



2024 Annual Congressional Report



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



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

To carry out this mission, the Academy draws on the knowledge and experience of its more than 1,000 Fellows—including former cabinet officers, Members of Congress, governors, mayors, and state legislators, as well as prominent scholars, career public administrators, and nonprofit and business executives. The Academy helps public institutions address their most critical governance and management challenges through in-depth studies and analyses, advisory services and technical assistance, congressional testimony, forums and conferences, and online stakeholder engagement.

Learn more about the Academy and its work at www.NAPAwash.org.

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GRAND CHALLENGES

IN PUBLIC ADMINISTRATION

The Academy's Role in Building and Maintaining Good Government

The 12 Grand Challenges in Public Administration were created as a roadmap to the “biggest challenges that government will face in the 2020’s,” and nearly halfway through the decade, each one seems prescient.

The Academy’s work has touched each of the challenges, in dozens if not hundreds of different ways, large and small.

In the following pages, we’ve highlighted some of the studies, reports, convenings and other work that the Academy has done in FY2024 that aligns with these Grand Challenges, and the way in which each builds upon the important work of supporting good government.

You will find links to the relevant pages and reports that contain the collected wisdom of Academy Fellows, Staff and experts we have convened.

For more information on the Grand Challenges, [visit the Academy site](#).

Protecting and Advancing Democracy

Strengthening Organizational Health and Performance in Government

Many public agencies have long struggled to build their workforce given laborious and time-consuming hiring practices, limited salary flexibilities, and promotion rules that value longevity over expertise and performance. Effective recruitment and retention practices are especially critical with the current wave of public service retirements.

This report is a playbook for agency leaders and managers with practical strategies and evidence-based practices to improve their agency's organizational health in order to achieve meaningful and measurable results. The report underscores how important a strong internal culture focused on high performance is to the delivery of essential public services.

Protecting Free and Fair Elections: The Vital Role of Public Administration

To assist the nation with this Grand Challenge, the Academy commissioned a team to conduct a review of electoral practices that can ensure free and fair elections through effective public governance and management. The Academy team developed a shared vision of election administration and identified leading practices for consideration by elected officials and election administrators. The team concluded that effective election administration consists of 3 major pillars:

- ◆ Voter experience
- ◆ Election security
- ◆ Election workforce

Federal Judicial Center Enhancing Efforts to Coordinate Best Workplace Practices Across the Judiciary

Pursuant to Congressional directive, the FJC partnered with the Academy for assistance with four research efforts and to coordinate best workplace practices across the judiciary.

This study:

- ◆ Assessed how the Model Employment Dispute Resolution (EDR) plans have been implemented in the courts and employing units
- ◆ Assessed how informal advice, assisted resolution, and formal complaint processes were working, and considered what type of information about their use ought to be collected and reported, balancing concerns about program effectiveness, confidentiality, and assessment
- ◆ Assessed the nature and level of educational and outreach efforts•
- ◆ Assessed the use of uscourts.gov and local court of appeals, district, and bankruptcy court websites to provide workplace information to the public and to employees; assessed if the provided information was complete, helpful, and accessible

The report includes a series of options for judicial consideration that look to improve the employee dispute resolution processes and mechanisms for communicating resolution resources.

For more info, [review the study here.](#)

Ensuring Environmental Sustainability

Establishing EPA's Indian Country Program Assessment Framework: Assessment and Planning Design

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

The Academy:

- ◆ Developed a plan that includes developing environmental data on tribes
- ◆ Bolstered stakeholder and community engagement
- ◆ Identified obligations established in statutes and regulations
- ◆ Identified information needed to assess compliance
- ◆ Developed a communication plan and training to help EPA effect change
- ◆ Introduced useful analysis tools, techniques, and guidance to improve EPA methodology

Disaster Resilience: Addressing Modern Housing and Infrastructure Resiliency Challenges

The Academy hosted practitioners and subject-matter experts twice in 2023 to discuss the challenges and opportunities of resilience planning in a federal system. Five themes emerged from those discussions as promising practices for all levels of government:

- ◆ Plan holistically
- ◆ Incorporate equity
- ◆ Collaborate and coordinate
- ◆ Target vulnerabilities
- ◆ Align and streamline assistance

This report provides an overview of the intergovernmental disaster resilience planning system. The reader should come away with an understanding of the system's complexity, and crucially, where and when their agencies might need to seek external assistance.

The Future Shocks Initiative & Support

In partnership with The IBM Center for The Business of Government and the IBM Institute for Business Value, the Academy continues its vital work to help government identify core capabilities critical to building resilience into its priorities and programs, and make meaningful progress addressing the Grand Challenges in Public Administration put forth by the Academy. The Future Shocks Initiative has resulted in eight published initiatives and continues to yield meaningful conversations about the future of governmental disaster preparation and resilience.

Managing Technological Changes

National Science Foundation Technology Innovation Partnership Evaluation

Pursuant to Congressional directive in CHIPS, the Director of NSF contracted the Academy to evaluate and make recommendations to efficiently and effectively implement the Directorate for Technology, Innovation, and Partnerships (TIP Directorate); and, evaluate and make recommendations to ensure coordination of the Directorate for Technology, Innovation, and Partnerships with other directorates and offices of the Foundation and other Federal agencies.

This study:

- ◆ Identified gaps in institutional practices, policies, and structures related to TIP performing its mission and mission-support functions
- ◆ Identified resources needed to support TIP in its mission delivery
- ◆ Identified opportunities for eliminating areas of unnecessary duplication, reducing waste, and improving efficiency
- ◆ Determined current plans for engaging with other directorates and offices of the NSF, and with other Federal agencies, to ensure coordination of the TIP Directorate with other NSF directorates and offices and other Federal agencies

The report is an assessment of the conditions for successful implementation, and not an evaluation of a mature program. It identified that TIP leaders have implemented multiple best practices in the development of the directorate, its programs, and relationships with stakeholders, and have created an organization that is poised to execute on the mission.

National Institutes of Health Central Services Organizational Assessment

The NIH contracted with the Academy to perform an eight-month independent review of NIH Central Services offerings to assess and optimize the NIH's Central Services mission as a shared service provider and its organizational capacity to meet its mission requirements. This review was the first to occur in 20 years.

This study:

- ◆ Assessed contract and project management issues that guide how the work should be supervised, coordinated, and implemented.
- ◆ Assessed the documentation and development of a comprehensive catalog of NIH Central Services offerings.
- ◆ Assessed IH Central Services governance and finance structure, supporting technology systems and processes, internal organization and infrastructure, and stakeholder engagement.
- ◆ Assessed the technical problems and gaps in NIH's Central Services model that would lead to improvements and defined future success and key performance indicators for improving NIH's mission as a shared service provider and its organizational capacity to meet its mission requirements.

The report outlines an approach to developing a consolidated electronic NIH Central Services

Catalog of offerings, provides recommendations for improving stakeholder engagement and customer experience, and provides guidance and recommendations to improve NIH's Central Services Enterprise Management's governance, shared service model, budget formulation, strategic planning, program evaluation and performance metrics, financial management, and information technology.

Strengthening Social & Economic Development

[The Impact of State Preemption on the Health Equity & Economic Security of Communities of Color in the Kansas City Metro Area \(In Progress\)](#)

The Academy is working with a team of researchers at the University of Kansas to examine the drivers and effects of state preemption laws in Kansas and Missouri that limit local government control over economic and housing policies. Through narrative analysis, the project will examine:

- ◆ The motivations behind state preemption and its influence on local governance.
- ◆ The direct consequences of these preemptive policies on communities of color, especially in terms of health and economic stability; and
- ◆ The broader implications on regional policy making and the potential for local innovation and advocacy in the face of state-level restrictions

[Reducing Homelessness: An Intergovernmental Challenge](#)

This study constructs a foundation for further dialogue with practitioners and experts at all levels on the issue of homelessness. It notes both ways the intergovernmental system has responded to this challenge and ways in which the structure of that system complicates the work of local people trying to fashion an agreement on and implement a strategy tailored to local circumstances.

From the experience of communities that have had some measure of success, the report highlights a set of basic tasks that people in any locality need to undertake to make their efforts effective and sustainable.

What does Good Government Look Like?



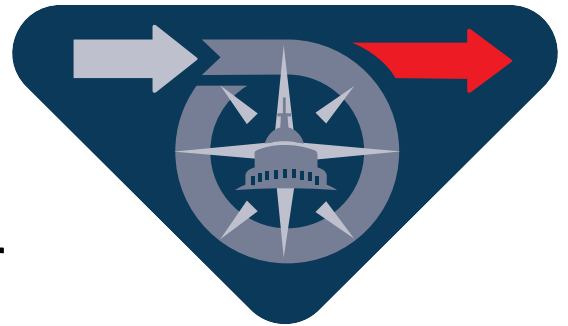
Each presidential election year, the Academy produces thought leadership on good government principles and practices. In 2024, that project was “Election 2024: What does Good Government Look Like?” A landing page collected testimonial videos, explainer one-sheets, podcasts and more.

