



NATIONAL ACADEMY OF
PUBLIC ADMINISTRATION

2021 Annual Congressional Report

MOMENTUM

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About the Academy

The National Academy of Public Administration is an independent, nonprofit, and nonpartisan organization established in 1967 to assist government leaders in building more effective, efficient, accountable, and transparent organizations. Chartered by Congress to provide nonpartisan expert advice, the Academy's unique feature is its over 950 Fellows—including former cabinet officers, Members of Congress, governors, mayors, state legislators, Flag and General Officers, and prominent scholars, career public administrators, and business executives. The Academy helps governments at all levels address critical management challenges through in-depth studies and analyses, advisory services and technical assistance, Congressional testimony, forums and conferences, and stakeholder engagement.

At the close of 2021, the National Academy of Public Administration has a keen appreciation for all of the Academy's outstanding achievements and a clear focus on the rapidly changing future that we face. We are incredibly grateful to each of you reading this report--Fellows, staff, and supporters--who make our good work possible through your collaboration, thought partnership, leadership, service, and support.

As we look back at the challenges the COVID pandemic presented to us over the past year, we see that it also provided many opportunities for meaningful conversations that moved us forward in a better way as the nation struggled to deal with economic recovery, address systemic inequity, and resolve threats to the very existence of our democracy. The Academy expanded its voice and audience by engaging virtually to present the most current thought and research on these critical issues. Here are some highlights:

- We hosted a four-part webinar series with the American Academy of Arts and Sciences that delved into the role of public administrators in protecting and promoting democracy, aligning the conversation to AAA&S's report, *Our Common Purpose: Reinventing American Democracy for the 21st Century* and with our Grand Challenges.
- We convened three virtual discussions with the Pandemic Response Accountability Committee (PRAC) on various implementation challenges with emergency recovery spending funding through the CARES Act
- We also examined the challenges and successes in implementing the expanded Child Tax Credit.

Our Standing Panel on Social Equity in Governance launched a highly successful virtual Social Equity Leadership Conference, engaging over 300 participants over three days to explore how public administrators at every level of government can develop a broader understanding of social equity and recognize social equity's implications within the administrative context.

We also demonstrated our own ability to be agile, experimenting with hybrid conferencing at this year's Fall Meeting as we examined the intergovernmental collaboration required to make progress on our Grand Challenges agenda. Virtual engagement opportunities also helped expand our reach with partner organizations and further enhanced the ability of all Fellows to engage in the work of the Academy, regardless of location. These lessons learned will serve us well long after the pandemic is behind us.

We completed over a dozen funded studies last year. Many of those received national media attention, including our reports on the Office of Personnel Management, the U.S. Merchant Marine Academy, the U.S. Secret Service, the establishment of an innovation foundation within the U.S. Department of Energy, and the effectiveness of COVID relief funds provided to counties. Others, like the completion of our five-year project with the National Nuclear Security Agency and our examination of the budget process within NOAA's National Marine Fisheries Service, advanced our understanding of the crucial intersection of science and governance. We also improved strategic planning efforts through our work with the National Marine Sanctuaries and the Office of the Inspector General at the Department of Homeland Security.

This year, we also stood up the Academy's new Center for Intergovernmental Partnerships (CIP). Our Fellows and staff recognize that intergovernmental challenges are, to some extent, inherent in the nation's federal system. But, the importance of a high-performing intergovernmental system has been particularly highlighted over the past two years as our country managed its recovery

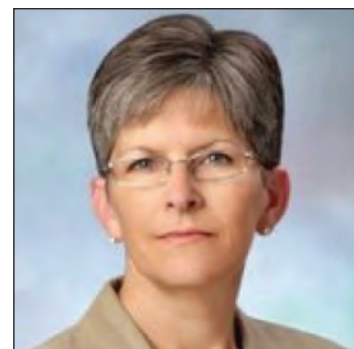
from COVID and its social, economic, and public health impacts. The CIP will work with allies from all sectors to resolve systemic challenges so that our government can deliver public services effectively and, by doing so, earn back the trust of its people. The CIP and our Agile Government Center, established in 2019, are critical platforms through which the Academy develops and promotes practical solutions to the governance challenges facing communities and governments at every level.

Now, as we look forward to the coming year, there is much to be excited about. The persistent change occurring during the pandemic created opportunities to reexamine our progress and goals, highlighted the critical importance of intergovernmental partnerships and social justice, and demonstrated that the twelve Grand Challenges in Public Administration accurately reflect the most urgent challenges facing government and public administrators today. With this perspective, our Board of Directors developed a new strategic plan for the Academy to guide our efforts for the next five years.

Five years from now, our nation will celebrate its 250th birthday. This milestone will be a monumental occasion recognizing the extraordinary resilience of our democratic institutions and system of federalism. The National Academy of Public Administration has a role in protecting our democracy, now as always. Though democracy may appear frail at times, a better future comes through the endurance of our Constitution and the evolution of government institutions through the volatility. We hope that the years between now and our 250th birthday will be a time of immense growth and progress for equity and justice, which will be a true celebration for all.

We have far to go between now and then, and all need to work collaboratively to get there. Together, we must reweave the civic fabric necessary to create a shared view of a nation for a currently divided populace. We are doing our part. The Academy will continue its work to foster the development, adoption, and implementation of solutions that address urgent public administration challenges; build administrative capacity at all levels of government; and present relevant and timely solutions to the problems plaguing our democratic systems. And with your support, we will continue to advance new initiatives that respond to the request for expertise through funded studies and launch and lead new initiatives such as the Grand Challenges, Agile Government Center, and Center for Intergovernmental Partnerships.

We have a new vision statement that centers our focus: a just, fair, and inclusive government that strengthens communities and protects democracy. We look forward to having you continue with us on the journey.



A handwritten signature in black ink, appearing to read 'Dave Wennergren'.

DAVE WENNERGREN
Chair, Academy Board of Directors

A handwritten signature in blue ink, appearing to read 'Terry Gerton'.

TERRY GERTON
President/CEO



Annual Congressional Report

A Summary of National Academy of Public Administration Studies, Projects, and Activities

October 1, 2020 – September 30, 2021

Who We Are

The Academy is an independent, nonprofit, and nonpartisan organization established in 1967 to assist government leaders in building more effective, efficient, accountable, and transparent organizations. Chartered by Congress to provide nonpartisan expert advice, the Academy's unique feature is its over 950 Fellows—including former cabinet officers, Members of Congress, governors, mayors, state legislators, Flag and General Officers, and prominent scholars, career public administrators, and business executives. The Academy helps governments at all levels address critical management challenges through in-depth studies and analyses, advisory services and technical assistance, Congressional testimony, forums and conferences, and stakeholder engagement.

The Congressional Charter of the National Academy of Public Administration (the Academy) (Public Law 98-257, Sec. 3) assigns the following responsibilities to the organization:

- Evaluating the structure, administration, operation, and program performance of federal and other governments and government agencies; anticipating, identifying, and analyzing significant problems; and suggesting timely corrective action;
- Foreseeing and examining critical emerging issues in governance and formulating practical approaches to their resolution;
- Assessing the effectiveness, structure, administration, and implications for governance of present or proposed public programs, policies, and processes and recommending specific changes;
- Advising on the relationship of federal, state, regional, and local governments; increasing public officials', citizens', and scholars' understanding of requirements and opportunities for sound governance and how these can be effectively met; and
- Demonstrating by the conduct of its affairs a commitment to the highest professional standards of ethics and scholarship.

OUR VISION

A just, fair, and inclusive government that strengthens communities and protects democracy.

OUR MISSION

Through the experience and expertise of our Fellows and in strategic partnership with all levels of government and sectors, the Academy produces independent research and studies that advance the field of public administration and facilitates the development, adoption, and implementation of solutions to government's most significant challenges.

OUR CORE VALUES

Excellence

The Academy provides excellent service and solutions through the unique breadth of expertise and experience contributed by its Fellows and professional staff, who represent the best in current and emerging leadership in the field of public administration.

Independence

Clients and stakeholders rely upon the fact that the Academy's work and recommendations are always evidence-driven, unbiased, and nonpartisan.

Integrity

The Academy adheres to the highest standard of ethical conduct, internally and externally.

Innovation

The Academy leverages the expertise of its Fellows and staff with cutting-edge technology to think creatively about challenges in public administration and to deliver innovative and effective solutions.

Inclusion

The Academy is strongly committed to diversity, equity, and inclusion in its internal operations, its Fellowship, and its client work. In its studies and reports, the Academy supports public administration practices and solutions that recognize and address the needs of all communities.

OUR STRATEGIC GOALS

1. The Academy commits to addressing equity in governance, incorporating and modeling social equity practices in all its own work, fostering inclusivity, and advancing diversity across the Fellowship.
2. The Academy will maintain an interactive and engaging environment where Fellows can collaborate on public administration and governance challenges that motivate their active, substantive, and sustained participation.
3. The Academy will promote collaborative intergovernmental and multi-sector partnerships that further governance in action and build administrative capacity by generating thoughtful, original content recognized for its excellence and reliability.
4. The Academy will produce solutions-focused research and studies that help address the nation's governance and management challenges while advancing public administration as a field.
5. The Academy will ensure it has the internal structure, resources, staff, and financial capacity to promote the field of public administration across all levels of government and disciplines.

What We Do

Much of the Academy's work is requested by Congress or federal government agencies seeking assistance with complex governance and management challenges. The Academy also works with state and local government activities to provide similar services. Working with the requester, the Academy develops a scope of work and draws from its pool of Fellows to form a Panel or Expert Advisory Group with experiences tailored to the client's needs. The Panel oversees the project, providing the high-level expertise and broad experience clients seek. Academy study teams support the Panel's work with quality research and analysis. In Fiscal Year (FY) 2021, Academy Panels completed several studies, including those that:

- Recommended actions to assist the Office of Personnel Management in refining its role as the leader in Human Capital strategy for federal employees;
- Assessed the organizational culture and performance of the U.S. Secret Service and provided recommendations for improvement; and
- Worked with the National Association of Counties to identify innovative strategies undertaken by counties receiving Coronavirus Relief Funds to address the pandemic.

The Academy also develops and produces original research and commentary on important issues in public administration. With funding from the Samuel Freeman Charitable Trust and in partnership with the Project Management Institute, the Academy authored a white paper that explored the issues associated with agile government and recommended ways that the federal government can become more agile.

In 2021, the Academy Fellows and staff also built on our Grand Challenges in Public Administration agenda. We ensured that decision makers were aware of the findings and recommendations from this vital project and tracked critical actions at the federal, state, local, and Tribal levels intended to help address each Grand Challenge. Our Academy staff also developed a series of spotlight reports to highlight key actions across the four issue areas.

GRAND CHALLENGES IN PUBLIC ADMINISTRATION

PROTECTING AND ADVANCING DEMOCRACY



1
Ensure Electoral
Integrity &
Enhance Voter
Participation



2
Modernize &
Reinvigorate the
Public Service



3
Develop New
Approaches to
Public Governance
& Engagement



4
Advance National
Interests in a Changing
Global Context

STRENGTHENING SOCIAL AND ECONOMIC DEVELOPMENT



5
Foster Social Equity



6
Connect Individuals
to Meaningful Work



7
Build Resilient
Communities



8
Advance the
Nation's Long-Term
Fiscal Health

ENSURING ENVIRONMENTAL SUSTAINABILITY



9
Steward Natural
Resources & Address
Climate Change



10
Create Modern Water
Systems for Safe &
Sustainable Use

MANAGING TECHNOLOGICAL CHALLENGES



11
Ensure Data Security
& Individual Privacy



12
Make Government
AI Ready

<https://napawash.org/grand-challenges/the-12-grand-challenges>

Strategic Initiatives

The Academy's Strategic Initiatives team works with public and private stakeholders to address the country's most significant public administration issues.

Grand Challenges In Public Administration



In 2017, the Academy hosted a series of interactive summits across the country focused on “Governing Across the Divide” that addressed the future of governance. In 2018, the Academy launched the Grand Challenges in Public Administration campaign to identify the biggest challenges that government will face during the 2020s. In 2019, the Academy announced its twelve Grand Challenges in four focus areas, as shown in Table 1.

