



ANNUAL REPORT 2020

ASPA Cascade Chapter

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Representing Oregon

& SW Washington



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TO MEMBERS

2020 Highlights

It goes without saying that 2020 was a year of unexpected challenges. The executive board maximized our online meeting time to develop a strategic plan that will help the organization mature into the year 2025 and beyond. We did this with the expert guidance of a local strategic planning professional. The Cascade Chapter also coordinated to present our ASPA 2020 Conference practitioner panel, *On the Front Line of Change: Perspectives on Leadership in Practice*, at ASPA's digital experience in June. Throughout the year, the chapter worked to illuminate challenges to social justice and public service in the U.S.



Looking Ahead

Looking into the year ahead, you can expect more opportunities to engage with the chapter's strategic planning efforts. With guiding principles in place, the board and interested members will continue to achieve our 2025 planning goals. See the 5-year Vision Plan in this report for more details. We also look forward to engaging with the broader ASPA community at the 2021 National online conference in April. Please touch base with us soon!

Masami Nishishiba

President of the Cascade Chapter Executive Board

January 25, 2021

2020 EVENTS AND ENGAGEMENT

ASPA 2020 Conference Practitioner Panel

- Our EMPA Practitioner Panel, while canceled due to COVID-19, was rescheduled as a pre-recorded panel presented at ASPA's digital experience in June
 - Panel Title: *On the Front Line of Change: Perspectives on Leadership in Practice*
 - Presenters included: Jeannine Beatrice, Jeff Stell, Graham Trainor, and Karen Williams
 - Moderated by Kevin Campbell
- Unfortunately, our Chapter business meeting, originally scheduled to occur during the ASPA National Conference in Anaheim, was necessarily canceled. We look forward to catching up with you soon!

2020 Founders' Fellows Sponsorship

- Congratulations to Kelly Sherbo, 2020 Founders' Fellow and ASPA Cascade Chapter member!
- The ASPA Cascade Chapter sponsored the 2020 Founders' Fellows Program with a \$500 donation

Engagement

- The ASPA Cascade Chapter Executive Board has committed itself to stand for social justice and to call out racism and injustice where we find it
- The Board has and will continue to reach out to membership for feedback and ideas relating to strategic planning and promoting social justice
- The Board has followed ASPA National in informing others about and challenging Presidential EO 13957

STRATEGIC PLANNING

5-Year Vision Plan

Following the guidance and creative process of our strategic planning consultant, the Executive Board designed the following visions, intended to set goals for action over the next five years. These visions will assist our work through 2025.

- **Vision 1.0**—The ASPA Cascade Chapter will have successfully implemented programs and strategies that promote social justice within the practice of public administration and incorporate traditionally oppressed groups such as Black, Indigenous, and persons of color into the leadership and programming of the chapter by removing barriers to participation and elevating their voices whenever possible.
- **Vision 2.0**—The ASPA Cascade Chapter will hold two events each year that will be considered the premier PA events in the Pacific Northwest region.
- **Vision 3.0**—The ASPA Cascade Chapter will have a full nine-member Board that, with support from other Chapter members, is active and engaged in planning and implementing programs and events.
- **Vision 4.0**—The ASPA Cascade Chapter has a smoothly functioning, regularly reviewed and updated, highly regarded mix of programs and activities that evolve to meet the needs of its members.
- **Vision 5.0**—The ASPA Cascade Chapter will be the primary professional organization for public administration practitioners and academics in Oregon and Southwest Washington.



Guiding Principles (Strategy 1.1)

The Board realized our first strategy in achieving vision 1.0 was to develop a more robust policy that explains the Cascade Chapter's mission to "promote social justice within the practice of public administration." This policy would be used to inform decisions on the other four vision statements and it would allow avenues for multiple forms of knowledge.

The process involved researching existing literature and organizational principles promoting social justice, defining social justice, and developing a framework for understanding our commitment to social justice. Principles are supported by organizational actions where needed. These actions remind members how to make good on the commitment to the principles identified here. The results of our work are included below.

Definition

"Social justice" acknowledges that to be truly just, societies must focus on designing systems to remedy historic inequities and to benefit the least advantaged in society. Social justice is instrumental for achieving the broad goals of an equitable society. (Guy & McCandless, 2020)

"Social justice is instrumental for achieving the broad goals of an equitable society."

Underlying Framework

- The perpetuation of social injustice is systemic; it occurs individually, institutionally, and structurally.
- It will take intentionality and systems changes to facilitate social justice. The results we see are the outcome of system design.
- The success of systems changes depends on organizing, developing necessary infrastructure (e.g. appropriate mechanisms and policy practices), and supporting a critical mass of advocates to move changes forward.

