



Public Administration Section Newsletter

Volume 6, No. 1

Summer 2007

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Remembrances of Arch Dotson, Jack Rabin, Philip Rutledge & Fred Thayer

2007 PA Panel information

Gaus Lecturer: Laurence Lynn

Section Award Winners

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Section Chair's Notes

Kathy Naff, San Francisco State University

Greetings!

I hope all Section members are planning to attend the [APSA annual meeting in Chicago](#) this year. We want to alert you to the Section events that will be taking place at the conference so that you can be sure to attend.

Friday, August 31 is a big day for Section events. Please mark the following on your calendar:

The [Section business meeting will take place 12:00 noon](#) in the McCormick room at the Hyatt hotel. The agenda will include the election of new officers and the presentation of Section awards including the Herbert Kaufman and Herbert Simon awards and the Volcker Junior Scholar Research Grant award. The editors of [American Review of Public Admini-](#)

[stration](#) will also be on hand to present their award for the best article in the previous year's issues of ARPA. For information see page 3 of this newsletter.

At 6:00 PM, the prestigious [Gaus Lecture](#) will be delivered by Laurence E. Lynn, Jr. of Texas A&M University. The topic will be "[New Frontiers of Public Administration: The Theory of Practice and the Practice of Theory.](#)"

The **Section's annual reception** will follow the lecture, at **7:30 PM**.

This year's program chair, Julie Dolan, has put together 12 excellent panels (see below). I hope you will show your support for the Section by attending these and other PA Section related events. See you in Chicago!



Kathy Naff, PA
Section Chair

2007 PA Section Panels at [Annual Meeting](#)

Thursday

10:15 AM: 24-7 [Bureaucratic Behavior and Attitudes](#)
 2:00 PM: 24-9 [Gender, Race and Representative Bureaucracy](#)
 4:15 PM: 24-11 [Government Transparency, Accountability and Responsiveness](#)

Friday

8:00 AM: 24-6 [Political Control of the Bureaucracy](#)
 2:00 PM: 24-10 / 26-3 [Public Administration and the Constitution](#)
 4:15 PM: 24-5 / 28-3 [Nested Institutions and Public Management](#)
 6:00 PM GAUS LECTURE: Laurence E. Lynn, Jr., "[New Frontiers of Public Administration](#)"

Saturday

8:00 AM: 24-8 [Public Personnel - Employee Performance, Turnover, and Job Satisfaction](#)
 10:15 AM: 24-4 / 40-2 [Governance and Information Technology](#)
 2:00 PM: 24-12 / 30-10 [Local Government Performance: Public, Private, and Non-Profit Actors](#)
 2:00 PM: 24-3 / 15-21 [The Changing Whitehall model: Bureaucracy and Politics](#)

Sunday

8:00 AM: 24-1 / 22-9 [Agencies, Legislatures and Oversight](#)
 8:00 AM: 24-2 / 25-1 [Homeland Security and Other Disasters](#)

Lynn to Deliver 2007 Gaus Lecture

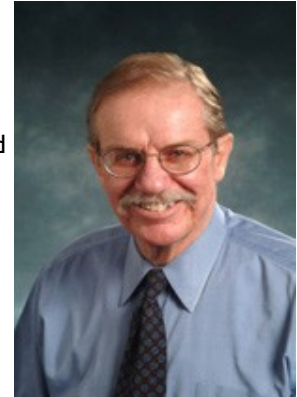
Laurence E. Lynn, Jr., the [George H. W. Bush Chair and Professor of Public Affairs at Texas A&M University](#) is the recipient of the 2007 [John Gaus Award and Lectureship](#). He will present his lecture on "[New Frontiers of Public Administration: The Theory of Practice and the Practice of Theory](#)" at [6PM, Friday, August 31](#).

The Gaus Award is designed to honor the recipient's lifetime of exemplary scholarship in the joint tradition of political science and public administration and, more generally, recognizes and encourages scholarship in public administration. This year's selection committee was chaired by David H. Rosenbloom of American University (a past recipient) and included Barbara J. Nelson of UCLA and David L. Weimer of the University of Wisconsin, Madison.

In addition to his position at Texas A&M, Lynn is the Sydney Stein, Jr., Professor of Public Management Emeritus at the Irving B. Harris Graduate School of Public Policy Studies and the School of Social Service Administration (SSA) at the University of Chicago. He has also held positions at Harvard University's John F. Kennedy School of Government, Stanford University's Graduate School of Business, the Brookings Institution, and at the London School of Economics and Political Science. Lynn has held senior positions with the U.S. federal government, including deputy assistant secretary of defense; director of program analysis at the National Security Council; assistant secretary, Department of Health, Education and Welfare; and assistant secretary, Department of the Interior.

Professor Lynn's current projects are concerned with models and methods for the empirical study of governance and public management, public choice

and institutional theories as applied to the management of public bureaucracies, the executive function in government, and the government's role in human service provision. He is a Phi Beta Kappa graduate of the University of California, Berkeley, and holds a Ph.D. in economics from Yale University. He is past president of the Association for Public Policy Analysis and Management (APPAM), a fellow of the National Academy of Public Administration, and a member of the Council on Foreign Relations and the American Society of Public Administration.



