



MEMORIES

H. George Frederickson

Edwin O. Stene Distinguished Professor of Public Administration

Joel Aberbach

George Frederickson is known far and wide for his excellent scholarship and his great contributions to our discipline. That's a wonderful thing, but there's so much more to George than that.

In my own case, I recall vividly a dinner I had with George during his time as Winant Professor at Oxford. I was on a visit to work out details for my Winant year and George generously took me to dinner and filled me in on all the important things—like who to get to know, the comparative advantages of luncheons at Balliol and Nuffield, and what fun life in Oxford could be like. He was right on all counts.

George noted at some point that I was not a member of NAPA and should be. I told him that I certainly would like to be a member, but that when I'd been put up a few years before I had not been elected. He gave me a reassuring look and indicated that with the appropriate support, something might be done about that. Indeed, with George's endorsement, I was elected and I have had the pleasure since of seeing how much service and value he adds to that organization.

As many will attest, George is one of the wittiest colleagues in public administration—though I guess there's not much competition in that area—and certainly a major intellectual leader in our field, but I also celebrate that he is one of the nicest people around and one of the most generous with his time and assistance to others.

Best regards,
Joel Aberbach

Professor Voradej Chandarasorn

A ruler may be recognized and a statesman may be respected only in his or her own nation. Professor H. George Frederickson has been more than that. As a great teacher and a pioneer of New Public Administration, he is always known, recognized, and respected everywhere in the world. We truly love and admire him.

Mrs. Mantanee Chandarasorn

Professor Voradej Chandarasorn, Ph.D.
Secretary General, Thai University Research Association

Mrs. Mantanee Chandarasorn
Deputy Director of the Bureau of the Budget, Office of the Prime Minister, Thailand





MEMORIES

H. George Frederickson

Edwin O. Stene Distinguished Professor of Public Administration

Bill Hansell

George and I shared several years of involvement with the governance of the National Academy of Public Administration – two on the Nominating Committee for new fellows and three on the Board. George accused me of never having met a city manager who would not be a good candidate for NAPA. In turn I felt that he planned to nominate any academic who could pronounce the words “public administration.” I asked George if we could have the student evaluations for these professors but he felt that was irrelevant to the incredible depth of their knowledge of public administration. Of course – most of his nominees had never come close to any government service.

George was incredibly innovative in his nominations. Every candidate had some unique demographic and professional specialization. This could have been an example – Candidate “A” had extensive knowledge of the delivery of government services to pygmy tribes in Somalia and his father was a bisexual Hispanic. These were both special features we did not have in the membership of the Academy so the candidate should obviously be elected to complete the Fellowship’s knowledge base. George won more than he lost.

I heard from a KUCIMAT who worked for ICMA that George was known as “Huh George,” and I could understand why. He was a giant in the field of public administration for decades and his knowledge and breadth of understanding was unmatched. You usually said something intelligent like “Huh” after hearing him speak because he had usually covered the entire subject in his remarks.

He—and the other “Sage of Lawrence,” John Nalbandian—organized the first and only Hansell Symposium which gave me some wonderful memories and the profession a very good book of readings. I will always be grateful for that. George has earned some time for rest and reflection. I am certain he will not disappear from our work as living legends rarely do. I wish him the same happiness and joy we have found in our decade of retirement. I do hope that candidate will also continue to share the knowledge about those pygmy tribes so we can all reflect by saying “Huh.”



To George Frederickson upon his retirement:

George, I have enjoyed working with you over the years in ASPA, NASPAA, and NAPA. I cannot imagine that you will have a quiet retirement since you are always first with an idea or concept that addresses a current need or problem and won't be able to contain that intellect or your enthusiasm.

Congratulations on your retirement, a status that's not too bad if you keep busy. (I still keep my hand in ICMA, my department, and occasionally publishing.)

Thanks for a career well-lived and for your contributions to public administration and academic leadership.

Charldean Newell



2008 Tremont Circle
Denton, TX 76205-7408
newellc@verizon.net





MEMORIES

H. George Frederickson

Edwin O. Stene Distinguished Professor of Public Administration

**Maneekwan
Chandarasorn**

Beyond a Successful Scholar is a Wonderful Teacher...Professor H. George Frederickson

Among students of public administration, we all know Professor H. George Frederickson as a remarkable institute of public administration. I could not agree more because his works in new public administration and social equity tremendously inspire us to have a better public administration no matter how much time passes. "The Primer" or "The Public Administration Primer" has become my buddy book since I took my first doctoral course in Intellectual History of Public Administration from Professor Frederickson in 2007. I know I can always find significant theories and debates in public administration in the Primer. As a foreign student, I look for the book that is concise, clear, and inspires me. The Primer has all that. It's the gist of public administration. I can proudly say that I have learned the most of public administration from Professor Frederickson, his books, and over 100 books and articles he assigned in that course. Throughout the course, Professor Frederickson assigned us to write a 10-page essay about each genre of public administration, which at the end accumulated to become our own most valuable public administration canon. Professor Frederickson not only taught us the materials, he trained us to be a real scholar who knows how to read effectively and write analytically without losing our own voices.

Professor Frederickson is so far beyond the word "successful" in his academic career. To me, Professor Frederickson is not only a public administration institution but he is also a wonderful teacher anyone could ever imagine. Professor Frederickson is my academic advisor. I believe I might be among the last group of his advisees and I could not be more honored. He is very kind and supportive to me. Whenever I have a problem, he is the person I know I can always turn to. Professor Frederickson is wonderfully encouraging and always gives invaluable guidance to me. My respect and gratefulness to Professor Frederickson is just like he is my father at the University of Kansas.

We, the students of Professor Frederickson, are inherited with the invaluable knowledge we learned from him. That knowledge, we will pass on to our students and will forever cherish Professor H. George Frederickson's legacy in public administration.

Maneekwan Chandarasorn

Ph.D. Candidate, School of Public Affairs and Administration

University of Kansas

Economist, Fiscal Policy Office

Ministry of Finance, the Royal Thai Government





MEMORIES

H. George Frederickson

Edwin O. Stene Distinguished Professor of Public Administration

Donna E. Shalala

I met George Frederickson at Maxwell in the late sixties as a graduate student. His energy and thoughtfulness for students was admired by all of us.

He taught me everything I remember about public administration. There were more famous luminaries at Maxwell in the sixties and seventies but George was the rising star.

I always thought he was the Fourth Pillar of Public Administration because he more than anyone else kept the field alive intellectually.

My warmest regards on the occasion of his retirement.

Donna E. Shalala
Office of the President
University of Miami
Coral Gables, FL

Walter Broadnax

You have had a tremendous impact on so many people and so many people's lives. There can be no greater tribute to someone's life and career. My very best to you on this joyful occasion.

Edward T. Jennings

George has done so much that it's hard to decide what to give focus. He has meant many different things to me over the years and influenced me in a variety of ways, but his biggest influence came in the attention that he drew to social equity issues. His efforts in the cause of social equity have been invaluable, not only through his writing, which has influenced much scholarship, but also through his ability to get organizations like NAPA and NASPAA to devote sustained attention to the issue, keeping the concerns before the larger profession. Few scholars indeed have that kind of impact on intellectual and practical issues. From the early days of my career, I had been interested in public policies affecting the poor and disadvantaged; indeed, most of my research has addressed the development and implementation of social policies. George helped point me toward examining these issues in a public administration context and helped link me to a group of PA scholars and practitioners committed to addressing social equity issues.

Thanks, George





MEMORIES

H. George Frederickson

Edwin O. Stene Distinguished Professor of Public Administration

Pamela A. Gibson

As a young doctoral student, I was fortunate enough to be a research assistant for Dr. Leigh Grosenick, a 'founding faculty' in the establishment of the MPA and doctoral program on public policy and administration at Virginia Commonwealth University. I was thrilled to attend my first ASPA conference with Dr. Grosenick and to be introduced to all the 'famous' ethicists I had read so much about. Hugh Miller, Charles Fox, Robert Denhardt, Terry Cooper and George Frederickson were a few I had the honor of meeting for the first time. At one point, Dr. Grosenick turned to me and said, "These gentlemen are outstanding scholars and teachers in their field but they are also the best damn poker players you'd ever want to meet." Here is hoping for many more games during a happy retirement.

Pamela A. Gibson, Ph.D.
Assistant Professor of Public Administration
Troy University - Atlantic Region
Norfolk, VA



Mary R. Hamilton

I want to thank you for all you have done for public administration and for ASPA over the years. I appreciate your support when I was Executive Director. I also appreciated and enjoyed the monthly Frederickson Perspectives. They were always fresh and provocative.

But most of all, I'm grateful to you for *The Spirit of Public Administration*, which was published in 1997, my first year with ASPA. As I emerged from 17+ years as a "Fed" and entered ASPA, I found tremendous inspiration in that wonderful book. Your words reminded me of why I spent so much time in government and inspired me to "understand and nurture the spirit of public administration" in my work at ASPA. I treasure the book and your very gracious inscription and will continue to heed your admonition "May you always have the spirit of public administration."

Mary R. Hamilton, Ph.D., CAE
Fellow, National Academy of Public Administration
Senior Executive in Residence
School of Public Administration
University of Nebraska Omaha





MEMORIES

H. George Frederickson

Edwin O. Stene Distinguished Professor of Public Administration

Howard W. Hallman

Greetings George!

In 1969 as I was launching the Center for Governmental Studies in Washington, D.C. to study and promote the idea of neighborhood decentralization of municipal services, I asked Dwight Waldo to suggest a young scholar in public administration to help us make an impact on the scholarly community. He suggested you as among the brightest and best. Thereafter we linked up.

You helped us stage a conference with representatives of graduate schools of public administration to consider public administration and neighborhood control. That led to publication of conference proceedings and a set of essays. We followed up with curriculum essays on administration in urban neighborhoods, financed by a National Science Foundation grant and published as a special issue of the *Public Administration Review* that you edited. With your help we indeed had an impact on public administration in the United States in the early '70s.