Guiding Principles

1. Employ an equity lens: Social injustices and racial inequities are not random; they have been created and sustained over time. Inequities are complex and entrenched, and they will not disappear on their own. It is essential to consider equity when changing the policies, programs, and practices that perpetuate inequities, and when developing new policies and programs.
 - a. *Organizational Action:* Work with the awareness that, under our working definition of social justice and in the context of public administration, special attention to racial equity will serve in the design of organizational systems that remedy historical inequities and benefit the least advantaged in society.
 - b. *Organizational Action:* Apply pro-equity tools to develop structures, policies, practices and procedures that sustain social justice.
2. Build organizational capacity: Commit to the breadth and depth of institutional transformation so that impacts are sustainable. While the leadership of electeds and officials is critical, changes take place on the ground, through building infrastructure that creates social justice experts and teams throughout the organization.
 - a. *Organizational Action:* Increase awareness of racial inequity, how it operates in institutions and the harm it does.
 - b. *Organizational Action:* Develop strategic plans and tools and resources for advancing social equity goals.
3. Be data driven: Measurement must take place at two levels—first, to measure the success of specific programmatic and policy changes; and second, to develop baselines, set goals, and measure progress. Using data in this manner is necessary for accountability.
 - a. *Organizational Action:* Establish baseline measurements, targets/benchmarks and tracking processes for outcomes.
4. Partner with other institutions, organizations, and communities: Organizational work on social justice is necessary, but insufficient. To achieve social justice in the broader community, organizations must work in partnership with communities and institutions, other organizations, and communities to achieve meaningful results.
 - a. *Organizational Action:* Collaborate with community-based organizations and other institutions to identify and address cumulative impacts of structural racism.
 - b. *Organizational Action:* Mobilize engage advocates by organizing and supporting for furthering building spaces of dialogue for a shared vision of social justice through leadership teams and member engagement.
5. Operate with urgency and accountability: When change is a priority, urgency is felt and change is embraced. Building in institutional accountability mechanisms using a clear plan of action will allow accountability. Collectively, we must create greater urgency and public commitment to achieve social justice.

EXECUTIVE BOARD

2020 Elections

- A call for nominations went out in the fall amidst destruction of wildfire in the region. Thanks to all who voted for executive board positions. Welcome Jennifer Lee-Anderson, Blair Thomas, and Diane Odeh to the board as members at large. Masami Nishishiba and Sara Friedman were re-elected to the board in 2020.

Meet the Executive Board



Masami Nishishiba—Board President: (Ph.D., Portland State University) is an Assistant Professor of Public Administration and the Associate Director of the Center for Public Service, at Mark O. Hatfield School of Government, Portland State University. Her academic expertise encompasses research methods, cultural competence in the public sector, local government performance management, and civic engagement. She has served as a principal investigator and a consultant for numbers of local government focused projects both in U.S. and overseas. Dr. Nishishiba's publications have appeared in *State and Local Government Review*, *Journal of College and Character*, *Journal of Public Affairs Education*, *Journal of Applied Communication Research*, *Journal of Public Affairs* and others. She is also a lead author of a Japanese/English bilingual book *Project Management Toolkit: A Strategic Approach to New Local Governance*. Dr. Nishishiba has a B.A. in Linguistics from Osaka University, Japan, M.S. in Communication and Ph.D. in Public Administration and Policy from Portland State University. Pronouns: She/her/hers



Chris Page—Board Vice President: (Ph.D. student, Hatfield School of Government at Portland State University) He holds a B.A. and M.A. in anthropology from the University of Arkansas, and has worked for the U.S. Army Corps of Engineers since 2008. He is currently serving Chief of the Environmental Resources Branch for the Portland District Corps. In this role, Mr. Page oversees environmental and cultural resource compliance across all district activities as well as research on fish passage at Portland District dams. Prior to this position, Mr. Page has also served as Assistant for Environment, Tribal, and Regulatory Affairs in the Office of the Assistant Secretary of the Army for Civil Works where he worked on national policy issues related to these three subject-matter areas. Academically, his research interests include organizational theory, tribal policy and engagement, environmental policy, and collaborative governance; particularly as these topics relate to large bureaucracies. Pronouns: He/him/his



Christopher Frost—Board Treasurer: (Chief Compliance Officer for the Bonneville Power Administration) At BPA, he is responsible for regulatory compliance programs as well as internal controls and information governance. He has been with BPA for thirteen years working in the Agency Compliance and Governance organization, focusing on policy and risk management for government contracting, personal property management, records, and e-discovery issues. Prior to BPA he was an Assistant General Counsel at Louisiana-Pacific Corporation managing litigation and budget operations for the legal department. He is a graduate of PSU's Executive Master of Public Administration with the 2013 cohort. He also holds a J.D. from Lewis & Clark Law School, a B.A. in Music/Theater from Whittier College, and is a member of the Oregon State Bar as well as the Society for Corporate Compliance and Ethics. Christopher's EMPA capstone was titled "Electrons and Networks: Case Studies and Comparisons for Network Governance in Smart Grid Energy Policy and Implementation." He is currently working on his PhD at PSU in Public Affairs and Policy with an emphasis on Public Administration. His research focus is on governance and meta-governance in administrative agencies. Pronouns: He/him/his