New Formats and New Ideas for Newsletter and [H-Pubadmin](#) Website

Regular readers of the Newsletter will notice that we have moved on to a bit cleaner look thanks to our access to MS Publisher. We hope this new visual format will enhance the readability for all. If you have any comment, please email either of us (see below).

Thanks to the folks at [H-Net](#) who host [our web site](#), [H-Pubadmin](#), we have a new look there as well. Our list serve subscribers still hovers near 200, and the "traffic" is pretty low. We hope the new design will inspire not only new subscriptions, but also more activity. As always, ideas and input/feedback is welcome.

One idea we thought about for this issue

and the web site is to start a Newsletter column or Section "blog" that focused on new ideas that often float to the surface in our field. PA is often at the forefront of many fresh concepts that need to be discussed in greater detail, but there seems to be no community venue to "post" such discussion.

Another project on our agenda is to enhance the value of the H-Pubadmin list by using it as a venue for book reviews and notes on new books relevant to the field.

If you are interested in joining our editorial team as either a columnist/blog editor or book review editor, please contact us by email.



We are:

[Domonic Bearfield](#), Texas A&M, Newsletter Editor

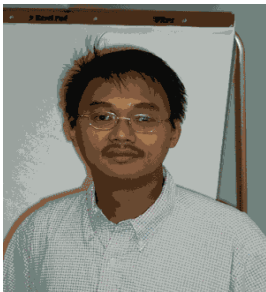


[Mel Dubnick](#), University of New Hampshire, H-Pubadmin Web Site Editor

2007 Volcker Junior Scholar Research Grant Awarded to Professor Simon Andrew

by Robert Durant, American University

A proposal by Assistant Professor Simon Andrew of the Department of Public Administration at the University of North Texas has been selected to receive the 2007 [Paul A. Volcker Junior Scholar Research Grant Award](#).



Simon Andrew,
University of North Texas

His proposal is entitled "Self Organizing Governance within the Administrative Framework of Regional Emergency Preparedness Planning: A Test of Competing Hypotheses." Grounded in an Institutional Collective Action framework, Professor Andrew's project uses data from the North Texas metropolitan area to test the "strong tie" versus "weak-tie" hypotheses of network development and maintenance. The former highlights the advantages to collaboration of tightly-clustered formal regimes, while the latter emphasizes the advantages of extensive informal and emergent institutions and voluntary agreements.

The \$3000 Volcker grant will fund survey, mailing, and interview costs for the project. Professor Andrew is a 2006 graduate of the Reubin O'D. Askew School of Public Administration and Policy at Florida State University. He has co-authored several publications related to network analysis. The members of the 2007 Volcker Junior Scholar Research Award Committee were Mel Dubnick, University of New Hampshire, chair;

Gregory Lewis, Georgia State University; and Jane Fountain, University of Massachusetts-Amherst. Many thanks to the committee for their service to the PA Section, and congratulations to Simon!

Other 2007 Awardees Announced

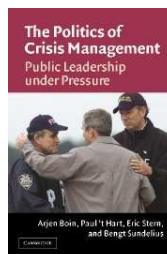
Herbert Kaufman Best Paper Award:

Each year the PA Section offers the Kaufman award for the paper judged to be the best of those delivered at the previous year's PA Section panels. The 2007 Herbert Kaufman Award will be presented at the annual business meet to Kenneth J. Meier of Texas A&M and and Laurence J. O'Toole of the University of Georgia for "Management Theory and Occam's Razor: How Public Organizations Buffer the Environment."



Two works awarded the Herbert A. Simon Book Award:

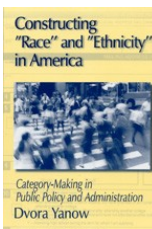
The Section makes an annual book award named in honor of Herbert Simon. This year two titles share the award is for the best public administration book published in the last three to five years: [The Politics of Crisis Management](#) by Arjen Boin, Paul t'Hart, Eric Stern and Bengt Sundelius; and



[Constructing Race and Ethnicity in America: Category-Making in Public Policy and Administration](#)

by Dvora Yanow.

Congratulations to the authors of both volumes.



[American Review of Public Administration](#)

Best Article Award:

The editors of the American Review of Public Administration announced that the award for best article of the year will be given to Amy Donahue of the University of Connecticut, West Hartford, and Joanne Miller of the University of Minnesota for "[Experience, Attitudes, and Willingness to Pay for Public Safety](#)." The article appeared in the December 2006 issue of the ARPA.



Frederick C. Thayer, Jr., 1924-2006

by Camilla Stivers, Cleveland State University



When I was a beginning PhD student at Virginia Tech in 1981, Fred Thayer was part of a panel discussion I attended one evening. During the Q&A, I asked the panel: What advice do your remarks imply for us practitioners? Fred replied: Never make a decision alone. Get out of your cubicle and talk to other people.

I have never forgotten that advice. I follow it and urge my students to follow it.

Years later, Fred and I were both invited to participate in a joint session of Gary Wamsley's class from Tech, and Cynthia McSwain's class from GWU. I told the story about Fred's advice. He was obviously thunderstruck, and said so. It was as if he couldn't imagine that he had had that much of a lasting impact on somebody. It was a joy to see him realize it. I didn't know until then that he had doubts about whether his message was getting through. For the rest of his life, every time we saw each other it was a mini-old home week.