FOCUS AREA	GRAND CHALLENGE
Protecting and Advancing Democracy	1. Protect Electoral Integrity and Enhance Voter Participation 2. Modernize and Reinvigorate the Public Service 3. Develop New Approaches to Public Governance and Engagement 4. Advance National Interests in a Changing Global Context
Strengthening Social and Economic Development	5. Foster Social Equity 6. Connect Individuals to Meaningful Work 7. Build Resilient Communities 8. Advance the Nation's Long-Term Fiscal Health
Ensuring Environmental Sustainability	9. Steward Natural Resources and Address Climate Change 10. Create Modern Water Systems for Safe and Sustainable Use
Managing Technological Changes	11. Ensure Data Security and Privacy Rights of Individuals 12. Make Government AI Ready

Table 1. Focus Areas and Grand Challenges

In helping the field address these challenges, the Academy is committed to working with stakeholders at all levels of government, in universities, and in the private and nonprofit sectors so that, collectively, the nation can make the needed progress. The Academy's role is to inspire action, enhance understanding, connect stakeholders, and drive change.

ACADEMY ROLE	KEY TASKS
Inspire Action	<ul style="list-style-type: none"> • Set a ten-year agenda for the field (practitioners & academics) • Develop baseline understanding • Educate & inform stakeholders
Enhance Understanding	<ul style="list-style-type: none"> • Conduct or support research to determine what works, identify key innovations, and disseminate effective practices and lessons learned • Convene conferences and seminars on particular GCs and focus areas • Develop case libraries and toolkits
Connect Stakeholders	<ul style="list-style-type: none"> • Interagency • Intergovernmental • Intersectoral • International • Academics and practitioners
Drive Change	<ul style="list-style-type: none"> • Identify and assess solutions • Highlight successful innovations & promote effective practices • Identify ways to scale up solutions • Develop action plans & issue recommendations • Assess & report on progress

Table 2. Role of the Academy

In the early years of this decade, the continuing global spread of the coronavirus pandemic highlighted the urgency of addressing these challenges, and the Academy responded accordingly.

Last year, the Academy established the Election 2020 project with Working Groups of Fellows charged with identifying immediate practical steps that the Administration in 2021—whether a reelected Trump Administration or a newly elected Biden Administration—should take to address each Grand Challenge. The Working Group papers were released on a rolling basis during the summer and fall of 2020.

Although each paper's specific recommendations are tailored to the needs of that particular Grand Challenge, several cross-cutting issues and themes arose, including the importance of:

- Using the early months of 2021 to develop strategies and organize for success;
- Ensuring that social equity is considered across all policy domains and administrative operations;
- Leveraging more extensive policy and program changes, such as national pandemic response spending or any new national infrastructure investment program;
- Using existing processes such as the Cross-Agency Priority Goals and the President's Management Agenda;
- Strengthening interagency, intergovernmental, and intersectoral coordination and collaboration; and
- Working with Congress on needed longer-term legislative changes.

Nearly 100 Academy Fellows were involved in developing this practical, nonpartisan agenda.

In 2021, the Academy Fellows and staff built on this vital work, ensuring that decision makers were aware of the findings and recommendations from this important project and tracked critical actions at the federal, state, local, and Tribal levels intended to help address each Grand Challenge.

Second, the staff developed a series of spotlight reports to highlight key actions across four issue areas during the Academy's annual meeting:

- **Protect and Advance Democracy.** The United States derives its strength from democratic principles, and it has protected and improved upon them to build a more perfect union over time. Looking into a future global environment that is increasingly complex and constantly changing, the U.S. must not lose sight of its foundation.



FROM **LOU KERR**

"The Kerr Foundation, Inc, continues to support the Academy for its proven success in research programs and its ability to gather experts to guide public policy. Those governmental entities, NGOs, foundations, industries, and others who receive the benefit of your expertise are at the forefront of moving our communities and nation forward. We are proud to have had a small part in that movement."

It must ensure that its own elections are fair and free of foreign interference; secure the ability and opportunity for every eligible citizen to vote; deliver services to the public consistently, efficiently, and effectively; develop its human talent through workforce programs and advanced hiring practices to ensure the quality of its public servants; enhance public governance and engagement structures to harness the insights of the public and deliver the best public services; and manage in an interconnected world, and partner with like-minded countries to deter those that seek to undermine these democratic principles. The spotlight report highlighting key actions to address the democracy Grand Challenges can be found at <https://s3.us-west-2.amazonaws.com/napa-2021/Finalized-Advance-Democracy-Paper.pdf>.

- **Strengthen Social and Economic Development.** The United States is facing unprecedented stresses as a nation—ones that ultimately demand collective action, trust, and community-building across the public and private sectors. During the height of the COVID-19 pandemic, the country was forced to grapple with the worst economic crisis since the Great Depression. Many community members have been living through immense loss, rising unemployment, and housing and food insecurity. As the United States wrestles with these complex issues, it must incorporate diversity, equity, and inclusion into policies and make a more equitable nation; reduce food insecurity; provide meaningful work for all Americans; rebuild intergovernmental relations and resiliency in communities; and build a more robust fiscal foundation. The spotlight report highlighting key actions to address the social and economic development Grand Challenges can be found at <https://s3.us-west-2.amazonaws.com/napa-2021/Final-Spotlight-Report-on-Strengthening-Social-and-Economic-Development.pdf>.
- **Ensure Environmental Sustainability.** Ensuring environmental sustainability continues to be a significant challenge to communities around the globe. In 2021 alone, the U.S. has seen several natural disasters generated or amplified by drained natural resources and accelerated climate change, including droughts and heatwaves in the American West; severe winter storms across the Midwest and Northeast; severe floods across multiple states affecting both rural and metropolitan areas including those in Tennessee, Louisiana, and New York; wildfires in the Pacific Northwest, Arizona, and California; and a violent hurricane season. Because these trends will most likely continue into the foreseeable future, the U.S. must engage in mitigation and adaptation actions, secure and properly use its natural resources, and modernize its water systems to deliver clean

water to all communities and drain stormwater. The spotlight report highlighting key actions to address the environmental sustainability Grand Challenges can be found at <https://s3.us-west-2.amazonaws.com/napa-2021/Ensuring-Environmental-Sustainability-Spotlight-Report.pdf>.

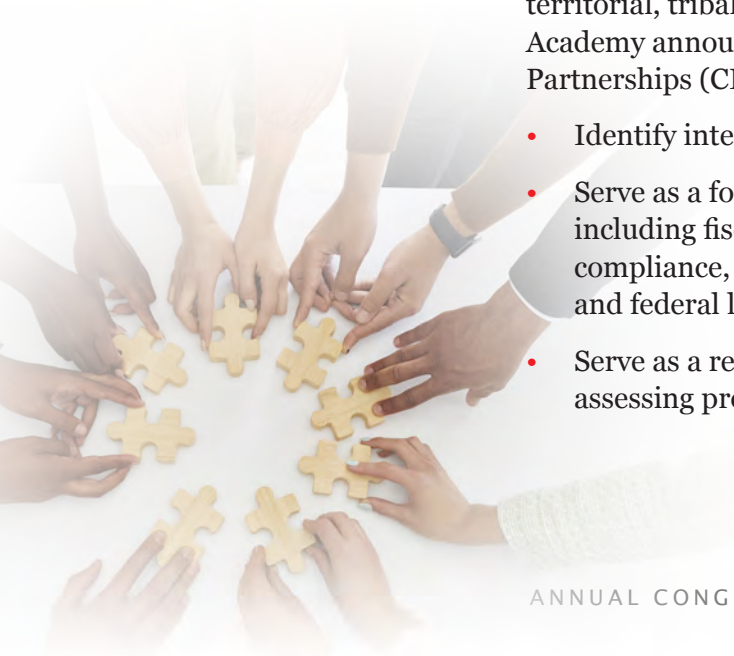
- **Managing Technological Changes.** Technology in the Digital Age offers an excellent opportunity for the government to more effectively serve its citizens and solve some of the government’s “wicked problems.” Still, public administrators must first ensure that the multitude of risks to citizens’ economic, security, and privacy interests are addressed. Throughout the twenty-first century and especially in the past few years, the threats to the data security of American public and private firms have increased. State and non-state actors have targeted oil pipelines, water treatment plants, and even federal agencies’ data platforms to gain material resources and information. The spotlight report highlighting key actions to address the technology Grand Challenges can be found at <https://s3.us-west-2.amazonaws.com/napa-2021/Updated-Spotlight-Report-on-Managing-Technological-Changes.pdf>.

Other key activities in 2021 included the Grand Challenge of the Month, in which Academy commentary, podcasts, and news articles are focused in earnest on a particular challenge; the Management Matters podcast; and various events and convenings (discussed in further detail in the events section of this report) to educate and inform about these critical issues, with a particular focus on innovative solutions being adopted around the country.

Center for Intergovernmental Partnerships

For decades, Academy Fellows and staff have noted the immense challenges in the gaps between the federal government, its agencies, and state, territorial, tribal, and local governments. To address these issues, the Academy announced its latest initiative, the Center for Intergovernmental Partnerships (CIP), in September 2021 to:

- Identify intergovernmental gaps;
- Serve as a forum for dialogue and problem-solving on those issues, including fiscal and grants management, program design, regulatory compliance, and related matters across local, state, tribal, territorial, and federal levels of government;
- Serve as a resource for both the Executive Branch and the Congress by assessing program design and implementation.



Over time, the Academy envisions that the Center will become a vital hub for problem-solving around the government's biggest challenges. It will bring leaders from every level of government and supporting sectors together to design solutions that create new governance models for the 21st century. This new Center complements the Academy's Standing Panel on Intergovernmental Systems and the Federalism.us website.

Initially, the Center is examining coordination related to COVID relief. It is partnering with several of the "Big 7" associations, federal government agencies, and relevant nonprofits and private organizations to identify, research, and disseminate information on a wide range of questions, including:

- Which governmental entities have been most "successful" at each stage of the process, and what may others learn from their experiences to adapt to future program design?
- How did government entities decide where funds were used, and did equity figure into decision making?
- How practical (and cost-effective) were reporting requirements and accountability measures?
- Who is successfully connecting these funds and credits to marginalized and underserved communities?

The Center is working to identify effective practices for intergovernmental organizational arrangements and on-the-ground coordination between levels of government. It will serve as a place for Congress, the Executive Branch, and stakeholders from across the intergovernmental system to come together to discuss shared areas of concern and proven methods for addressing issues. Through coalitions that could become permanent platforms for problem-solving, the CIP will help all levels of government improve outcomes, especially for the people and places often neglected.

Agile Government Center



Public administration institutions and programs are critical components of addressing each Grand Challenge, and individual agencies and administrators need to act in new and innovative ways for the nation to make the necessary progress. To successfully address these Grand Challenges, we believe that public organizations will have to address core management issues and learn to operate differently:

- Manage amidst risk and uncertainty;
- Conduct business in an agile manner;
- Reflect the nation's diversity and ensure inclusion;
- Improve service delivery;
- Protect cybersecurity; and
- Ensure environmentally sustainable operations.

To begin addressing these core management issues, the Academy established the Agile Government Center (AGC) in partnership with the IBM Center for the Business of Government in November 2019. Agile government applies many of the lessons of agile software development to how public organizations are managed, including:¹

- **Customer orientation.** Too often, organizations say that their top priority is the end-user, but this is only so within the constraints of its systems and processes. The customer or end-user should drive everything. Instead, most public organizations currently want to fit the customer into their systems, procedures, and practices—not vice versa.
- **Small teams.** To the maximum extent possible, work should be done in small teams with short cycles. Teams should be autonomous but customer-driven. Each team must have a customer-based metric. This reconciles scientific rigor with agile practice. Managers become enablers (they should help resolve priorities and remove impediments).
- **Networks.** The agile organization is not a top-down organization but functions like a fluid network where ideas and information can come from anywhere in the organization. Collaboration across units might be facilitated by common physical space, daily decision making sessions, and so on. Leaders become gardeners, not top-down commanders.



FROM **DIANE DISNEY**

"Federal agencies house considerable expertise in their fields. When they need help, then, they need to contact the top echelon in their areas and related ones across the government. Only NAPA, with its extraordinary bank of vetted experts, has the breadth and depth of expertise to answer this call successfully. I give to NAPA to help sustain this unique resource, as well as to help NAPA maintain its position as thought leader in all aspects of public administration. If NAPA did not exist, we all would have to work hard to invent it."

The AGC's purpose is to serve as the hub of a network that will bring together governments, nonprofits, foundations, academic institutions, and private sector partners to assist in developing and disseminating agile government principles and case studies of agile policies and programs. This network seeks to be a source of assistance to those who want to adopt and implement agile to provide public goods and services that fully meet customer needs and build public trust.

The network's quarterly meetings in 2021 focused on:

- The Pandemic Response Accountability Committee's agile audit and oversight tools;
- The utilization of agile techniques during the pandemic (a total of 2 sessions) with the U.S. Department of the Treasury, former IRS Commissioners, state employment agencies, and local governments;
- Key lessons learned from AGC research and activities:
 - How federal leaders and practitioners can use agile;
 - How current and future leaders should be trained; and
 - What can be gleaned from international examples on how agile impacts trust in government.