Since then I have observed with pleasure your brilliant career and your many accomplishments. I was particularly pleased when you were appointed as the Edwin O. Stene Distinguished Professor of Public Administration at the University of Kansas, for Ed Stene was my professor from whom I learned many things.

Enjoy your formal retirement. But knowing you, I'm sure you will keep busy and continue to contribute to social equity in public administration and other worthy pursuits.

Howard W. Hallman

Laura Langbein

George was probably not the first person that I met when, fresh out of grad school many years ago, I interviewed for a job in May at Syracuse (it was snowing). However, he was the person I remember: gracious, informative, scholarly, all flavored with a sense of humor.

Needless to say, despite the snow, I took the job.

I remember George as a mentor during my first year at Syracuse, and I never forgot his good will and intelligence despite many years since then with little direct contact.

Thanks!

Laura Langbein





MEMORIES

H. George Frederickson

Edwin O. Stene Distinguished Professor of Public Administration

Carolyn J. Heinrich

George Washington once said: “Government is not reason; it is not eloquent; it is force. Like fire, it is a dangerous servant and a fearful master.” Another famous George—George Frederickson, who I have been so privileged to know and to be mentored by—likewise recognized the dangers of government without a “moral basis of bureaucracy.”

As a friend, colleague and scholar, George has advocated for and embodied the moral values that not only provide the foundation for what he described as “the practice of the moral conventions of governance,” but also for a deeply collegial, intellectual, inventive and ambitious community of public management scholars. George, the gentleman supreme, has not only served as one of the most important intellectual leaders of our community, but he has been a creator, unparalleled, of a journal, an association and traditions that uphold the highest principles that we could aspire to as citizens as well as scholars.

I was fortunate to have George’s guidance and support as a young scholar finding my path in public management research and as an editor of the *Journal of Public Administration Research and Theory*, one of his many shining achievements. I am indebted to George and thankful for his being in more ways than I could describe in this short tribute to one of the greatest, gentleman scholars and persons that I know.

Carolyn J. Heinrich

Sid Richardson Professor of Public Affairs and affiliated Professor of Economics
Director, Center for Health and Social Policy
Lyndon B. Johnson School of Public Affairs
The University of Texas at Austin

Stephen P. Osborne

To George:

I still treasure the signed copy that you gave me of your ‘Public Administration Theory Primer’ all those years ago in Birmingham. And it was a truly memorable Indian meal after your seminar.

Stephen P. Osborne

University of Edinburgh, Scotland





MEMORIES

H. George Frederickson

Edwin O. Stene Distinguished Professor of Public Administration

Bonnie J. Johnson

These memories are from taking various graduate seminars from Prof. Frederickson and from reading “The Spirit of Public Administration.” I always looked forward to seminars with Frederickson because we students would gather around the conference table with our books and notes and Frederickson would walk in empty handed. He would sit down and start to speak and ask questions and I remember thinking, “All these things we students are trying to figure out—they are ALL in his head and he can pull details and stories and authors out at will!” Maybe, someday, if I work really hard, I can come close to being that sort of a scholar and teacher. Later on I read “The Spirit of Public Administration” and it spoke to my poor, inner public servant who was not always appreciated. Finally! This was how I felt about public service and there were others who felt that way too!

Thank you Prof. Frederickson for the inspiration and support!

Bonnie J. Johnson, Ph.D., AICP
Assistant Professor
University of Kansas
Department of Urban Planning
Lawrence, KS

Jocelyn M. Johnston

George has many positive qualities, but I want to speak to his collegiality. As a new assistant professor joining KU’s Department of Public Administration in the early 1990s, I was of course familiar with George’s scholarly record and the enormous influence he has had on our profession. What I didn’t know, and was delighted to learn, is that George is also a warm and wonderful colleague, very supportive, and always willing to respond to requests for help. George is one of those gems who does many things for many people, almost always without recognition. His is true of his dealings with new scholars, among others. He is very willing to share perspectives, offer advice if asked, and otherwise serve as an informal mentor, all with grace and no hint of condescension. And we all know that no one turns a manuscript around more quickly, or offers more insightful, helpful comments. His professional contributions are legendary, from his scholarship on the fundamental foundations of public administration, to the creation of JPART. These legacies are truly exceptional. But in addition to those, I, for one, am truly grateful for his warm and generous spirit, his humor, and his dedication and loyalty to colleagues and the profession. Congratulations to George (and Mary!) as we celebrate his influence on our profession and our lives.

Jocelyn M. Johnston
Chair and Associate Professor
Department of Public Administration
School of Public Affairs
American University
Washington, DC





MEMORIES

H. George Frederickson

Edwin O. Stene Distinguished Professor of Public Administration

Dr. Gary A. Johnson

Dr. Frederickson has never liked to sit still for long. When I was enrolled in the PhD program at the University of Kansas he typically went on at least one trip a month to a conference, often international, wrote a book chapter or article, taught, served on multiple committees at the University, department and national organization level not to mention consistently mentoring students, administering grants, and at least once a week buying me lunch.

George was a fantastic mentor and most of what I know of Public Administration I learned from him. More importantly, George has always led by example. His work ethic and commitment to integrity in the academy and public sector have influenced public employees, students, colleagues, and readers around the world. But I think what always impressed me above all his professional accomplishments was that George was willing to treat me as a friend—someone who I could talk to and discuss my academic interests, who always valued my opinion and impressions. George has an agile mind and I always came away from our conversations questioning my assumptions and evaluating my views from a fresh perspective—in short George is a master teacher at all times. George has a vast knowledge of his discipline, one of the lions in the field, no doubt, but I had not appreciated his storehouse of knowledge on a variety of topics until we used to carpool together to Kansas City to do ethics training for the public employees of the Unified Government of Wyandotte County and Kansas City, Kansas. George has encyclopedic knowledge of higher education, policy, literature, psychology, history, art, fast cars and great Asian food, to name just a few things I know he knows. George always struck me as what “the life of the mind” was all about and was integral to my securing a position in higher education and wanting to make it my life’s work. He taught me the need to blend theory with administrative practice and make the world, whether it be a University, a city, another country, or a classroom a better place. He has had an enormously successful career on all fronts and I am very proud to have been one of his students and to call him friend.

Dr. Gary A. Johnson
Assoc. Professor
Political Science and Philosophy
Weber State University
Ogden, UT





MEMORIES

H. George Frederickson

Edwin O. Stene Distinguished Professor of Public Administration

John M. Kamensky

I've never had the privilege to work directly with George but always thought that would be fun. I have long observed his contributions to the field of public administration from an arm's length and appreciate his wisdom and paths of inquiry. I've also admired his contributions to the profession, especially through ASPA. As an active member of ASPA myself, I've appreciated his leadership and his creation of *PA Times* as way to bring the profession together by sharing the news of the day in the worlds of both practitioners and academics.

PA Times named its award for the best-written article of the year in his behalf as a lasting tribute to his contributions. His long-running commentary columns in *PA Times* were highly popular, resulting in them being compiled into a book. I appreciate how George's work has challenged my thinking, made me think harder and sharper about a wide range of topics in public administration. I'm sure he has had that effect on generations of other practitioners and academics, as well. That's one of the important legacies that he's left for us all.

John M. Kamensky
Senior Fellow and Associate Partner
IBM Center for The Business of Government
Washington, DC

Clark Whitehead

George has been a lifelong friend since grade school. We grew up together attending Boy Scouts and church together and even played on the high-school football team together. We even roomed together the first two years of College. He has always stayed in touch over the years.

However, his wife Mary saved him. He was not a scholar his first two years at college. He was working too much and sleeping in too much! And look what she did! She motivated him to finish college and graduate school. What a great guy who married a great gal and they had a great family!

His "old" friend,
Clark Whitehead
Sandy, Utah





MEMORIES

H. George Frederickson

Edwin O. Stene Distinguished Professor of Public Administration

W. Henry Lambright

Dear George,

Sorry I cannot be with you at this joyous occasion celebrating your career. I did want to thank you for your many years of service to the profession. I met you long ago when you were an Assistant Professor at the University of Maryland, and I was looking for my first academic job. I landed at the Maxwell School, Syracuse University and so did you. You left Syracuse seeking new opportunities. But I have followed your work and occasionally participated over the years in some of your ventures in Public Administration including Minnowbrook. You have been a leader in the field intellectually and as an advocate. You carried the torch of Public Administration for a long time, and carried it well. Thank you for all you have done for our field. It is a much more vibrant enterprise for your zeal and continuous contributions.

I wish you and your wonderful wife and family the best as you move into a well-earned but no doubt active retirement.

Best,
Harry

W. Henry Lambright
Professor of Public Administration
International Affairs and Political Science
The Maxwell School, Syracuse University
Syracuse, NY

Alasdair Roberts

George,

A long time ago, when I was just a PhD student at the Kennedy School, I read a story in the PA Times about the Minnowbrook II conference that you were organizing in upstate New York, and I wrote you a letter to ask whether I could attend. You had no idea who I was, but you invited me to join the conference anyway. This was only the first of many kindnesses that you have extended over the last quarter century, and for which I am deeply thankful. You are a model of intellectual open-mindedness and generosity which I strive imperfectly to emulate.

Very best wishes,
Alasdair Roberts





MEMORIES

H. George Frederickson

Edwin O. Stene Distinguished Professor of Public Administration

Larry S. Luton

When I went to the downtown Spokane parade celebrating Eastern Washington University's national championship in football, George was there. He had left EWU many years prior, but (knowing his continuing love for and interest in the university) I was not at all surprised to see him. As president of EWU he was responsible for some hugely important changes—Big Sky athletics, a downtown Spokane presence, etc. He also created the EWU MPA program, not as flashy a contribution but a valuable and lasting one. For your continuing care for EWU in general and for creating the MPA program that made my career possible, I thank you, George—very, very much!

Larry S. Luton

Cullen C. Merritt

Dr. Frederickson,

The first time I met you was when I visited KU in the spring of 2009. Although I had already been accepted into the doctoral program, I was nervous about meeting you. My mentor at Texas A&M, Ken Meier, spoke highly of you and I wanted to make a good first impression. I remember walking into your office with my portfolio and you told me to, "Put that thing down, we are going for a walk." We walked around campus for nearly an hour—you talked about how to succeed as a doctoral student and about your time as a university president, among other things. You calmed my nerves and made my visit enjoyable.