Fred was one of the rare, truly radical critics of public administration. He really went to the root of things. PA doesn't welcome this much--perhaps no discipline does--but just the way tufts of grass come up through the asphalt on the road running past our house in Maine, Fred's thinking has forced its way into the often obdurate consciousness in our field.

Remembering Fred Thayer

by James D. Slack, University of Alabama at Birmingham

I came to know Fred personally for a brief time in 1998. He had retired from Pitt and took a position at Southern University, intent on building its reputation and its doctoral program in the soon-to-be Nelson Mandela School of Public Service. He invited me to visit the campus, and wanted me to join the faculty.

I remember getting off the plane and I was met by Fred at the airport in Baton Rouge. I began by the typical genuflection that is so often expected by senior scholars of the caliber of Fred Thayer. I remember starting off by addressing him as "DR." Thayer and expressing how honored I was to meet him. He quickly interrupted me saying, "Jim, cut the [crap]. My name is Fred." Then he quickly went into a rendition of "Stand Up and Cheer," which is the classic fight song of my alma mater, Ohio University.....To my shock, I remember him singing, "Stand up and Cheer, Stand up and cheer for old Ohio....." When he completed the song, he simply said, "I know Ohio University is your alma mater, my son went there, too, and I knew singing this song would make you feel 'at ease'....Welcome to Southern and Baton Rouge!"

**Fred truly cared
about the future of
the public
service; he truly
cared about the
future of public
SERVANTS and
FUTURE SCHOLARS
of the field.**

I had a wonderful visit with him and the faculty at Southern, and I got to know Fred for that brief amount of time -- not so much as an iconoclast, but as a human being. Fred truly cared about the future of the public service; he truly cared about the future of public SERVANTS and FUTURE SCHOLARS of the field. Fred truly cared about his colleagues and "his" doctoral students in the School of PA at Southern University.

We seem lately to be losing a lot of senior scholars. But more importantly, we seem to be losing a lot of senior scholars in the field who were also great mentors and role models....mentors and role models for both our professional lives as well as our personal lives. If we listened, Fred Thayer taught how to be a scholar and a caring human being.

Regardless of the impact of publications by "DR." Thayer, mentor and role model "Fred" will remain sadly missed.

Philip James Rutledge, 1925-2007

by Sylvester Murray, Cleveland State University

When George Frederickson introduced Phil Rutledge at a Social Equity Conference in Cleveland, Ohio, in 2005, he stated “ And now I give you Phil Rutledge, the Public Administration tsunami.”

Indeed, Rutledge has been a forceful agent of change in public administration for more than five decades. He worked at the local, state, national and international levels to elevate the effective and diverse practice of public administration.

Rutledge was very prominent at Indiana University for more than two decades where he taught, developed and directed academic programs, and was a trusted assistant to the University President. The Rutledge Diversity Project is an initiative that combines programming and social research to foster diversity within the Indiana University School of Public and Environmental Affairs (I.U.S.P.E.A.) graduate community. The Project’s overall goal is to provide a supportive and welcoming environment as well as a rich educational experience that will aid students as they prepare to live and work in a diverse world. Rutledge was also honored as Professor Emeritus of Political Science at Indiana University - Northwest, and as Professor Emeritus and Senior Scholar at I. U. S.P.E.A.



Rutledge was founder of the National Academy of Public Administration’s (N.A.P.A.) Standing Panel on Social Equity in Governance. The Panel exists to promote social equity within the research, teaching and service missions of public service. Creation of this panel was a monumental event at the N.A.P.A. - within days of the announcement of its creation, over 100 Fellows of the Academy signed on as members. To address social equity challenges, the Panel meets regularly in Washington and convenes regional annual sessions.

Rutledge aided in the creation of the Environmental Justice and Land Use Planning Panel at N.A.P.A. Research was conducted in five cities across the country to determine what practices can local governments adopt to protect at-risk citizens from the ravaging affects of environmental misdeeds.

As Secretary in 2001 of the National Academy of Public Administration, he single-handedly researched and wrote *Guide to Policies, Practices and Procedures* which, for the first time codified and indexed the mission and complete description of the Academy.

Rutledge’s international public administration involvement, primarily in Africa, is legendary. He was a board member and catalyst for many organizations whose missions are to assist developing countries in enacting and implementing public policies for effective governance. He organized public administration training teams that worked with civil service reform in Ghana, strengthening provincial administration in South Africa, regional cooperation within the Southern Africa Development Community (SADC), and NGO development in Senegal.

Rutledge is a grandson of former slaves in South Carolina and Georgia who migrated from the rural South to Chicago during World War II. In his own words, he has been “a Black participant/observer in many of the experiments and actions to achieve social equity over the past 60 years.” His participation included:

- becoming first Black president of the American Society for Public Administration (A.S.P.A.)
- directing ‘War on Poverty’ programs for City of Detroit in the 1960s
- directing the Manpower Program for President Lyndon B. Johnson
- directing Social and Rehabilitation programs for President Richard Nixon
- directing human resource programs for District of Columbia Mayor Walter Washington
- directing the Department of Public Administration at Howard University
- chairing the Board of Directors of the United Black Fund of America for 25 years
- organizing the Conference of Minority Public Administrators, a section of A.S.P.A.
- organizing the Urban Fellows Program at City University of New York
- organizing the Africa Working Group of N.A.P.A.

