



San Francisco State University



**San Francisco State University  
Public Administration  
Program  
Faculty Activities  
Biannual Report:**

**2003-2004 / 2004-2005**

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*Public Administration Program Faculty Activities Biannual Report*

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This Biannual Report provides a picture of the activities of the faculty from the Public Administration Program at San Francisco State University—as teachers, collaborators, researchers, scholars and community participants. The core faculty are: Dr. Corey Cook, Dr. Sheldon Gen, Dr. Katherine Naff, Dr. Laurie Paarlberg, and Dr. Genie Stowers. Drs. Cook and Gen have joint appointments with the Department of Political Science-- Dr Cook's main appointment is there, Dr. Gen's is with Public Administration.

**Courses Taught**

***Corey Cook:***

- PLSI 200: American Politics, 3 times
- PLSI 473: California Government and Politics, 2 times
- PLSI 512: Urban Politics and Community Power
- PLSI / URBS 603-604: Public Service Internship and Seminar, 3 times
- PA 780: Urban Administration, 2 times
- PA 782: Community and Economic Development
- PA / PLSI 784: Intergovernmental Relations

***Sheldon Gen:***

- PLSI / PA 301: Public Administration and Democracy
- PLSI / PA 400: Introduction to the Public Policy Process, 2 times
- PLSI / URBS 480: Policy Analysis
- ENVS 450: Environmental Policy and Law
- PA 705: Research Methods in Public Administration, 3 times
- PA 715: Politics of Policy-Making and Implementation, 2 times
- PA 775: Program Evaluation

***Kathy Naff:***

- PA 700: Democracy and Public Administration, 2 times
- PA 705: Research Methods in Public Administration
- PA 725: Managing Human Resources, 2 times
- PA 752: Administrative Law
- PA 760: Diversity in Public Organizations
- PA 800: Capstone Course

***Laurie Paarlberg:***

- URBS 660: Nonprofits and Urban Life, 2 times
- PA 720: Managing Organizational Behavior
- PA 742: Strategic Management
- PA 744: Nonprofits, Society and Public Policy
- PA 745: Administration of Nonprofit Organizations, 2 times
- PA 747: Developing Nonprofit Resources
- PA 762: Leadership in the Public Sector

***Genie Stowers:***

- PA 490: The Public Service as a Career
- PA 730: Managing Public Budgets, 4 times
- PA 742: Strategic Management
- PA 800: Capstone Course, 3 times



**Associate Professor Kathy Naff at  
Commencement, 2005**

### **Independent Studies Taught**

- *Sheldon Gen*: Practicum in Evaluation
- *Kathy Naff*: Using Technology to Increase Capacity in the Latina Community
- *Kathy Naff*: New Public Management
- *Kathy Naff*: Current research on treatment of people with multiple chemical sensitivity
- *Kathy Naff*: The Role of Unions in Employee Discipline
- *Laurie Paarlberg*: Literature Review of On-line Fundraising
- *Laurie Paarlberg*: Planning in Bay Area Social Enterprises
- *Laurie Paarlberg*: Universal Preschool Public Policy Action Plan
- *Genie Stowers*: Financial Management Practices
- *Genie Stowers*: Information Management

### **Master's Theses / Projects Supervised**

- *Sheldon Gen*, Diana Harlick, "Needs Assessment of Informal Kinship Caregivers and the Children in their Care".
- *Kathy Naff*, George Matranga, "Community Partnerships in Schools".
- *Kathy Naff*, Frank Williamson, "Downtown Revitalization: A Case Study".
- *Kathy Naff*, David Vignol, "Innovations in Appellate Practice in the 9<sup>th</sup> Circuit Court of Appeals".
- *Laurie Paarlberg*, Robin Horner, "Use of Evaluation Processes in Foundations".
- *Genie Stowers*, Don Shepley, "Citizen Satisfaction with the Burlingame Police Department".
- *Genie Stowers*, Joyce Triano, "Gonorrhea and Human Immunodeficiency Virus in 9 Health Jurisdictions in California."
- *Genie Stowers*, Clarice Veloso, "E-Government in the Bay Area".
- *Genie Stowers*, Drena Robinson, "The Endangered Species Act: A Comparative Analysis of Section 9".
- *Genie Stowers*, Kuriko Yasui, "Tax Competition Among Nations".