The AGC staff also works on original research. Through funding from the Samuel Freeman Charitable Trust and the Project Management Institute, the AGC worked to determine how the federal government can become more agile by exploring such issues as:

- How would an agile federal government differ from current management practices?
- What are the issues and impediments to an agile federal government?
- Under what circumstances is it most appropriate for the federal government to become more agile? Are there circumstances when it would be inappropriate for the federal government to become more agile? If so, when?
- How could an agile federal government be promoted by central management agencies such as the Office of Management and Budget, the Office of Personnel Management, and the General Services Administration?
- How could the President's Management Agenda be used to promote an agile federal government?

The final joint Academy-PMI white paper, *Building an Agile Federal Government: A Call to Action*, was released in December 2020. Over this year, the AGC staff has promoted the white paper's findings and recommendations through briefings to the Office of Management and Budget, the General Services Administration, and the Shared Services Leadership Coalition. In addition, the Academy and the Project Management Institute held a joint webinar with federal employees and other stakeholders across the country.

And this report led to a new study of how federal regulatory agencies can use agile practices to improve regulatory outcomes, engage stakeholders, and improve internal processes consistent with existing law. The results of the agile regulatory study are expected to be released in the spring of 2022.

Federal Executive Institute Agile Training

Fellows and staff associated with the Agile Government Center provided a one-day training, "Leading Agile Government," to about 30 career senior executives at the Federal Executive Institute. The training provided the executives with an opportunity to:

- Dialogue with enterprise leaders about inspiring, engaging, and supporting their workforce through transformational change and crisis.
- Learn strategies for creating agile teams within your organization and agency.
- Discuss practical ways to apply agile government practices within your organization's culture to improve performance.
- Collaborate with peers and experienced Senior Executives to expand your professional networks.

The training consisted of a panel of current federal employees with experience implementing agile techniques; a keynote from Steve Denning, author of *The Age of Agile*; thought leader discussions; and workshops for participants to assess the agility of their agency, identify major roadblocks to agility, and consider how to create an agile culture.





Completed Studies in FY 2021 (October 1, 2020 – September 30, 2021)

Congressionally Directed Studies



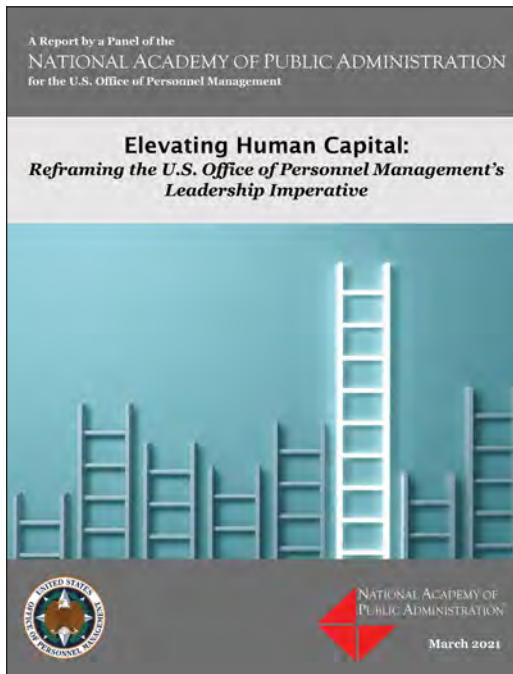
Department of Energy: An Assessment of the Value of a Nonprofit Foundation to Promote Department of Energy Technology Transfer to the Marketplace

In recent years, Congress has created many agency-related nonprofit research foundations to provide a flexible, efficient method to establish and enhance public-private research and development partnerships. The Conference Report on the Energy and Water Appropriations Act for Fiscal Year 2020 directed the Department of Energy (DOE) to provide the Committees on Appropriations of both Chambers of Congress a report on the value of creating a nonprofit foundation with requirements as outlined in the House and Senate Reports. The referenced Report directed the DOE to contract with the National Academy of Public Administration (the Academy) to convene an expert Panel and issue a report regarding the value of creating a nonprofit foundation to assist the Department with advancing its mission of addressing the nation's energy, environmental and nuclear

challenges through transformative science and technology solutions. As directed, the Academy supported the DOE with a detailed examination of agency-related nonprofit research foundations. This analysis, among other aspects, included:

- An independent assessment, led by a Panel of Academy Fellows, of the value of a nonprofit foundation to promote technology transfer through DOE programs and laboratories to the marketplace and for the broader public benefit;
- An examination of comparable foundations at other Federal agencies, with detail on their structure and governance and how they engage with the private sector to enhance ongoing and new efforts supporting the research, development, demonstration, and commercial application of innovative technologies; and
- An analysis of whether the DOE laboratory foundations associated with the DOE National Laboratories would be complemented by a DOE foundation and any anticipated challenges associated with such an effort.

Link to the full study: <https://napawash.org/academy-studies/an-assessment-of-the-value-of-a-non-profit-foundation-to-promote-department-of-energy-technology-transfer-to-the-marketplace>



Office of Personnel Management: Independent Assessment

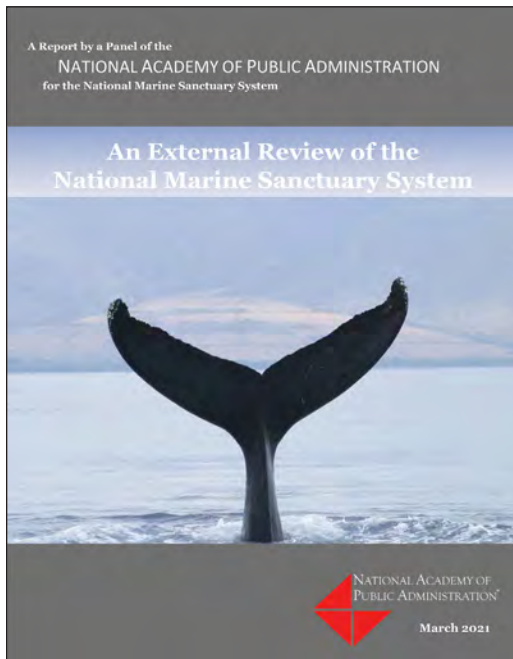
The Office of Personnel Management (OPM) was created by the Civil Service Reform Act of 1978 to serve as the chief human resource (HR) and personnel policy management agency for the federal government. In that role, OPM provides HR leadership and support to federal agencies in enterprise HR management to achieve a trusted and effective civilian workforce. Key functions are executed by program offices organized around several broad functional categories, including human capital management leadership, benefits, and vetting. Section 1112(b) of the Fiscal Year 2020 National Defense Authorization (NDAA) Act directed the Director of OPM to contract with the Academy to conduct a comprehensive, independent study that addressed a series of specific questions regarding OPM's responsibilities and includes:

- The statutory and non-statutory functions assigned to OPM and the challenges associated with executing those mandates;
- The means, options, and recommended course of actions for addressing the challenges identified, including feasibility, costs, and benefits;
- A timetable for the implementation of identified options and recommendations;
- The statutory or regulatory changes needed to execute the recommendations;
- The methods for engaging with other Federal entities potentially affected by recommendations involving a change to OPM's structure, functions, responsibilities, and authorities; and
- The views of identified stakeholders, including federal and non-federal entities or organizations representing customers and beneficiaries.

The five-member Panel of Academy Fellows provided a series of findings and recommendations to assist OPM in refining its role as the leader in Human Capital strategy for federal employees.

Link to the full study: <https://napawash.org/academy-studies/unit-ed-states-office-of-personnel-management-independent-assessment>





NOAA National Marine Sanctuary System – Program Review

Since 1972, the National Marine Sanctuary System has served as the national trustee for a growing network of marine parks. The system, administrated by the National Oceanic and Atmospheric Administration (NOAA)'s Office of National Marine Sanctuaries (ONMS), is designed to promote sustainable ocean uses and ensure the health of the nation's ocean locales. These marine parks are designated as National Marine Sanctuaries or National Marine Monuments. Sanctuaries and monuments host recreational, conservation, research, and educational activities, and serve a critical role in their locality's economy and culture.

As of September 2020, there are 13 sanctuaries and monuments, encompassing more than 600,000 square miles in a diverse array of locales, from the Pacific islands of American Samoa and Hawaii's Papahānaumokuākea to

Thunder Bay in Lake Huron and the Florida Keys. Beyond wildlife and natural resources, sanctuaries and monuments are frequently home to artifacts of American heritage, such as shipwrecks.

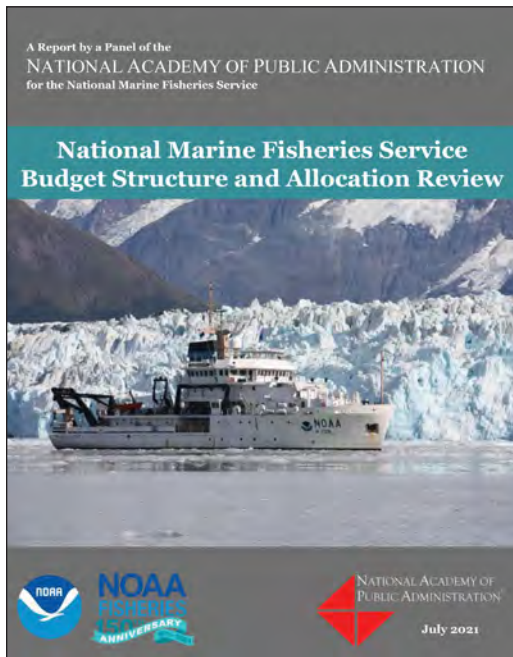
NOAA's ONMS contracted with the National Academy of Public Administration to conduct:

- An evaluation of the impact and major achievements of the National Marine Sanctuaries program over the past five decades.
- An assessment of potential high-level directions for the program over the next 20-50 years.
- An assessment of the major opportunities and challenges facing the program over the next 20-50 years.

The Academy assembled a three-member Panel of Fellows to oversee and guide the work of the study team and developed findings and recommendations to guide program decision making and strategic planning.

Link to the full study: <https://napawash.org/academy-studies/national-marine-sanctuaries-program-the-first-fifty-years-and-the-next-fifty-years>





NOAA National Marine Fisheries Service: Budget Structure and Allocation Review

National Oceanic and Atmospheric Administration (NOAA), National Marine Fisheries Service (NMFS), is responsible for the management, conservation, and protection of living marine resources within the United States' Exclusive Economic Zone (waters three to 200 miles offshore). NMFS assesses and predicts the status of fish stocks, ensures compliance with fisheries regulations, works to reduce wasteful fishing practices, and recovers protected marine species without unnecessarily impeding economic and recreational opportunities. Research/science operations and regulatory/policy activities, conducted principally within the six science centers and their laboratories and field stations and five regional offices, allow Fisheries to work with communities on fishery management issues. Fisheries manages its mission portfolio through a decentralized network of Funds Management Centers (FMCs), including

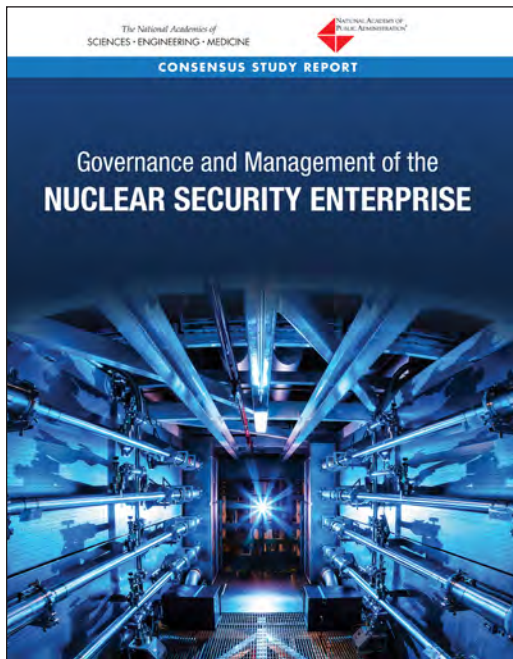
11 Regional Offices and Science Centers, 5 Headquarters offices, and operations support offices. Fisheries Headquarters provides general guidance and support and is the principal liaison with NOAA. FMCs are responsible for day-to-day funds execution in support of their missions. NOAA's NMFS contracted with the Academy to:

- Review NOAA Fisheries' Strategic Resource Management process;
- Outline cost drivers and the budget environment with a specific focus on fish surveys;
- Review the appropriated Program, Project, and Activity architecture;
- Review the budget planning and allocation processes and how they meet Regional priorities;
- Benchmark NOAA Fisheries' budget structure and allocation process against other similar federal entities; and
- Evaluate the budget process and structure for use by Congress, NOAA Fisheries, and constituents.