Rutledge knew virtually every player in the public administration arena, the significant ones and the not yet significant ones. And he showed an interest in all of their game plans by engaging in analytical and encouraging dialogue - often via e-mail.

(continued on page 4)

Arch Dotson Remembered

by Theodore J. Lowi
Cornell University



Arch T. Dotson, professor emeritus of government at Cornell University, died April 6, 2006 at the age of 85. He had been sound of mind and body virtually until the end, teaching until his voice was too weak to be heard. A "country boy" born and bred in Paris, Kentucky, he worked from his early teens on farms managed by his father. Arch left for World War II just short of his BA from

Transylvania College and joined the Army Air Force as a "check pilot," becoming a jock in very war plane up to the B-29. Discharged with the rank of major, the GI Bill got him through the Harvard Ph.D. and a post-doc at the London School of Economics. His entire academic career was at Cornell, beginning in 1950, as a dedicated teacher, serving beyond his retirement as a teacher and, respectively, as Director of Cornell-in-Washington, Director of Cornell Abroad and Director of the Cornell Institute of Public Affairs.

“Arch chose the path of reform, practice and teaching; and he pursued that path to the very end with integrity, vigor, honor and distinction.”

Arch's field, his professional identity, was public administration. As was true of so many in this subfield of political science, Arch was not known well as a publishing scholar. He wrote copiously, but for clients, not journals – and for public clients, not corporate or private clients. He did this exclusively for three years (1958-60) as a deputy controller of the State of New York. Other clients were, for shorter durations, the U.N., the Ford Foundation, and the governments of India, Malaysia, the Philippines, Iran, Jordan, the PRC, Eritrea and Mexico. Another of his clients was Cornell University. His 7-year stint as chairman of the Department of Government (1969-76) were dedicated to rebuilding the department after the campus crisis of the late 60s. In the 1980s he was instrumental in the founding and success of Cornell-in-Washington, Cornell Abroad and the Cornell Institute of Public Affairs.

Publication of Arch's obituary in last April's *PS* may have been his first appearance in a journal of the Association. It enabled us to reach some of his innumerable former students. But it was also an ideal opportunity to reemphasize the tradition of public administration within political science. In recent decades, scientized as "implementation," "organization theory," "administrative behavior," and "public policy analysis," public administration was a charter element of APSA, not only as an academic component but as a commitment to political and governmental reform. The academic and the reformist traditions were, until recent decades, two equal pillars of our profession. And in fact, many of the most visible scholars in APSA did their first work in public administration.

Arch chose the path of reform, practice and teaching; and he pursued that path to the very end with integrity, vigor, honor and distinction. Arch was one of the exemplars of the great tribute to public service made by Louis Brownlow in the title of Vol. Two of his autobiography, *A Passion for Anonymity*.

Philip James Rutledge (continued from page 3)

Phil Rutledge passed away suddenly in late January of this year at a hospital near his home in Silver Spring, Maryland. He was 81 years old. Survivors include his wife, Violet Eklund Rutledge and four children. Rutledge was a 1952 graduate of Roosevelt University and received a master's degree in public health at the University of Michigan in 1958.

At the time of his passing he was still 'on call' and conducting affairs for Indiana University in the nation's capital. At the time of his passing, he also had been commissioned to write a memoir of his public administration activism by the Ford Foundation. His outline for 'selected areas of emphasis' for the memoir included the following subjects:

- Characteristics of public administration as an agent of change since 1946
- Close up views of aspects of transforming events in selected administrations in Chicago during the 1940s and 1950s, Detroit during the 1960s, Washington, D.C. during the 1970s, Gary, Indiana during the 1980s, Indianapolis during the 1990s, back to Washington D.C. in 2003
- Lessons on how community based organizations, government foundations, and professional organizations can coalesce to induce social change
- Analysis of the roles of African American professionals in public administration and kindred organizations of the "establishment" from the 1950s to present

The public administration community suffers a great loss without the completion of Rutledge's memoir. The tsunami is now passed. But he left a legacy of concern and commitment in public administration that will provide waves of activism for many years to come.

Remembering Jack M. Rabin

Jack M. Rabin was a major figure in the field of public administration. He came to PA from study in political science during his doctoral work at the University of Georgia. Robert T. Golembiewski chaired his doctoral committee. His career spanned almost four decades, most of it spent founding and editing journals in the field and, with two major publishers, creating and sustaining research monographs, textbooks, handbooks, and encyclopedias all helping define the field. Jack's passing in early November last year led a number of colleagues to remember him together. They have agreed to share their memories appear here.

A Short Biography

by Robert F. Munzenrider, Pennsylvania State University, Harrisburg

Jack M. Rabin, 61 of Harrisburg, Pennsylvania, Professor of Public Administration and Policy at Pennsylvania State University at Harrisburg, passed away Monday, November 13, 2006, at Community General Osteopathic Hospital due to complications following an accident.