If we seek to rebuild trust in government, we must show people what good government looks like, and how effective, accountable civil servants are vitally important to the process of building a trustworthy government at the local, state and federal levels.

For the more than 1,000 Fellows of the National Academy of Public Administration, the answer to the question of “What does good government look like?” becomes clear in the example. Our Fellows have broad experience in a variety of impactful agencies of all sizes. They’ve led large cities and small towns; they’ve managed organizations that range in staff from a dozen to hundreds of thousands.

The Academy’s Fellows and staff believe it’s important to demonstrate what our hardworking civil servants do for the American people every day. To show how they connect with the people they serve and use those connections to build stronger programs. To show how those relationships they build contribute to creating the good, effective government that hardworking taxpayers deserve.

To view the content from “Election 2024; What Does Good Government Look Like?” [visit the site here.](#)



The Agile Government Center

Agile Government principles emerged in a variety of different venues in 2024. In 2018, following a series of conversations between Office of Management and Budget officials and Academy Fellows, the Academy published a White Paper, “Strengthening Organizational Health and Performance in Government.” In 2023, OMB requested that the Academy refresh this framework for the new world of work and current governmental needs. A new study team completed the refreshed work this year.

The Future Shocks Initiative, driven by important external partnerships brought us to exciting new frontiers in resilient government, and in the years ahead is poised to share its principles beyond the borders of North America.

The Academy provided advice and a plan of action for the Selective Service System to use to incorporate Agile principles and practices into its strategic modernization and transformation process. The Academy also developed a series of training modules for delivery to SSS employees on how to lead an Agile transformation.

The AGC also continued its vital work coordinating with the Local Government 2030 project, helping to uplift local practitioners and leaders.

[Find out more about the Agile Government Center and learn how you can join the Agile Government Network.](#)

Center for Intergovernmental Partnerships



In its third year of operation, The Center for Intergovernmental Partnerships focused on urgent issues that have occupied the public mind for years, if not decades. They include rising homelessness, concerns over public benefits and fair and safe elections administration, building and maintaining climate resilient communities and more. The problems of the future require solutions that touch every level of government, and the Center has dedicated itself to starting crucial conversations and keeping lines of dialogue open.

The team has brought together practitioners, researchers, advocates, officials, and others and has developed frameworks for local partnerships that can truly move the needle for communities across the country.

Center staff have also contributed to the Academy's expanding body of state and local projects to support local governments with strategic planning, a government administration that serves every American, facilities usage, and federal agencies' coordination with state and local governments.

The Center's Annual Report, linked below, includes detail about all of these activities and more. Click through to read on.

[Find out more about the CIP's work in 2024.](#)

Diamond Anniversary Endowment Campaign Overview



Celebrating 60 Years of Impact and Vision for the Future

The Diamond Anniversary of the National Academy of Public Administration (Academy) represents a moment of reflection, celebration, and forward-looking action. This milestone underscores six decades of commitment to fostering excellence in governance, advancing good government, supporting public administrators and future public service leaders, and upholding the democratic values that bind our nation.

Through the Diamond Anniversary Endowment Campaign, the Academy is building the foundation for sustained impact and innovation to meet the governance challenges of the 21st century and overcome the barriers and obstacles to achieving good government for all.

The Vision: Good Government for a Thriving Democracy

Informed by decades of experience, the Academy recognizes the importance of accountability, transparency, and responsiveness in strengthening public trust. With an ambitious goal of raising \$5 million, the campaign envisions creating an endowment that generates a minimum of \$250,000 annually for agile, timely, and strategic initiatives that address our nation's most significant challenges to effective, efficient, and responsive good government.

This funding will ensure that the Academy can respond swiftly to pressing challenges and pioneer innovative solutions without the constraints of project-specific grants.

By embedding these principles into its future initiatives, the Academy aims to restore trust in public institutions, bridge partisan divides, and empower public servants with the tools and resources to excel.

Our Fellows

Our Fellows, comprised of both practitioners and researchers, are the bedrock of the Academy. They represent the very best in public administration and bring their unparalleled expertise to every Academy project and client engagement.

Our Fellows are involved in every aspect of the Academy's work as leaders of our funded studies; as writers, panelists, and advisors; and most often in gatherings of like-minded Fellows through our Standing Panels where they gather regularly as experts to discuss the most pressing issues in public administration.

Find out more about each standing panel and its work in 2024:

- ◆ [Standing Panel on Executive Organization and Management](#)
- ◆ [Standing Panel on the Public Service](#)
- ◆ [Standing Panel on Social Equity in Governance](#)
- ◆ [Standing Panel on the Intergovernmental System](#)
- ◆ [Standing Panel on International Affairs](#)
- ◆ [Standing Panel on Technology Leadership](#)

STANDING PANELS

The Standing Panel on Executive Organization and Management

Robert Shea, Chair; Scott Cameron, Vice Chair

The Standing Panel on Executive Organization and Management (EOM) had a highly productive Fiscal Year (FY) 2024. During this period, the Panel—together with distinguished guests, partner organizations, and Academy Fellows—focused on strengthening trust in government, anticipating the next Presidential transition, and exploring critical management agenda priorities. Grounded in evidence-based research, the Panel’s meetings and activities examined how to improve transparency, fairness, and openness in government operations. The panel’s work was also informed by global insights and frameworks, particularly those from the OECD and other leading institutions, to incorporate broader lessons into the U.S. context.

Building Trust in Government and Integrating Equity Principles

A central focus of the Panel’s efforts in FY 2024 was to address the persistent challenge of building trust in government. The Panel performed this work in collaboration with the Agile Government Center and with generous sponsorship from Cherry Bekaert. Drawing on research by Pew, Edelman, the OECD, and other experts, the Panel explored drivers of trust and practical steps governments can take to enhance their credibility. In particular, we examined the OECD’s recommended drivers of trust, including “Openness” and “Fairness.” We discussed how to ensure that all citizens, regardless of background, have the opportunity to participate fully in democratic institutions and that policies and services are delivered equitably. These discussions reinforced the importance of transparency, inclusive governance, consistent treatment of businesses and individuals, and overall responsiveness to community needs.

Presidential Transition and Management Agenda Priorities

In anticipation of the coming Presidential transition, the Panel considered how to leverage research on trust to inform the next administration’s management agenda. We connected insights from our trust-focused sessions to identify priorities that a new administration could adopt to improve performance, accountability, and stakeholder engagement. These concepts were tested and refined during discussions with senior executives and Academy Fellows at the AGA’s Professional Development Training, resulting in a published opinion piece and report outlining actionable steps to strengthen public management and promote sustainable trust-building measures.

Engagements and Highlights from FY 2024 Activities

The Panel facilitated a robust calendar of meetings, workshops, and joint sessions with other panels, reflecting the Academy’s collaborative spirit. Highlights include:

1. Fostering Government Excellence (Fall 2023):

We began with a presentation from the Bloomberg Center for Government Excellence, led by Executive Director Amy Edwards Holmes. She introduced an ambitious agenda for advancing government performance through data-driven approaches, leadership development, and innovation, especially at the local level.

2. Showcasing Local Government Practices (December 2023 & January 2024):

In a joint session with the Intergovernmental Systems (IGS) Panel, officials from Mesa, Arizona, demonstrated effective performance management practices at the municipal level. This was followed by Professor Obed Pasha from UNC’s School of Government, who illustrated how North Carolina communities are benchmarking results to foster constructive comparisons and targeted improvements. Both sessions reinforced how local solutions can inform broader reforms.

3. Exploring Technology, AI, and Data (February & March 2024):

The Panel hosted GAO's Chief Data Scientist and Innovation Lab Director, Taka Ariga, who discussed the transformative potential of AI in government. In March, OMB's representatives presented the Federal Program Inventory (FPI), spotlighting how digital tools and better data management can improve transparency, cross-agency collaboration, and program oversight.

4. Emphasizing Trust Research (April & July 2024):

Discussions with Lydia Saad and Jeff Jones of Gallup provided fresh public opinion insights, while a separate session highlighted OECD's latest global trust findings. Academy Fellow Dustin Brown was joined by the Head of OECD's Governance Indicators and Performance Division, to share OECD's recent work on trust and how enhancing our understanding of comparative international data and trust drivers should guide U.S. reforms.

5. Looking to the Future (May & August 2024):

The Federal Foresight Advocacy Alliance (FFAA) introduced a proposal for an Office of Federal Foresight, underlining the need for anticipatory governance. In August, Academy President and CEO Terry Gerton shared Frank Luntz's "Words that Work" survey and analysis, illuminating communication strategies that can better resonate with citizens. These forward-looking sessions encouraged the Panel to think strategically about the long-term approaches government needs to adopt if it is going to reverse declining trends in trust in government.

6. Informing the Next Presidential Management Agenda (July 2024):

Terry Gerton also initiated a discussion at AGA's annual conference in Denver that brought together senior government executives, many of whom were Academy Fellows, in a thoughtful discussion about what comes next in public administration. This collaborative review of potential priorities for the next administration led to the publication of an op ed, co-written by Gerton and Cherry Bekaert's Srikant Sastry, with a number of recommendations for the next administration.