Working in the office directly across the hall from you has been an honor. Not too many people can say that they once worked in an office that was across from George Frederickson's. I enjoy our frequent conversations about research, higher education, Texas, and sports! You have shown me how to become a first-rate, and down-to-earth, academic.

Thanks for the memories and for those to come!

Sincerely,
Cullen C. Merritt





MEMORIES

H. George Frederickson

Edwin O. Stene Distinguished Professor of Public Administration

Lisa Trahan **What I know about H. George Frederickson**

A few years ago, when my daughter was a sophomore at Ohio University, it came up in our weekly phone call that she had to write a paper for her public administration class. My ears pricked, and I asked her about the topic. Oh, it was an essay in response to the question: According to H. George Frederickson's book entitled... "I know George Frederickson," I interrupted, hoping for a moment to impress her, "He's a Fellow of the Academy." A couple of weeks later I asked her about the essay. "I got an 'A,'" she replied, "I started the paper with: According to H. George Frederickson, a Fellow of the National Academy of Public Administration..." My professor wrote in the margins, "How do you know this?"

I know H. George Frederickson as a Fellow of the Academy. George has been in the "active column" for many years. In May of 2005, we had a Fellows nominating committee meeting at a hotel at the Chicago airport. Chicago had been a compromise sprung from George's suggestion that we meet in the epicenter of America—or maybe of public administration—in Lawrence, Kansas. I found myself having dinner with George, Bill Hansell and Phil Rutledge; all of whom had ordered Chicago-sized steaks and all of whom admitted that, had their wives been present, they wouldn't have ordered the "big steak." The steak was accompanied by beautiful stalks of asparagus that were going untouched, and I admonished them to eat their vegetables. They made a few half-hearted attempts and mostly pushed the vegetables around the plate—and I was reminded how little sway I had over these important Fellows. At that dinner I also asked George what the "H" stood for, and in words that I wish I could remember, he told us that this was something learned only if you knew him "in the biblical sense." We laughed, and he did tell us what the "H" stood for—but I'll not reveal it here.

I know a couple of other things about George. That I better have a diet Pepsi for him at a Board breakfast, and that he knows a good deal about chocolate and candy and that this knowledge has NOT been gleaned from eating it. I also know that George is intellectual in thought, eloquent in speech, and brilliant in writing but those qualities are surpassed by his ability to ask the correct and necessary questions and to then honestly and earnestly listen to the answers.

Public administration is not losing Dr. Frederickson. We'll still be able to read much of what he knows and sophomores will write essays about his works for decades to come. I look forward, with excitement, to reading his books in his next genre and I wish him the very best in this next chapter.

Lisa Trahan

Director, Academy Affairs

National Academy of Public Administration





MEMORIES

H. George Frederickson

Edwin O. Stene Distinguished Professor of Public Administration

Kurt Thurmaier

George Frederickson has been my faculty dad since 1990 when I started as a young assistant professor at KU. I will never forget my interview at KU in January 1990. I flew into KCI, arriving about 10pm, expecting to be met by a doctoral student to take me to Lawrence. Instead, it was George Frederickson. I was instantly hit with a surge of adrenaline: I was already being interviewed, and by THE George Frederickson! I didn't know if this were a good sign or not.

The adrenaline rush continued all the way to Lawrence. It was not George's conversation, however; it was because George was driving one his small sports cars and we were racing down the interstate, very low to the ground. It was my introduction to the fun side of George.

He gave me much good advice on journal submissions, revisions, and the like over the years I was at KU, and I'm very grateful for his encouragement and support.

The most important advice George has given me happened after I had left the nest of KU. I was the MPA director at Iowa State University and had been working hard, too many hours, to get the program up and running. George accepted my invitation to be our graduation speaker. At breakfast that morning, as we talked about how I was doing, he gave me this advice:

"Thurmaier, you can love an institution, sacrifice many hours to help it improve, give it all your intellectual gifts. But just remember this: no matter how much you love an institution, it can never love you back, and it will not remember you when you are gone. So when you are choosing between giving the institution another hour of overtime, or spending that hour with your children and the woman you love—who can love you back—how are you going to choose to spend that time?"

That breakfast with George has changed my quality of life for the better. I have passed this advice along to many others, with attribution, especially to young assistant professors. It has made me a better manager myself, remembering the advice when I give advice as department chair.

This story just goes to show that when one is a parent, even a faculty dad, parenting is never over, and a good parent can always find some helpful advice to pass along.

Thank you very much, George, for being my faculty dad and friend.

Kurt Thurmaier





MEMORIES

H. George Frederickson

Edwin O. Stene Distinguished Professor of Public Administration

Daniel L. Smith

I simply want to express my gratitude for George's selflessness. His commitment to developing junior scholars was evident at Minnowbrook III, and I will never forget how generously he offered both words of wisdom and support to all who sought it.

Best regards,
Dan Smith

Assistant Professor of Public Budgeting and Financial Management
Robert F. Wagner Graduate School of Public Service
New York University
New York, NY

Robert A. Kipp & Jewel D. Scott

In talking about the contributions of George Frederickson, we shared the memory of the extensive scholarship Dr. Frederickson has contributed to the field of ethics. This is an area of considerable interest and priority to both of us, and his focus on ethics has been an important factor in increasing the knowledge and the discussion of ethics academically and among practitioners.

As Dr. Frederickson often pointed out, we live in a time of changing approaches to the provision of public services and diverse perspectives on values and even what constitutes ethics. The public increasingly is influenced and informed by media that virally spread perceptions and opinions, and often overlook the facts. Dr. Frederickson's thoughtful and often provocative writings and speeches on the topic of public ethics catalyzed important debates and ensured that the issue would be top-of-mind for his students, his peers and those who toil daily in the public administration fields.

We suspect that just as Dr. Frederickson will not stop writing about this important topic, his colleagues will not stop teaching ethics. His legacy to the university and its rich tradition of preparing outstanding students to be exemplary professionals in the field of public administration will be the strong foundation of deep thought and rich literature that he has contributed to this field. For this, he deserves both our praise and our appreciation as he moves forward to write the next chapter of his life.





MEMORIES

H. George Frederickson

Edwin O. Stene Distinguished Professor of Public Administration

Norma Riccucci

When I was an undergraduate student studying political science, something just wasn't clicking for me; that is, until I read George Frederickson's, "Toward a New Public Administration," the most influential and enduring chapter of Frank Marini's *Toward a New Public Administration: The Minnowbrook Perspective*. The paper edition of the book cost \$3.95 back then, and I still own it. George's chapter, read innumerable times, is marked up in pencil, blue BIC ballpoint pens and several different shades of highlighters. His deliberations on social equity and casting it as one of the main objectives of public administration drew me to the field. George's oeuvre has significantly influenced the overall scope of public administration, but it is his pioneering work in social equity that I will forever be grateful for, not to mention his warm smile and subtle, endearing sense of humor.

Buona fortuna my friend!

Norma Riccucci

Professor and Director, Ph.D. Program

Rutgers University, Newark

School of Public Affairs & Administration

Newark, NJ

Christopher Pollitt

It grieves me mightily that I cannot be there on George's great day, so this short message must stand in my place.

In our field there are some who do great work and spawn new ideas. There are others who organize and stimulate others, shaping creative departments and institutes. George is one of the very few who has done both. Furthermore – and this puts him in an even smaller club – he has remained a lovely, entertaining, friendly and totally trustworthy man. It is indeed a privilege to know him.

Christopher Pollitt

Emeritus Professor

Public Management Institute

Katholieke Universiteit Leuven

Belgium





MEMORIES

H. George Frederickson

Edwin O. Stene Distinguished Professor of Public Administration

Beryl A. Radin

It's hard to imagine what the field of public administration would look like if George Frederickson had not been a part of it for nearly 50 years. His contributions can be described in rather traditional ways; that is, through books and articles on a range of subjects. But his influence moved far beyond those products. He has pushed generations of public administration scholars and practitioners to think about the field in new ways. He was able to link theory and practice in untraditional forms (e.g. creating JPART as well as PA Times). He is comfortable with the developments in the world of practice (including politics) as well as struggles involving equity and other values. His involvement in efforts in other countries set the standard for many and he has been able to focus on a range of themes across diverse settings in both the US and abroad.

George Frederickson gave us a model of how to stir both the intellectual and practice pot. He has been willing to confront unpopular issues. Indeed, much of his work allows us to acknowledge that there are times when the emperor has no clothes. I cannot think of anyone else in the field who exemplifies my model of a scholar, colleague, and academic entrepreneur more than George Frederickson. He is open to new ideas, new venues, and committed to issues of equity that I share. He has clearly been a mentor to me.

Beryl A. Radin
Georgetown Public Policy Institute
Washington, DC

Donald Moynihan

George holds an extraordinary role in our field. Of very few can we truly say that the field would be fundamentally different without that person, but with George it fits. He is not only an extraordinary scholar—he is also a visionary whose founding and leadership of JPART has reshaped our scholarship in a deeply positive way. What has struck me most about George is his kindness to young scholars. He is a larger-than-life presence, which can be a little intimidating for a junior professor. But in my experience he looks for chances to chat with younger members of the profession, putting them at ease by asking them about their work, and offering advice. I remember being shocked when visiting Kansas as an assistant professor that George took the time to give me a driving tour of Lawrence, which he interspersed with an insightful and funny brief history of public administration as a profession. In all respects, he is a model for others to follow.





MEMORIES

H. George Frederickson

Edwin O. Stene Distinguished Professor of Public Administration

Richard Page

“Say it ain’t so, George!”

But all good things do come to an end. And the profession will miss you George Frederickson. You have been a scholar, a mentor, a friend, a colleague, and a student for these many years. You have inspired thousands of students with your insights, your persistence, your humor, and your scholarship. They will testify to your legacy, and those of us who know you as colleagues will always remember your friendship.