**Assistant Professor Corey Cook (right) speaking with students Rickey Rickerson-Riesen and Joanne Chiu at Spring Reception, 2005**

### **Honors and Awards**

- *Corey Cook*: Department of Political Science, Selected as "Professor of the Year" by the Political Science Student Association, 2004, 2005.

### **Student Organizations Sponsored**

- *Corey Cook*: Faculty Advisor, Public Achievement Program, San Francisco State University. 2004-2005.
- *Corey Cook*: Faculty Advisor, Democracy Matters.
- *Corey Cook*: Faculty Advisor, Political Science Students Association, San Francisco State University. 2003-2005.
- *Kathy Naff*, Faculty Advisor, Pi Alpha Alpha Advisor.

**Academic Papers Presented at Conferences**

*Corey Cook:* "Ranked-Choice Voting in San Francisco: Assessing the Ease of Electoral Reform to an Alternative Voting System". (Co-authored with Francis Neely). Paper presented to the annual meeting of the Midwest Political Science Association, 2005.

*Corey Cook:* "On Ronald W Walters, White Nationalism, Black Interests: Conservative Public Policy and the Black Community". Paper presented to the annual meeting of the National Conference of Black Political Scientists, Arlington, Virginia, 2005.

*Sheldon Gen:* O'Neil, D., S. Gen, and G. Kingsley. "Understanding public managers' perceptions of privatization and its implications for public management." Paper presented to the Association for Public Policy Analysis and Management Annual Research Conference. Atlanta, Georgia, 2005.

*Kathy Naff:* "Representative Bureaucracy in South Africa: Success or Failure?" (co-

authored with Frederik Uys). Paper presented to the annual meeting of the Midwest Political Science Association, April 7-10, 2005, Chicago, IL.

*Kathy Naff* "Faultlines in the California Recall Election: Was There a Gender Gap?" (co-authored with Melissa Levitt). Paper presented to the annual meeting of the American Political Science Association, September 2-5, 2004, Chicago, IL.

*Kathy Naff* "The End of Affirmative Action and the Future of the Legal and Medical Professions in California." Paper presented at the annual meeting of the Midwest Political Science Association, April 15-18, 2004, Chicago, IL.

*Kathy Naff:* "Identity Politics and Local Political Culture: The Politics of Gender, Race, Class and Religion in Comparative Perspective" (co-authored



**Assistant Professor Sheldon Gen (far right) giving out graduation certificates at the Spring Reception, 2005**

with Richard de Leon). Paper presented at the annual meeting of the American Political Science Association, August 28-September 1, 2003, Philadelphia, PA.

*Laurie Paarlberg:* "The Impact of International Funders on Local NGO's" with Ann Marie Thompson. Paper presented at the 2003 Annual Meetings of ARNOVA, Denver, Co. Nov 20-23, 2003.

*Laurie Paarlberg* "Charitable gaming in Indiana: Framing the issues for understanding an oxymoron" with Robert Christensen, Becky Nesbitt and Richard Clerkin. Paper presented at the 2003 Annual Meetings of ANOVA, Denver, Co. Nov 20-23, 2003.

*Laurie Paarlberg:* "Charitable Bingo: Policy and Practice" with Robert Christensen, Becky Nesbitt and Richard Clerkin. Paper presented at the 2004 Annual Meetings of ARNOVA, Los Angeles, CA. Nov 19-23, 2004.

*Laurie Paarlberg:* "Disparities in Nonprofit Philanthropic Revenue across San Francisco Communities". Paper presented at the 2004 Annual Meetings of ARNOVA, Los Angeles, CA. Nov 19-23. Paper Presented at the West Coast Data Conference, San Francisco, CA. April 15-16, 2005.

