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What US Public Administrators Can Learn from this American Epic..... 2**  
*Donald Klingner*

The Lewis and Clark expedition is arguably the greatest American epic – a narrative about a journey intended as a set of moral lessons or instructions. While circumstances today are different than those the Corps faced 200 years ago, contemporary US public administrators can still learn some valuable lessons from this American epic by analyzing what fundamental assumptions, values and practices underlie the Corps’ success.

**The Artist as Environmentalist: Ansel Adams,  
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*John C. Morris*

The role of the policy entrepreneur in the policy process forms an integral part of our understanding of the formulation and implementation of policy in the United States. For all its theoretical importance, however, little work has been done to develop or test the propositions of entrepreneurship offered by Kingdon (1984). By examining the life of Ansel Adams (1902-1984), this paper explores more fully the concept of policy entrepreneurship and seeks to develop a more robust concept that accounts for the

long-term, diffuse series of activities that precede Kingdon’s “stream coupling” in the policy process. The analysis suggests that such an approach offers some promise for capturing a broader spectrum of policy activity.

**When Politics Overwhelms Administration: Historical Proofs for Fesler’s Maxim against State-based Federal Regions, 1934-1943.....25**

*Mordecai Lee*

This is an historical inquiry into the events that led to Fesler’s 1949 maxim that federal field administrative regions should always be larger than an individual state. When he proclaimed that principle he concluded that state-based regions caused political problems for personnel and locational reasons, but only presented a single contemporary example for each of those reasons. Relying on primary and archival sources, this article provides additional historical proofs for Fesler’s maxim. It discusses several largely forgotten political controversies that occurred during the Presidency of Franklin Roosevelt regarding state-based federal administrative regions. This reconstruction is a form of forensic public administration history, seeking to give a clearer understanding of why Fesler addressed the subject at all and providing additional factual substantiation for his axiom.

**Fuzzy Lines: Using the Best-Selling Novel to Illustrate the Blurring Boundaries of “Public” .....46**

*Nolan J. Argyle and Gerald A. Merwin*

Privatization, contracting out, and a host of other current trends blur the line between public and private—they create what at best is a fuzzy line. This study examines yet one additional area where the lines between public and private have gotten even fuzzier—the best selling novel. It uses the writings of Tom Clancy and Clive Cussler, two authors whose names on a novel guarantee best-seller status. It will do so in the context of what a civic community and civil society are, and how they relate to the public-private question, a question that has renewed life in public administration.

**Wonks and Warriors: Depictions of Government Professionals in Popular Film.....61**

*Beth A. Wielder and David Schultz*

The importance of studying public service portrayals in popular film lies in the importance of popular culture itself. Popular culture defines generations, both creating and reflecting trends. It provides a window to worlds that may otherwise be a mystery. Popular film messages merge with other media and environmental factors to form a perceived reality for many (Kelly and Elliott 2000).

This article examines the depiction of non-elected public servants in movies. It seeks to identify how these individuals are depicted in film and to determine if there are any

specific stereotypes or patterns that emerge regarding how Hollywood describes non-elected government officials. It will do this by undertaking a content analysis of a small sample of recent government-themed feature films, ones that have entered into the popular culture mainstream since the late 1980s and early 1990s, as well as certain earlier films that have entrenched themselves into the popular culture vernacular.

**Community and the American Village on Paradise Drive .....83**  
*Christopher M. Duncan*

The author argues that at the root of American culture is an apparent, though illusory, paradox of a people who are at one and the same time thoroughly individualistic and voraciously communal. This paradox is not only part of the American cultural fabric, it is built directly and purposefully into the U.S. constitutional system itself. By using their individual choice to choose various forms of community, Americans were able to sustain and reproduce the social capital necessary to remain the functional *community of communities* the constitutional scheme depended upon and prevent the slide into egoism and narcissism that would result in their own personal alienation. In this way, what was once thought to require virtue, discipline and obedience could seemingly be produced by self-interested individualism, the pursuit of happiness and the willingness to respect the rules (read rights of others) of the larger political game.

The author explores this idea on two recent “texts” that capture in very general ways a dominant trend in the relationship between community and culture in the contemporary United States. The first text is the recent film by the current master of suspense in American movies M. Night Shymalan *The Village* (2004). The second is the recent work of non-fiction by the conservative political journalist and regular news commentator David Brooks titled *On Paradise Drive: How We Live Now (And Always Have) in the Future Tense* (2004).

## ***Fiction***

**Fire Surfing .....92**  
*Michael W. Popejoy and Daniel P. Popejoy*

This is a short story of fiction developed to illustrate teamwork, leadership, camaraderie, the impact of uncontrolled urban growth and poor budget planning. It also demonstrates the darker side of public bureaucracy in decision making and how it can result in tragic consequences.

## ***Book Review***

**Mary Parker Follett, Prophet of Management:  
A Celebration of Writings from the 1920s .....111**

*Edited by Pauline Graham*

*Reviewed by John Phillips*