Surviving are his wife Sandra Rabin and two sons Daniel L Rabin, (wife Amy) and Scott J. Rabin, and a granddaughter, Ava Rabin, all of Harrisburg, one brother, Philip B. Rabin (wife Susan) of Baltimore, Maryland, his father-in-law, Charles Clar, sister-in-law Sharon Whitney (husband Don), of Cleveland, Ohio, brother-in-law, Richard Clar of Columbus, Ohio, and three nephews, Ben Rabin, Joshua Rabin and Ben Whitney. He was preceded in death by his parents Saul and Etta Rabin, his mother-in-law Louise Clar and a nephew Lief Whitney.

Dr. Rabin was born in Brooklyn, New York, January 3, 1945, and spent most of his childhood in Miami, Florida, after moving there with his family at age 6. He received his B.A. and M.A. in Government from the University of Miami and his PhD in Political Science from the University of Georgia in 1972. Subsequently he was on the faculty of Auburn University at Montgomery, Alabama, and of Rider College in New Jersey. In 1988 he came to Penn State University at Harrisburg where he played an important role in developing the Doctor of Philosophy Program in Public Administration. At the time of his death he had been Coordinator of the Master of Public Administration Program at Penn State Harrisburg for several years.

Dr. Rabin was very active in Jewish religious and community activities. He was the lay leader and president of Historic B'nai Jacob Synagogue in Middletown, Pennsylvania...

Dr. Rabin was an avid collector throughout his life. He took pride in his collections of artwork, photographs, books, documents and memorabilia related to Judaica, Franklin Delano Roosevelt, and the Brooklyn Bridge. He recently donated to the Penn State Harrisburg Library his extensive and significant collection of civil rights photographs and documents which chronicle civil rights activities in Alabama in the 1960's. [See <http://www.libraries.psu.edu/speccolls/FindingAids/rabin.frame.html>.]

Dr. Rabin was a scholar in the true sense; he sought and loved knowledge for its own sake, and he loved sharing that knowledge with his students and others. He was widely known and highly respected in the Public Administration community both in the United States and internationally. He was very active in the American Society for Public Administration and participated widely in other professional activities as well. While at Auburn he founded the Southern Public Administration Education Foundation. Dr. Rabin was author, co-author, and editor of several books and numerous articles in professional journals. He also was the Executive Editor of the Public Administration and Public Policy series of books published by Marcel Dekker, Inc., which produced 125 books. He was the founder and editor-in-chief of several journals including *Public Administration Quarterly* (1977-present), the *Journal of Health and Human Resources Administration* (1978-present), the *International Journal of Public Administration* (1979-present), and *Public Administration and Management: An Interactive Journal* (1999-present), which is the first public administration journal published exclusively on the Internet via the [World Wide Web](#). In addition, he was the founder and co-editor of the *Journal of Public Budgeting, Accounting and Financial Management* (1989-present).

Graveside services were held on Wednesday, November 15 at the Beth Shalom Cemetery in Mechanicsburg, Pennsylvania.

May his memory be a blessing to us all.

Homage to “Dear Jack” Heartfelt Hailing but No Farewell

The recent premature death of Dr. Jack M. Rabin impacted the Golembiewskis in intense forms; two major classes of Dr. Jack M. Rabin get emphasis here.

1. Jack as a Household Presence. Dr. Rabin was a prominent presence to all of us, over four decades. The roots of this effect trace to Dr. G being Jack’s major professor, and the many common struggles united them, exacerbated by Jack’s war-surely it was nothing less- to get key actors in Georgia graduate education to accept Hebrew as a third language in qualifying for the doctorate. Relatedly, Jack was often in and around our household: as a guest at many meals and festivities; a guide to the children in many regards and trips; as a fellow collector of antiquities. Indeed, he became an all-but-official sixth member of our family. Jack’s movement to new settings only tested and strengthened such ties.

Many note the special tragedy of a child proceeding parents in death; and to the truth we add the case of a son-in-effect predeceasing us.

2. But No Farewell is Appropriate. But Jack is not gone except in the most elemental sense; his forceful spirit lingers. Jack leaves beyond a triumphant legacy of what will amount to over 125 books in series he has edited. And then again Dr. Rabin gave major impetus to funding and sustaining six journals and more. Moreover, he leaves a veritable gold mine of ‘handbooks; that provide so much substance and direction to domestic teaching programs and especially those overseas. And, among many other contributions, Jack pioneered in developing simulations as learning packages, as well as in beginning to develop electronic publications.

Less noted, Jack had unprecedented skills at selecting those who had in them contributions Jack could help them share, usually as members of teams. The development of several graduate programs, especially at Pennsylvania State University and also at Georgia, also reflects this extraordinary talent for picking those with the right stuff, and early in the game.

So this is no farewell to Jack. He not only lives on among us in multiple sense, but there has been no one even comparable or, even approaching, on the horizons of the discipline to which he gave so much direction and life.

—Robert T. Golembiewski, University of Georgia

Approximately a quarter century ago I received an invitation from Jack Rabin to submit a chapter for a forthcoming volume, *State and Local Government Administration* (Marcel- Dekker, 1985). That first invitation began what proved to be, at least for me, a very productive professional relationship. Over the years there would be notes or calls from Jack or his fellow editor, Bart Hildreth asking whether I would be interested contributing a chapter or article for one of their publications.