*Laurie Paarlberg:* "Values management and the Design and implementation of A personnel Management system" with James L. Perry. Paper Accepted for presentation at the 2005 Annual Meetings of the Academy of Management Proceedings. Hawaii. August 9-12, 2005.

### **Other Conference Participation**

· *Corey Cook:* Discussant, Urban Politics Section, Western Political Science Association, Oakland, 2005.

· *Corey Cook:* Conference Participant, 2003 California Recall: Berkeley Post-Mortem.

· *Corey Cook:* Conference Participant, CSU-wide Civic Engagement "Train the Trainers" Conference. March 2004.

· *Corey Cook:* Conference Participant, Pat Brown Institute, "Governing California." 2004, 2005.

· *Corey Cook:* Conference Organizer, Center for California Politics Sacramento Conference. March 2004.

· *Kathy Naff:* Chair, panel on Human Resource Management Reforms in the Department of Homeland Security, Annual meeting of American Society for Public Administration, Portland, OR. Spring 2004.

· *Kathy Naff:* Chair, panel on the California's Recall Election. Annual meeting of the American Political Science Association, Chicago, IL, Fall 2004.



**Assistant Professor Laurie Paarlberg at Commencement, 2005**

### **Papers Submitted for Publication**

*Laurie Paarlberg:* "Values Management: Aligning Employee Values and Organization Goals" with James L. Perry. Submitted to Public Administration Review. Under review.

*Laurie Paarlberg:* "Liability of location: Exploring relationships between the revenue of nonprofit organizations and neighborhood characteristics" Submitted for review to Non-profit Voluntary Sector Quarterly. Under Review.

### **Publications**

*Corey Cook.* "Representing Black Interests and Promoting Black Culture: The Importance of African-American Descriptive Representation in the U.S. Congress." (with Andrew Baker). 2005. Forthcoming, DuBois Journal for Social Science Research.

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*Sheldon Gen*: Completed dissertation in 2004: "Meta-Analysis of Environmental Valuation Studies." Georgia Institute of Technology, Atlanta.

*Kathy Naff*: 2004. "Identity Politics and Local Political Culture: Some Comparative Results from the Social Capital Benchmark Survey" (co-authored with Rich de Leon). Urban Affairs Review 39 (6): 689-719.

*Kathy Naff*: 2004. "Federal Civil Service Reform: Another Legacy of 9/11?" (co-authored with Meredith Newman). Review of Public Personnel Administration 24 (3): 191-201.

*Kathy Naff*: 2004. "Responding to a Wake Up Call: An Examination of Federal Agency Diversity Management Programs" (co-authored with J. Edward Kellough). Administration and Society 36 (1): 62-90.

*Kathy Naff*: 2004. "From Bakke to Grutter and Gratz: The Supreme Court as Policymaking Institution" Review of Policy Research 21(3): 405-428.

*Kathy Naff*: 2003. "Ensuring Employment Equity: Are Federal Diversity Programs Making a Difference?" (co-authored with J. Edward Kellough). International Journal of Public Administration 26 (12): 1307-1336.

*Kathy Naff*: Forthcoming. "Prospects for Reform in California: A Triumph of Technique Over Purpose?" in Civil Service Reform in the States: A Progress Report, edited by J. Edward Kellough and Lloyd G. Nigro. SUNY Albany Press.



**Professor Genie Stowers reading commendation for Outstanding Student of the Year Susan Lopez at Spring Reception, 2005**

*Laurie Paarlberg*: 2005. "Charitable Bingo in Indiana: Issues and Implications" with Robert Christensen, Becky Nesbitt and Richard Clerkin. Accepted for publication in Nonprofit Management and Leadership. 15(4). Forthcoming. Summer.

*Genie Stowers*: A Primer on California Politics (2<sup>nd</sup> Edition). 2003. Brewster, Larry and Genie Stowers. Wadsworth Press.

*Genie Stowers*: The Public Agenda. 2003. Brewster, Larry and Genie Stowers. Wadsworth Press.