Integrating Global Insights and Principles

Throughout FY 2024, the Panel's discussions and invited presentations underscored the importance of global benchmarks. By engaging with OECD experts and aligning our trust-building strategies with international best practices, the Panel advanced an agenda that is both evidence-informed and globally conscious. These dialogues helped frame the importance of openness, fairness, and equal opportunity as key pillars of public governance.

Conclusion and Next Steps

Over the course of FY 2024, the Standing Panel on Executive Organization and Management successfully integrated research findings, practitioner insights, and global lessons to chart a path toward more trusted, equitable, and effective governance. By focusing on trust, benchmarking local practices, leveraging data-driven tools, and anticipating Presidential transitions, the Panel delivered actionable insights to strengthen public management at all levels.

Standing Panel on the Public Service

Kimberly Walton and Sara Mogulescu, Chairs

The [Standing Panel on the Public Service](#) focuses on strengthening policies, systems, and practices that enhance workforce success in achieving public agency goals. It serves as a forum emphasizing the importance of human resources management at all levels of government and supports studies, reviews, and meetings to advance improvements in government workforce management.

In 2024, the Standing Panel operated under a revised charge, “Next Generation Public Service,” and concentrated on the following themes: public service education, technology and artificial intelligence, diversity, and modernizing the civil service. The panel continues to address the Grand Challenge to Modernize and Reinvigorate the Public service, focusing on creating actionable solutions.

2024 Accomplishments

Amplify Diversity, Equity, Inclusion, and Accessibility (DEIA) to Improve Social Equity in Public Service

- ◆ Engaged with the U.S. Office of Personnel Management (OPM) to provide substantial input on integrating DEIA principles into the **Executive Core Qualifications (ECQs)** to reflect the values and competencies needed in today’s workforce.
- ◆ Reinforced efforts to increase DEIA representation through expanded opportunities in programs such as the **Pathways Program** for early-career professionals.
- ◆ Strengthened collaborations with external partners via **Intergovernmental Personnel Act (IPA) agreements** to integrate diverse skills and viewpoints into federal agencies.

Strengthen Talent Management to Meet “Future of Work” Challenges

- ◆ Continued work on civil service modernization through discussions with federal workforce experts.
- ◆ Focused on developing innovative hiring strategies, performance management reforms, and pay system modernization.
- ◆ Released publications and hosted events addressing workforce challenges, including the evolving roles of technology and AI in public service.

Advance the Importance of Merit in the Public Service

- ◆ Emphasized the critical role of the **Merit System** in ensuring fairness and efficiency in public administration.
- ◆ Published thought leadership articles highlighting the value of merit and countering the rise of “at-will” employment in government.

Publications and Outreach

1. Government Executive Articles:

- “How a Culture of Unaccountability Permeates the Federal Government” (January 2024).
- Final paper in the “**New Model for Accountability in the Civil Service**” series (January 2024).
- Articles addressing hiring strategies, pay reform, and performance management in the federal workforce.

2. Pathways Program Feedback:

- Provided a formal proposal to OPM (April 2024), recommending improvements in talent acquisition, career progression, and performance management.

3. Podcast Participation:

- Featured in the *Management Matters* podcast, offering insights on performance accountability and workforce engagement.

2024 Meetings of the Standing Panel on the Public Service

DATE	TOPIC	SPEAKERS
January 2024	<i>Civil Service Accountability and Performance</i>	Jeff Neal, Kimberly Walton, and others.
April 2024	<i>Pathways Program Reforms</i>	Early-career professionals and workforce leaders.
October 2024	<i>Federal Workforce Reform Forum</i>	Thought leaders and policymakers discussing modernization initiatives.

Steering Committee Members

- ◆ **Panel Leadership:** Kimberly Walton (Chair), Sara Mogulescu (Vice Chair)
- ◆ **Members:**
Ellen Tunstall, Reggie Wells, Robert Tobias, John M. Palguta, Soraya Correa, Sharon Mastracci, Beth Blauer*, Trevor Brown*, Marcus L. Hill, Amanda Mullan, James-Christian Blockwood*, Jeffrey Neal, Don Kettl, Doris Hausser, Martha Dorris.

*New members in 2024.

Looking Ahead

The Standing Panel will continue advancing its mission into 2025, focusing on:

- ◆ Expanding partnerships with schools of public service to prepare the next generation of leaders.
- ◆ Hosting forums and publishing thought pieces on civil service modernization and workforce accountability.
- ◆ Exploring the impacts of AI and technology on public service delivery.

The Standing Panel’s work reflects its commitment to preparing federal agencies for the challenges and opportunities of the future workforce.

Standing Panel on Social Equity in Governance

Dr. RaJade M. Berry-James, Chair, Margaret Simms, Vice-Chair

The Social Equity in Governance Standing Panel continues to champion the “Leading by Convening” work agenda under the leadership of the panel chair, Dr. RaJade M. Berry James, and panel vice-chair, Dr. Margaret Simms. Our convening strategy is dedicated to embracing diversity, advancing equity, and driving inclusion across multiple industries, sectors, and levels of government.

The Standing Panel will continue to implement, monitor, and evaluate the social impact of the “Leading by Convening” strategy. Our Election 2024 project involved the development of equity-focused policy briefs and recommendations on issues, including education, policing, welfare, housing, and transportation.

Our “Leading by Convening” work agenda focused on strengthening networks, sharing innovative ideas, convening crucial conversations, and building leadership communities. In 2023, we began implementing our convening strategies to produce outputs through projects, panels, papers, or other sponsored activities. We continued to set the table by creating forums that foster social equity and advance equity in public governance. Among our fall forums was a conversation with Rehka Balu, a vice president at the Urban Institute, on their work on the DEI initiatives under the Biden administration.

Convening Conferences, Social Equity Leadership Conference was hosted by the following collaborators: SELC 2023 (University of Kansas); SELC 2024 (University of Connecticut); and SELC 2025 will be hosted by the Universities at Shady Grove.

Convening Thought-Leaders, Small group, open and closed meetings, with local, state, and federal executives as well as nonprofit and for-profit champions of social equity; Building Social Equity Future Leaders (SEFL); Supported SELC student travel grants; and continue to support our Standing Panel Social Equity Charter and Action Agenda.

Convening Conversations, HBCU and MSI subject-matter experts (SME) as well as professional association leaders offer a platform for dialogue and an opportunity for developing sustainable social equity strategies.

During this time period, our panel’s accomplishments include:

- ◆ NAPA Standing Panel Discussion on Centering Equity: Teaching & Learning: The panel hosted an interactive session on December 8, 2023, pushing forward recent DEI discourse and centering on equity in teaching and learning, convened by RaJade Berry-James (Chair) with Charity Scott (VCU Wilder School), Stevan Dozier (VCU Wilder School), Jan Rotich (Univ of Cincinnati), Stephanie Puella (University of Colorado – Denver), Theodore Johnson (UNO), Kareem Willis (Rutgers University – Newark) and NAPA Fellow Calvin Johnson (HUD).
- ◆ 2024 Social Equity Leadership Conference: The panel co-hosted the conference with Fellow Mohamad Alkadry at the University of Connecticut’s School of Public Policy, focusing on achieving diversity, equity, inclusion, and access in an increasingly divided world. The conference featured six tracks: Social Equity in the Face of Resistance, Public Policy and Social Equity, and Health Equity and the Social Drivers of Health. The Standing Panel elected to award up to ten (10) travel grants (\$500) to students presenting at SELC 2024.
- ◆ 2024 Philip J. Rutledge Leadership Award: Dr. Charles Menifield (Dean Emeritus & Professor, Rutgers University – Newark) was selected as the 2024 award winner.
- ◆ Working Papers for Election 2024: Standing Panel on Social Equity in Governance Fact Sheet completed, including: (1) State and Local Government to Advance Social Equity & (2) The Business Case for Improving Diversity, Equity, and Inclusion (DEI) in the Public Sector.

Standing Panel on the Intergovernmental System

Shelley Metzenbaum and Mark Pisano, Chairs

Working closely with the Academy's Center for Intergovernmental Partnerships, the Standing Panel on Intergovernmental Systems (Panel continued working to implement its strategic plan while supporting the Academy's strategic goals. The Standing Panel adopted the following three high-level objectives for its work over the next few years.

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

Dozens of Fellows work on projects and join meetings to consider intergovernmental challenges on homelessness, climate adaptation, managing data for greater impact, pooled purchasing, and other topics. The Panel works closely with other NAPA Standing Panels and others to identify and make progress on intergovernmental challenges. More detail about the Panel's work is described in this November 7, 2024 white paper on "Intergovernmental Best Practices for Societal Problem-Solving and Opportunity Advancement."

