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# Public Problems

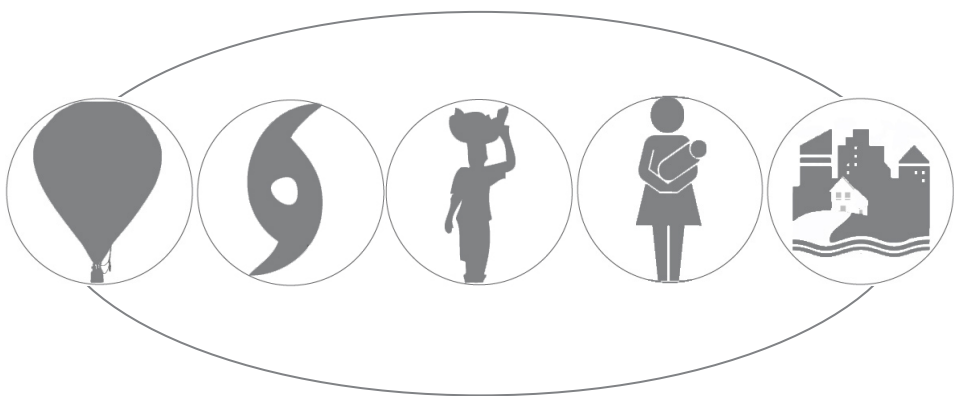
# Public Potential





# Public Problems Public Potential

A presentation of PhD research affiliated with the Roger and Janice Johnson Chair for Civic Governance and Public Management in the Department of Planning, Policy and Design, School of Social Ecology, University of California, Irvine.



# Professor Martha S. Feldman

Martha S. Feldman is the Roger and Janice Johnson Chair for Civic Governance and Public Management in the School of Social Ecology. She is a Professor in the Planning, Policy and Design Department with appointments in Political Science, Sociology and Business. Formerly a Professor of Political Science and Public Policy and Associate Dean of the Ford School of Public Policy at the University of Michigan, she received her PhD in 1983 from Stanford University. She is a Senior Editor of *Organization Science* and on the editorial boards of journals and book series in the fields of management and public policy. She has published four books and dozens of journal articles on subjects in organization theory, public management and qualitative research methods. She has been listed in Who's Who in the World since 2008 and was recently the recipient of the 2009 Award for Scholarly Contribution from the *Administrative Science Quarterly*.

Consistent with the Johnson Chair mandate and the management practices of Roger Johnson (CEO of Western Digital, Administrator of the US General Services Administration), Professor Feldman works with faculty and student collaborators to develop principles of inclusive management practices. Inclusive management emphasizes the importance of managing within public organizations and civic engagement processes in ways that promote democracy, develop community and create effective programs by working across boundaries including organizational boundaries, jurisdictional boundaries, sectoral boundaries and boundaries between different kinds of expertise. A key goal of the research is the development of management principles and practices to enhance the potential of organizations and communities. The 5 projects presented in this booklet are current PhD studies contributing to the development of inclusive management practices.

*For more information contact Professor Martha S. Feldman, [feldmanm@uci.edu](mailto:feldmanm@uci.edu)*

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# Julka Almquist

Julka Almquist is a PhD student in the Planning, Policy, and Design Department in the School of Social Ecology. She received her bachelor's degree in art history from the University of Minnesota. Before beginning her PhD, she spent four years researching clinical exam room design, artifacts used for ethical decision-making, and decision aids at the Mayo Clinic. In the summer of 2007, she was the Design Research Fellow in Residence at Mayo Clinic's SPARC Innovation Design Lab. Julka teaches design research courses at Art Center College of Design and is co-founder and co-chair of the UCI Design Alliance that aims to build a design discourse across campus as an area of intellectual inquiry. Her research has been supported by the Center for Organizational Research, Steelcase Foundation, and Intel People's and Practices Research Initiative.

Julka Almquist's academic work focuses on design in the public realm as a means of public engagement and the ways in which people participate in shaping their communities. Her current research focuses on the role of public participation in the planning and design of the Great Park. She explores how organizers and city managers sustain public interest over a decades long construction process. She is also interested in how spaces become central to a community and how they become part of the citizen's mental map. Julka will extend this research to her dissertation and consider how it might inform other large scale, long term planning projects.

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# Natalie Baker

Natalie Baker is a PhD student in the Planning, Policy, and Design Department in the School of Social Ecology. She has a Bachelor's degree in Psychology from the University of Central Florida and a Master's degree in both Tropical Medicine and International Development from Tulane University. Natalie has worked for the City of New Orleans, the State of Louisiana, and Tulane University focusing on vector-borne infectious disease issues. She has also worked as Grant Manager and Program Analyst for Skid Row Housing Trust in downtown Los Angeles. Natalie has been a Teaching Assistant for the AIDS Fundamentals course in the School of Social Ecology and received a Social Ecology Graduate Mentoring Award in 2007. Ms. Baker has received support from a National Science Foundation grant and the Center for Organizational Research and was recently awarded a fellowship in the Faculty Mentorship Program for the 2009-2010 academic year.