You were young and ‘new’ at the “New Public Administration Conference” in Syracuse in 1969. I remember you well, as you befriended me, a real rookie. And, now, a few years later, I’m sure you are young in spirit and seeking new ideas and new worlds.

Thank you for your example! Thank you for your friendship! Thank you for your teachings! Enjoy retirement: relax a little; travel a little; nap a little; smell the roses a little; and keep on learning!

Warmest regards,
Dick

NAPA Diane Disney & Dan G. Blair

On the occasion of his retirement, the National Academy of Public Administration would like to thank George Frederickson for his many official and unofficial contributions to this organization.

In addition to serving on the Board of Directors for six years, George chaired the Membership committee, was a member of the Board Executive committee, and served on the Fellows Nominating and the Board Officers committees. An active member of several Standing Panels, George was a founding member of the Standing Panel for Social Equity in Governance. He was particularly active on this panel, attending and contributing for many years to the Social Equity conferences. At the 2008 Academy Fall Meeting, he reached a large audience by delivering an especially thought-provoking Staats Lecture. And beyond these “official” functions, he was always available for short-term tasks and ad hoc projects as the occasion arose.

We wish George all the best and welcome his continued participation and leadership.

With affection and respect,
Diane Disney
Chair, Board of Directors, National Academy of Public Administration

Dan G. Blair
President and CEO, National Academy of Public Administration





MEMORIES

H. George Frederickson

Edwin O. Stene Distinguished Professor of Public Administration

A Homenagen* to H. George Frederickson

**By One of His Old Professors
Frank P. Sherwood**

Early on, I want to note that George has earned a special place in Public Administration. It is not too much to place him among the greats—with Don Stone, Elmer Staats, and Chet Newland. These are the people who have had an uncommon influence both on the practice and study of Public Administration over a very long time. They stand out as contributors in innumerable ways to create a more professional and effective public service in this country and indeed around the world.

Because of my particular involvement in George's formation as his Dissertation Chairman and one of his doctoral professors, I feel it is a particular pleasure to recognize his many accomplishments. As professors at the *Festschrift* know, the successes of students are among the deepest of satisfactions. That is certainly my feeling about George. Indeed, I owe a great deal to him because he has helped give my life satisfaction and importance.

George engaged in his doctoral studies in a most unusual time. The School of Public Administration at the University of Southern California was a rather rare institution. Then about 35 years old, it was certainly unique in its preoccupation with the management of governments. To be sure, other institutions had strong programs but essentially took pains to put them in a policy context. The strong emphasis on management did not limit perspectives at SC but broadened them to include all the undertakings in which governments typically engaged. Before coming to USC, George secured a more traditional Public Administration education at the University of California at Los Angeles, where he received an MPA degree in 1961.

But it seems that George's career compass was set in the School of Public Administration. A view of his academic interests today reveals that they are highly congruent with the thrust of the USC program in the middle 1960s. Further, George was a participant in a program that was specifically offered at the doctoral level. The PhD classes in which he was involved were quite separate from those at the master's level, and that was possible because the School of Public Administration was the largest in the nation. In this respect it was unlike the relatively few

doctoral programs offered at other universities, in which the curriculum consisted of an accumulation of master's level courses.

As is often the case in quality graduate work, George benefited greatly from his fellow students. They were an outstanding group of people and went on to distinguish themselves in many ways and in many institutions. Further, the learning process was highly collaborative. We were wise enough actively to encourage doctoral students to study together and to learn from each other. Our companion offering of a professional doctoral degree, the Doctor of Public Administration, additionally enriched the collaborative environment. Many in the latter program brought high level executive experience to the classroom; and so doctoral studies at USC did not operate very far away from a real world environment.

The faculty, of course, was an important part of this learning environment, but I would not want to over-emphasize its role. None of us were the great stars of the academic world. What really distinguished us was our high commitment to the enterprise. At that time there was a real belief that government could do better, and there was no more efficacious way to do that than to feed more able, honorable people into the system. I personally felt we were on the brink of something big. We seemed to have in our grasp the opportunity to construct a society where people were productive, played by the rules, and where the rewards were more or less shared equally. We professors did not see ourselves as apart from the students. We were on the mission together; and no one felt they had a monopoly on knowledge. We were learning together. As a result, we were able to summon our available resources—such as they were—and direct them to our common learning and developmental interests. I

**Homenagem* is a Portuguese word whose English translation is homage. In Brazil, however, it has far more cultural significance. *Homenagens* are offered as a form of special tribute at particular points in a person's life or career and are generally regarded as an important occasion.



MEMORIES

H. George Frederickson

Edwin O. Stene Distinguished Professor of Public Administration

A Homenage* to H. George Frederickson by Frank P. Sherwood (continued)

like to think it was this kind of world from which George emerged and which enabled him to move beyond any of us on the faculty.

A word should be written here about his dissertation, of which I was the Chair. Unlike Dwight Waldo and Herbert Simon, I do not think George saw his dissertation as a major contribution to the discipline. At the time he was at the University of Maryland in an untenured position and was anxious to get the certification, namely the PhD, that would give him entrée into the academic world. At Maryland he had access to a tremendous amount of data about municipal finances in the state, thus easing greatly the acquisition of needed information. Significantly, he saw his major contribution as coming from his analysis of this vast array of figures; and he did blaze some new ground. He enlisted the computer to treat his data in new and important ways.

So far as I know, George was the first in our doctoral group to use the computer, which then required the use of IBM cards, as a significant analytical tool. It was certainly something about which I knew very little, and it would be another 15 years before I purchased my first Apple. As a matter of fact, I don't recall there being anyone on the faculty who could claim any real computer competence. There were two reasons why I ended up chairing his PhD committee. The first was that I knew George well and had a good relationship with him. The second was that I taught government finance and local government, and so was well versed in the subject matter. I might say, too, that it did not bother me a great deal that I was computer illiterate. It was neither the first nor the last time that doctoral students knew far more about their dissertation subject than I did. In the process I did see some areas where improvements could be made and George willingly obliged. My recollection is that things went reasonably smoothly, and George received his degree in June, 1967. He was then ready to descend, full force, on the academic world. As things turned out, I don't believe the dissertation has played a big role in his intellectual undertakings. And municipal finance does not appear to have had a major place in his active research and writing career.

As I have been writing these paragraphs, I have become increasingly aware that a great deal of time has passed since George was a student. If I were not still alive, there would be no one to report on George's doctoral education. And institutions, not just individuals, have mortality.

The School of Public Administration was merged with another entity into something fairly different in 1998; and the PhD in Public Administration disappeared about that same time. Recently the University of Southern California took full page advertisements in major newspapers to announce that the Price School of Public Policy had been created, supported by a \$50 million endowment from the estate of Sol Price. What was interesting to me was that, while Public Administration is clearly a part of this new entity, the discipline was not mentioned in the ad as one of the major activities of the new school. This makes it all the more important that George Frederickson continue in a university with a Public Administration commitment. It is reassuring that the University of Kansas continues to seek a finer and better public service for America.

With his newly-minted PhD, George joined the faculty of the Maxwell School at Syracuse University as an Assistant Professor. The five years of service there were the longest he experienced in his early academic roles. In his last year, 1972, he was promoted to Associate Professor and was also Assistant Director of the Metropolitan Studies Project, then a very large Maxwell undertaking. That administrative role in some ways set the direction for George's budding career. He moved to the Graduate School of Public and Environmental Affairs at Indiana University as Associate Dean; and, after two years there, became the Dean of the College of Public and Community Service at the University of Missouri. Three years in that role led to the Presidency of Eastern Washington University in Cheney, Washington, an assignment to which he devoted 10 years. At the completion of that assignment, in 1987, he was nearly 50 years of age.

What would George do next? Much as I respected George, his career path, which now involved 15 years in essentially administrative roles, played into my prejudices. I felt he was lost to scholarly pursuits. He was a bright guy, with lots of good connections, who would be a very attractive candidate for the vast array of positions in the educational bureaucracies of the country. They would provide him with an excellent salary, considerable security, plenty of staff to perform any of the drudgery, substantial travel under the best of circumstances, and high status. It seemed to me that was what the 10 years of service as a University President had earned him.

Imagine my surprise when I learned that George had agreed to become the Edwin O. Stene Distinguished



MEMORIES

H. George Frederickson

Edwin O. Stene Distinguished Professor of Public Administration

A Homenagen* to H. George Frederickson by Frank P. Sherwood (continued)

Professor of Public Administration at the University of Kansas! He was clearly foregoing the many perks that could have been his. He was going to be a professor and responsible for doing much of his own work. And I believe it is for his 25 years of work as a professor at the University of Kansas that he is particularly being honored at the April Festschrift. Indeed, I wonder just how many people with George's lengthy and distinguished record as an academic administrator have returned to a professorial role. To be sure, many ex-Presidents occupy an office and call themselves professors, but I think there are few who have adopted the working stance of a Frederickson.

Also heartening was the fact that George was joining a University with such a continuing high commitment to Public Administration. He would not have to blaze new trails but rather could see to it that paths long trod remained open and inviting. My exhilaration about his choice of institutions stemmed from my awareness of Kansas back in the 1950s when Ed Stene, with significant help from Ethan Allen, was establishing its program of educating city managers. At the time I was playing a leading role in a somewhat similar effort at the University of Southern California; and I encountered Ed and Ethan on at least a couple of occasions. I remember both of them as greatly enthused and highly committed to bringing professional management to local government.

At the time there was little interest in educating city managers, and so Ed's great effort to develop one in Kansas was well known. By far the most notable undertaking was the Fels Institute at the University of Pennsylvania, led by Steve Sweeney. He had *Fels Naptha* soap money and was the only one with any real cash to spend on the development of city managers. Probably the second was at USC, largely because California was the hotbed of city management. Stene's effort likely was third; and he faced the twin obstacles of little money and a geographical area where Council-Manager government was not so firmly institutionalized. It was not many years later that the Fels Institute disappeared, a victim of changing University priorities and the absence of Fels cash. USC declined in importance because of hefty tuition hikes, competition from state colleges, and the distraction of lucrative technical assignments overseas. The one that soldiered on was Kansas, under the continuing, dedicated leadership of Ed Stene.