This Panel-led study provided findings and recommendations to address key budget, allocation, and planning concerns.

Link to the full study: <https://napawash.org/academy-studies/national-marine-fisheries-service-budget-structure-and-allocation-review>





National Nuclear Security Administration: Governance & Management Review Final Report

The National Defense Authorization Act for Fiscal Year 2016 (the Act) directed the Secretary of Energy and the Administrator of the National Nuclear Security Administration to develop and carry out an implementation plan to reform the governance and management of the nuclear security enterprise and address recommendations from the November 2014 report of the Congressional Advisory Panel on the Governance of the Nuclear Security Enterprise, entitled “A New Foundation for the Nuclear Security Enterprise,” as well as recommendations from an October 2015 study by the Commission to Review the Effectiveness of the National Energy Laboratories and a June 2015 report of the Secretary of Energy Task Force on DOE National Laboratories. NNSA entered into an agreement with the National Academy of Sciences, Engineering and Medicine and the National Academy of Public Administration to create an Implementation Assessment Panel to:

- Provide guidance to the Secretary and Administrator on the implementation plan content;
- Track implementation plan progress; and
- Assess implementation plan effectiveness.

This final report was the culmination of over four years of comprehensive analysis and provided NNSA with recommendations to improve the management and governance of the nuclear security enterprise.

Link to the full study: <https://napawash.org/academy-studies/report-2-nuclear-study>



Federal Agency Initiated Studies

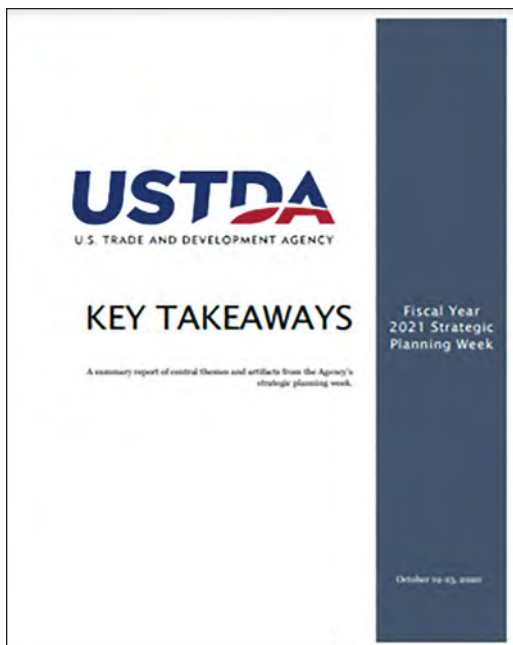


The U.S. Secret Service: Strategic Enhancements to Support Service and Field Operations

The United States Secret Service (U.S. Secret Service/USSS) was established in 1865, initially tasked with the sole purpose of combating the forgery of the American dollar. It was, over time, re-tasks by Congress to undertake the protection of the President of the United States and other key government officials in addition to the protection of critical infrastructure. Following up on a 2016 Academy assessment of the agency, the U.S. Secret Service sought to use the views and goals of its senior leaders and the Federal Employee Viewpoint Survey (FEVS) to strengthen the agency's organizational functionality and climate, as per the President's Management Agenda. USSS contracted with the Academy to review mission support and field offices' organizational missions, structures, and challenges and identify necessary reforms to improve the working climate. This assessment was conducted via interviews with staff at mission support

and field offices and other USSS mission stakeholders. The Academy drew on the findings and recommendations from the 2016 study and developed recommendations to address and improve organizational culture and performance.

Link to the full study: <https://napawash.org/academy-studies/ussstrategicenhancements>

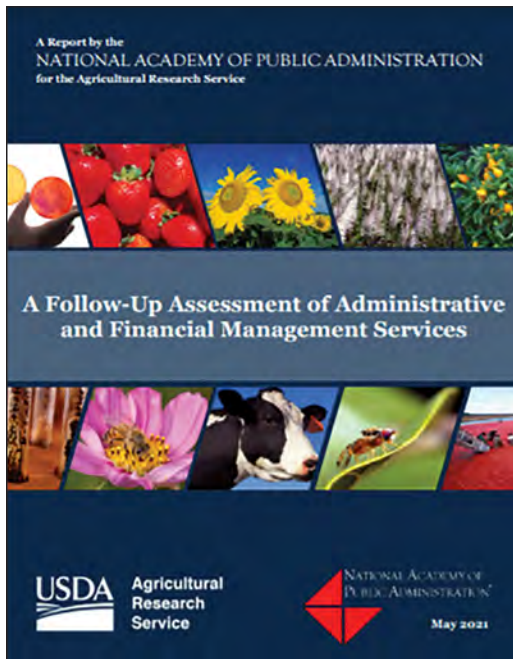


US Trade And Development Agency

The US Trade and Development agency contracted with the Academy to facilitate USTDA's annual all-staff meeting. The session was structured and facilitated to:

- Provide staff with an opportunity to reflect upon accomplishments from the past year;
- Provide updates from agency leaders and managers;
- Include brainstorming exercises to address current issues, including the global pandemic, increase team building, and strengthen the organizational culture; and
- Develop ideas and action for the agency's annual strategic plan.





Agricultural Research Service: Follow-Up Assessment of Administrative and Financial Management Services

The Agricultural Research Service (ARS) and the other Research, Education and Economic (REE) agencies (the Economic Research Service, the National Agricultural Statistics Service, and the National Institute for Food and Agriculture) within the U.S. Department of Agriculture (USDA) are research-focused agencies with offices located throughout the United States. ARS has adopted a shared services concept for administrative and financial service delivery and created the Administrative and Financial Management (AFM) service organization to manage the delivery of these essential mission support functions. ARS sought a follow-up assessment of its AFM services organization to evaluate progress since the February 2017 report of the National Academy of Public Administration.

That report provided ARS with findings and recommendations to improve the effectiveness of these services. The Academy Agricultural Research Service – Follow-Up Assessment of Administrative and Financial Management Services

The Agricultural Research Service (ARS) and the other

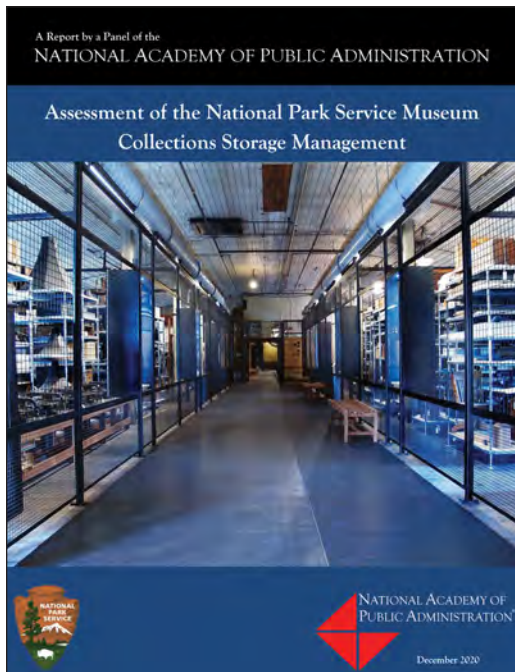
The assessment was led by an Expert Advisory Group (EAG) of Academy Fellows and based upon:

- Discussions with Agency leaders at headquarters and regional offices;
- Industrial or federal benchmarks;
- A survey of all Agency personnel; and
- Focus groups organized to explore job classification, region, grade level, and other relevant crosscuts to elicit a broad set of candid views.

The Academy provided findings on service delivery and customer satisfaction, any significant barriers to service delivery and customer satisfaction, areas where recommendations, strategies, processes, or procedures should be revised, and potential new areas identified through the assessment processes noted above. The Academy provided recommendations on prioritized next steps for the Agency's focus to address these findings.

Link to full study at: <https://napawash.org/academy-studies/agricultural-research-service-follow-up-assessment-of-administrative-and-financial-management-services>





Assessment of National Park Service Museum Collections Storage Management

With more than 350 parks and 116 million items, the National Park Service (NPS) has one of the largest museum collections in the world. The NPS contracted with the Academy to review collection storage practices identified in its 2007 Park Museum Collection Storage Plan. The NPS sought to assess the current state of its storage of museum and archival collections and its ability to achieve current and future objectives for budget and resource sustainability while simultaneously meeting curatorial standards for preservation, public access, historical documentation, and cultural sensitivity.

A Panel of five Fellows developed a set of findings and recommendations to drive improvements in museum collections storage and achieve future objectives.

Link to the full study can be found at: <https://napawash.org/academy-studies/assessment-of-the-national-park-service-museum-collections-storage-manageme>

Other Organizations Initiated Studies



National Association of Counties - Federal Assistance and Innovative Counties

The National Association of Counties (NACo) requested that the National Academy of Public Administration (the Academy) conduct an independent assessment of the Coronavirus Relief Fund (CRF) and the effectiveness of the federal funding in meeting the needs of the counties and in providing the controls warranted for federal funds. NACo also requested that the study examine innovative strategies by counties receiving CRF funds to address the pandemic, focus on initiatives that furthered social equity, and analyze county expenditure data. The report provided findings and recommendations to assist NACo and inform future decision making and stakeholder outreach.



Link to the full study can be found at: <https://napawash.org/academy-studies/national-association-of-counties-federal-assistance-and-innovative-counties>



Building an Agile Federal Government

The Samuel Freeman Charitable Trust and the Project Management Institute cosponsored an Academy white paper that explored the issues associated with agile government and recommended ways that the federal government can become more agile. The study considered topics such as:

- How agile differs from current management practices;
- When agile approaches are appropriate and when they are not;
- How agile should be promoted by central management entities; and
- What implementation actions should be undertaken by federal departments and agencies.

The Academy formed a three-member Expert Advisory Group to guide the professional Study Team.

Link to the full study can be found at: <https://napawash.org/academy-studies/increasing-the-agility-of-the-federal-government>



Studies Scheduled for Completion in FY 2022

(October 1, 2021 – September 30, 2022)

Congressionally Directed Studies



The United States Merchant Marine Academy: Comprehensive Assessment

The U.S. Merchant Marine Academy (USMMA) is an accredited institution of higher education with about 950 cadets located at Kings Point, New York. The mission of the USMMA is “to educate and graduate licensed merchant mariners and leaders of exemplary character who will serve America’s maritime transportation and defense needs in peace and war.” To help advance this mission, Section 3513 of the National Defense Authorization Act (NDAA) for Fiscal Year 2020 directed the Secretary of Transportation to enter into an agreement with the Academy to conduct an independent study to examine a series of matters related to the USMMA. The NDAA identified specific issues to be considered:

- A comprehensive assessment of the United States Merchant Marine Academy’s systems, training, facilities, infrastructure, information technology, and stakeholder engagement;
- Identification of needs and opportunities for modernization to help the United States Merchant Marine Academy keep pace with more modern campuses; and
- Development of an action plan for the United States Merchant Marine Academy with specific recommendations for improvements and systemic changes needed.

The work is being overseen by a Panel of five Fellows.

For more information on this study, please visit <https://napawash.org/academy-studies/comprehensive-assessment-of-the-us-merchant-marine-academy>





Department of Homeland Security Cybersecurity Workforce

The Department of Homeland Security's Cybersecurity and Infrastructure Security Agency (CISA) mission is to lead the national effort to protect and enhance the resilience of the nation's physical and cyber infrastructure. An essential part of CISA's mission is improving education, training, recruitment, and retention of a world-class cybersecurity workforce.

As part of the FY 2021 Consolidated Appropriations Act, Congress appropriated funding to review CISA's program to build a national cybersecurity workforce. CISA contracted with the Academy to:

- Assess whether the partnership models being developed by CISA are likely to be effective and scalable to address national needs for a highly capable cybersecurity workforce;
- Examine partnership models used by other agencies and the private sector; and
- Assess whether CISA's strategy has made progress on the national cybersecurity workforce development objectives, including excellence, scale, and diversity.

The Academy has appointed a Panel of five expert Fellows to oversee and guide this study.

For more information on this study, please visit <https://napawash.org/academy-studies/dhs-cybersecurity-workforce>



The U.S. Coast Guard Academy: Cultural Competence Assessment

The U.S. Coast Guard Academy (USCGA), located in New London, CT, is a four-year, tuition-free federal service academy that prepares its cadets physically, intellectually, and ethically for careers in the U.S. Coast Guard (USCG). Graduates earn a commission as an Ensign and are obligated to serve five years in the service. Section 8272 of the Coast Guard Academy Improvement Act, part of the National Defense Authorization Act for FY 2021, required the Secretary of Homeland Security to contract with the National Academy of Public Administration (the Academy) to conduct two discreet one-year studies focusing on the USCGA. The first is a study to enhance the cultural competency of the USCGA.