Sara Friedman—Board Secretary: (Ph.D. candidate, Hatfield School of Government at Portland State University) Sara is a former ESL instructor with an interest in civic capacity and immigration. A diverse academic record and volunteer history anchor her strong commitment to academic and civic responsibility. Sara's teaching history includes undergraduate courses in civic engagement and Cross-Cultural Communication for the Public and Nonprofit Sectors at the graduate level. Sara has also facilitated graduate student learning of R-Studio for data analysis and data visualization in her role as teaching assistant for quantitative skills courses. Sara's current research explores immigration federalism and involves the integration of civic capacity into existing literature focusing on federalism. This work links her past career as an ESL instructor to a related context where education and meaning-making within the community are paramount to understanding local values and norms. Sara intends for her work to continue to affect the development of others as leaders, scholars, and citizens both through research and teaching and training. Pronouns: She/her/hers



Jennifer Martinez—Membership Chair (Ph.D. candidate, Hatfield School of Government at Portland State University) Her dissertation currently examines how remittances and the food labor system shape civic participation and government responsiveness in the United States and Latin America. Her research agenda engages in fundamental questions about how the rise of free-market policies and globalization impact expressions of community, citizenship, and participation. Her family's legacy as farmworkers in California and Mexico is the foundation of how she understands the construction of political rights across borders. She has taught a range of political science and policy courses at Portland State University and San Diego State University. She aspires to integrate her research skills with community outreach, advocacy, and storytelling to inform today's governance demands. Pronouns: She/her/Ella



Kevin Campbell—Member at Large: (Ph.D. candidate, University of Kansas) Recipient of the George Frederickson Fellow in the School of Public Affairs and Administration, his dissertation research examines the implementation of the Americans with Disabilities Act (ADA) and the implications of different implementation models in achieving the ADA's ambitious social change objectives. More broadly, his research interests lie at the intersections of law, human resources management, and social equity. Kevin received his MPA from the Hatfield School of Government in Portland, Oregon while working as a Senior Management Analyst in local government. He received his BA in Russian and Japanese Studies (dual concentration) from The Evergreen State College. While at Evergreen, Kevin was awarded a Mombusho (Japanese Ministry of Education) Scholarship allowing him to spend a year at a Japanese university studying Japanese history, culture, and language. Kevin is active in the American Society for Public Administration, the Society for Human Resources Management, IPMA-HR, and in International City/County Management Association (ICMA). Kevin was recently awarded an Oregon Fellowship for research on community leadership around social equity and diversity. Pronouns: He/him/his



Jennifer Lee-Anderson—Member at Large: (Ph.D. candidate, Hatfield School of Government at Portland State University) Prior to entering the program, Jennifer had over 20 years of professional experience in a variety of public sector and non-profit roles, with an emphasis on homelessness research and housing policy development. With a B.A. in Ethnic Studies from UC San Diego and an M.A. in Asian American Studies from UCLA, Jennifer began her career in the human relations and community organizing fields in Southern California. She developed extensive expertise in coordinating region-wide projects with a focus on interethnic relations, police-community relations, and faith-based community organizing. For 15 years, Jennifer was the president of the consulting firm she founded, which specialized in research, program implementation, and policy development for nonprofits and local government agencies. She has also taught introductory ethnic studies courses at the community college level and served as a senior staff advisor on housing policy and community relations to two local elected officials in Orange County, California. Her research interests continue to lie in the areas of homelessness and housing policy development and the long-term impacts on low income and minority communities. Pronouns: She/her/hers



Blair Thomas—Member at Large: (Ph.D., Valdosta State) M. Blair Thomas is an Assistant Professor in the Department of Political Science at Valdosta State. His research focuses on how local and state governments engage in marketing and branding from a strategic management perspective and has appeared in various academic publications including the American Review of Public Administration and Administration & Society. In the classroom, Dr. Thomas is an award-winning instructor with teaching experience at several institutions including Florida State University, University of Central Florida and Portland State University. Dr. Thomas has served on numerous boards and commissions, most recently on the Leon County (FL) Affordable Housing Advisory Committee and notably as Secretary of the Oregon Governor's Council on Physical Fitness and Sports from 2010 to 2012. A native of Portland, you will catch him discussing the plight of the Portland Trail Blazers, riffing about how to infuse the latest trends in sport fashion into academia or his constant search for the perfect hazelnut latte. You can connect with him on Instagram @mblairthomas, on Twitter @mblairthomas or reach him at www.blairthomas.com
Pronouns: He/him/his



Diane Odeh—Member at Large: (Ph.D. candidate, Hatfield School of Government at Portland State University) She is a third-year Ph.D. student studying ethics, civic engagement, and organizational behavior with a Diversity, Equity, and Inclusion (DEI) lens. She has been working in the public sector since 2010. As a graduate research assistant with Portland State University's Center for Public Service (CPS), Diane works on various projects related to local government. In addition, she works with the Portland Downtown Neighborhood Association (DNA) on various projects related to working with houseless individuals in the area. She holds a bachelor's degree in philosophy and a Master of Public Administration degree. Pronouns: She/her/hers

FINANCIAL SUMMARY

The Chapter's closing account balance in 2020 is \$11,340.59

- Account balance in January 2020 was \$11,713.99

Significant Events:

- The Chapter sponsored the 2020 ASPA Founders' Fellows Program with \$500.
- The Chapter received \$340.00 from ASPA National in September. These funds are paid annually and depend on chapter membership (\$10/member for the 2020 year).