An interesting paper by Judith Galas, "Professor Edwin O. Stene, A Passion for People and the Public Service," written in 1992, provides many insights into Stene's life and the development of the city management program at Kansas. She observes, "He [Stene] was passionately driven to have his program recognized as a major contributor to the development of city management and as a beacon for public service based on a devotion to ethical government." The paper reveals that the Kansas program has also had its ups and downs but has been on the ascendancy for many years. Much of that progress may be attributed to another distinguished alumnus of the USC doctoral program, John Nalbandian, who joined KU in 1976 and has served there for over 35 years. So it is no wonder that we veterans of earlier PA days were elated that the distinguished George Frederickson was attracted to Lawrence, where he would bring the program and the institution even greater recognition.

Having examined the preliminary schedule for the Frederickson Festschrift, it is clear that the scholarly work of the honoree will be carefully examined. The paper writers have far greater credentials, and undoubtedly a much more current acquaintance with the Frederickson work and relevant literature than this long-retired academic does. So I will not even attempt to address this highly important aspect of his career accomplishments. But his classification as one of the greats in our field requires that he do more than research, read, and publish. There is also the requirement that he be an active participant in the development of the field. Certainly George has met these standards fully and with rare effectiveness. Essentially since the time he launched his academic career, he has occupied leadership roles of great significance in Public Administration. Just one example that will find little presence in the history books involves a national conference of the American Society for Public Administration held in Philadelphia. I believe the year was 1969, but I may be a year or two off. The planning of the conference was assigned to one of the elders in the Public Administration community, and he came up with an agenda that, put its best light, was elderly. Further, it was primarily his work. There was very little participation. George, who was a junior professor at Syracuse at the time, did the unthinkable. He organized a counter-conference. My recollection is that the Frederickson program was better attended than the regular ASPA sessions. More importantly, it led to major reforms



MEMORIES

H. George Frederickson

Edwin O. Stene Distinguished Professor of Public Administration

A Homenagem* to H. George Frederickson by Frank P. Sherwood (continued)

in the ways things were done in the organization. I have a real feeling for the Frederickson impact because I became the Program Chairman for the next ASPA conference, held in Denver. We certainly did things differently. It involved high participation, and there was no counter-conference.

While George confronted the establishment in the case of the counter-conference, he generally chose to work within organizations. I doubt there is anyone who has done so much to give life to the American Society for Public Administration, and it has always been a demanding task. Inevitably he served as President of the organization; and, while I do not have the exact date of his Presidency, my belief is it was around 1980, when he was serving as President of Eastern Washington University. By that time it was standard that the President would be elected; and so George had major membership support when he assumed office.

It has always been my belief that the *PA Times*, which has come to play a highly valuable role in the affairs of ASPA and most certainly has been a vital vehicle of communication for the entire discipline, owes its existence to George Frederickson. I have not gone into the records of the Society to ascertain the truth of my belief, but I know a number of others who share this understanding. In any case, he championed the *Times* and did much to keep it going in some very tough times. Further, I think his column was the single most important feature ever found in the *Times*.

Two ways in which George has described himself is as a “generalist in the field of Public Administration” and as a “passionate advocate for the public service.” His columns are perhaps the best evidence of the validity of those characterizations. His columns appeared in the *Times* for many years. Only a person with both a wide and also a profound appreciation of government and all its ramifications, i.e. a real generalist, could have covered so much ground. And the columns were often written with a passion. There was no doubt about George’s commitment to the public service; and he apprised his readers of that feeling regularly. It was a great disappointment when George gave up his column. It was generally the first thing I read in the *Times*.

The other organization from which much of the leadership in our field comes is the National Academy of Public

Administration, of which Frederickson has been a Fellow since 1979. While I am also a member, I have not been active in the organization for many years and so do not have knowledge of the ways in which George has been influential. I do know he has been a member of the NAPA Board of Directors, perhaps more than once, and I am sure there are many paths through which his leadership capacities have been experienced in the organization.

Not all the ways in which Frederickson has had consequence for others will be found in formal leadership posts. For example, I feel very much indebted to him for his leadership in staging a conference in my honor at Florida State University in 1992. I was nearing retirement, and George and Richard Chackerian, my good and valued colleague at FSU, decided that there should be some recognition of my service. For me it was a marvelous event. About 70 former students and valued colleagues came not only from the United States but from around the world for the two and one-half day affair. The highlight was a dinner on the top floor of the Florida State Capitol, of which George was the master of ceremonies. It turns out he is a great MC, exhibiting lots of good humor, fostering the excellent repartee, and moving things at a fast pace. George certainly does have many strings to his bow. I will never be able to repay him or Richard for the personal rewards I got from that event.

The fact is that George and I have had relatively limited contact since his student days in Los Angeles. As a result, I am clearly not the best person to recount the many ways in which he has had an impact in our field. Even though my knowledge of all that he has done is limited, then, that shortcoming does not prevent one of his former professors from making an attempt to show why he is so very proud of him.

**Homenagem* is a Portuguese word whose English translation is homage. In Brazil, however, it has far more cultural significance. *Homenagens* are offered as a form of special tribute at particular points in a person’s life or career and are generally regarded as an important occasion.



MEMORIES

H. George Frederickson

Edwin O. Stene Distinguished Professor of Public Administration

Robert Denhardt

I've always thought of George Frederickson as being very much like my favorite uncle, the one who accomplished so much and was a model for my own work, but also the one who was always there for advice and support. Whether in his administrative work, his scholarly work, or his work in ASPA and NAPA, George has been an exemplar of commitment, hard work, and high achievement. Moreover, in the forty-something years I have known him, he has served as a personal mentor and friend. I recall visiting EWU during his presidency and having sandwiches that had been brought in for lunch. While I'm sure George had a super-busy agenda that day, he took extra time to focus on our conversation and was particularly helpful in thinking and talking through some career issues I was facing – and maybe some he was facing as well. I don't know about George, but I left that conversation reinvigorated, "fired up and ready to go." That's something that favorite uncles are really good at – and something George is especially good at!

Rick Ghere

Just to convey my deepest appreciation for your interest and concern you have extended to me over the years. As I have related before, the Park City ethics conference was *the* watershed event in my professional life. Your graciousness in including me in the two ethics projects continues to energize. When I was a child, my family vacationed more than once in the Adirondacks around Blue Mountain Lake; so I like to think that Minnowbrook water still flows through me.

Mary Ellen Guy

George, your steadfast commitment to the discipline and practice of public service has been a guiding light for me. Thank you for all your contributions and presence in important debates and events over the decades. You made a difference.

Kristine Marcy

I first met George when we served on the Academy Board of Directors. I came to be a huge fan and admirer of him. He is a tireless Fellow. He is always the first to complete assignments and always thoughtful and creative. I am in awe of his contributions and hope to remain in touch in the future. George, you deserve your retirement from University life but don't retire from ours!





MEMORIES

H. George Frederickson

Edwin O. Stene Distinguished Professor of Public Administration

Gary Ortiz

On April 1, 1997 the citizens of Wyandotte County and Kansas City, KS voted to merge and consolidate their city and county governments. The consolidation referendum called for the establishment of an ethics commission that would help in doing away with the long history of political corruption and employee misconduct.

A comprehensive ethics program was designed and adopted that rested on four pillars: 1) the code of ethics; 2) the ethics education program; 3) oversight by the ethics commission; and 4) the office of the ethics administrator. H. George Frederickson was instrumental in designing and establishing this four pronged approach to governmental ethics for the new Unified Government and served as its first ethics administrator from 1998 until 2008.

It is a rare occasion when a troubled jurisdiction can utilize the expertise of a governmental theorist of overarching intellect and an incomparable breadth of knowledge to address vexing and seemingly insurmountable structural deficiencies.

Attached is a letter signed by Mayor Joe Reardon thanking Dr. Frederickson for his service as the Unified Government's ethics administrator upon the occasion of his retirement from that very important post in January of 2008.

I was an "on-campus student" in the Stene MPA program and had the great good fortune of taking an ethics class taught by Professor Frederickson. I agree with the content and sentiment expressed by Mayor Reardon in the attached letter. Dr. Fredrickson was ever summoning the "better angels of our human inclinations" informed always by the use and force of human reason and enlightened discourse. He truly is a "beacon of conscience" and a shining star of reason.

Gary Ortiz

Assistant County Administrator

Unified Government of Wyandotte County/Kansas City, KS





MEMORIES

H. George Frederickson

Edwin O. Stene Distinguished Professor of Public Administration

Alisa Moldavanova

Professor Frederickson has been a great role model for his Ph.D. students and a constant source of encouragement and inspiration. His great ideas, tremendous life wisdom, and always positive, great spirit have served as our best motivator for developing new ideas and getting things accomplished. Ph.D. life can be challenging at times, and it can take you on many unexpected routes. But when you have an adviser like Professor Frederickson, you are sure to have him as your guiding light house, even at the times of the wildest seas and strongest winds.

Our adviser is a person with many stories, whose life itself is a story. He is extremely respectful of history, yet is always open to new and emerging ideas. I always look forward to an appointment with him at his office, where I can secretly glance at his books, works of art, and many little objects that are comfortably gathered there and, I am sure, live an interesting life. Professor Frederickson's office is more like a living museum, with a character of its own. Many things in it always make me curious, and make me think of how they reflect my adviser's personality and how they impact his creativity. Maybe this is a sacred place where great ideas are born?

The Intellectual Foundations Seminar with Professor Frederickson was the best Public Administration Foundations course that I took during my Ph.D. program. This was not only because the course was helpful for grasping the context and history of Public Administration and getting ready for my comprehensive exams, but also because it was taught by Professor Frederickson. His great sense of humor and unbounded intelligence made many of the books easier to grasp and many of the papers more manageable and fun to write. Having this class on Monday was the best way to start the week!