Highlights of the Panel's work include:

Homelessness. More than a dozen Academy fellows, led by Fellows Steve Redburn and Rich Callahan, produced a white paper sharing lessons from communities across the country working to prevent and reduce homelessness, with special attention to intergovernmental aspects of implementation. The paper focuses on five implementation areas:

- ◆ Committing to and Communicating Shared Goals and Strategies
- ◆ Network-Building
- ◆ Designing and Executing Integrated Services Delivery
- ◆ Collecting, Analyzing, Sharing, and Using Information to Inform Decisions and Action
- ◆ Building Sustainable Governing and Funding Structures

Many involved in homelessness prevention and response work found the white paper helpful. One person working at the national level, for example, said he wished he had read the paper when starting his job. The working group, with the same leadership, plans to continue working on this issue in the coming year.

Improving intergovernmental practices to address more frequent extreme weather events.

Working closely with the Standing Panel on International Affairs, the Standing Panel explored how to govern more effectively to deal with more frequent extreme weather events. One recent paper developed in partnership with the International Standing Panel, considers whether and how to apply the weather-ready nation paradigm adopted by the National Weather Service several years ago to building a changing-climate resilient nation.

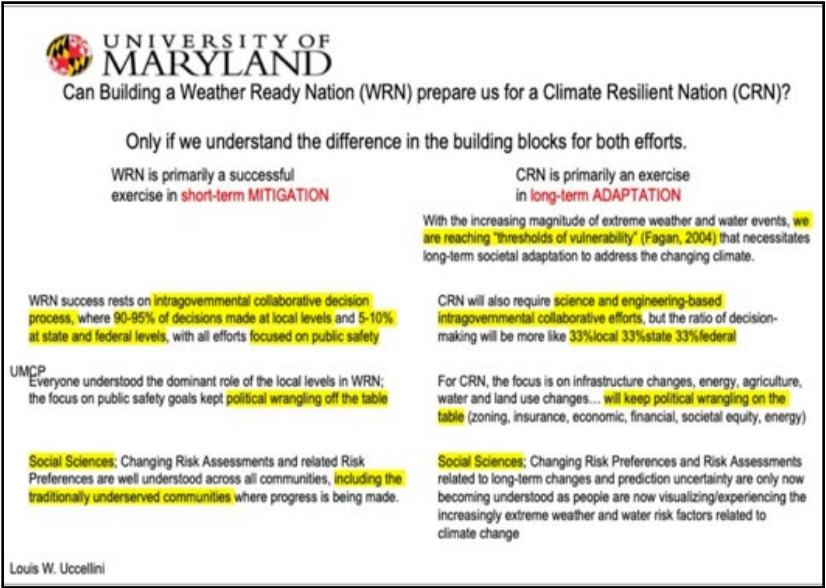
Best-practice benchmarking and better performance management.

Building on a recorded webinar the Panel organized in 2022 about best practice local government benchmarking featuring Fellow David Ammons, the Panel worked with the Standing Panel on Executive Organization and Management, Mid-Atlantic StatNet, and the Bloomberg Center for Government Excellence to identify examples of constructive cross-community benchmarking (not comparing to embarrass but comparing to find ways to improve). This partnership also organized a webinar on constructive within-community performance management to share better practices with practitioners and academics. The Panel convened and recorded two webinars in these areas:

- ◆ Building on the work of Ammons, UNC School of Government Professor Obed Pasha explained how he helps North Carolina local governments learn from and collaborate with each other constructively, not in a threatening way, using data-rich discussions supported by an online benchmarking tool.
- ◆ Mesa, Arizona manages performance in ways that help elected and appointed City policymakers and policy-implementing agency officials make better decisions. Mesa officials shared examples illustrating how it manages strategically and communicates data analyses in ways that make choices the City faces and likely effects of those choices more understandable to people in and outside government. See, for example, URL links on Slide 7 here.

Cooperative purchasing. The Standing Panel continues efforts to improve government’s procurement practices by piloting intergovernmental purchasing agreements.

- ◆ Improving Public Procurement Workflow-Online Shopping and Ordering. This paper describes a pilot collaborative effort between two of the nation’s largest counties to enable savings on purchased goods. The paper also discusses advanced technologies to improve and simplify procurement workflow integrating with agency Enterprise Resource Planning (ERP) accounting systems.
- ◆ From Pandemic to An Emerging Regional Local Agency Contract Exchange. The COVID-19 pandemic represented the single most difficult period in modern Public Procurement history. Still, it ultimately led to the development of a regional joint local agency purchasing effort between San Diego County (COSD) and Los Angeles County (LACo), representing a paradigm shift – a regional local agency intergovernmental initiative that established a new and transformative cooperative purchasing model.



- ◆ **Enhanced Infrastructure Financing.** The Panel explored if and how Enhanced Infrastructure Financing Districts (EIFDs) are a modern method to address intergovernmental challenges in California.

In the coming year, in addition to continuing the Panel's work on homelessness and dealing with the rise in extreme weather events over the last century and other effects of climate change, the Panel will start the search for lessons learned about more and less effective intergovernmental data handling, intergovernmental performance (including grants) management, intergovernmental oversight, intergovernmental incentives, and intergovernmental dimensions of finance and budgeting.

Standing Panel members want to give attention to clarifying objectives for each project (defining up front what success looks like), communicating our work more strategically, explicitly giving attention to equity and fairness aspects of intergovernmental efforts, partnership development, and fund-raising. In addition, we want to think about communicating more vividly and strategically about the role government plays contributing to the quality of American's lives plus whether and how to spotlight effects of proposed and actual changes to federal law and funding on the federal government's intergovernmental partners.

Standing Panel on International Affairs

Joe Westphal and Dan Guttman, Chairs

In 2024 the International Affairs Panel continued its effort to learn from comparing country approaches to governance of 21st century global challenges such as pandemics and extreme weather events attributed to climate change.

Summary:

Panel Theme: Learning from comparative governance approaches to common 21st century challenges, particularly where there is need to transform governance institutions and tools;

Panel Aim: draw on Academy governance strength; build where others are not; provide frameworks/hubs for scholars/practitioners to build on;

Panel Co-Chairs: Larry Cooley and Dan Guttman (Joe Westphal for the first part of the year;

Panel Steering Members (not exclusive; others welcome; Joe Westphal, Willene Johnson, Louise Comfort, Felicia Marcus, Evan Berman, Laurel McFarland, Patria de Lancer Jeulnes, Barry van Lare, Irving Williamson, Steve Redburn, Chris Mihm, Arnold Fields (ex officio);

Panel Focal Efforts

- ◆ Learning from country approaches to climate adaptation governance;
- ◆ Working with the Intergovernmental Panel to Develop NAPA as a hub for climate adaptation governance learning;
- ◆ Furthering comparative governance learning relevant to common 21st century challenges;
- ◆ Serving as a test for developing NAPA's understanding of international membership and the evolving rules for US National Academy/educational institution global cooperation;
- ◆ Using adaptation learning through engaging with the GAO with GAO and INTOSAI (International Organization of Supreme Audit Institutions);
- ◆ Extending NAPA's engagement with a range of US and global partners with no prior engagement with the Academy.

1. Learning from comparative governance of adaptation to climate impacts.

The UN Intergovernmental Panel on Climate Change (IPCC) identifies "governance," a core NAPA capacity, as the sole cross-continent "high level constraint" to adaptation to climate change impacts.

In 2021, NAPA began a project to learn from comparing country governance approaches to climate change impacts—more extreme and frequent floods, wildfires, heat, drought and longer-term effects such as sea level rise.

The project seeks to fill a void in developing a framework for cross-country learning from comparison for use by scholars and practitioners.

The initial challenges in providing a common framework for learning across countries with differing systems, cultures, histories were:

- Finding a way to characterize the relation among governance for adaptation and historic forms of natural disaster governance, environmental governance, and, most recently, greenhouse gas reduction (see Box below)
- Developing "points of entry" for country comparison. This effort included (1) selecting starting points among myriad potential points of governance comparison (for example, political and economic systems, natural resources, population, geographical size, historical and cultural differences); and (2) considering how English language governance concepts now used globally (such as "governance," "law," "policy," "transparency," "NGO,") may have different meanings in practice among different systems.

Drawing on prior environmental governance comparative work, the project began with comparison of Australia, China, and the US (with the Fudan University Institute for Global Public Policy as China co-sponsor). The co-authors of the initial report included scholars/practitioners affiliated with Duke University, Stanford University, University of California Santa Barbara, University of California Berkeley, Environmental Law Institute, Rand Corporation (US); Monash and Melbourne Universities (Australia); Tsinghua, Nanjing, Fudan, Shanghai Jiao Tong, City University of Hong Kong, Chinese University of Hong Kong, Hong Kong University of Science and Technology (China).

In 2024, the initial report was introduced to global audiences; for example: the report was introduced in Australia at a NAPA/Monash University (hybrid) workshop series on adaptation; in Brasilia (October, 2024), at an Executive meeting of the INTOSAI (International Organization of Supreme Audit Organizations) Climate Scanner project which brought together government audit officials from all global regions; at a training for League of Arab State Officials conducted at Fudan University in Shanghai (October, 2024); at a NAPA/Fudan workshop (virtual) which brought together scholars from universities in Ghana, Tanzania, South Africa and Zambia; at a Fudan/London School of Economics (hybrid) lecture series; at a (hybrid October 2024) Asia climate science gathering with speakers from Asia science academies; at a (October 2024) Maryland Forum on Innovation and cooperation, with support from Maryland state officials; and at the October 2023 Shanghai Forum.