My favorite memories of Jack Rabin were those early evening phone calls. Sometimes the calls were brief - “Your Table 4 is missing two data entries. Can you get back to me on that?” On other occasions, after a specific issue was addressed, he would indicate his commitment to teaching and wax philosophical on, for example, why Chester Barnard should be read by current graduate students. And then there were the calls during which he would draw you once more into that broad publication network he directed. If one innocently noted that they had been reading on say *New Public Administration*, Jack’s response might be - “Hey, that’s great. Why don’t you do a symposium on that in (pick a journal)?”

Unfortunately for me, despite the quarter century of professional contact, I never met Jack Rabin in person. Yet at a distance I still considered him a friend and one with whom I probably shared as many ideas on the state of the public administration profession as I have with more immediate colleagues. I regret that I never told him that.

—John J. Gargan, Kent State University

Jack and I worked together closely early in our careers as assistant professors and beginning associate professors at Auburn University at Montgomery and continued our collaboration another 20 years after he left AUM.

First and foremost, Jack was an optimist who believed in himself and his ability to accomplish the goals that he set for himself. This situation was never more true than with our effort to establish the *Southern Review of Public Administration* which soon became the *Public Administration Quarterly*. For more than a year before we agreed to go forward with this project, he made the case to me over and over again that it could be done. Of course, he was absolutely correct about our ability to accomplish the task -- with a lot of help and hard work of colleagues and friends.

As he was fearless about taking on and successfully implementing a number of key large-scale projects such as establishing journals and developing and editing the Marcel Dekker public administration and public policy book series, the literature of the field of public administration has been enriched immensely during the last 30 years. He enjoyed what he did, but at the same time he had an enormous impact.

I cannot end this piece without a few personal reminiscences about Jack Rabin the person. In this regard, I have known few people with as much energy as he literally juggled dozens of projects at a time. For instance, recognizing the importance of the Montgomery Bus Boycott of the 1950's and the need to preserve the historical record, he organized a major effort to collect as many of the documents of this era as feasible and conducted a large number of interviews with many of the participants. This valuable archive of the modern civil rights movement is now housed at the Penn State Library and appropriately named in Jack's honor.

Jack loved gadgets and embraced new technology. He was one of the first of my colleagues at AUM to own a personal computer and see its utility. At first it was a toy, but before long he was maintaining files on it and we were no longer using the central computer center. Of course, the personal computer worked wonderfully for Jack as he was one of the fastest and most accurate typists I have known, including many excellent secretaries. The amazing thing about his typing is that he only used two fingers. We could have a discussion of the ten points we wanted in a memorandum of agreement with an ASPA section, for instance, and he would have a two page, single-spaced document done in 15 minutes.

There are so many other stories to tell about this good man such as how he was a connoisseur of paper and personally purchased the cover stock of all the issues of the *Public Administration Quarterly* during the time it was published in Montgomery, but it is probably time to close this tribute. So, I end with the comment that his professional legacy is that he advanced our field significantly through his work in establishing new journals and serving as general editor of a book series that has produced over 100 books for the field of public administration and public policy. In the process, he created opportunities for hundreds, if not thousands, in our field to have outlets for their research. As a field, I believe that we are in his debt for a job extremely well done.

To his lovely wife Sandy and their children, they should know that Jack's accomplishments will long be remembered by his academic colleagues and friends.

—Tomas Vocino, Auburn University at Montgomery

Every Saturday at the synagogue Jews thank and pray for the welfare of those that provide, facilitate and make it possible for others to practice their religion. Jack deserves the prayers and thanks of all students of Public Administration for facilitating research and better practices of public management. Jack is on my mind not only because of his own scholarly publications but for his many services to the profession over so many years. Simply put, Jack's various publication outlets, symposia and seminars influenced and help shape the field of public administration. Jack gave a break to many young scholars publishing them and thus helping them get promotions. For established scholars he created opportunities to review papers and serve (in style!) on editorial boards to meet universities' guidelines about workloads and scholarly involvement. Jack helped many of us do a better job in the classroom by facilitating projects such as the Barnard Society, the survey of who were the five most influential writers in public administration, the encyclopedia or the handbook series. For practitioners he maintained a constant stream of quality publications that addressed the reality, rather than the esoterica, of the field. Being taken away at such a young age is a great loss to Public Administration as a discipline and as a profession. It is a great personal loss to so many of us who knew him as the unselfish and caring person he was.

—Arie Halachmi, Tennessee State University

Jack Rabin was a leader in the profession of public administration education and research. He was known best as the Executive Editor for the famous Public Administration and Public Policy book series published by the Marcel Dekker and for many important journals addressing various areas of public administration. The book series and journal articles are important for many scholars and students to learn new ideas and to test their theories.

For many years, I have published my articles in his journals and worked with him on book and journal projects. I have learned a lot from him and especially admired his vision, attitude, and energy. He developed many projects because of his vision about the development of our profession. He welcomed new ideas and gave opportunities to many domestic and international scholars, without the consideration of their status. He was energetic and worked very hard to practice many ideas for the purpose of knowledge promotion and distribution. In many of our conversations, he always ended with the words: "Tom, I like it and let's do it."