*Genie Stowers*: E-Commerce in E-Government. Forthcoming, 2005. Encyclopedia of Digital Government Hershey, Pennsylvania: Idea Group.

*Genie Stowers*: Computer-Based Training in the Public Sector. In Garson, David (Ed). 2005. Handbook of Public Information Systems (Second Edition) New York: Marcel Dekker.

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*Genie Stowers*: 2003. Introduction, E-Government Symposium. Stowers, Genie and Melitski, James, Editors. Public Productivity and Management Review.

*Genie Stowers*: 2003. Issues in E-Commerce, E-Procurement, and E-Government Service Delivery. In Pavlichek and Garson, David. Digital Government: Principles and Best Practices Hershey, Pennsylvania: Idea Group.

### **Technical Reports**

*Kathy Naff*: Academic Year 2003-2004 Evaluation of the Students Services (SSS-TRIO) Program First time Freshmen at San Francisco State University. Evaluation completed under contract between SFSU Public Research Institute and SSS-TRIO Program. November, 2004.

*Kathy Naff*: "Evaluation: SSS-TRIO Program, San Francisco State University, First-Time Freshmen, Academic Year 2002-2003." Evaluation completed under contract between SFSU Public Research Institute and SSS-TRIO Program. October, 2003.

*Kathy Naff*: *Reprisals in the U.S. Customs Service*. 2003. Consulting study funded by a contract with the U.S. Customs Service, Washington, DC. July, 2003.

*Laurie Paarlberg*: "Demo Evaluation Report: Final Report". With James L. Perry. Prepared for Crane Naval Warfare Center. Crane, Indiana. February, 2004.

*Genie Stowers*: "Performance Measurement in E-Government". Alexandria, Virginia: IBM Endowment for the Business of Government. December, 2004.

### **Grant Proposals Submitted**

- *Corey Cook*: Summer grant, Office of Community Service Learning, SFSU. 2005. "Program in California Governance and Public Service Leadership." \$5,000. Awarded.
- *Sheldon Gen*: Summer research grant, College of BSS, SFSU: "Contracting Out Spirit and Skills." \$3,000. Awarded.
- *Sheldon Gen*: Summer mini-grant, College of BSS, SFSU. "Environmental Justice and San Francisco's Wastewater System." \$3,000. PI Withdrawn.
- *Sheldon Gen*: The Business of Government, IBM. "Contracting Professional and Engineering Services in State Departments of Transportation: Trends and Management Issues." \$15,000. Not Funded.
- *Sheldon Gen*: Science to Achieve Results (STAR) Grant, US Environmental Protection Agency. "Valuing Ecological and Environmental Amenity Indices." \$211,190. co-PI. Under review.
- *Sheldon Gen*: Wastewater Master Planning Public Outreach contract, SF Public Utilities Commission. \$140,762. PI. Under review.
- *Laurie Paarlberg*: "Completion and Analysis of a San Francisco Nonprofit Database" submitted to San Francisco State University. Vice President's Assigned Time Award.
- *Genie Stowers*: Principal Investigator, National Science Foundation, "Assessment of Digital Government Outcomes", Submitted 2005, \$387,428. Under Review.
- *Genie Stowers*: Principal Investigator, IBM Endowment for the Business of Government Grant, "Funding Digital Government", Submitted 2004, \$15,000. Not Funded.
- *Genie Stowers*: Principal Investigator, IBM Endowment for the Business of Government Grant, "Performance Measures for Digital Government" Awarded, 2003. \$15,000.