Following the initial report, the project began work on next steps, including:

- A NAPA/Monash University workshop series with foci including the water sector, the role of the insurance industry, development of tools of risk analysis, and performance indicators;
- Development of workshop(s) to address global coastal city learning from ongoing impacts;
- Under direction of Panel member Willene Johnson, engagement of Africa colleagues; and
- Focus on core governance tools which may be in need of transformation for adaptation, including risk/data analysis and performance indicators.

In each element of this work, the Panel seeks to engage both NAPA Fellows and other US and global governance scholars, practitioners, and academics.”

2. Work with the Intergovernmental Panel to Develop NAPA as a hub for adaptation governance

The International Panel is working with the Intergovernmental Panel to develop NAPA as a hub for thought and research about the governance dimensions of climate adaptation.

2024 steps include:

- Preparation and presentation to the NAPA Board of a paper outlining a potential focal effort;
- Development of an (informal at present) NAPA adaptation working group;
- Engagement of further NAPA Fellows and counterparts beyond NAPA. The further engagement has included use of the NAPA network to assist GAO in legislative development (see below), participation with Australia counterparts in development of NAPA/Monash adaptation working groups, and convening of public webinars on the adaptation project (see the Panel website for videos).

3. Learning from comparative governance of other global challenges

In addition to the climate adaptation project, the Panel, under Panel member Evan Berman, is developing projects to learn from comparative experience in addressing core common governance challenges. Again, the aim is to provide novel and informative comparative governance perspectives.

In 2023, the Panel focused on cross-country learning related to considerations of equity in Covid management. (See the webinar video on the Panel website)

In 2024, the Panel focused on learning from country use of national plans. While not a feature of US government, in the 20th century national plans, particularly for economic development, were deployed globally. Today, national plans are increasingly relevant for 21st century issues, including climate adaptation and pandemics, and for new technologies such as AI.

In July of 2024, NAPA convened a working discussion of national planning. The workshop speakers came from all continents (save Antarctica). The workshop was in support of a special journal issue which will seek to establish a framework for continued learning from the application of national plans to 21st century challenges.

4. Exploring NAPA Policies and Protocol for International Membership

Following a September 2023 Board discussion, the Panel has worked to conceive/develop the concept of NAPA International Membership. The Panel prepared a concept paper for moving forward with international membership, which was presented to the Nominations Committee. Following discussion among NAPA leadership and Panel co-chairs, NAPA resolved to create a committee (Board members, International Panel co-chairs, others as appropriate) to address issues and processes raised by the Panel.

5. Assist GAO in domestic legislative development and engage with INTOSAI on the global “Climate Scanner” project

GAO climate staff asked NAPA International and Intergovernmental Panels to engage NAPA’s network to review GAO draft climate adaptation legislation.

To do so, the two Panels reached out to numerous sources of expertise among and beyond NAPA Fellows including US governance institutions (e.g. National Governors Association, National Conference of State Legislatures, Society of State Climate Officials), climate focused environmental organizations at universities, and nonprofit organizations.

The GAO introduced NAPA to INTOSAI, the global organization of Supreme Country Audit Institutions. INTOSAI is focused on climate through its “Climate Scanner” project. GAO is an active participant in the Project, which engages audit agencies from all global regions.

In September, the International Affairs Panel conducted a webinar to introduce INTOSAI and to mobilize potential cooperation. (The Panel website contains a video of the webinar). Active participants came from Brazil, Finland, Australia, China, US, and the World Bank. In October, Panel co-chair Dan Guttman attended the INTOSAI Climate Scanner Executive group planning sessions in Brasilia, presenting NAPA climate work and participating in discussions.

6. Engaging counterparts, domestically and globally, beyond Academy Fellows

Core to the International Panel work is engaging global scholars and potential institutional counterparts with relevant expertise and experience who have not previously engaged with NAPA and often have little awareness of NAPA.

The 23 co-authors of the initial report on climate adaptation governance include 19 non-NAPA affiliates, including leading science, law, policy, scholars/practitioners from a dozen leading Australia, China, US universities and research centers.

(Non-NAPA) co-authors have, in turn, engaged NAPA project team members in relevant workshops/conferences and potential projects they have been organizing in Australia, China, US, and globally, and introduced the project to multiple country and global networks in which they are engaged.

Adaptation and Mitigation (greenhouse gas reduction):**Adaptation is a challenge which may require governance system transformation***(From the Initial Comparative Adaptation Governance Report Executive Summary)*

Adaptation governance may require transformation of current governance concepts, assumptions, tools, and institutions. From the vantage of governance, mitigation and adaptation present profoundly different (though of course related) challenges. Mitigation is systemic; reductions in emissions of GHGs anywhere will lower concentration of these gases in the Earth's atmosphere. Mitigation strategies (similar to approaches to "traditional" air or water or soil pollutants) are often industry or sectoral based: reducing fossil fuel consumption and increasing renewables in the energy sector; increasing reliance on electric vehicles and mass transport in the transport sector; greening the food and building sectors. The mitigation focus often corresponds with traditional government organizational structures, such as departments or ministries of housing, transportation, energy, or agriculture. The key to mitigation is to build the largest possible coalition of actors willing to join forces to reduce emissions of GHGs on a global scale.

Adaptation, by contrast, is place-based. The timing and intensity of extreme of events varies among localities, and even within them. Preparation requires fine-grained (and predictive) data on precipitation and temperature at detailed temporal and spatial levels. To assess threats and vulnerability, details on local demography, topography, infrastructure, economy, ecology, and more are needed. Floods, for example, may ravage some parts of a city while leaving other parts of the same city unscathed; heat or fire impacts may vary with local demography, ecology, and infrastructure. Decisions on adaptation measures involve not only complexity and uncertainty, but also issues of equity and fairness. For example, which neighborhoods should be "defended", and which selected for "managed retreat." At the same time, climate impacts, such as floods, do not honor local jurisdictional boundaries. There must be coordination across governments, as well as with citizens.

Standing Panel on Technology Leadership

Dr. Alan R. Shark and Dr. Theresa Pardo, Chairs

The Technology Leadership Panel examines the latest trends in technology leadership, management, and governance for all levels of government. It also identifies effective practices for improving executive-level capacity and ways to assess and better appreciate the value of technology systems from an executive perspective.

The mission is to evaluate technology initiatives designed to improve public management and government performance. In support of this mission, the Standing Panel continues to provide at least four topical webcasts per year and seek out collaboration with other Academy Standing Panels where topics of interest intersect.

This being an election year, the panel worked with the NAPA Elections Working Group and presented a webinar, “Elections, Technology & Trust: Understanding the Benefits, Limitations, and Challenges.” During this period, the panel co-chair was invited to represent NAPA at a White House Briefing on Advancing Public Service.

The panel continues to focus on innovation through technology with a special emphasis on artificial intelligence and data governance.

During this period, members of the standing panel worked to secure a partnership between NAPA and publishing giant GovExec to produce an 8-part on-demand series, “AI and the Public Sector.”

This highly successful program led to the approval and commencement of two additional seasons and multiple awards. The overwhelming majority of panelists were Academy Fellows.

Further highlights of this period’s activities:

- ◆ **Panel Session: November 3, 2023, Technology Leadership in AI**
A Discussion on AI Leadership and Governance
- ◆ **Panel Session: February 14, 2024, For the Love of Tech Panel Session, offered as a facilitated discussion.**
A facilitated discussion on technology 2024 and beyond – setting the Panel agenda.
- ◆ **Panel Session: June 12, 2024, Elections, Technology & Trust: Understanding the Benefits, Limitations, and Challenges** (*with Elections Working Group*)
 - Alan Shark, Moderator
 - Adam Frumkin, Chief Information Officer, Franklin County, Ohio
 - Kristen Zebrowski Stavisky, Chief Election Official, New York State and Co-Executive Director, New York State Board of Elections
 - Jared Dearing, Senior Director of Election Best Practices, Center for Internet Security
 - Daniel Cox, Field Services Program Manager, U.S. Election Assistance Commission
- ◆ **Panel Session: July 9, 2024, AI Governance: A Critical Consideration of What’s Needed and Who Leads.**
 - Moderator: Theresa A. Pardo
 - Joel Gurin, President and Founder, The Center for Open Data Enterprise
 - David Bray, PhD Principal, LeadDoAdapt Ventures, Inc., Loomis Innovation Council Co-Chair & Distinguished Fellow
 - Douglas Robinson, Executive Director, National Association of Chief Information Officers (NASCIO)
 - Jason Snyder, Chief Information Office, Massachusetts
 - Kellee Franklin, PhD, AI Workforce Readiness Advisor and Strategic Relationships, MotisOneAI | CEO at Mindful Innovation Labs

Artificial Intelligence and The Public Sector (a collaboration between the Standing Panel on Technology Leadership and GovExec. Season 1

- Episode 1:** Artificial Intelligence (AI) in the Public Sector, October 23, 2023
- Episode 2:** AI-Driven Decision Making, October 30, 2023
- Episode 3:** AI Ready Workforce and Human Displacement, November 6, 2023
- Episode 4:** Ethical Considerations and AI Governance, November 13, 2023
- Episode 5:** Generative AI in Government Communications, November 27, 2023
- Episode 6:** AI, Chatbots, Comments, and Public Rule-making, December 4, 2023
- Episode 7:** AI-Enabled Cybersecurity, December 11, 2023
- Episode 8:** AI Technologies and Public Education, December 18, 2023

https://www.govexec.com/feature/NAPA_events-hub/

Special Award & Recognition

Award of Distinction from The Communicator Awards, "AI in the Public Sector," for Season 1. Category: Campaign-Public Service and Activism.

