing model of emergency management. Quarantelli's typology delineates between emergencies, disasters and catastrophes, based on the effects of the event upon society. Catastrophes are characterized by not only wide-spread devastation, but by the effective destruction of government functions and social norms, even if only temporarily. Hurricanes Andrew and Katrina, and the Indonesian Tsunami, were catastrophes, but with a critical difference. In those events, an effective government and internal support still existed at a differing level, in either the state or national government. Response and recovery efforts were directed by credible authorities, working within extant law. In Haiti, this has not been the case. The devastation is nation-wide. The pre-existing government was relatively weak and had inadequate resources, with nearly 80% of the population living in dire poverty. This has created an environment in which response is being conducted and coordinated in an emergent manner by external players, often working independently, and recovery will likely have to be planned and paid for entirely by governments external to the nation affected. This paper, clearly a work in progress, will discuss several public administration issues based upon intergovernmental relations, using specific examples of events in Haiti to illustrate key points.

Biography: Thomas E. Poulin, Ph.D., is an adjunct assistant professor in the MPA programs at Old Dominion University and Nova Southeastern University, and serves as an instructor in the executive development program of the National Fire Academy. His research and teaching interests include inter-organizational, inter-governmental and inter-sector collaboration, team development and emergency management. He has served in local government since 1977.

Meeting the Challenges of Leadership

Concurrent Session Three 11:00 – 11:30

Topic: Servant Leadership and Workplace Spiritual Intelligence (SLWSI)

Abstract: This paper presents the results of a pretest of 77 respondents in the area of servant leader workplace spiritual intelligence (SLWSI). SLWSI is a subset of the burgeoning body of research on spiritual intelligence which consists of five components, a capacity for transcendence, the ability to enter higher states of consciousness, the facility to interject the sacred into everyday events, the capability to utilize applied sanctification principles to solve problems, and the ability to engage in ethical and virtuous behavior such as forgiveness, love, transparency, and humility (Emmons, 2000). The results indicate that respondents who scored higher on servant leadership, an important workplace spiritual intelligence attribute, reported lower levels of job stress and higher levels of workforce engagement (more satisfied with peers and job challenge, higher organizational commitment and loyalty, greater motivation to improve performance, and higher overall performance level).

Biography: Gary E. Roberts is an Associate Professor at Regent University with professional work experience in both the public and nonprofit sectors in the areas of human resource management and community development. His teaching areas include nonprofit administration, human resource management, and public administration. Current research interests center on workplace spiritual intelligence, servant leader human resource policy and practice, the impact of the religious friendly workplace, and organizational policies to promote employee work-life balance. He has authored 45 plus journal articles and book chapters on various human resource and public management issues. His work appears in the *Review of Public Personnel Administration*, *Public Productivity & Management Review*, *American Review of Public Administration*, and *Public Personnel Management*, among others.

Featured Speaker – Leslie Fuentes, Director of Information Technology, City of Hampton

Lunch Program 12:30 – 1:15

Topic: MuniGov2.0 – Exploring Government Collaboration through Technology.

MuniGov 2.0 is a coalition of federal/state/local/municipal and international governments focused on exploring the use and principles of Web 2.0 in an effort to improve citizen services and communication via technology. (Source: <https://sites.google.com/site/munigov20/>)

Web 2.0 is a term describing the trend in the use of World Wide Web technology and web design that aims to enhance creativity, information sharing, and, most notably, collaboration among users. These concepts have led to the development and evolution of web-based communities and hosted services, such as social-networking sites, wikis, and blogs. Web 2.0 is still a very new field, particularly in local government. As the population make-up shifts and the millennials become the driving percentage of our workforce and our population, demand for 2.0 will increase. Universities and colleges across the globe are incorporating these 2.0 technologies and concepts into the curriculum as a core of the learning experience. The students of today are the citizens of tomorrow.

(Source: <https://sites.google.com/site/munigov20/Home/whatisweb20>)

Biography: Leslie Fuentes is a native of Hampton Roads and holds Bachelor of Arts and Master of Business Administration degrees from Old Dominion University. Prior to her position with the City, Fuentes was the managing partner of the state and local government section of ICG Government. She also

held positions as the Marketing Strategy Director of Government and Education at Verizon Business, Chief Operating Officer and Director of Computer, Telecommunications, and Networking Services for the Virginia Information Technologies Agency (VITA) for the Commonwealth of Virginia, Deputy Director of Services for the Department of Information Technology for the Commonwealth of Virginia, as well as the former Systems Analyst and Communications Manager for the City of Hampton. As the Director of Information Technology, Fuentes will develop, implement, and direct the information technology efforts for Hampton city government to include responsibility for information technology infrastructure, networks, communications, telephone systems, websites, office automation systems and, PCs and management of the portfolio of software systems. Fuentes will also advise City Manager's staff and city department managers on information technology systems, direct and supervise a centralized program of records management, oversee printing and graphic reproducing, mail services, and research management information (Source: http://www.hampton.gov/press_release/leslie_fuentes_selected.html)

Acknowledgements

A special thanks to all those who presented research papers, participated on panels and moderated breakout sessions. We also sincerely appreciate the contributions made by our three exhibitors, Old Dominion University, Regent University and Troy University. Our region is fortunate to have public managers such as Leslie Fuentes, a recognized leader in rethinking governance. Working together, our students, professional administrators, academics and community leaders will continue to promote and achieve excellence in public service.

John E. Dunning, PhD
Chair, 2010 Annual Symposium

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