**Program, College and University Service**

**University:**

- *Corey Cook*: Faculty Liaison to the American Democracy Project.
- *Corey Cook*: Faculty, Osher Life-Long Learning Institute. "Populism and Contemporary California Politics." Fall 2004.
- *Sheldon Gen*: Emergency Voluntary Employee Network (EVEN), SFSU: member of group of proximate SFSU employees who will assist Public Safety in emergencies; received training in emergency management system, first aid, and CPR.
- *Kathy Naff*: SFSU representative to the CSU Social Science Research and Instructional Council (2004 to present).
- *Kathy Naff*: SFSU Friends of the Library
  - o Secretary and Member of Executive Committee (2003 to present)
  - o Member, Board of Directors and Finance Committee (2001 to 2003)



**Laurie Paarlberg (center) and Kathy Naff (right) present an honorary membership in Pi Alpha Alpha to retiring faculty member Rich DeLeon at the Spring Reception, 2005**

- *Laurie Paarlberg*: California State University International Programs Applicant Evaluation Committee.
- *Genie Stowers*: Academic Senate, 2002-
  - o Academic Policies Committee, 2004 - .
  - o Executive Policies Committee, 2004 - .
  - o Elections Committee, 2004 -
  - o Academic Program Review Committee, 2002 - 2004.
- *Genie Stowers*: Gerontology Program Suspension Task Force, 2004 - .
- *Genie Stowers*: Tenured Faculty Review Committee, Gerontology Program, 2004.

- *Genie Stowers*: Proposal Evaluation Team, Center for the Enhancement for Teaching, 1997, 1998, 1999, 2000, 2001, 2002, 2004.

**College:**

- *Sheldon Gen*: Building Committee, BSS, SFSU, at large member: served on a committee preparing preliminary information for a future building for BSS and HHS.
- *Sheldon Gen*: Methods and Technology Committee, BSS, SFSU, Public Administration representative.
- *Sheldon Gen*: ENVIS Director Search Committee.
- *Sheldon Gen*: Speaker, BSS 275: "The Environment, the President, and You".
- *Kathy Naff*: Member, BSS Task Force on Diversity.
- *Kathy Naff*: Chair, Methodology-Technology Committee of the College of Behavioral and Social Sciences, SFSU (2000-2004).
- *Laurie Paarlberg*: BSS Council: Junior Faculty Representative, 2004-2005.
- *Kathy Naff*: Public Research Institute, SFSU Board of Directors (1997-present).

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- *Genie Stowers*: College of Behavioral and Social Sciences Building Committee, 2004 - .
- *Genie Stowers*: College of Behavioral and Social Sciences Strategic Planning Committee, 2003- .
- *Genie Stowers*: Retention, Tenure and Promotion Committee, Urban Studies Program, 2001 – 2004.
- *Genie Stowers*: Retention, Tenure and Promotion Committee, Department of Geography and Human Environmental Sciences, 2004.

### **Program:**

- *Sheldon Gen*: Recruited and coached MPA students through the PMF application process.
- *Laurie Paarlberg*: Led PA 742 students in strategic planning / visioning efforts for the Public Administration Program.
- *Kathy Naff*: Chair, Public Administration Program H RTP Committee (2003 to present).
- *Kathy Naff*: Chair, Program Director Review Committee (2004).
- *Kathy Naff*: Mentor, Sally Casanova Doctoral Fellowship Program for Anthony Guerrero-Soto (Fall 2003-2004).
- *Genie Stowers*: Program Director, 1997 – .

### **Community Service**

- *Corey Cook*: Founder, Program in California Governance and Public Service Leadership
- *Corey Cook*: Political Consultant, California politics, KPIX television. 2003-2004.
- *Sheldon Gen*: Northern California Peace Corps Association: board member; designed, conducted, and analyzed member service survey.
- *Sheldon Gen*: Girls on the Run San Francisco: evaluation of volunteers' experiences with this private non-profit after-school program for at-risk girls; consulted with executive director on other evaluation needs for her organization; involved 3 MPA students in research methods class.
- *Sheldon Gen*: Edgewood Center for Children and Families: evaluation of 6 workshops for relative caregivers; involved 2 MPA students in program evaluation class.
- *Sheldon Gen*: San Francisco Education Fund's Leadership Institute: member of the Technical Advisory Committee; coached the first class of Leadership Institute fellows; conducted a survey of National Board Certified Teachers on NBCT policies.