Jack's contribution and friendship will be missed by scholars and friends all over the world.

—Tom Liou, University of Central Florida

Jack was an academic entrepreneur, full of ideas. I had the privilege of meeting him many years ago at his home, discussing many issues, and I was surprised by this energetic box full of ideas.

He was invited to come to Holland, to give a class on Public Risk Management at Twente University and to give a presentation on a national conference on the same topic (the first in the Netherlands).

He invited me to become member of the editing board of some of "his" journals, and rather regularly he sent me draft articles. In other ways he tried to stimulate me to do more, write articles, start an e-journal etc. I am afraid I did not meet his standards and do regret that I cannot show some improvement to him anymore.

He was an inspiring man!

—Peter B. Boorsma, Twente University

Jack created an immense amount of opportunity for those who were willing to take it. He believed in inclusiveness and that the directions the field of public administration takes should depend more on the marketplace of ideas than on formal gatekeepers. His impact on the field during the past several decades is incalculable. I always found him extremely helpful and accommodating and will deeply miss working with him.

—David H. Rosenbloom, American University

I am sorry to hear about [Jack's] passing and also that I will no longer receive calls that were roughly like this: "Laaaaaary....(long pause).....JACK RABIN. I have a symposium you will love to do...."

The last call I had from him was one in which he asked me to edit a symposium for IJPA. I said. "Jack, I am coeditor of IPMJ and IPMR...I don't have time and if I do a symposium I will do it for one of our journals, but thanks for asking." Jack responded, "I know, but that's OK. Do this one for IJPA anyway!" He didn't care. He was a really fun and funny guy, e.g., on the podium with Marcel Dekker at conferences. What a character...one of a kind. And he was always hot for budget theory...really liked it and understood what there is of it and thought [Fred Thompson] and I were ahead of the field in this area. He always took the time to complement our work and always was promoting the works of other colleagues. Many owe him a great deal of thanks.

I liked Jack very much...gone but not forgotten.

—Larry Jones, Naval Postgraduate School

To me Jack Rabin was a professor, mentor, colleague and friend. Jack affected my life and those of everyone else around him.

I first met Jack when he was a freshly minted PhD and newly hired faculty member at Auburn University at Montgomery. To me Jack and Tom Vocino seemed to be twins since I never saw one of them without the other. In the spring of 2002 I took a course in public budgeting from Jack and wrote comprehensive exam questions for him while working on an MPA degree.

When I asked Jack for his advice about which of two law schools might be the best choice to attend his response was “Have you thought about getting a doctorate in public administration at Georgia? You could study under Bob Golembiewski, Frank Gibson, and Felix Nigro.”

Jack’s most unique contribution to the profession was to build the literature. He created opportunities for publication and offered them to his fellow academics and practitioners. His approach was inclusive rather than exclusive. Simply put, like the rest of us, Jack sought to find the holes and fill them. But unlike most of us, he smoothed the road for all who knew him.

I will miss most Jack’s phone calls which always began with words such as “Can I pick your brain for a minute?” “What do you think about...?” “Can you?” “I have an idea ...” “Can you help me...?” and “Can I send you another manuscript to review?” Voice mail messages always ended with “Call me back any time.”

—Sam Yeager, Wichita State University

Jack Rabin, originally my teacher, became a life-long friend and colleague. He introduced me to the academic career path, and helped nurture it along. But it was more personal than that. We double-dated, as my fiancé introduced him to the lady he married later that year. He introduced me to bagels, the Metropolitan Opera, and his professional norm of anti-elitism. Jack practiced what he preached. Inclusiveness and equity dominated his personal and professional behavior. Although I was at the creation of several journals, it was hard for me to anticipate the length (for example, 29 years for the “International Journal of Public Administration”) and impact such endeavors would have on a profession. Jack could look further down the road than anyone else. A virtual who’s who of authors have published in one or more of Jack’s books, book series, or journals, helping each person’s career advancement. Jack Rabin let the peer reviewers determine what was published instead of exercising editorial bias. The touchtone of his style was neutral competence, not politics. The impact of the publishing network he created was based on his role as a concierge (to offer keys to several publication outlets) instead of setting himself up as the gatekeeper to limit access only to his crowd. Quite the contrary, his crowd was all inclusive, and open to new members of the public administration profession as well as the top scholars. The Dekker Handbook series has been so successful that other publishers have appropriated the same titles. Jack’s dissertation on Chester Barnard’s zone of acceptance led to a life-long passion that included creation of The Barnard Society in the USA.

Jack was not one for formality and the dress-for-success crowd. I remember his car having ties in the back seat that were handy for quick ‘formal’ dress. His offices, and he had numerous ones (up to 4 at one time) were packed with files, reprints, and cast-off library books. Despite the clutter, he could find whatever he wanted. He purchased a microfilm machine to copy original documents from the Montgomery Bus Boycott and the Selma-to-Montgomery march as provided by the state police and the boycott and march organizers. This treasure trove of historical documents is now housed at the Penn State Library as a reminder of his ability to treat everyone equally, even if he vehemently disagreed with their views.

