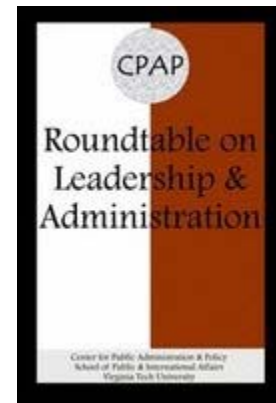




Roundtable on Leadership and Administration

The CPAP Roundtable Series brings leading scholars and practitioners to the table for insightful and thoughtful conversation with students, members of academia, public managers, and participants from the nonprofit and private sector to exchange ideas, share research and experience, and advance our knowledge and understanding of leadership in public administration. Participants have the opportunity to explore the links between theory and practice in an intimate setting of conversation.

The co-convenors for the Roundtable are Dr. Anne Khademian, Associate Program Director, CPAP (akhademi@vt.edu) and Dr. Colleen Woodard, Visiting Professor, CPAP (cwoodard@fed-tech.com).



Past Roundtables

The **July 2007 Roundtable** was devoted to a CPAP community effort to strategize and guide our future forums on developing and understanding leadership and administration. Stepping outside the scholar/practitioner format we have followed for the Roundtable, we asked three CPAP doctoral students to lead this Roundtable discussion with specific audience engagement.

CPAP’s very own **Susan Maybaumwisniewski** framed and moderated a discussion with CPAP PhD students **Maria DiPasquantonio** and **Jeff Stern**, followed by breakout discussions with CPAP students. The session concluded with reporting out from the breakout groups. A podcast of the July 2007 Roundtable can be found on CPAP’s Leadership and Administration blog, www.cpapleadershipandadministration.blogspot.com.

The **July 2006 Roundtable** featured a conversation with **John Rohr**, Professor, Center for Public Administration and Policy, Virginia Polytechnic Institute and State University and **Bradford Huther**, President and CEO of the International Intellectual Property Institute and Retired Member, Senior Executive Service.



In a linear, bureaucratic world, accountability in the public service should be readily defined—assigned to public actors with one level reporting to, and accountable to, the next higher level. In reality, in a constitutional republic of shared and fragmented power with both government and non-



governmental actors, the question of accountability is more complex. Public administrators working in a bureaucratic framework clearly answer directly to their managers/executives



and the political agency heads. But does that answer the question of accountability? This Roundtable explored the question of whom leaders in the public service are accountable to and how they acquire their normative foundation for ethics and accountability.

Entitled *Leadership in the Information Age*, the **October 2006 Roundtable** featured **Walter F. Ulmer, Jr.**, Lieutenant General, U.S. Army, Retired and former President and CEO, Center for Creative Leadership, and **Dr. T. Owen Jacobs**, Co-Founder and Partner, Executive Development Associates, LLC and formerly the Leo Cherne Distinguished Visiting Professor of Behavioral Science Chair, Industrial College of the Armed Forces, National Defense University.



This Roundtable focused on the challenges of leading in the information age, which suggests a new paradigm for leadership theory and practice. We live and work in a fascinating era. Change is increasing exponentially while many of our management and leadership structures and skills are out of step with the pressures and needs of today's work environment. The mix of generations in today's workplace, coupled with advancements in technology and information systems, further complicate how we lead and manage today.



The **January 2004 Roundtable** session featured a conversation with **Robert J. Lamb**, Senior Advisor for Policy, Management and Budget, U.S. Department of the Interior, and **David Lewis**, Assistant Professor of Politics and Public Affairs, Woodrow Wilson School, Princeton University.

In the public management literature and in seminars and classrooms across the United States, the terms leadership and management are increasingly used interchangeably. This initial Roundtable explored the overall question of whether leadership and management are the same, or whether there are important distinctions in language and practice that must be understood.

Reports for past Roundtables are posted on the CPAP Leadership and Administration blog at www.cpaleadershipandadministration.blogspot.com.

The Center for Public Administration and Policy is committed to deepening our understanding of leadership in an administrative setting, and the Roundtable series is fundamental to that effort. The Roundtable provides a bi-annual forum for the rigorous exchange of ideas and experience related to administration and leadership.

The next CPAP Roundtable will be held on Saturday, November 3, 2007 featuring Captain Suzanne Englebert, USCG, addressing leadership in times of crisis.