The first Academy study will include:

- A comprehensive assessment of the current cultural competency and diversity, equity, and inclusion resources and capabilities of the USCGA.
- Analysis of institutional practices, policies, structures, and any other areas of focus deemed appropriate in assessing the USCGA's cultural competence.



- Recommendations to enhance USCGA cultural competence, which may include outreach and recruitment; modifying structures and practices to foster a more diverse cadet corps, faculty, and staff workforce; and modifying policies to promote retention of cadets, faculty, and staff.

A five-member Panel is overseeing this study.

For more information on this study, please visit <https://napawash.org/academy-studies/u-s-coast-guard-academy-cultural-competence-assessment>



Social Security Administration: Study of Sources and Access to Death Data

The Social Security Administration (SSA) mission is to provide quality Social Security services to the public. SSA collects death data to administer the SSI program, prevent improper payments to deceased individuals, and identify individuals who are eligible for survivor benefits. It also shares this death data with qualifying federal and state agencies for programmatic purposes. Per Section 802 of the Consolidated Appropriations Act, 2021, the Academy will conduct an analysis of the following:

- The sources and owners of the death data;
- The timeliness, accuracy, and completeness of State-owned death data, including the process for correcting inaccuracies;
- Federal and State laws that may affect legal access to, and protections for, State-owned death data;
- Federalism and the appropriate roles of the relevant Federal and State entities, including States' role in recording vital records and the core mission and responsibility of any Federal agency involved;
- The costs incurred for each step of the death data collection, management, protection (legal and otherwise), and transmission processes, and the challenges to adequate funding of State vital records programs; and
- An assessment of the strengths and limitations of the options for distribution and reimbursement as identified above.

A five-member Panel is overseeing this work.

For more information on this study, please visit <https://napawash.org/academy-studies/social-security-administration-a-report-to-congress-on-sources-and-access-to-death-data>



Federal Agency-initiated Studies



National Park Service: Cultural Resource Program Assessment Update

Established in 1916, part of the National Park Service (NPS) mission is to preserve the nation's cultural heritage and serve as a steward and manager of cultural resources within the units of the National Park System. Currently, the NPS manages more than 420 individual units that contain a wealth of cultural resources ranging from historic structures to museum objects and archives. The Park Cultural Resource Programs (PCRP) represent the disciplines of archeology, cultural landscapes, historic and prehistoric structures, ethnography, park history, and museum management. The PCRP's are responsible for research, planning, and stewardship so that those resources may be preserved unimpaired for future generations. The Academy will assess the current state and the desired state of the PCRP and develop findings and recommendations to support the program's efforts to enhance efficiency and effectiveness in the future. This project builds off a previous Academy study for the PCRP published in October 2008, "Saving Our History: A Review of National Park Cultural Resource," and will assess the progress made on recommendations and provide additional guidance to improve NPS stewardship of park cultural resources.

The Academy has formed a five-member Panel of Fellows to direct the study team and author the report.

For more information on this study, please visit <https://napawash.org/academy-studies/nps-cultural-resource-park-program-comprehensive-assessment-update>



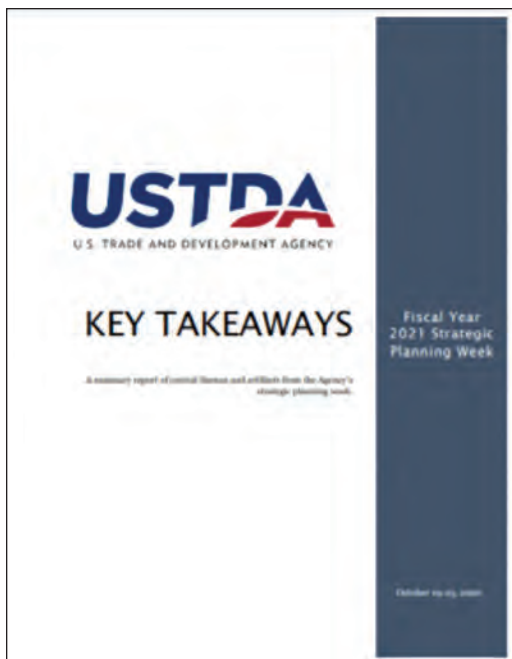


The Office of Inspector General (OIG) of the Department of Homeland Security (DHS): Assist in developing a five-year strategic plan

The Office of Inspector General (OIG) of the Department of Homeland Security (DHS) provides independent oversight and promotes excellence, integrity, and accountability within the Department. Congress established both the Department and the OIG in 2002. DHS OIG has contracted with the Academy to assist in developing a five-year strategic plan by providing advice, facilitating the process, and drafting the plan. The strategic plan will set high-level strategic goals and objectives for DHS OIG and will identify performance indicators that will provide practical measures of progress towards these goals. The project will be conducted via a multipronged approach, including analyzing previous OIG strategic plans, benchmarking strategic plans of comparable OIGs, visioning and planning workshops with DHS OIG leadership and key stakeholders, and focus groups of different sets of OIG staff.

A five-member Expert Advisory Group (EAG) of Academy Fellows will guide the Study Team.

For more information on this study, please visit <https://napawash.org/academy-studies/u-s-department-of-homeland-security-office-of-inspector-general-strategic-planning-engagement>



US Trade And Development Agency

The US Trade and Development agency exercised its option to contract again with the Academy to facilitate USTDA's annual all-staff meeting. The session was structured and facilitated to:

- Bring together staff and contractors from around the world, virtually;
- Provide staff with an opportunity to reflect upon accomplishments from the past year;
- Provide updates from agency leaders and managers;
- Include brainstorming exercises to address current issues, including the global pandemic, and increase team building and strengthen the organizational culture; and
- Develop ideas and action for the agency's annual strategic plan.



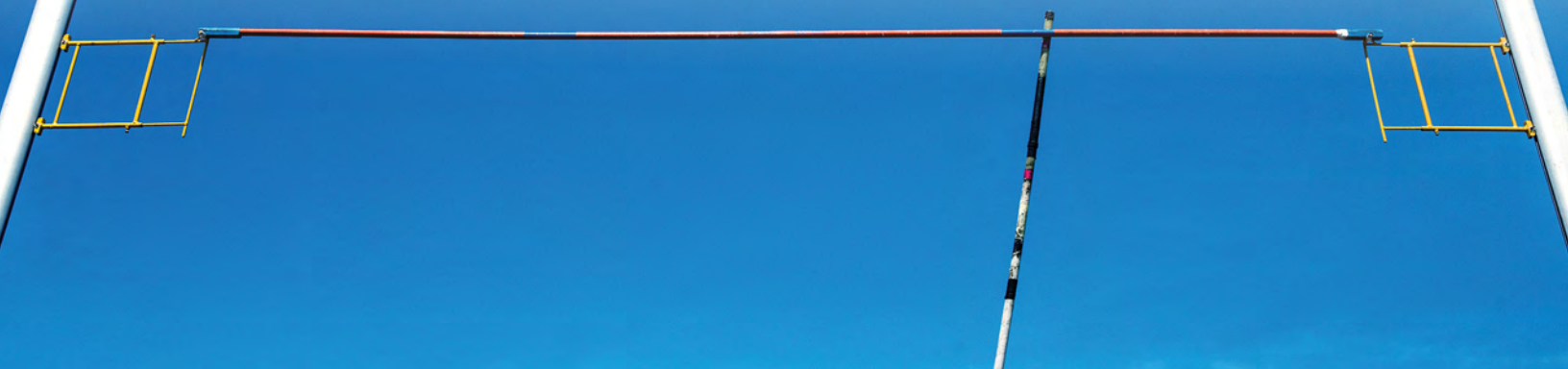


FROM MORTIMER “MORT” DOWNEY

“As I listened to the NAPA virtual annual meeting last fall, I heard of the plans to seek major gifts from the fellows. By coincidence, I realized that I was very soon to make a final installment on a similar gift to develop a United States Coast Guard Museum, the first such facility in the service’s history going back to its founding by Alexander Hamilton. As a former Coast Guard reserve officer and one who had oversight responsibilities for the service as an appointee in the Department of Transportation, I had felt a need to help support the effort to honor and enhance the Coast Guard’s contributions to a variety of missions in service to the American public. Coast Guard stakeholders as well as State and Federal funders have nearly completed the fundraising cycle and a groundbreaking is anticipated in 2023. That set me to thinking about NAPA’s mission.”

“As a fellow since 1993, a member of the Board and an active participant in Academy studies and committees, I’ve seen NAPA contribute to the betterment of performance across the layers of government in the American system. NAPA sets the bar as to how missions can be defined and performed, what tools are needed to improve performance and how outcomes can be measured and evaluated. Continuing NAPA’s contribution, I concluded, was something for which I should take some responsibility even as I necessarily phase down my direct participation in these activities. A monetary gift can provide support for NAPA’s continuing success in years to come, years in which government’s contributions to society continue to be needed even as some question their efficiency and effectiveness. Seeing the NAPA mission as a continuing legacy, just as the Coast Guard’s many missions contribute to a better society, the idea of a major gift moved from a passing idle thought to a reality. I hope that others will take the same opportunity to perpetuate their government contributions in a significant and lasting way.”

“NAPA sets the bar as to how missions can be defined and performed...”






ACADEMY STANDING PANELS

The Academy's Standing Panels are comprised of Fellows who choose to align with particular topics and are responsible for the review and evaluation of significant developments in public administration. Standing Panel meetings often feature presentations by distinguished guests, followed by informal discussion.

Standing Panel on Social Equity in Governance

The Social Equity in Governance Panel focuses on the fair and equitable management of all institutions serving the public. This Panel addresses multiple facets of social equity in governance, advancing research and creating a resource for researchers, students, scholars, and public administrators. Established by the Board of Directors in the spring of 2000, this Standing Panel holds meetings throughout the fiscal year, at the Annual Fall meeting, and, working with local hosts, co-sponsors an annual Social Equity Leadership Conference.

The Standing Panel sponsored two sessions on social equity as part of its program during the 2020 Fall Meeting of the Academy. First, the Elmer Staats Lecture, entitled: "Fostering Social Equity through Public Administration," was delivered by Naomi Barry-Pérez, Director, Civil Rights Center, U.S. Department of Labor. Second, a panel discussion on "Grand Challenges: Fostering Social Equity" focused on what could be done in the first year of a presidential term to address social equity. The panel emphasized the development of frameworks and data collection that the administration could put in place quickly at the federal level to promote equity in the distribution of public services and administration of programs. One of the Election 2020 papers prepared by the panel described a cross-agency framework that could be used to determine if proposed initiatives will be equitable in their impact or promote social equity through various means. A second related initiative took one program as an example of how to determine if existing services are equitably distributed or if initiatives have equitable impact.



Given the uncertainties and risks associated with in-person gatherings, the Standing Panel decided to take a unique approach to the 2021 Social Equity Leadership Conference. This 20th-anniversary conference was held as a virtual conference with eight tracks. It included over 300 participants from around the country and multiple sponsoring organizations, including the first-ever consortium of Historically Black Colleges and Universities. On the program were several keynotes and plenary sessions featuring Federal, state, and local policy makers and public administrators. The conference materials remain an online resource on the 20th Annual Social Equity Leadership Conference website.

During the conference, the Standing Panel, in conjunction with Academy leaders and the Academy's Board of Directors, established and awarded the first Philip J. Rutledge Social Equity Leadership Award to recognize outstanding leadership and accomplishment in the realm of social justice and equity. The award was given to Blue Wooldridge, a distinguished career professor from the L. Douglas Wilder School of Government and Public Affairs at Virginia Commonwealth University.

During the fiscal year, the Standing Panel:

- Held monthly meeting and speaker series;
- Conducted outreach and joint meetings with Institute for Child Success and other nonprofit providers of critical services;
- Convened joint meetings with the Standing Panel on Technology Leadership and the Standing Panel on the Intergovernmental System;
- Recorded a series of "Special Edition" Podcasts featuring topics such as:
 - Social Equity Perspectives: A Balanced Discussion of Law Enforcement Budgeting;
 - The root causes of the disparate impact of the pandemic on communities of color;
 - Building a resilient and just society from the perspective of human service providers;
 - Disparities and inequities in the healthcare system;
 - The relationship of accountability to equity;
 - How the business community can foster social equity; and
 - Using technology to foster social equity.
- Hosted a roundtable on Social Equity; and
- Coordinated the Academy's response to the Office of Management and Budget Request for Information on social equity practices in federal agencies and programs.