Alisa Moldavanova
Ph.D. Candidate





MEMORIES

H. George Frederickson

Edwin O. Stene Distinguished Professor of Public Administration

Brint Milward

In Honor of George Frederickson at His Festschrift

George Frederickson was a larger than life figure in public administration when I first met him at a conference in the late 1970s. His reputation was formidable as a slayer of tired shibboleths and normative assumptions that justified the status quo. He was already a dean when we met and then went on to the Presidency at Eastern Washington University.

We didn't meet again until an ASPA meeting in Los Angeles in 1991. We found ourselves standing in line in front of a Carl's Jr. getting breakfast early one morning. George told me that he had the idea to start a new journal called *Journal of Public Administration Research and Theory*. This sounded like a terrific idea as I had been working with the crowd that created the Public Management Research Conferences and the need for a journal was obvious. We came from somewhat different traditions, George rooted in public administration and political science and I in organization theory and public policy. While we argued as well as agreed at our breakfast, both of us wanted rigorous scholarship in the newly emerging field that came to be called public management. At that point there were two great worries – there were few outlets for theoretically sophisticated and methodologically rigorous work in public administration and there was not much of it, and there was a worry that the field was not attracting its share of bright young doctoral students.

Public Management today is a thriving field with a number of fine journals, first and foremost, JPART, which was the inspired creation of George Frederickson, who nurtured it for many years. It is a marvelous legacy along with so many others that can be traced back to George.

JPART thrived under George's editorial leadership. He had very high standards but also an entrepreneurial flair. An issue

would arrive with not only first rate articles but an essay from a luminary like Herbert Simon. He looked for emerging areas that were outside the mainstream. The first of the Provan and Milward network studies was published in JPART in Volume 1, after it had been rejected at several public administration and political science journals as being too far outside the mainstream.

My favorite memory of George is from the time that JPART and the Public Management Research Conference were merged into the Public Management Research Association. There was no shortage of opinions among many of the scholars who created the field of Public Management. George was at the center of it all. He arranged a dinner in Chicago where the deal was done. His creation, JPART, was merged with the conferences and Kansas became the secretariat for the newly created Public Management Research Association. This was a wonderful act of generosity that was notably absent in our sister field of public policy.

For many years George published a monthly column in the PA Times that was filled with good ideas, humor, and sharp insights. I freely admit to borrowing more than a few of those ideas for articles and chapters in books. It is a feature that really served to bind us together and keep us on message.

The legacy of the great work that George has done with many of you who are with him at this wonderful tribute to a scholar can be seen in the young scholars who have come into the field in the last 20 years. This is a legacy that all of us can be very proud of.

George, I wish that I was with you today. You are in my thoughts and I will toast your health and thank you for the incredible work that you have done as a scholar of the highest magnitude and integrity.

Brint Milward



MEMORIES

H. George Frederickson

Edwin O. Stene Distinguished Professor of Public Administration

David Matkin

Dear Professor Frederickson:

Since I'm pre-tenure, I know you wouldn't like me to spend a lot of time on this entry. I have, however, thought a lot about what to write, and what is written below is only a small reflection of a much larger appreciation that I have for you.

The most important thing for me to say is: Thank You. So much of the good in my career is directly connected to you. Also, much of the good in my family's condition is attributable to your mentorship and care. My family is deeply grateful to you and Mary for all your kindness during our years in Kansas. I owe you a great debt and want you to know that your name is always referenced in our home with a high level of love and respect—my boys still call you "Uncle George."

I am going to spare you from wistful reflections of basketball games in Allen Fieldhouse, trips to Kansas City for Ethics Commission meetings, lunch meetings around Lawrence, random phone calls for help with your computer, and other endearing memories. I have, instead, put together a top ten list of things that will always remind me of you.

- (1) The phrases: "Move ahead boldly!" and "Move forward boldly!"
- (2) Diet Coke (in a bottle, of course, never a can)
- (3) Leon Redbone, the Blind Boys of Alabama, and the Squirrel Nut Zippers
- (4) Musical performances during faculty meetings
- (5) Notes that are written on random objects such as a church bulletin and an airsickness bag
- (6) Deer urine and crossbows
- (7) Family-owned chocolate shops (and designing family reunion t-shirts)
- (8) Shaking a child's hand with a dollar bill folded in your palm
- (9) Laughter so big it nearly knocks a person over
- (10) Alexander Hamilton



Thank you again for being my teacher, employer, coauthor, advisor, and friend.

With honor and affection,
David Matkin

P.S.: Here is a picture of you with Frank Sherwood and me in Tallahassee, Florida in 2009.



MEMORIES

H. George Frederickson

Edwin O. Stene Distinguished Professor of Public Administration

George Frederickson's Engagement with Korea and Koreans By Pan Suk Kim¹

The close connection between the United States and Korea can be traced back to the US Occupation Army in 1945-1948 as well as the Korean War in 1950-1953. During the 1950s and the 1960s, Korea's socioeconomic situation was quite difficult and only a few students were able to come to the United States for graduate studies.

George received his doctoral degree in public administration from University of Southern California (USC) in 1967. When George was a doctoral student at University of Southern California, he met Chong Mo Pak, who was an Instructor of Public Administration and a Counselor of International Students in the School of Public Administration at USC. George remembers that he was very impressed with him and with his grasp of public administration. Chong Mo Pak taught public administration at Carroll College in 1963-1972, and then worked at Federal Executive Institute (FEI) in 1972-81. After that, we taught public administration at Virginia Commonwealth University and University of Virginia. In the late 1980s, he had a distinguished career in the government of the Virginia Commonwealth.

When George began to teach in the Maxwell School at Syracuse University in 1967, Yong-Hyo Cho was just leaving. George and Yong-Hyo Cho worked together on a Ford Foundation funded project on election district adjustments each ten years as part of the American census system. Their work was published in a SAGE monograph as *"Determinants of Public Policy in the American States: A Model for Synthesis"* in 1973. Yong Hyo Cho taught public administration at University of Akron in Ohio for many years. After that, he was professor of public administration at San Francisco State University and then moved to Korea and became a Dean of the Graduate School of International Studies at Sogang University in Seoul. He served as the President of the American Society for Public Administration (ASPA) in 1996-1997.

Among his graduate students in Syracuse at the time was Chang-Lo Park, who was an MPA student. Chang-Lo Park took George's classes and they stayed in touch after he returned to Korea where he became a professor of public administration at Dongguk University, which was founded in 1906 as a private tertiary institution in Korea.

Chang-Lo Park and Yong Hyo Cho arranged a trip for George to visit Dongguk University and Seoul National University and to give lectures.

George remembers that it was about 1974. He stayed in the Chosun Hotel near Seoul City Hall. He vividly remembers the nighttime curfew. He also lectured at Yonsei and remembers the shacks on the steep hills behind Yonsei. At that time he met Chung-Hyun Ro and Jong-Hae Yoo at Yonsei University. Chung-Hyun Ro was professor of public administration at Yonsei University and served as the President of the Korean Association for Public Administration (KAPA) in 1977-1978. Jong-Hae Yoo was professor of public administration at Yonsei University and served as the President of KAPA in 1983.

There was still a good bit of poverty amid the construction projects in Seoul. There were mostly buses, military and company cars and trucks on the road, with taxis. There were very few private cars. American soldiers were seen regularly in the streets. It was at the later stages of the move of Seoul National University (SNU) to the new campus. The subway had not been constructed yet, so travelling to SNU was a major undertaking.

George's book entitled *"New Public Administration"* (1980) was published in several languages including Korean and affected a large number of PA scholars and practitioners to pay more attention to social equity and other important public values. Frederickson came up with a theory of social equity and put it forward as the third pillar of public administration. He emphasized social equity to have the same status as economy and efficiency as values or principles to which public administration should adhere.

In the next couple of years he occasionally taught public administration courses at the US Military Camp in Yongsan, Seoul for the University of Oklahoma and visited

¹ Pan Suk Kim is Underwood Distinguished Professor of Public Administration in the College of Government and Business at Yonsei University, Wonju Campus, South Korea. He is currently the President of the International Institute of Administrative Sciences (IIAS, <http://www.iias-iisa.org>).



MEMORIES

H. George Frederickson

Edwin O. Steen Distinguished Professor of Public Administration

Engagement with Korea and Koreans by Pan Suk Kim (continued)

Korean PA scholars each time and did some lecturing. During this period, he met several Korean professors including Professors Chung-Hyun Ro, Jong-Hae Yoo, and Byung-Young Ahn at Yonsei University, Dong-Suh Bark and Chung-Kil Chung at Seoul National University, Wan-ki Baek and Moon-Suk Ahn at Korea University, Young-Sup Kim at Hanyang University, and Mahn-Kee Kim and Myoung-Soo Kim at Hankuk University of Foreign Studies.

George served as the President of ASPA in 1977-1978. In 1978, he also became the President of Eastern Washington University (EWU). During this particular period, he met many Korean colleagues and students. In 1981, He visited Korea and delivered his special lecture on "Public Administration Education in the United States" at the KAPA Conference in June 1981 and his speech was published in the *Korean Public Administration Review*. In 1988, another article of his, "Public Administration for a New Democracy," was published in the *Korean Public Administration Review*.

Not long thereafter, Bun-Woong Kim at Dongguk University, along with Chang-Lo Park, came up with the idea of a sister program with Dongguk and EWU. They put that program in place and for years had very successful exchange programs for both students and faculty. Dongguk University awarded him an Honorary Doctor of Law in 1980. He also visited the second Dongguk campus in Kyungju and he was able to see the Sukgulam built in 751, which was designated as the UNESCO Cultural Heritage on December 6, 1995. Sukgulam Grotto consists of a square antechamber, a round chamber and a passage connecting the two chambers.

During this period he began to work with Chung-Hyun Ro on their mutual interest in Confucius and the origins and evolution of Korean bureaucracy. They wrote several things together. The book entitled "*Confucian Thought and Bureaucracy in East Asia*" was one of them. By that time it was the mid-1980s and Chung-Hyun Ro had become the director of the Korea Institute of Public Administration (KIPA) in 1981 and served for several years. He invited George to lecture several times and they worked together on their mutual interests. During this period there was much unrest in Korea, particularly on and near the

university campuses. He once got caught in a cloud of pepper spray near the Dongguk campus due to college students' street demonstration.