**Retiring faculty and Program founders  
Rich DeLeon (left) and Jack Osman (right)  
along with Gail Osman (center) at the  
Spring Reception, 2005**

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- *Sheldon Gen*: Interviewed by Channel 26 (Asian TV) on policy issues in the Presidential campaign.
- *Sheldon Gen*: Interviewed by Golden Gate Xpress on public policy issues.
- *Sheldon Gen*: San Francisco Food Bank: with PRI and directed by America's Second Harvest; provided data collection assistance for a national survey of food bank clients across the country.
- *Sheldon Gen*: San Francisco Education Fund: Speaker on "Influencing the Policy Process: Roles for Leadership Institute Fellows".
- *Sheldon Gen*: Stanford University's National Board Resource Center: Speaker on "Teacher Advocacy in Education Policy".
- *Sheldon Gen*: Galileo High School, SF: Speaker on "Introduction to Kenya".
- *Kathy Naff*: Expert member, Mayor's (of City/County of San Francisco) Advisory Panel on Civil Service Reform (2005-present).
- *Laurie Paarlberg*: Visitacion Valley Community Development Corporation: Provided consultation services for collaborative initiatives.
- *Laurie Paarlberg*: Learning to Give Foundation – Member, National Advisory Committee.

### Professional Service

- *Sheldon Gen*: ASPA: member of the San Francisco Bay Area chapter board.
- *Sheldon Gen*: Wellstone Action: attended weekend workshop on campaign strategy and management.
- *Sheldon Gen*: National Association of Environmental Professionals: formerly served on chapter development committee.
- *Kathy Naff*: Pi Alpha Alpha Honorary Society
  - o Member, Executive Council (1999 to 2003).
  - o Chair, Nominating Committee (Spring 2003).
  - o Faculty Advisor, SFSU (1999 to present).
- *Kathy Naff*: ASPA's Section on Personnel and Labor Relations
  - o Chair 2004 to present.
  - o Chair-Elect, 2002 to 2004.
- *Kathy Naff*: Public Administration Section, American Political Science Association
  - o Division Chair, 2005 conference (2004-present).
  - o Member Executive Council (2000-2004).
- *Kathy Naff*: Co-editor (with Meredith Newman), symposium on *Managing People in the 21<sup>st</sup> Century: The Federal Government Experience* for the Review of Public Personnel Administration. (2004): 24 (3).
- *Kathy Naff*: *Review of Public Personnel Administration*
  - o Member, Editorial Board (2001 to present).
- *Kathy Naff*: Member, Academic Advisory Board, Partnership for Public Service (2003 to present).
- *Laurie Paarlberg*: Reviewer for Academy of Management Conference (04/05).
- *Genie Stowers*: Member, National Executive Council, National Association of Schools of Public Affairs and Administration (NASPAA), 2002 – 2005.
- *Genie Stowers*: National Section on Health and Human Services Administration, American Society for Public Administration
  - o Treasurer, 1999- .
  - o Executive Committee Member, 1993- .

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- *Genie Stowers*: Section on Women in Public Administration
  - o Treasurer, 1998- .
  - o Executive Committee Member, 1996- .
- *Genie Stowers*: Co-Editor with James Melitski, E-Government Symposium. 2003. Public Productivity and Management Review.
- *Genie Stowers*: Associate Editor, International Journal of E-Government Research, 2004 - .
- *Genie Stowers*: Founding Member, Editorial Board, International Journal of E-Government Research, 2004 – 2007.
- *Genie Stowers*: Founding Member, Editorial Board, Journal of Lesbian and Gay Politics, 2003 - .
- *Genie Stowers*: Member, Editorial Board, Journal of the Academy of Strategic e-Commerce, 2002 - .
- *Genie Stowers*: Member, Committee on the Status of Lesbians, Gays, Bisexuals and the Transgendered in the Profession, American Political Science Association, 2002-2004 (Appointed by Association President).



**Faculty taking pictures of graduating students  
filing into Stadium for Commencement 2005**