Standing Panel on International Affairs

The International Affairs Panel's long-standing interests have been to assist democratic institutions in transitioning democracies, address public management challenges in developing countries, examine the management of the U.S. government's international activities, and promote information sharing of promising practices in the field of public administration. These matters remain of interest to the Panel. They are the principal mechanisms through which the Panel makes its most significant contributions to the Academy and the broader scope of public administration.

The International Affairs Panel works closely with the Africa Working Group (AWG), a sub-committee of the International Affairs Panel established in 2001, to enhance public administration and governance in Africa. The AWG sets its agenda but collaborates with the International Affairs Panel chair to generate synergy and ensure continuity of effort. The AWG is engaged with the Consortium for International Management, Policy, and Development (CIMPAD) on educational programs in Africa to track the effects of COVID-19 on quality of life, health care systems, and workforce development strategies in the USA and Africa.

Grand Challenges Agenda: The Academy's Grand Challenges initiative remained the Panel's main agenda during the year. Continuing its focus on the Grand Challenge to ***Advance National Interests in a Changing Global Context***, the Panel seized several opportunities to host or participate in domestic and international forums organized in the interest of managing the COVID-19 pandemic.

Events and Activities: The International Affairs Panel hosted and actively participated in several virtual forums during the year:

- *Participatory Transparency in Kenyan Budgeting* (October 2020) with Professor Sylvester Murray, AWG Chair, Dr. Kurt Thurmaier, Mr. Frankline Muthomi of Kenya, and Dr. Peggy Valentine;
- *Keeping Course When the Compass Spins: Leadership, Governance, and Diplomacy in an Age of Uncertainty* (November 2020) with Dr. David Stuckenberg, MPS, Ph.D., United States Air Force;
- *COVID-19 Pandemic Impact on Civic Norms* (April 2021) with Ms. Valerie Lemmie, Ms. Julia Mensah, Ms. Tonia Wellons, and Dr. Peggy Valentine; and
- *Vaccine Nationalism, China and the Rise of Vaccine Diplomacy* (May 2021) with Irving Williamson, Dr. Matthew Mingus, and Dr. Yanzhong Huang.



Standing Panel on the Intergovernmental System

The Standing Panel on the Intergovernmental System (Intergovernmental Systems Panel) discusses, researches, analyzes and takes action to improve the intergovernmental delivery of government benefits and services. It is working to deepen understanding of what makes some intergovernmental and intersectoral arrangements more successful and others less so. Where appropriate and feasible, it initiates action to improve those arrangements and societal outcomes. The panel and subgroups of the Panel met several times throughout the year and at the annual meeting, most often virtually.

The Intergovernmental Systems Panel's discussion during the Academy's 2020 Fall Meeting focused on four topics:

- Federalism.us, a new NAPA-launched online convening place on better federalism, intergovernmental relations, and multilevel democracy, which includes a new online data book;
- Intergovernmental cases & tools with essential practices;
- Grants management; and
- Joint work with the Academy's local government working group on the current fiscal stress of state and local governments.

The session concluded with a strategy discussion of how this work could be utilized during the change in administrations.

The Panel's accomplishments in 2021 include:

- **Center for Intergovernmental Partnerships (CIP):** Panel members were instrumental in developing and securing funding for the Academy's new Center for Intergovernmental Partnerships, announced in September 2021. The CIP will serve as a resource for both the Executive Branch and Congress in assessing program design and implementation for programs requiring effective intergovernmental action and will enable the Academy to play a new role in activating administrative capacity and problem-solving throughout the country at all levels of government. The National Association of Counties (NACo), the Government Finance Officers' Association (GFOA), the International City and County Managers' Association (ICMA), the Council of State Governments (CSG), the National Conference of State Legislatures (NCSL), and the National League of Cities (NLC) have all voiced their support for the Academy's creation of this Center.

- **Federalism.us.** The CIP will serve as the new operating home of Federalism.us. Launched in 2020 by the Panel, Federalism.us is now an Academy-hosted website designed as a virtual convening place for policy makers, policy implementers, researchers, and citizens on intergovernmental matters. It is also a repository for data and information about intergovernmental policy and practices. The site provides a rich platform for both intergovernmental data and stories. The data content will be updated as relevant data and analyses become available. Blogs are added regularly to enrich the content.

- **Covid 19 and Intergovernmental Action:** The Standing Panel encourages case studies to identify and understand critical elements of effective intergovernmental arrangements. Of note, the Panel launched a Covid-19 Working Group in November 2020 to look more closely at intergovernmental dimensions of the response to the COVID-19 pandemic. The Working Group is focused on identifying responses and developing recommendations in four intergovernmental areas: vaccine distribution, non-pharmaceutical interventions (NPIs), testing for COVID-19, and cross-cutting and over-arching issues.

- **Stockpile/supply chain management.** Academy Fellow John Bartrum initiated an effort to identify ways to improve emergency stockpile and supply-chain management, an essential aspect of timely intergovernmental action. Bartrum laid out initial suggestions on “How to Build More Resilient, Diverse, and Secure Supply Chains to Ensure U.S. Economic Prosperity and National Security” with feedback from other Fellows and shared his ideas in an Academy webinar.

- **Intergovernmental Aspects of Grand Challenges.** Intergovernmental issues and opportunities for improvement exist in many of the Academy’s Grand Challenges, such as safe and sustainable water systems, meaningful work, resilient communities, infrastructure, and making government AI-ready. The Standing Panel continues to look for opportunities to build on and work with the Academy’s thought leaders on its Grand Challenges in Public Administration and other Academy efforts to identify intergovernmental issues and opportunities that need attention and action. As an example, the Standing Panel on Social Equity in Governance hosted an event introducing the work of the Intergovernmental Systems Panel’s Intergovernmental Forum on Outcome-Based Innovation.



Standing Panel on Executive Organization and Management

The Standing Panel on Executive Organization and Management (EOM) is the Academy's oldest and longest-serving standing panel. The Panel focuses on improving public institutions' structure, capacity, management, and performance.

The Panel has been fortunate to draw on the talents of many Academy fellows during the past year in developing and delivering a series of presentations and discussions regarding current public management issues at the federal and state levels.

The Panel hosted a Four-Part Joint Series on Public Governance and Civic Engagement with the National Academy of Public Administration and the American Academy of Arts & Sciences during the May-June period. Topics included:

- A Theory of Change: Connecting Civic Culture and Governance;
- Civic Health and Citizen Engagement;
- Information, Media, and Civic Strength; and
- Trust in Government at All Levels.

July featured the Grand Challenge of the Month, *Develop New Approaches to Public Governance and Engagement*. The Panel produced two items concerning the topic:

- The Emergence of New Models of Public Governance: a Podcast Interview between Terry Gerton and John Kamensky; and
- Fellow Commentary on Public Governance Issues.

The Panel met via Zoom ten times during FY 2021 on the topics listed below:

- Examining the Panel's Election 2020 White Papers: Developing New Models of Public Governance and Engagement;
- Implementing the Biden Administration's Government Reform Agenda;
- Build Back Better: Where to Start?;
- Rebuilding Trust in Government;
- Creating an Inventory of All Federal Programs;
- Regulatory Retrospective Reviews: The Case of Social Equity;
- The 2020 Presidential Transition: How Well Did It Work?;
- Implementing the American Rescue Plan;



- New Models of Public Governance: Leading Social Transformations; and
- New Models of Public Governance: Measuring Performance and Accountability in a Complex World.

Standing Panel on The Public Service

The Standing Panel on the Public Service focuses on strengthening policies, systems, and practices for enhancing workforce success in achieving public agency goals. The Standing Panel emphasizes the importance of human resources management at all levels of government. The Standing Panel supports studies, reviews, and meetings to advance improvements to government workforce management.

Federal, state, and local governments deliver vitally essential services to the American people every day. If there is a crucial need, public agencies at one or more levels of government are likely to have an important role in meeting it. Public agencies accomplish their mission through their workforces, typically public sector workers and contractors. Public agencies need the right number of skilled workers available at the right time in the right place to deliver needed services to the public.

In 2021, the Standing Panel addressed the Grand Challenge to *Modernize and Reinitalize the Public Service*. The Steering Committee for the Standing Panel adopted three major emphasis areas for 2021:

- Rebuilding trust in, and within, the public service at all levels of government;
- Expanding diversity and inclusion and improving social equity in public service; and
- Exploring centralization versus decentralization in workforce policy (e.g., the role of OPM).

The Panel met via Zoom five times during FY 2021 on the topics listed below:

- Meeting of the Standing Panel at the Academy's Annual Meeting;
- Initial Advice of the Standing Panel to the Incoming Biden Administration;
- Additional Advice to the Biden Administration;
- Discussion of the Academy's Independent Assessment of the United States Office of Personnel Management;
- Positioning Workforce Management for the Future.



In support of its focus on the public workforce, the Panel also:

- **Supported the Working Forward Forum (formerly the CHCO Collaborative).** Since January 2021, the Standing Panel has supported the Working Forward Forum (WFF). Federal Chief Human Capital Officers and staff members are the audience for these meetings. In collaboration with the Senior Executive Association (SEA) and the Shared Services Leadership Coalition (SSLC), Academy leaders and representatives from the Standing Panel participated in monthly planning meetings. The Academy also supported Zoom hosting for the group, and Panel members have served as moderators for multiple WFF meetings.
- **Developed a historical overview of the Merit System.** The issuance of the Executive Order authorizing a new personnel authority (i.e., Schedule F) in October 2020 prompted the Standing Panel to consider the importance of merit system principles. Additional documents advocating for “at-will” public servants also created interest in reinvigorating the foundational principles of Public Service. In 2021, Donald Kettl (a member of the Steering Committee and the Standing Panel) prepared a historical outline of Merit in Public Service to reintroduce the history, purpose, and value of the Merit System as the primary underpinning of public service.
- **Proposed an Executive Order to advance the Academy’s Election 2020 Project.** In October 2020, the Standing Panel published a proposed Executive Order, developed as part of the Election 2020 working group, to improve workforce management at the federal government level.



FROM JOHN KOSKINEN

“I’m delighted to be able to support NAPA as it expands its reach and impact. For years the organization and its Fellows have done important work with almost every Federal agency under contracts to help them deal with the wide range of management challenges and problems they face. The interactions have been positive and productive, and agencies have often been so pleased with the relationship and the recommendations that they have asked for additional reviews and updates.”

“NAPA is now building on its years of experience and the background of its Fellows to undertake a leadership role in addressing major problems facing governments at all levels in the days and years ahead. The organization’s 12 “Grand Challenges” are bringing together government, business and academic leaders to respond to the critical issues of protecting and advancing democracy, strengthening social and economic development, ensuring environmental sustainability, and managing technological changes.”

“This important, new work by NAPA needs and deserves financial support and I hope others will join me in contributing to this important undertaking.”



Standing Panel on Technology Leadership

The Technology Leadership Panel examines the latest trends in technology leadership, management, and governance for all levels of government. It also identifies effective practices for improving executive level capacity and governance and ways to assess the value of technology systems from a public management executive perspective. The group's mission is to assess technology initiatives designed to improve government performance. The Standing Panel had its most active year since it was founded five years ago to support this mission.

In early 2020, the Panel convened with additional Fellow volunteers as part of the Academy's Election 2020 project. This sub-group was highly active and met several times a month, ultimately producing their report, *Artificial Intelligence (AI): An Agenda for 2021*. The Standing Panel held a special live panel session as a webinar where the group presented its work and discussed its findings. Select members of the working group were invited to participate in a Virtual Roundtable on making government AI Ready. Several Fellows participated in separate Academy podcasts focusing on different aspects of AI.

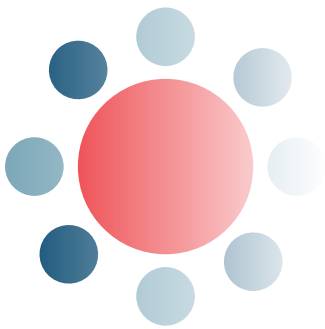
The Technology Leadership Panel also wrote and posted blogs and thought leadership editorials throughout the year and developed a more comprehensive action plan for 2021 and beyond.