Development and Philanthropy

Honoring Jane and Mark Pisano and Their Legacy of Visionary Leadership



Visionary Leadership The National Academy of Public Administration (Academy) proudly celebrates an extraordinary philanthropic commitment by Jane and Mark Pisano: a \$300,000 gift to the Academy's Diamond Anniversary Endowment Campaign. This landmark contribution exemplifies the Pisanos' enduring dedication to transformative governance, public service, and fostering innovation across sectors to address society's most pressing challenges.

As highly distinguished Fellows of the Academy, Mark and Jane Pisano embody the values of leadership and civic responsibility. Their major gift represents more than a financial contribution—it is a catalyst for change. By supporting the endowment, the Pisanos empowered the Academy to advance its mission of strengthening public administration through innovative governance models, transformative partnerships, and impactful thought leadership.

The unrestricted nature of this commitment provides the Academy with the flexibility to address emerging challenges with agility and foresight. Whether tackling climate resilience, enhancing intergovernmental collaboration, or addressing systemic inequities, the Pisano gift ensures the Academy's capacity to continue to lead in times of uncertainty.

At its core, this philanthropic investment reflects a belief in the potential of governance as a transformative force. Mark and Jane's vision for a "foresight-driven approach" will help the Academy pioneer new institutional frameworks and foster coalitions that transcend traditional boundaries. This gift not only reaffirms the Academy's role as a convener of diverse stakeholders but also inspires other leaders to follow their example.

Through their generosity, the Pisanos challenge us all to imagine a world where good governance is not merely reactive but proactive, adaptive, and equitable. Their legacy will resonate in every initiative the Academy undertakes to shape governance solutions for future generations.

We extend our heartfelt gratitude to Jane and Mark Pisano for their exemplary commitment. Their gift illuminates a path forward for the Academy's next 60 years—one marked by innovation, resilience, and the unwavering pursuit of public good. It is a testament to the power of philanthropy to transform institutions and uplift communities. May their legacy inspire others to join in this vital mission, ensuring that the Academy remains at the forefront of excellence in good governance for decades to come. Together, we look to the future with confidence and purpose, knowing that the Academy's impact will only deepen, thanks to the generosity of visionaries like Jane and Mark Pisano.

Celebrating Visionary Leadership: Larry Cooley and Marina Fanning

In 2024, the National Academy of Public Administration reached a pivotal milestone, propelled by a transformative philanthropic gift from Larry Cooley and Marina Fanning. This extraordinary act of generosity underscores their lifelong commitment to advancing public administration and worldwide good governance.

In recognition of this unparalleled support, the Academy is proud to announce the establishment of the Cooley-Fanning Director of Strategic Initiatives and International Programs. This naming not only honors their legacy but also solidifies a path toward innovation and collaboration in addressing critical challenges in public administration globally. Dr. Joseph Mitchell III, Ph.D. is proud to serve as the inaugural Cooley-Fanning Director of Strategic Initiatives and International Programs.

Larry Cooley and Marina Fanning, renowned leaders in international development and governance, have long championed the values of inclusivity, strategic thought, and action-oriented collaboration. Their gift ensures that these principles remain at the forefront of the



Academy's mission. By supporting this directorship, the couple has advanced the Academy's sustainability to deepen its engagement in global initiatives—from advancing democratic governance to addressing gender equity and fostering international partnerships.

The Cooley-Fanning Director will serve as a cornerstone for the Academy's efforts to pioneer solutions to pressing global challenges. This role embraces mentorship programs for emerging leaders, initiatives promoting ethical AI governance, and projects aimed at strengthening democratic institutions in developing countries. Reflecting Larry and Marina's profound commitment to empowering women in leadership, the directorship will also integrate efforts to reduce gender disparities in public administration within their works.

"Larry and Marina's vision exemplifies the power of philanthropy to drive meaningful change," said Teresa W. Gerton, President and CEO of the Academy. "Their generosity amplifies our capacity to innovate and address complex global issues in public administration, inspiring future leaders to follow their example."

"The impact of this gift extends beyond financial support. It is a call to action for others to join in shaping the future of public administration. The Cooley-Fanning legacy will not only bolster the Academy's endowment but also further inspire a culture of strategic philanthropy that champions excellence in good governance. As the Academy celebrates this transformational partnership, it invites other visionaries to contribute to its mission of fostering resilient, inclusive, and effective institutions worldwide."

Through the Cooley-Fanning Director of Strategic Initiatives and International Programs, Larry and Marina have set a precedent for what it means to invest in the future of good governance worldwide. Their gift stands as a beacon of hope and an enduring testament to the transformative power of leadership, innovation, and service.

Our Support: Announcing The Macomber-Weil Directorship

In 2024, the National Academy of Public Administration proudly announced the Macomber-Weil Named Directorship within the Center for Intergovernmental Partnerships (CIP). This visionary honor is both a tribute and a continuation of the profound legacies of John Macomber and Frank Weil, whose enduring contributions to public service and collaborative governance have transformed the landscape of intergovernmental innovation. Dr. Nancy Augustine, Ph.D., serves as the Center’s inaugural Macomber-Weil Director.

Rooted in the shared values of these exemplary leaders, the Macomber-Weil Directorship is a living legacy designed to inspire action and empower solutions. Reflecting Frank Weil’s groundbreaking “Intersector Project,” this directorship reinforces the belief that sustainable governance requires synergy among federal, state, local, and private sectors. Similarly, it embodies John Macomber’s steadfast commitment to civic leadership and his dedication to advancing cross-sector partnerships as vehicles for meaningful, systemic change.



John Macomber

This new directorship will champion initiatives that align with the ideals of Macomber and Weil, including:

- Promoting Intergovernmental Collaboration: Building bridges across levels of government to foster innovative and cohesive responses to pressing societal challenges.
- Advancing Governance Innovation: Harnessing the power of collaboration to develop sustainable solutions for the 21st century.
- Developing Future Leaders: Nurturing the next generation of public servants through mentorship, research, and practical engagement in real-world governance challenges.
- Addressing Emerging Issues: Enabling adaptive, flexible responses to governance challenges through CIP’s strategic frameworks and initiatives.



Frank Weil

The Macomber-Weil Directorship exemplifies the Academy’s mission to solve complex governance challenges through visionary leadership. It stands as a testament to the transformative power of dedication, innovation, and collective action—hallmarks of John Macomber and Frank Weil’s enduring impact. Together, inspired by their example, we move forward to write the next chapter in public service excellence.

FY2024 Outcomes

The Business Development and Philanthropy Team is pleased to share the outstanding FY2024 outcomes, which your support made possible. Thank you!

1. Together we continued to cultivate and expand the Academy's partnerships, collaborations, and partnerships toward our revenue diversification and sustainability efforts.
2. Together we achieved a record-shattering sixty-two individual donors who contributed at least \$1,000 or more.
3. Together, we earned philanthropic and partnership cash revenues (excluding In-Kind support and Annual Meeting sponsorships) of \$951,729.64 and exceeded the target by 163.5%.
4. Together we attained overall philanthropic and partnership revenues (including In-Kind support and Annual Meeting sponsorships) of \$1,431,763.01 and exceeded our target by 241.5%.
5. Together we launched the Academy's Diamond (60th) Anniversary Endowment campaign, and we are closing in on the Endowment Campaign's \$5 million goal!
6. Together, we raised \$3,012,980.84 (inclusive of a \$2M Board Leadership Gift, pledges, and legacy gifts) for the Endowment from 45 donors.
7. The Academy's innovative work in our Center for Intergovernmental Partnerships inspired the Hickrill Foundation to make a gift to our campaign and establish the newly named "Macomber-Weil Director" of the Center for Intergovernmental Partnerships. Dr. Nancy Augustine is the first Macomber-Weil Director, whose named-directorship honors the late, highly esteemed leaders in good government, John Macomber and Frank Weil.