After ten and a half years, George left the presidency of EWU and became the Edwin O. Steen Distinguished Professor of Public Administration at the University of Kansas. From 1987 to 1990 he visited Korea at least twice each year, staying for about 2 week on each visit, lecturing and studying. In 1990, he received a 6 month Distinguished Fulbright Fellowship to study and lecture in Korea. Rather than being affiliated with one university, he travelled throughout Korea lecturing at many universities. He lived in an apartment just behind the Deoksugung (Korean Royal Palace) in downtown Seoul. Each day when he was not travelling or lecturing, he would go to the Fulbright offices which were, at the time, near Insa-dong and Anguk Rotary (old town). After the Fulbright, he continued to visit Korea.

After my graduation from the American University, I taught public administration at Old Dominion University in 1991-1994. During this period, I met George at the ASPA conferences with senior Korean professors including Bun-Woong Kim, Jong-Hae Yoo, and Young-Sup Kim. After I returned to Korea in 1994, I did not see him for a while. Nonetheless, he visited Korea several times in the 1990s and visited Yonsei University as well. In 1996, when he joined the KAPA conference in Jeju Island, I met him again with several other American colleagues (Thomas Lauth, Robert O'Leary, Jong S. Jun, Thomas Vocino, Edward Jennings, and A. Lee Fritschler).

In February 1997, Yong-Hyo Cho and George organized a seminar at San Francisco State University based on a grant from the Korean Foundation. Sixteen people (Moon Suk Ahn, James D. Carroll, Yong Hyo Cho, Chung-Kil Chung, William Duncombe, H. George Frederickson, Jocelyn M. Johnston, Vernon Dale Jones, Yong Duck Jung, Bun Woong Kim, Myoung Soo Kim, Pan Suk Kim, James P. Pfiffner, Beryl A Radin, Chung-Hyun Ro, and James R. Thompson) contributed their chapters and published a book entitled "*The White House and the Blue House: Government Reform in the United State and Korea*" and I was one of the contributors. *The White House and the Blue House* is an in-depth consideration of the patterns of change in government in the United States and Korea. It is the first



MEMORIES

H. George Frederickson

Edwin O. Stene Distinguished Professor of Public Administration

Engagement with Korea and Koreans by Pan Suk Kim (continued)

such detailed study and comparison between the two countries. Each chapter is a consideration of a particular aspect of reform in either the United States or Korea.

He has many Korean friends in Korea and the United States. In the United States, Roy W. Shin (Indiana University in Bloomington), Jong Sup Jun (California State University at Hayward), Keon Soo Chi (Council of State Government in Lexington), and Marn J. Cha (California State University at Fresno) are close Korean-American colleagues in addition to Chong Mo Pak and Yong Hyo Cho.

In all, George has visited Korea nearly 50 times, making many dear friends and developing a great fondness for the Korean people and for their struggles for democracy and economic development. In doing so, he has helped many Korean experts to expand their capacities and experiences in the field of public administration and public policy in Korea. George especially inspired many Korean students to study public administration in the United States. Many of these students became faculty members at American institutions and some returned to Korea to teach or work in public administration. The Korean public administration community was not well developed a half century ago. Today, public administration in Korea is fully developed and is a popular major at most Korean universities, due in part to the contributions of people like George. Many Koreans remember George's contributions to the development of public administration and public policy in Korea. He loves Korea: its culture, food, and people. His friendship and legacy will remain in Korea for many years to come.

Selective References

- Cho, Yong Hyo and George H. Frederickson. (eds.). 1997. *The White House and the Blue House: Government Reform in the United States and Korea*. Lanham, MD: University Press of America.
- Frederickson, H. George. 1980. *New Public Administration*. Tuscaloosa, AL: University of Alabama Press.
- Frederickson, H. George. 1981. "Public Administration Education in the United States," *Korean Public Administration Review* 15: 59-64.
- Frederickson, H. George. 1988. "Public Administration for a New Democracy," *Korean Public Administration Review* 22: 29-45.
- Frederickson, H. George. 1996. "Public Administration as Governance." Paper presented at the KAPA Conference on New Politics and New Administration in Jeju Island, November 17-20.
- Frederickson, H. George and Hong Hyo Cho. 1973. *Determinants of Public Policy in the American States: A Model for Synthesis*, Beverly Hills, CA: Sage Professional Papers in Administrative Policy Studies.
- Frederickson, H. George and Hong Hyo Cho. 1973. *Measuring the Effects of Re-Appointment in the American States*. New York: National Municipal League.
- Frederickson, H. George. 2002. *Confucius and the Moral Basis of Bureaucracy*. *Administration & Society*. Vol. 30. 610-625. Jan. 2002.
- Kim, Bun-Woong and Pan Suk Kim. 1997. *Korean Public Administration: Managing the Uneven Development*. Seoul: Hollym.
- Kim, Pan Suk. 1997. "Customer-Focused Process Reengineering in the Korean government." In Cho, Yong Hyo and George H. Frederickson, (eds.) *The White House and the Blue House: Government Reform in the United States and Korea*. Lanham, MD: University Press of America.
- Ro, Chung-Hyun. 1993. *Public Administration and the Korean Transformation*. West Hartford, CT: Kumarian Press.
- Ro, Chung-Hyun, H. George Frederickson, and Sung D. Hwang. (eds.). 1997. *Confucian Thought and Bureaucracy in East Asia*. Seoul: Korea Institute of Public Administration.



MEMORIES

H. George Frederickson

Edwin O. Stene Distinguished Professor of Public Administration

The Spirit of H. George Frederickson By Jack W. Meek, University of La Verne

H. George Frederickson has been a central figure of my intellectual community for some time. I can also say that George is my colleague, mentor and dear friend. I cannot say that about many other individuals. It is an honor to know and work with H. George Frederickson.

Our initial connection can be traced to a mutual colleague and friend, Ellsworth Johnson, a leader who served many roles at the University of La Verne, including Founding Dean of the College of Graduate and Professional Studies. Ellsworth and George attended the University of Southern California together, both studying public administration in USC's doctoral program. After graduation, they had kept in touch about their careers and families.



H. George Frederickson in 1998 as Visiting Scholar at the University of La Verne, with Jack W. Meek, Professor and Chair of Public Administration

In 1995, I met George through Ellsworth at the NASPAA conference at the LBJ School of Public Affairs. It was at this occasion when George became interested in our public administration programs. Our unique university and program mission intrigued George and his curiosity led to many discussions at various conferences leading to an invitation to come to the University of La Verne and offer lectures to the doctoral students and faculty.

The connection with George led to countless visits to La Verne as part of a "Visiting Scholar" arrangement. During these visits we would chat about research ideas, share views on the governance literature and exchange papers

and current research. George would also visit with our third year doctoral students that were embarking on their own research efforts. Of course, George offered a verbal library of references on the best literature to consult related to each student's area of interest. George also served on a number of La Verne dissertations addressing local governance.

In several of these visits, George crafted lectures that became the foundation of four chapters that appear in his *Public Administration Primer*. I still have the original essays he presented to our students. These visits and presentations were recognized in the preface of the first edition of the *Primer*. Alas, these welcome notes did not make the second edition of the book; perhaps this was an efficiency move on the part of the publisher.

As part of his visits at La Verne, George and I also talked about program matters and George contributed to faculty thinking about program mission and curriculum development. At NASPAA conferences, George would also offer to hold dinners with faculty from our program as well as other programs to discuss current issues and research that was of interest to all. George went out of his way to include faculty and to make them feel central to the profession. One example of George's effort was to assist three of our faculty in research conducted on local governance in southern California. This research effort was included in a University of Kansas symposium held in honor of William H. Hansell, Executive Director of the International City/County Management Association (ICMA). This symposium was eventually published with ICMA in 2000 as *The Future of Local Government Administration* edited by H. George Frederickson and John Nalbandian.

During the campus visits and in conjunction with NASPAA conferences, the faculty of the MPA program began to prepare for accreditation. After five years of preparation and a number of curriculum initiatives were approved at the University, the program achieved accreditation in 2000. The MPA was the first program at the University of La Verne that had achieved national accreditation. Quite an achievement!



MEMORIES

H. George Frederickson

Edwin O. Stene Distinguished Professor of Public Administration

The Spirit of H. George Frederickson by Jack W. Meek (continued)



Professor Raymond Garubo, MPA Director, Professor, Jack Meek, Department Chair, Advisory Board Chair Paul Philips and H. George Frederickson taken during the 2001 accreditation celebration at the University of Verne

George offered considerable assistance in thinking about our mission and program development during these years. His support for this effort was inspiring. He certainly assisted my own professional development in administering programs. His support for other department faculty was apparent as well, offering advice and assistance on their own research. To honor George's contributions to the program, we held a celebration on accreditation when he was visiting our campus for one of his lectures. Since this occasion in 2000, the program has been reaccredited and has continued to advance its strengths as an asset to the University and surrounding community.

I certainly enjoyed all discussions I shared with George on research and theory in public administration. Our discussions were particularly focused on governance. My research in local governance in Southern California and my background in international relations had enormous commonalities with the research George was conducting on emerging trends in other metropolitan areas, including Kansas City. These discussions led to a paper we offered at the Fourth Transatlantic Dialogue held at the Università Bacconi, Milan, Italy in 2008. That work was entitled, "Bureaucratie sans Frontières: Legitimacy, Authority, Accountability in Geo-Governance Systems,"

was eventually published in a 2011 edited work, entitled *Policy, Performance and Management in Governance and Intergovernmental Relations: Transatlantic Perspectives*.

George's deep connection to things that matter is what I admire most. When our colleague Ellsworth Johnson passed away at a pinnacle moment in his life, George wrote a tribute to Ellsworth entitled, "A Tree Has Fallen" symbolizing Ellsworth's enormous contributions (and Ellsworth was also 6'8" tall). The essay, which appeared in the *PA Times*, was a wonderful tribute to individual who epitomized commitment and professionalism to the field and to his colleagues.