This year's five panel sessions drew attention to two key developments impacting society: the increasing recognition of the potential of Artificial Intelligence as a transformational technology and the COVID-19 pandemic. These mutually informing panels centered on the public health crisis as a use case for considering the potential of AI as a transformative technology in the public sector. They focused specifically on understanding and creating effective responses within the context of a crisis. Sessions drew attention to the challenges we face in ensuring that such uses help to surface and eliminate historical inequities rather than re-enforce them. Panel sessions drew specific attention to lessons learned by public sector technology leaders within the context of the COVID-19 pandemic, for example, the increasing and successful use of chatbots to respond to workforce constraints due to lockdowns, and the impact of various public policies, such as stay at home orders, on large scale systems such as unemployment insurance. The Fall Meeting Panel provided a capstone discussion about the overarching concept of "public interest technologies" as a critical resource in advancing the public interest and promoting the public good.



Specific panel sessions are listed below:

- *Can AI Be Used to Increase Fairness and Equity in Government Decisions?* A joint session with the Standing Panel on Social Equity in Governance ;
- *Emerging Tech and Innovation in a Post-Pandemic World: A conversation with David Shive, CIO, GSA;*
- *Artificial Intelligence in Government and Beyond – Where Are We Now?* With Dr. Lynne Parker and Dr. Erwin Gianchandani;
- *Technology Leadership Lessons Learned in the COVID-19 Pandemic;* and
- *Artificial Intelligence – An Accountability Framework for Federal Agencies and Other Entities.* A joint panel with the Government Accountability Office for a public release and presentation on GAO's report.



ACADEMY PUBLIC FORUMS

In addition to the studies and initiatives pursued in partnership with individual agencies and departments, the Academy hosts public forums that bring hundreds of practitioners together to discuss solutions to critical public management challenges. In FY 2021, the Academy hosted the following public forums, most of which were virtual due to the global pandemic.

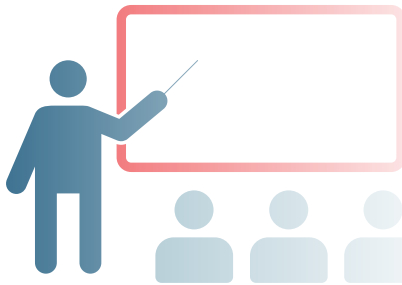
Annual Fall Meeting 2020

The November 2020 meeting featured an all-star cast of keynote speakers and insightful discussions to address the topic of “Grand Challenges in Public Administration.” Consistent with the meeting’s theme, breakout sessions on specific topics, in addition to those sponsored by Standing Panels and listed above, included:

- Managing Technological Challenges;
- Ensuring Environmental Sustainability;
- Strengthening Social and Economic Development;
- Connecting Individuals to Meaningful Work; and
- Protecting and Advancing Democracy.

Other annual meeting activities included:

- Naomi Barry-Perez, Director, Civil Rights Center, U.S. Department of Labor, delivered the prestigious Elmer B. Staats Lecture. Ms. Barry-Perez discussed fostering social equity through public administration; and
- Dr. Joshua Sharfstein, Vice Dean for Public Health Practice and Community Engagement, Johns Hopkins Bloomberg School of Public Health, delivered the prestigious James E. Webb Lecture. Dr. Sharfstein discussed the challenge of public health administration in a pandemic: crisis, response, and integrity.



SYMPOSIUM SERIES & OTHER EVENTS

The Academy expanded its events activities. We continued our two forums sponsored by Grant Thornton: the Working Capital Fund Symposium and the Quarterly Grants Management Series. In conjunction with the Senior Executive Association and the Shared Services Leadership Coalition, we continued to offer a monthly series on Shared Services to address this essential tool for agency reform and established a new monthly Working Forward Forum to address the significant human capital challenges facing agencies during the pandemic. We also hosted numerous non-recurring events, as discussed below.

Working Capital Fund Symposium Series

In 2021, the Academy continued to work with Grant Thornton LLP to host a government-wide Working Capital Fund (WCF) Symposium. Meetings were held in February 2021, May 2021, and October 2021. Over the year, the WCF Symposium's focus expanded to include user-fee-funded agencies. Topics included using Technology Business Management to address common challenges, maintain cost transparency and reserves, and critical tools for fee-for-service agencies. Featured speakers included Zack Gaddy (Defense Counterintelligence and Security Agency), Andrew Haas (Centers for Disease Control and Prevention), Holden Hoofnagle (Department of Commerce), Kenneth Newton (NASA Shared Services), Al Runnels (American Society of Military Comptrollers), Michael Scott (Defense Logistics Agency), Chris Barnhurst (Defense Information Systems Agency), Eric Smith (Defense Logistics Agency), and Ryan Woodward (Veterans Affairs). Additional information about the Working Capital Fund is available at <https://napawash.org/working-groups/active-forums/working-capital-fund>.

Grants Management Symposium Series

In 2021, the Academy continued to host a symposium, also in partnership with Grant Thornton, LLP, to focus on grants management in support of the President's Management Agenda (PMA) Cross-Agency Priority (CAP) Goal #8, Results-oriented Accountability for Grants. The symposium promotes collaborative discussions to foster knowledge sharing and resolution of critical issues in the grants management community. This allows for a government-to-government exchange of effective practices and lessons learned to address common challenges; access to a broad audience of subject matter experts and thought leaders from the Academy, public and private sectors, policy makers, nonpartisan, non-profit state & local organizations, and Office of Management and Budget officials; and a forum to influence and promote change, develop new methodologies and best practices, reduce inefficiencies, enhance grant outputs and improve Government ROI on financial assistance awards.

Meetings were held in March 2021, June 2021, and October 2021. Topics included data analytics, reporting, and governance—with particular focus on data's role throughout the grant lifecycle and how it can be leveraged strategically to inform decision making; lessons learned from American Rescue Plan implementation; and the role of the newly designated Grants Quality Service Management Office (QSMO) at the U.S. Department of Health and Human Services. Guest speakers included Chad Clifford (HHS), Mary Beth Foley (HHS), Terrance Perry (Centers for Disease Control and Prevention), Debbie Rafi (Office of Naval Research), Ryan Zelnio (Office of Naval Research), Donna Sandoval (City of Albuquerque, New Mexico), Andrea Sampanis (HHS), and Tyson Whitney (US Department of Agriculture). Additional information about the Grants Management Symposium is available at <https://napawash.org/working-groups/active-forums/grants-management-symposium>.

Shared Services Forum Series

Shared services are an important tool for agency reform. The most common cause of performance challenges typically occurs in the area of governance: program and project management, requirements, execution oversight, and communications. Successful governance models involve collaborative partnerships between providers and customers and are characterized by a shared understanding of vision, business objectives, performance incentives, roles, responsibilities, and accountabilities.

The Academy continued to partner with the Senior Executive Association and the Shared Services Leadership Coalition to offer a monthly forum on Shared Services. The forum brings the voice of the customer to administration officials and provides a new opportunity to support the





PMA CAP Goal #5, Sharing Quality Services. Sessions were held each month from October 2020 to September 2021. Key topics included DHS financial systems modernization, shared services and presidential transition, grants Quality Service Management Organization at the U.S. Department of Health and Human Services, GSA rulemaking modernization, state shared services practices, international shared services practices, robotics processing automation and data analytics, and lessons learned from other countries. The Shared Services Forum is producing significant results and outstanding reviews from over 100 government executives in over 20 agencies who are attending these monthly sessions. Additional information is available at <https://napawash.org/working-groups/active-forums/shared-services-seminar-series>.

Working Forward Series

The Academy continued its work with SSLC and SEA to advance government modernization, collaborate on delivering high value, actionable insights and implementation support to the federal shared services community, and build on the Shared Services Forum discussed above. To this end, the three organizations launched a new co-sponsored group—the Working Forward Forum—in FY 2021 to improve collaboration in HR modernization initiatives across federal agencies. This forum works in concert with the Federal Chief Human Capital Officer community. Sessions are typically held monthly and have included contextual framing of how work is being reinvented during the COVID-19 pandemic; conversations with public sector leaders about updated OPM policy guidance, improvements to the hiring process that can be made within the current legal framework, and needed agency practices to attract Gen Z to government; and conversations with leaders at other levels of government and in the private and nonprofit leaders on effective non-federal management practices.

American Academy of Arts and Sciences

The National Academy of Public Administration and the American Academy of Arts and Sciences (AAA&S) hosted a joint Public Governance and Engagement series in the summer of 2021. The series built on the Grand Challenges work and the recent AAA&S report, *Our Common Purpose: Reinventing American Democracy for the 21st Century*. Two events were held in May 2021, followed by two in June 2021. The series focused on identifying successful practices in civic engagement, civic learning, civic culture, and information and media.



Speakers included:

- Dan Blair (former President and Chief Executive Officer of the National Academy of Public Administration)
- Lisa Gordon (President and Chief Executive Officer of Atlanta Habitat for Humanity)
- Steve Hagerty (former Mayor of Evanston, Illinois)
- Anne Khademian (Associate Vice Chancellor for Academic Affairs, University System of Maryland)
- Valerie Lemmie (Director of Exploratory Research, Kettering Foundation)
- Carolyn Lukensmeyer (former Executive Director, National Institute for Civil Discourse)
- Martha McCoy (Executive Director of Everyday Democracy)
- Pete Peterson (Dean of the Pepperdine School of Public Policy)
- Miles Rapoport (Senior Practice Fellow in American Democracy at the Ash Center for Democratic Governance and Innovation at the Harvard Kennedy School)
- Tom Shoop (Editor in Chief, Government Executive)
- Sterling Speirn (former Chief Executive Officer of the National Conference on Citizenship)

Pandemic Response Accountability Committee

The Academy worked with the Pandemic Response Accountability Committee on a listening series to share the impact of the pandemic programs and spending on underserved communities. Events were held in August 2021 and October 2021. Future events were planned for December 2021 and beyond.

The first event set the stage by providing an overview of the overall impact of these relief funds on the nation's economy and society; programmatic challenges to equitable distribution of COVID relief; most relevant data for evaluating how successful pandemic funding has been in reaching underserved populations; and advice to policy makers and administrators about how to improve such programs now and in the future.

The second event focused on rental assistance programs by identifying the impediments that state and local governments faced in getting rental assistance to beneficiaries; the impact of the nationwide eviction



moratorium before it was overturned in the fall of 2021; data availability to learn lessons in real-time, make needed adjustments, and evaluate the equity impacts of pandemic relief; and advice to policy makers and administrators about how to improve this program now and in the future.

Speakers at these events included:

- Shena Ashley, Vice President of Nonprofits and Philanthropy at the Urban Institute
- John Friedman, Co-Director of Opportunity Insights at Harvard University and Professor of Economics and Public Affairs at Brown University
- Peter Hepburn, The Eviction Lab at Princeton University and Assistant Professor, Rutgers University
- Andre Perry, Senior Fellow with the Metropolitan Policy Program at the Brookings Institution
- Vincent Reina, The Housing Initiative at the University of Pennsylvania and Associate Professor
- Kate Reynolds, Senior Policy Program Manager, Research to Action Lab at the Urban Institute
- Susan Thomas, President of the Melville Charitable Trust
- Clarence Wardell, III, Chief Data and Equitable Delivery Officer with the American Rescue Plan Implementation Team at the White House

Other Events

- **Earth Day.** The Academy hosted an Earth Day event in April 2021 with Academy Fellows to highlight the most significant near-term opportunities for federal, state, local, and Tribal governments to work together to more effectively steward natural resources and address climate change; the most significant impediments inhibiting such cooperation and collaboration; and the most critical actions that the federal, state, local, and Tribal governments should take immediately to address climate change.
- **Federal Employee Performance Management.** The Academy hosted a conversation, sponsored by Acendire, in May 2021 with its Fellows to identify (1) effective practices in performance management, processes, analytics, and technology and (2) technological workforce and analytics solutions with high potential for improving federal performance management processes and outcomes.



- **Federal Fiscal Data.** The Academy hosted a webinar in January 2021 with the Fiscal Service of the U.S. Department of the Treasury to showcase the department’s new fiscal data tools and the recently launched the National Academy of Public Administration’s Federalism.us website.
- **Future of Federal Workplaces.** The Academy hosted two conversations in June and July 2021 with federal and local leaders to consider the implications of the pandemic for physical federal offices, the federal workforce itself, and regional economies.
- **Meaningful Work and Green Energy Jobs.** The Academy hosted two conversations in March 2021 and June 2021 in conjunction with Case Western Reserve University on the changing nature of work, the role of university education and training, and the future of green jobs.

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 2020 recipient was Myra Shiplett. Myra has been helping the Academy for decades: as a volunteer, a project director, a center director, a volunteer coordinator, a Board officer, a donor, and a Fellow. Myra has been an extraordinary ambassador for the Academy, nominating candidates to be Fellows, making representatives of other countries aware of the organization, promoting the importance of contributions to the endowment, and keeping project funders well informed of the teams’ research. Her visible commitment has drawn others to the organization and helped develop them once they arrived. This enthusiasm spills over into the Academy’s many events, which she always attends and actively participates in.