FY 2024 DONOR ROLL

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SPONSORED EVENTS

October 2023

- ◆ Shared Services Leadership Coalition
- ◆ Working Forward Forum

November 2023

- ◆ Academy Annual Meeting
- ◆ Shared Services Leadership Coalition
- ◆ Working Forward Forum

December 2023

- ◆ Shared Services Leadership Coalition
- ◆ Working Forward Forum

January 2024

- ◆ Shared Services Leadership Coalition
- ◆ Working Forward Forum

February 2024

- ◆ Shared Services Leadership Coalition
- ◆ Working Forward Forum

March 2024

- ◆ Shared Services Leadership Coalition
- ◆ Working Capital Fund Symposium with Cherry Bekaert

April 2024

- ◆ Data Analytics Series with McKinsey & Company
- ◆ Local Government 2030 Quarterly Association Meeting
- ◆ Shared Services Leadership Coalition
- ◆ Working Forward Forum

May 2024

- ◆ Fraud Analytics Roundtable with the IBM Center for the Business of Government
- ◆ Shared Services Leadership Coalition
- ◆ Working Forward Forum

June 2024

- ◆ Cherry Bekaert State Cost Collaborative Forum
- ◆ Shared Services Leadership Coalition
- ◆ Working Forward Forum

July 2024

- ◆ Future Shocks Roundtable on Cyber Resilience with the IBM Center for the Business of Government and the IBM Center for Business Value
- ◆ Local Government 2030 Quarterly Association Meeting
- ◆ Shared Services Leadership Coalition

August 2024

- ◆ Fraud Analytics Roundtable with the IBM Center for the Business of Government
- ◆ Shared Services Leadership Coalition

September 2024

- ◆ Shared Services Leadership Coalition
- ◆ Working Forward Forum

Conferences



2024 Social Equity Leadership Conference

This year's event was hosted by the University of Connecticut, Stamford Campus, and Professor Mohammad AlKadry.

Inaugural H. George Frederickson Lecture

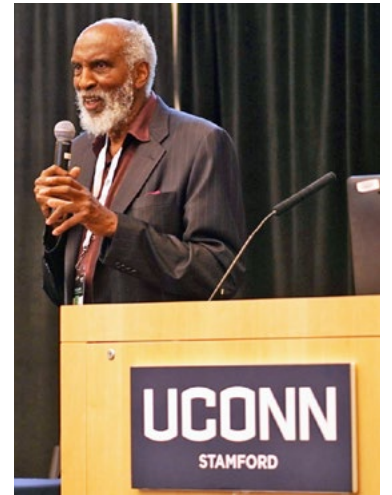
This year's Frederickson lecture was delivered by Professor John A. Powell, Director of the Othering & Belonging Institute at University of California Berkeley.

Frederickson challenged the field of public administration to address social inequities he saw in his early career. The Academy established the lecture series upon his death, hoping to raise enough money to sustain the series for 10 years, but raised enough in the first fundraising round to keep it endowed for the foreseeable future.

2023 Annual Fall Meeting

The 2023 Academy Fall Meeting was held November 1-3, 2023, in Washington, D.C. at the Grand Hyatt Hotel.

The annual Elmer B. Staats Lecture was delivered by Louis Uccellini, former head of the National Weather Service, on the topic of "Creating a Weather-Ready Nation."



The annual James E. Webb Lecture was delivered by General William J. Walker, former Sergeant at Arms of the US House of Representatives.



Awards

George Graham Award for Exceptional Service to the Academy

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

The 2023 George Graham Award recipient was David S.C. Chu, Former President and Chief Executive Officer, Institute for Defense Analyses.



Herbert Roback Scholarship Award

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

The 2024 Herbert Roback Scholarship was awarded to Ignacio Albe, Georgetown University & Jada Fraser (not pictured), Georgetown University.



The Louis Brownlow Book Award

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



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

The 2024 Herbert Roback Scholarship was awarded to Claire Dunning, Assistant Professor, School of Public Policy at the University of Maryland, College Park; Author of "Nonprofit Neighborhoods: An Urban History of Inequality and the American State."

The Elliot L Richardson Prize

The Elliot L. Richardson Prize is presented biennially to individuals possessing the public service virtues exemplified by Elliot L. Richardson, an Academy Fellow. Mr. Richardson was an exceptional public servant and the only individual in our nation's history to serve in four Cabinet positions in the U.S. government: Secretary of Health, Education and Welfare (HEW), Secretary of Defense, Attorney General, and Secretary of Commerce.

In 2010 the National Academy acquired the Elliot L. Richardson Prize Fund – a \$1.2 million endowment that supports a periodic award to one or more individuals for excellence in public service (when there is more than one award the prize monies are split among the awardees). The amount of the prize is determined by the fund Board of Directors and has typically been \$50,000. Consistent with the public-spiritedness of Elliot L. Richardson, recipients of the award are required to designate one or more charities to receive half the prize amount they are awarded.



The 2023 Elliot L Richardson Prize was Awarded to Adm. Thad Allen and Gov. David Beasley.

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IN MEMORIAM

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



PETE ANDREWS



DON BENNINGHOVEN



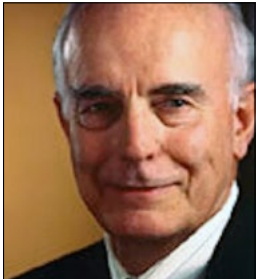
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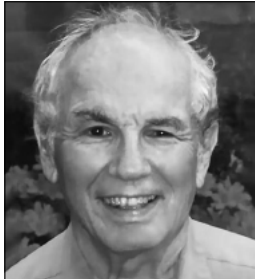
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FOSDICK**



DAVID GARDNER



J. RUSSELL GEORGE



HOWARD HALLMAN



MARY HAMILTON



NICHOLAS HENRY



LOU KERR



**SANDRA DAY
O'CONNOR**



GEORGE LATIMER



MICHAEL QUINLAN



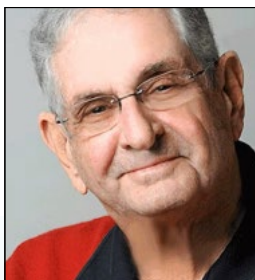
INGRID REED



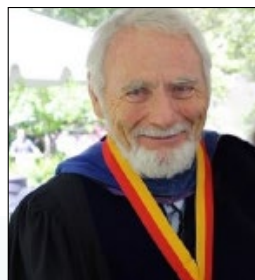
ALLAN ROSENBAUM



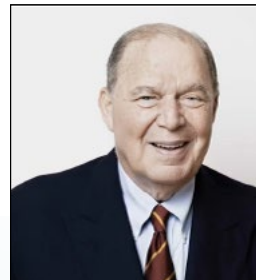
DAN SKOLER



EUGENE SMOLENSKY



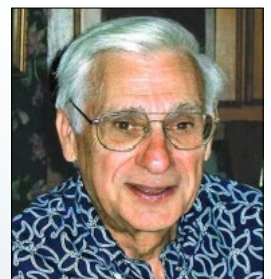
GARY WAMSLEY



FRANK WEIL










LYLE WRAY



ALFRED ZUCK

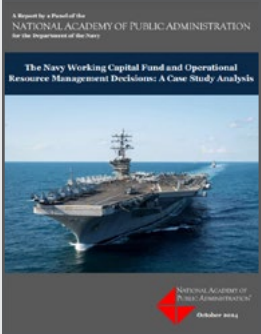



STUDIES COMPLETED IN 2024




SOURCE	ORGANIZATION	BRIEF SUMMARY
Congressionally Directed	<div>National Science Foundation</div> <div></div>	<div>Technology, Innovation, and Partnerships (TIP) Directorate Review</div> <div>Completed November 2023</div> <div><i>The CHIPS and Science Act of 2022 directed the Academy to conduct an assessment of the organizational and management structure of the NSF's TIP directorate to evaluate and make recommendations to efficiently and effectively implement the Directorate for Technology, Innovation, and Partnerships and to ensure coordination with other directorates and offices of the Foundation and other Federal agencies.</i></div>
	<div>Center for Intergovernmental Partnerships</div> <div></div>	<div>Disaster Resilience: Addressing Modern Housing and Infrastructure Resiliency Challenges</div> <div>Completed January 2024</div> <div><i>The CHIPS and Science Act of 2022 directed the Academy to conduct an assessment of the organizational and management structure of the NSF's TIP directorate to evaluate and make recommendations to efficiently and effectively implement the Directorate for Technology, Innovation, and Partnerships and to ensure coordination with other directorates and offices of the Foundation and other Federal agencies.</i></div>
Partnership	<div>U.S. Agency for International Development Office of the Inspector General (USAID OIG)</div> <div></div>	<div>U.S. Agency for International Development Office of Inspector General Strategic Planning Services</div> <div>Completed February 2024</div> <div><i>The Academy conducted a multi-phase assessment of the USAID OIG, focusing on the organization's strategic plan update, vision and values review, and human capital management guidance.</i></div>
	<div>National Institutes of Health (NIH)</div> <div></div>	<div>Central Services Organizational Assessment</div> <div>Completed March 2024</div> <div><i>The NIH contracted with the National Academy of Public Administration (the Academy) to assess its Central Services mission as a shared service provider and its organizational capacity to meet its mission requirements efficiently and effectively. The report offered recommendations focusing on customer experience and engagement, governance, budget formulation, and strategic planning.</i></div>
Federal Agency		
Federal Agency		