Jack W. Meek and H. George Frederickson presenting "Frontiers without Borders" at the third annual Transatlantic Dialogue Conference held in Milan, Italy in 2008

George and I shared many common interests, including a deep connection to sports, particularly basketball. I grew up as a college basketball coach's kid in Indiana, George taught at Kansas University; both institutions view basketball as nearly religion and these connections were a source of many discussions. Our mutual connections to Ellsworth, to public administration, to sports were wonderful sources of commonality. George's relationship with me filled my life with a joy for our common field. Our friendship served as a way for me to better understand not only a depth of inquiry but of a spirit of inquiry and responsibility in the field. For that, I am forever grateful. Thanks George. By the way, your Kansas will not take Missouri on a neutral court.

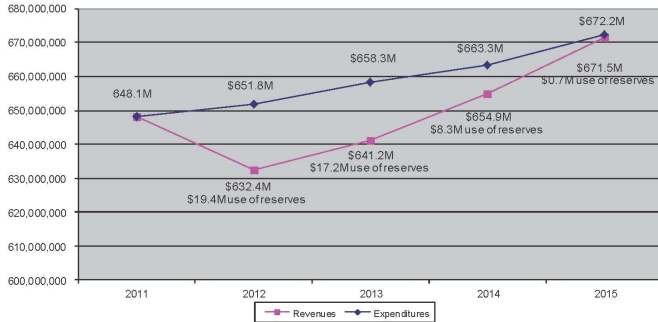


MEMORIES

H. George Frederickson

Edwin O. Stene Distinguished Professor of Public Administration

A Salute... by Class of 2009, Rap presented at ICMA in Milwaukee



I like big budgets and I cannot lie
 You other MPAs can't deny
 That when a director walks in with an itty bitty request
 And a fat revenue in your face
You get suspicious; wanna pull out your toughest analyst
 Cause you notice that budget was stuffed
 Deep in the line items she's staring
 Their crooked and I can't stop glaring
 ICMA tried to warm me
 But that budget you got **makes me so ho'ny**
 Oooh, lump sum budgeting
 What the heck does that mean?
 Well, stress me, confuse me
 Cause you ain't got the right spreadsheet
 I'm tired of PM magazines
 Sayin' flat budgets are the thing
 Take the average mill levy
And decrease it 5 percent
 So KUCIMATs (Yeah!) KUCIMATs (Yeah!)
 Has your council passed that budget? (**hell yeah!**)
 Tell 'em to approve it! (**approve it!**) Approve it! (**approve it!**)
 Trim that healthy budget
Baby cut back!
 I like 'em round, and big
 And when I'm presenting the budget gig
 I just can't help myself, I'm actin' like an animal
 Tryin' to avoid a scandal

I wanna get more FTEs and a COLA
And ugh, double-up, ugh, ugh
 I ain't talkin' bout raising taxes
 Buts let's take a look as those fees
 I want that full cost recovery
 What will the performance measures tell me?
 I'm tired of doin' more with less
 But I write a budget message to impress
Baby cut back.
 You can cut training and travel
 But please don't cut my raise
 So the assessed valuation is flat?
 Well I ain't down with that
 'Cause your deficit is small and your reserves are kickin'
 And I'm thinkin' about our mission...**Baby cut back**
 To the city managers at this conference
 You're all straight and clean
 'Cause G-Fred taught you the basics
Keep that budget nice and lean.
Baby cut back.
Baby cut back.



Baby Cut Back!!!



MEMORIES

H. George Frederickson

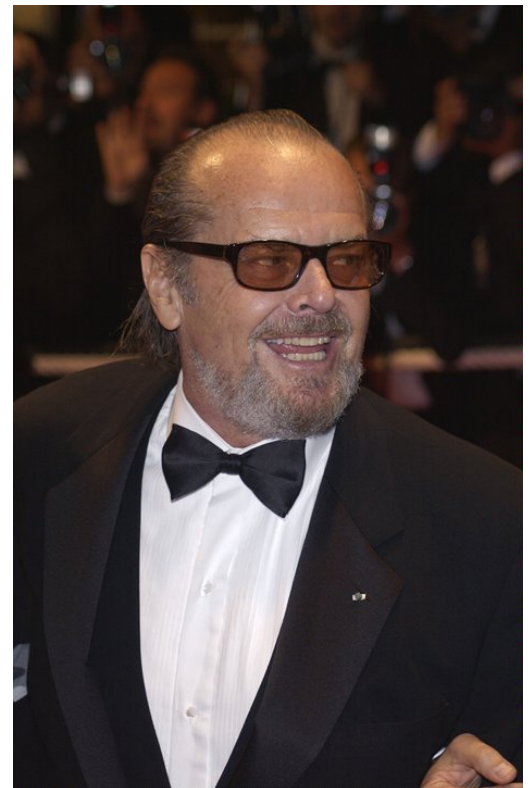
Edwin O. Stene Distinguished Professor of Public Administration

Class of 2008 Poster

Separated at Birth? I Report, You Decide:



**George
Frederickson**



**Jack
Nicholson**



MEMORIES

H. George Frederickson

Edwin O. Stene Distinguished Professor of Public Administration



Left to right: Professor Voradej Chandarasorn, Miss Maneekwan Chandarasorn, and Professor George Frederickson

Professor George Frederickson had lunch with Chandarasorn's Family during their visit in Lawrence on New Year 2011. Professor Frederickson and Chandarasorn's family have been good friends since 2007 when Maneekwan Chandarasorn started her doctoral study in Public Administration at the University of Kansas.

Professor Voradej Chandarasorn is a Secretary General at the Thai University Research Association. Mrs. Mantanee Chandarasorn is a Deputy Director of the Bureau of the Budget, Office of the Prime Minister, Thailand.

Pictures to the left and below were taken at Teller's Restaurant, Lawrence, Kansas on January 3, 2011.



Left to right: Mrs. Mantanee Chandarasorn, Miss Maneekwan Chandarasorn, and Professor George Frederickson



Maneekwan Chandarasorn and her beloved teacher and doctoral advisor Professor George Frederickson. Maneekwan is a doctoral candidate at the University of Kansas, Thailand's Ministry of Finance doctoral scholarship recipient, and economist at the Fiscal Policy Office, Ministry of Finance, Thailand.

Picture taken at Public Administration Holiday Party on December 12, 2010.



January 27, 2012

Prof. H. George Frederickson
Edwin O. Stene Distinguished Professor of Public Administration
University of Kansas

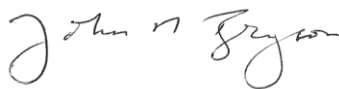
Dear George,

Let me offer a short – but heartfelt – tribute to you in recognition of all you have done on behalf of public administration and those of us who toil in its vineyard. You are an outstanding exemplar of what it means to be an intellectual leader, an entrepreneur on behalf of the field and profession, a major part of the profession's conscience, and a mentor to countless professors, administrators, and students over the years. We would all be the less without your decades-long efforts!

And speaking personally, thank for being an author whose work I have long admired, thank you for advice you have given me along the way, thank you for being an important supporter at various times, and thank you for your gentlemanly, warm, and gracious engagement with all those around you, including me.

You are a national and international treasure!

Warmest regards,



McKnight Presidential Professor of Planning and Public Affairs



MEMORIES

H. George Frederickson

Edwin O. Stene Distinguished Professor of Public Administration

**Robert
Agranoff**

Estimado Jorje:

Best wishes to you on your retirement. Although well-deserved I hope this does not mean the end of the trail professionally. It is, after 10 years personally, the time to do all of those things always wanted to but haven't been able to, or been able enough.

I truly appreciate your support and encouragement over the years. Most memorable—a once in a lifetime experience—was working on David Frederickson's dissertation. Those "Dear Bob and Dad" memos were priceless. Never forget your constructive help.

Un abrazo,
Roberto de Indiana
Professor Emeritus
Indiana University
School of Public and Environmental Affairs
Bloomington, IN





MEMORIES

H. George Frederickson

Edwin O. Stene Distinguished Professor of Public Administration



Minnowbrook Conference 2008

From left to right: Michael Moody, Justin Marlowe, Leisha DeHart-Davis, Holly Goerdel, George, Jared Llorens, Kelly LeRoux

George & Robert K. Christensen



The S-Curve

Students wearing shirts that George inspired





MEMORIES

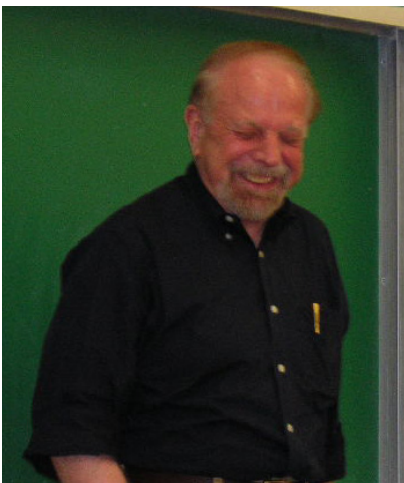
H. George Frederickson

Edwin O. Stene Distinguished Professor of Public Administration



Pictures submitted by Nels Lindahl

George & Nels Lindahl





MEMORIES

H. George Frederickson

Edwin O. Stene Distinguished Professor of Public Administration

*Public Administration Christmas Party
December, 2010*

*Left to right: Maneekwan Chandarasorn,
George, and Alisa Moldavanova*



*ICMA Conference in Pittsburgh
October, 2007*

*Left to right: Jo Ella Hoye, Jenny
Hesseltire, George, Meghan Hemenway,
and Alisa Moldavanova*



I took this photo at our class's ICMA conference. At the time of the photo, Prof Frederickson coined the moment "George and the Sarahs." Sounded like a band to me, so in the early days of photoshop (1998) I slightly altered the original photo. George offered at least feigned amusement to the photo. It was a memorable moment for us with the Professor. (Left to right: George, Sarah Hannah, Sarah Willnerd, Class of 2000) —Scott Shumard