Myra Shiplett

Herbert Roback Scholarship Award



Rayza Oblitas

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 2020 Roback Scholarship was awarded to Rayza Oblitas, a Master in International Development student at Johns Hopkins University School of Advanced International Studies.

The Louis Brownlow Book Award

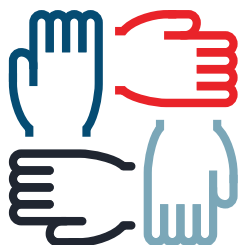
Since 1968, the National Academy of Public Administration has recognized outstanding contributions to the literature of public administration through the presentation of the Louis Brownlow Book Award. The Award recognizes exceptional contributions on topics of broad contemporary interest to practitioners and scholars in the field of public administration. Generally, it is made 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 2020 Brownlow Book Award was presented to Rachel Augustine Potter for her book, *Bending the Rules: Procedural Politicking in the Bureaucracy*. This book traces the rulemaking process from when an agency first begins working on a rule to when it completes that regulatory action. Potter shows how bureaucrats use procedures to resist interference from Congress, the President, and the courts at each stage of the process.



FUNDRAISING



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Fiscal Year 2021 was foundational for the Academy's Development Committee and Business Development and Philanthropy Team.

- We set our fundraising goal at \$130,000 and attained \$230,000.
- The Academy's Board achieved the philanthropic standard of 100% giving.
- We celebrated a record-setting 43 donors who individually contributed at least \$1,000 to the Academy.
- We partnered with nearly 40 corporate and organizational sponsors.

The fiscal year's highlight was the excitement generated by the launch of the Center for Intergovernmental Partnerships (CIP). Development Committee Chair Stephen Hamill led the cultivation of a 5-year, \$500,000 pledge from the National Association of Counties to support the general operations of the CIP. The Kerr Foundation added a \$15,000 general operations grant and the National Conference of State Legislatures also made a fiscal year 2022 pledge of \$30,000 to the CIP.

CONGRATULATIONS TO THE FISCAL YEAR 2021 DONOR WALL OF HONOR DONORS WHO EACH CONTRIBUTED \$1,000 OR MORE TO THE ACADEMY:

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The Academy continued its cultivation and fundraising efforts for the H. George Frederickson Speaker Series in Social Equity. George Frederickson was an eminent Academy Fellow whose research, writing, and advocacy were critical in the movement to recognize social equity as a pillar of public administration alongside economy, effectiveness, and efficiency. When George passed away, a small group of leaders in public administration who admired his work connected to establish a fitting legacy: funding an endowed lecture at the Academy's annual Social Equity Leadership Conference. Dr. Rosemary O'Leary of the University of Kansas, President Jonathan Koppell of Montclair State University, and

Dean Emerita Sandra Archibald of the University of Washington were instrumental in this initiative to fund the Speaker Series in perpetuity. Many thanks to the members of the Network of Schools of Public Policy, Affairs, and Administration who also collaborated with the Academy to advance this initiative.

The Academy, in partnership with numerous supporters, has raised over \$80,000 toward the \$100,000 goal that will elevate the Social Equity Leadership Conference by amplifying our ability to attract the leading thinkers and speakers on social equity. There is additional information about this ongoing effort at <https://napawash.org/memorial/h-george-frederickson>.

FREDERICKSON LECTURE SERIES IN SOCIAL EQUITY HONORED DONORS

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The Academy and its Standing Panel on Social Equity in Governance hosted the 20th Annual Social Equity Leadership Conference. Fellows Gary Glickman and Dr. RaJade M. Berry-James co-chaired the conference. It was highly successful with over 300+ participants, 160+ presenters within eight sponsored tracks, over 20 colleges and universities were engaged, and the sessions generated over 50 hours of video content. The 20th SELC entitled, “Foster Social Equity through Innovation and Change,” included seven pressing issues in public administration: 1) Advancing Racial Equity and Support for Underserved Communities; 2) Investing in Social Infrastructure; 3) Evidence-Based Capacity Building; 4) Dismantling Racism & Other Inequities; 5) Conquering COVID-19 Crisis; 6) Restorative Justice & Reparations; and 7) The Role of Technology in Building Equity.

The underwriters and donors for the 20th Annual Social Equity Leadership Conference were:

UNDERWRITERS AND DONORS FOR THE 20TH ANNUAL SOCIAL EQUITY LEADERSHIP CONFERENCE

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William Clinger

Senior Fellow, Center for the Study of American Government, Johns Hopkins University. Former Fellow, Institute of Politics, John F. Kennedy School

of Government, Harvard University. Former positions with U.S. House of Representatives: Member; Chairman, Reform and Oversight Committee; Vice Chairman, Public Works and Transportation Committee; Ranking Member, Banking, Currency, and Monetary Affairs Subcommittee; Ranking Member, Aviation Subcommittee; Ranking Member, Oversight and Investigations Subcommittee; Ranking Member, Economic Development Subcommittee. Former Chief Counsel, Economic Development Administration, U.S. Department of Commerce; Attorney, Harper, Clinger & Eberly.



Jack Fearnside

Chief Executive Officer, MJF Strategies, LLC; Chief Strategist Consultant, The MITRE Corporation. Former positions with The MITRE Corporation:

Senior Vice President and General Manager; Director, Center for Advanced Aviation System Development; Metrek Division, Director of Transportation Analysis and Vice President, Civil Systems Division. Former positions with the U.S. Department of Transportation: Deputy Under Secretary; Chief Scientist; Acting Assistant Secretary for Policy and International Affairs.



Henry Huckaby

Chancellor, Board of Regents of the University System of Georgia. Former positions with University of Georgia: Special Assistant to the President;

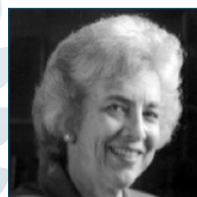
Director, Carl Vinson Institute of Government. Former Representative, Georgia House of Representatives, District 113; Director, Fiscal Research Program, Georgia State University; Director, Office of Planning and Budget, State of Georgia; Executive Director, Georgia Housing and Finance Authority; Commissioner, Georgia Department of Community Affairs; Director, Georgia State Senate Research Office; Senior Policy Coordinator, Governor's Office of Planning and Budget; Registrar, Director of Admissions, Gordon College; Research Associate, Georgia Education Improvement Council; Assistant Dean of Admissions, Georgia State University.



Dwight Ink

President Emeritus and former President, Institute of Public Administration. Former Assistant Administrator, Bureau for Latin America and the Caribbean,

U.S. Agency for International Development; Acting Administrator, U.S. General Services Administration; Director, U.S. Community Services Administration; Assistant Director for Executive Management, U.S. Office of Management and Budget. Assistant General Manager, U.S. Atomic Energy Commission; Assistant Secretary for Administration, U.S. Department of Housing and Urban Development.



Dale Rogers Marshall

Former President, Wheaton College; Dean and Professor of Political Science, Wellesley College; Associate Dean and Professor of Political Science,

College of Letters and Science, University of California at Davis; Lecturer in Political Science, University of California at Berkeley, and UCLA.

In Memoriam



Audrey Mathews

Legislative Advisor, National Association Workforce Boards; Legislative Advisor, California Workforce Association; Professor Emerita, Department

of Public Administration, College of Business Administration and Public Administration, California State University at San Bernardino. Former Professor, Associate Professor and Assistant Professor, California State University at San Bernardino; President, Mathews & Associates; Deputy Director, Office of the Budget, Government of the District of Columbia; Director of Budget and Management, City of Compton, California; Internship Director and Program Director, Professional Development, School of Public Administration, University of Southern California; Budget Director, City of Beverly Hills, California.



Richard P. Nathan

Senior Fellow, Nelson A. Rockefeller Institute of Government, State University of New York. Former Co-Director, Nelson A. Rockefeller Institute

of Government, State University of New York; Provost, Rockefeller College of Public Affairs and Policy, State University of New York; Deputy Under Secretary for Welfare Reform, U.S. Department of Health, Education, and Welfare; Assistant Director, U.S. Office of Management and Budget; Professor of Public and International Affairs and Director, Urban and Regional Research Center, Woodrow Wilson School of Public and International Affairs, Princeton University.



E. Kim Nelson

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U.S. Permanent Representative to the United Nations, U.S. Mission to the United Nations; Director General of the Foreign Service and Director of Personnel, U.S. Department of State; U.S. Ambassador.



Colin Powell

Former Secretary, U.S. Department of State; Chairman, Joint Chiefs of Staff; Commander, U.S. Forces Command; Assistant to the President for National

Security Affairs; Senior Military Assistant to the Secretary of Defense.



Donald Rumsfeld

Former Secretary, U.S. Department of Defense; Chairman and Chief Executive Officer, General Instrument Corp.; Senior Advisor, William

Blair and Company; Chief Executive Officer, Searle Co.; Chief of Staff, The White House; Ambassador, North Atlantic Treaty Organization; Director, Office of Economic Opportunity; Member, U.S. House of Representatives (Illinois).





George Schrader

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George Shultz

Jack Steele Parker Professor of International Economics, Stanford University; Honorary Fellow, The Hoover Institution. Former Secretary, U.S.

Department of State; President, Bechtel Group, Inc.; Secretary, U.S. Department of the Treasury; Director, U.S. Office of Management and Budget; Secretary, U.S. Department of Labor.



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Treasurer of Mississippi; Member, Mississippi House of Representatives.





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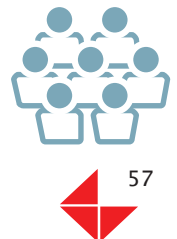
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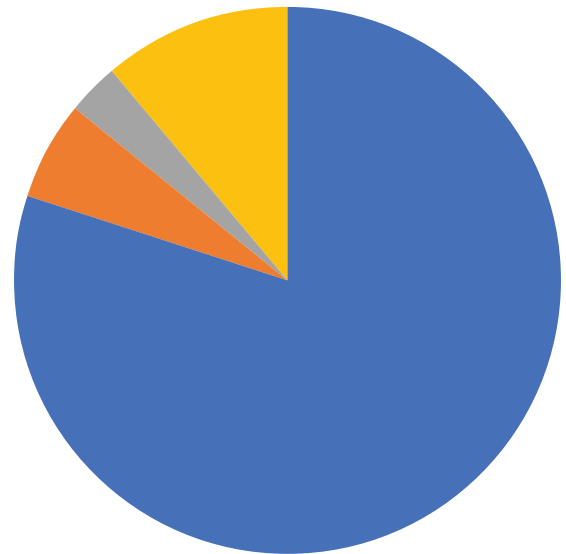


FINANCIAL SUMMARY 2021

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 2021 and reported consolidated operating revenue of \$7.2 million and expenses of \$4.9 million. Net assets increased by \$2.2 million, including investment income

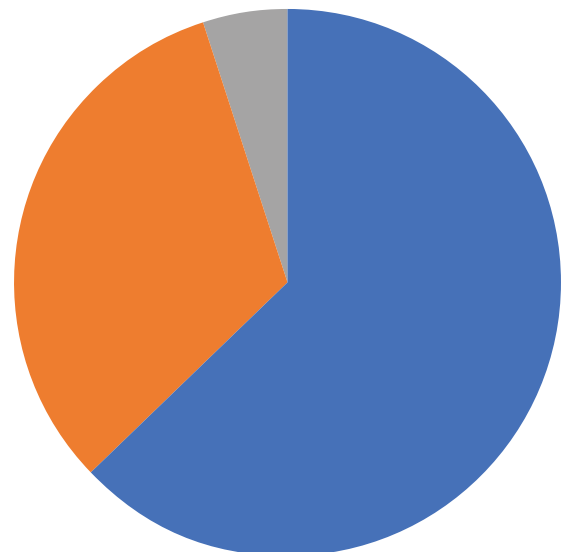
REVENUE \$7.2 million


- Contracts 80%
- Contributions & Dues 6%
- Conferences/Other 3%
- Investment Income 11%



EXPENSES \$4.9 million

- Funded Studies 63%
- G&A 32%
- Fundraising 5%





“NAPA is now building on its years of experience and the background of its Fellows to undertake a leadership role in addressing major problems facing governments at all levels in the days and years ahead. The organization’s 12 “Grand Challenges” are bringing together government, business and academic leaders to respond to the critical issues of protecting and advancing democracy, strengthening social and economic development, ensuring environmental sustainability, and managing technological changes.”

— JOHN KOSKINEN



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