Natalie Baker's research, undertaken as part of a National Science Foundation grant awarded to Professor Feldman, explores the process of disruption and re-establishment of normalcy in the post-Katrina environment in New Orleans. This project focuses on the provision of mental health care and how those who work in mental health care re-negotiate their jobs and the work environment to continue providing care. The goal of this research is to develop an understanding of how people re-establish work routines in the context of extreme disruption and to assist in addressing the social effects and recovery process of future large-scale environmental and social disasters. Natalie will extend this research project to her dissertation, continuing to focus on understanding the re-construction of normalcy in post-Katrina, New Orleans and the disaster recovery process.

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# Heather Goldsworthy

Heather Goldsworthy is a Ph.D. candidate in the Planning, Policy, and Design Department in the School of Social Ecology, and has earned her graduate emphasis in Feminist Studies at UCI. She received her Bachelor of Science degree in Environmental Science and minor in Ecology from Washington State University in 2002. She has published book chapters on gender and global environmental change, and environmental ethics, and is currently working on an article about microfinance and the Millennium Development Goals for a special issue of Perspectives on Global Development and Technology. Heather has received support for her research from the Newkirk Center for Science and Society, the Coalition Advocating Human Security, the Center for Organizational Research, and the UCI Medal Foundation, and was chosen as a Dissertation Fellow by the University of California Office of the President.

Heather Goldsworthy's research explores the organizational, institutional, and environmental aspects of microfinance as a tool of poverty alleviation in the developing world. This project has three analytical foci: 1) the structure of the microfinance industry as a new organizational field, 2) how actors within the industry work to construct microfinance as a global institution, particularly through the use of language, and 3) how the structure, culture, and rhetoric of microfinance enable certain actions and constrain others. The data for this project were gathered during fieldwork in Washington, DC, Canada, and Uganda. The objective of this research is to explore how microfinance can be reframed to address the needs of the poor and avoid negative unintended consequences.

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# Kathleen Pine

Kathleen (Katie) Pine is a PhD candidate in Social Ecology with a concentration in Environmental Analysis and Design. She received her Bachelor's degree with honors in psychology and a minor in natural resource management from The Ohio State University in 2003. Her previous research on adoption and use of improved technologies in Mexico resulted in an article, currently under review. She served as a coordinator for the Interdisciplinary Summer Undergraduate Research Experience for three years and was part of an interdisciplinary team that developed and evaluated this innovative program, resulting in a co-authored publication. Katie has served as an organizer for Orange County non-profits with a focus on community health promotion, including the Community Alliance for Birth Options. Katie has received fellowships from the School of Social Ecology and a grant from the Center for Organizational Research in support of her work, as well as logistical support and mentorship from the California Maternal Quality Care Collaborative.

Katie Pine's research examines the patterns of practice that caregivers engage while caring for birthing women during labor, delivery, and the early postpartum period. This research chronicles how caregivers practice in modern hospitals and the logics underlying these practices in order to understand 1) how features of the organizational environment promote adoption of birthing practices that are safe, effective, and inclusive; and 2) how managers of hospital caregivers can draw on existing resources and capacities to promote safe, effective and inclusive practices.

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# Kathryn Quick

Kathryn S. Quick is a PhD candidate in UCI's Planning, Policy, and Design Department. She received her Bachelor of Science degree with distinction in biology from Swarthmore College and a Master of City Planning from the University of California, Berkeley. Prior to coming to UCI, for twelve years she served as a program manager in affordable housing, social services, and environmental planning for local governments and nonprofits in California and Indonesia. She has co-authored several articles and a teaching case on how public managers can enhance civic engagement and public capacity to address public problems. Kathryn is currently a UCI Pedagogical Fellow. She is also a member of the public-government research group of the Kettering Foundation, which, along with grants from the University of California's Pacific Rim Research Program, Center for Organizational Studies, and Center for Global Peace and Conflict Studies, has supported her research.

Kathryn Quick's research analyzes how public managers' leadership practices enhance public potential to address public problems. She compares more and less successful processes for involving residents and building community in a city with an unusually strong commitment to civic engagement, the city of Grand Rapids, Michigan. She and Dr. Feldman have conducted hundreds of interviews and observations with senior government managers, political leaders, and community members involved in many different community problems over the past decade. Kathryn's dissertation compares management of city budgeting challenges, a citywide environmental master plan, a neighborhood development conflict, and a major new international art competition.

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**Lessons for Public Managers  
from Johnson Chair Research**



Conceptualize the work you manage as a flow of interdependent actions.

Discover unrealized and underutilized resources by encouraging, stimulating, or unblocking the flow of interdependent actions in the work you manage.

Create inclusion and involvement by re-imagining ways to invite those who are left out of the current flow of interdependent actions to join in the work you manage.

Introduce change that promotes interdependent actions rather than creating barriers to the flow of activity throughout the work you manage.

During times of disruption or conflict, help people re-establish or regenerate a flow of interdependent actions that will sustain engagement and recreate a sense of normalcy.

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