He was always generous with his time. His frequent (often weekly) phone calls raised the bar for my professional goals. But, his role as friend for over 30 years is what makes me miss him already.

—W. Bartley Hildreth, Wichita State University

I met Jack Rabin when I was a new, confident civilian, just released from the U. S. Army in 1972, wanting a masters degree. A planner told me about the program in Montgomery at Auburn; one person passed me on to another and then to Jack. Jack sold me on public administration – your mother is a city clerk and your father is a county farm agent – you have it in your blood. You're right, I said. He admitted me and, after the first paper in his class on organization theory, offered to help me learn to write (and I thought I had done a pretty good job). A little help became 34 years of something much greater. My experience parallels those of more people than I ever realized until now.

I know the early years with Jack in Montgomery taught me some things. I could work seven days a week, first at a weekday job as a regional economist and then nights and weekends as a graduate student. The graduate student part was more interesting because most of the night job took place in an infamous Bell Street office building in Montgomery that housed some of the first parts of the MPA program at AUM. With Jack's help I found everything from Descartes to the Sermon on the Mount to read closely and think about and talk through. He advised me on everything from how to format a curriculum vita to play handball, the last in a big, empty Bell Street conference room. He would take outrageous positions on issues. I grasped for even a simple, clear defense of what I had accepted without thinking about it. Everyday. He also introduced me to Kohlberg and Barnard and the great ideas in PA. Jack also published a monograph on the Planning Programming Budgeting System for the Bureau of PA at the University of Alabama at about the time I started AUM. In it, he has some limited admiration for planning. But nothing seemed to amuse him more than executive budgeting. A myth, he said. Who has the real power in budgeting, he asked? Congress, he answered. Wilson, FDR, LBJ? Read the Constitution, he said.

The mentorship deepened into a friendship while I studied with Jack's mentor Bob Golembiewski at Georgia. Along with the laboratory approach to organization change Dr. G was teaching, Jack offered Bart Hildreth and me the chance to help him apply the laboratory approach to teaching government budgeting. Small group theory and practical application, it all was, and it worked. [The third edition of the lab should come out in 2008, thirty years later.] How could anyone like me get a better opportunity than studying with all three of them? The budgeting lab came into being just as the Southern Review of Public Administration became Jack's focus. His idea of the journal came, I believe, from his belief in PA's history of ideas and how indispensable the history was to current research. When we talked through something I read in PAR or anywhere else, he asked – what's new? The test rested on the ability to argue differences from all the great ideas. I think the documentation of current research in the context of PA history led him on the publishing ventures that began with SRPA.

Through SRPA Jack forced me and many others to focus learning to what a broad audience could appreciate as sound. Jack introduced me to someone who he thought was sound, Herbert Kaufman and thinking about government agency immortality. Jack gave me the book. I reviewed the book, and he published it. I learned from Jack to see the historic PA ideas context, and then test the new against it in front of the world. At the same time, he taught a second lesson -- learn and publish.

Then, the last twenty years of Jack's life for me got spent following Jack's Rule #1 – Work!; if in doubt about anything, work some more – reading, analysis, writing, revising, and revising some more, whatever it took. I was not the only one. For Jack, the years saw SRPA become PAQ; IJPA appeared and then Journal of Health and Human Resources Administration (now JHSA), Administration and Policy Journal, Public Budgeting and Financial Management (now JPBAFM), Journal of Management History, Public Administration and Management, and more. In work led by Jack, over a thousand of us in public administration found a way to learn and, as a part of it, write books, author chapters and edit handbooks in what we may find to be the full documentation and analysis of the field in the context of its history of ideas. The body of work he motivated us to do may be the largest set of context-tested ideas and bibliographic essays any group in PA has produced.

Who could ever convince someone that the work ethic could make you happy? Jack didn't because his Rule #2 was not to let a weekday job get worrisome. He said the "real job" was the true interest someone had (what I thought at first was called a "hobby"). The real job for me came from Jack too (and became a lot more than a hobby), the willingness to take the time just to be curious about life, history; reading like never before about everything, from Virginia Durr in Montgomery to spy thrillers; and music. Jack had this contagious interest in Alabama civil rights era history, and did he ever love Carmen! . . . (no music before Beethoven and almost nothing after: no Wagner, of course, nothing that followed Schoenberg, and forget Shostakovich).

Jack gave a deeper meaning to the word "mentoring." He once told me he thought Lloyd C. Douglas was a Congregationalist pastor who made it big writing novels that often placed Bible stories in contemporary settings. But, Jack said the guy knew something. Perhaps Douglas knew about "the inveterate rainy-day economist" – a person who preaches "prepare for a rainy day." Douglas knew "It begins to rain on such people when they are thirty, and the sun never shines again." So much for planning, Jack said. Or, perhaps, Jack thought Douglas knew about unconditional gifts. Whatever Jack thought Douglas knew, Jack gave enthusiasm, shrewd but not cynical know how, good taste, a zest for living, and loyalty. He gave without conditions. Jack as a major builder in public administration during the time I knew him, from 1972 to 2006, took as much time as needed to make unconditional gifts. What a brother he was.

—Jerry Miller, Rutgers University at Newark

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