SOURCE	ORGANIZATION	BRIEF SUMMARY
Internal	<div>National Academy of Public Administration</div> <div></div>	<div>Protecting Free and Fair Elections: The Vital Role of Public Administration</div> <div>Completed April 2024</div> <div>The Academy created a team to conduct a review of electoral practices that can ensure free and fair elections through effective public governance and management.</div>
Federal Agency	<div>Office of the National Cyber Director (ONCD)</div> <div></div>	<div>Office of the National Cyber Director Listening Sessions</div> <div>Completed May 2024</div> <div>The Academy team assisted ONCD with their development of a National Cyber Workforce and Education Strategy to improve cyber awareness, education, and training, and to increase the diversity of and talent pipeline for the national and federal cyber workforce. In order to determine the best course of action, and what public-private partnership approaches are conducive to ONCD implementing the National Cyber Workforce and Education Strategy with private sector partners, the Academy team designed, planned, and facilitated stakeholder engagement listening sessions and developed a white paper with a recommended public-private partnership approach.</div>
Congressionally Directed	<div>Federal Judicial Center (FJC)</div> <div></div>	<div>Federal Judicial Center Enhancing Efforts to Coordinate Best Workplace Practices Across the Judiciary</div> <div>Completed July 2024</div> <div>Pursuant to Congressional directive, the FJC partnered with the Academy for assistance with four FJC research efforts and to coordinate best workplace practices across the judiciary. The report includes a series of options for judicial consideration to improve the employee dispute resolution plan implementation and mechanisms for effective communication regarding resolution resources.</div>
Local Government	<div>Montgomery County Community Use of Public Facilities (CUPF)</div> <div></div>	<div>Fee Structure Implementation Assessment</div> <div>Completed July 2024</div> <div>The Academy subcontracted with Quality Metrics to help them assess the CUPF fee structure and advise CUPF on how best to update it.</div>

SOURCE	ORGANIZATION	BRIEF SUMMARY
Sponsored	<div>Haynes Foundation</div> <div></div>	<div>Modern Climate Adaptation Governance and Financing Strategies</div> <div>Completed August 2024</div> <div><i>This report focuses on local-level climate-change impact and options that local governments can leverage to create a wide range of possibilities for collaboratively addressing the issue.</i></div>
Partnership	<div>Data Funders Collaborative</div> <div></div>	<div>Field Guide for Financing Integrated Data Systems and Evaluation in the Public Sector</div> <div>Completed August 2024</div> <div><i>With support from the Data Funders Collaborative, the Academy team developed a plain-language field guide that is widely accepted and understood by agencies across all levels of government. It provides an easy-to-use roadmap for financing integrated data systems and evaluation projects that can sustain an audit, drawing on best practices and lessons learned from diverse stakeholders at all levels of government and across sectors.</i></div>
Federal Agency	<div>U.S. Department of Health and Human Services</div> <div></div>	<div>Program Support Center (PSC) Organizational Assessment</div> <div>Completed September 2024</div> <div><i>Working in a subcontractor capacity with The Parnin Group, the Academy supported this assessment that analyzed technical, functional, and operational aspects of PSC, which included a mission analysis and an organizational capacity assessment.</i></div>
Federal Agency	<div>Office of Management and Budget</div> <div></div>	<div>Ensuring Excellence: A Guide for Cultivating Healthy High-Performing Agencies</div> <div>Completed September 2024</div> <div><i>The playbook identifies actions that federal agency leaders, operational unit managers, and central management agencies (the Office of Management and Budget, Office of Personnel Management, and the General Services Administration) can take to strengthen organizational health and performance.</i></div>
Federal Agency	<div>Environmental Protection Agency</div> <div></div>	<div>Designing an Assessment Framework for Direct Implementation in Indian Country</div> <div>Completed September 2024</div> <div><i>The EPA, Office of International and Tribal Affairs, and the American Indian Environmental Office contracted with the National Academy of Public Administration to develop an Indian Country Program Implementation Assessment Plan, allowing the EPA to conduct efficient reviews of its direct implementation program.</i></div>

STUDIES CURRENTLY IN PROGRESS (2024)

SOURCE	ORGANIZATION	BRIEF SUMMARY
Federal Agency	<div>U.S. Navy Working Capital Fund</div> <div></div>	<div>Assessment of the Service Level Agreements</div> <div>In progress</div> <div>The U.S. Department of the Navy contracted with the Academy to conduct an assessment of the Navy Working Capital Fund</div>
Federal Agency	<div>Federal Bureau of Prisons (BOP)</div> <div></div>	<div>Health Services Division Healthcare Quality Assessment</div> <div>In progress</div> <div>The Academy team is participating as a subcontractor to Jefferson Consulting to conduct this assessment that will provide a comprehensive assessment of the quality of healthcare delivery and assess the alignment of BOP's organizational structure with health care delivery and management..</div>
Federal Agency	<div>National Telecommunication and Information Administration (NTIA)</div> <div></div>	<div>IT Organizational Assessment</div> <div>In progress</div> <div>This assessment will evaluate and recommend enhancements to NTIA's IT framework, ensuring it supports its operational and strategic needs efficiently. The Academy will focus on IT and organizational assessments as well as future state planning, examining the IT division's organizational structure to evaluate staffing levels, roles, responsibilities, and operational processes against industry best practices and benchmarks from similarly sized organizations.</div>
Federal Agency	<div>HHS Program Support Center</div> <div></div>	<div>PSC Organizational Assessment Follow-Up Support</div> <div>In progress</div> <div>As a subcontractor to The Parnin Group, the Academy team is supporting the execution of strategic and organizational improvement plans, conducting offsite leadership meetings for strategic planning purposes in an effort to develop a strategic plan that aligns with the organization's mission and long-term goals. This plan will include actionable steps for executing the strategic and improvement plans.</div>

SOURCE	ORGANIZATION	BRIEF SUMMARY
Congressionally Directed	<div>Federal Aviation Administration (FAA)</div> <div></div>	<div>Assessment of Partnerships within Unmanned Aircraft Systems (UAS)</div> <div>In progress</div> <div>As part of the FAA Reauthorization Act of 2024, the Academy will assess the current state of partnerships for research, development, demonstration, and testing of Unmanned Aircraft Systems (UAS) and provide the FAA with recommendations and strategies to more effectively promote the development of UAS and advanced air mobility and ensure the safe integration of UAS into the national airspace system.</div>
Federal Agency	<div>National Oceanic and Atmospheric Administration (NOAA)</div> <div></div>	<div>Office of Human Capital Services (OHCS): Human Resources Services Assessment</div> <div>In progress</div> <div>As a subcontractor to the Parnin Group, the Academy Team is supporting an assessment of the organizational and management structure of OHCS. This assessment will include an evaluation of the human capital functions across NOAA, including OHCS, and interactions with the Department of Commerce Talent Management Office, benchmark analysis of similar federal agencies' HR service delivery models, and examination of the current funding model for HR services at NOAA.</div>
University/Grant/Philanthropy	<div>The Robert Wood Johnson Foundation</div> <div></div>	<div>The Impact of State Preemption on the Health Equity & Economic Security of Communities of Color in the Kansas City Metro Area</div> <div>In progress</div> <div>The Robert Wood Johnson Foundation's Policies4Action program funds projects to identify policies, laws, and other public and private sector levers that can support health and racial equity. The 2024 funding cycle asked researchers to explore the impact of state preemption.</div>

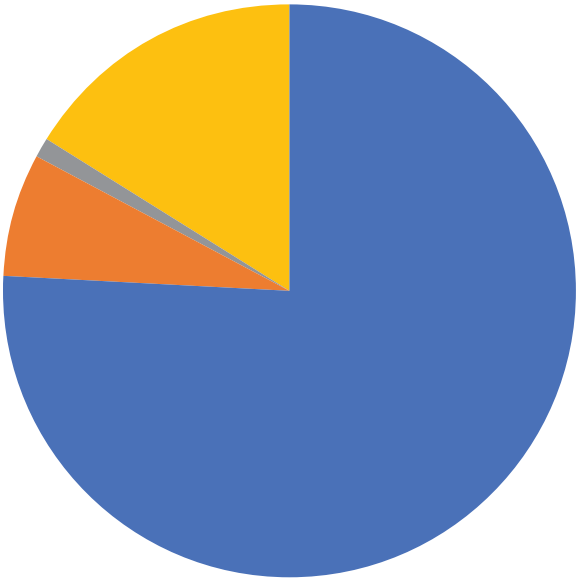
FINANCIAL SUMMARY

The Academy is an independent, nonpartisan, nonprofit organization chartered by Congress to identify emerging issues of governance and to help federal, state, and local governments improve their performance. The Academy’s mission is to provide advice that is objective, timely, and actionable on public management issues. The Academy is guided by principles of full transparency, independence, and accessibility in all its activities and partnerships. The Academy obtained an unmodified audit opinion for 2024. It reported operating revenue of \$8.9 million and expenses of \$6.9 million. Net assets increased by \$2 million.

REVENUE

\$8.9 million

- Contracts 76%
- Contributions & Dues 7%
- Conferences/Other 1%
- Investment Income 16%



EXPENSES

\$6.9 million

- Funded Studies 66%
- G&A 29%
- Fundraising 5%

