

THE PPA *LITICUS*

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Joan Andrew Joins Department as Public-Service-Executive-in-Residence

In September 2010, Ms. Joan Andrew assumed the post of Public-Service-Executive-in-Residence at Ryerson University after working in the public sector for 36 years.

She retired earlier this year as Deputy Minister in the Government of Ontario's Ministry of Citizenship and Immigration, a position she had held since 2005. She was also responsible for Women's Issues and policies affecting seniors. In this capacity, she exercised leadership on policies and programs related to immigration (selection, settlement & integration), language training and international credential recognition, voluntarism and civic engagement, citizen recognition and awards programs. She led the Ministry through a realignment of programs and an expansion of mandate. She worked to advance policies and programs promoting women's equality with a particular focus on violence against women and women's economic security.

Her career has been a string of successes. She started with Employment and Immigration Canada (now HRSDC), and quickly took on greater management challenges, including administering grant programs to community agencies, working on aspects of planning and accountability systems for program delivery. After a stint in the British government, she joined the Women's Directorate in the Ontario Government in 1988

and quickly started her climb in the Ontario public service. From 1991 to 2005 she was Assistant Deputy Minister in a variety of Ministries in the Government of Ontario.

Her first posting was as ADM of policy and planning in the Ministry of the Environment where she led the development of policy initiatives, legislation and regulations related to safe drinking water, clean air, waste management, climate change, environmental assessment processes, Great Lakes issues, nutrient management, and source water protection.

She then assumed the position of ADM for Environmental Sciences and Standards in the same ministry. She was responsible for science-based activities within the Ministry (standards setting, laboratory analysis and testing, environmental monitoring and reporting) as well as the Drive Clean program.

Ms. Andrew returned to central agency work as ADM in Cabinet Office responsible for the Ontario Public Service Restructuring Secretariat. In that role she led the implementation of restructuring measures and the Quality Service Initiative across the OPS. She was influential in shaping the realignment of program and ministries and co-chaired the Good Policy Analysis Work Group of the Policy Capacity Initiative.



Joan Andrew

She returned to line ministry work as ADM in the Ministry of Education and Training (Training Division), where she was responsible for leading a division of 400+ staff through change in Ontario's training system. Her concerns included policy development and program design, preparation and implementation of new legislation for the apprenticeship system; negotiations with the federal government on training issues and the establishment of a results-based accountability system for the delivery of Ontario's youth employment programs. She was also responsible for the management of a CIDA funded project to assist the South African government develop its education and training system.

Her career broadened into other aspects of education policy. As ADM in the Ministry of Skills Development and Education and Training, she was responsible for the creation of an arm's length agency to oversee the develop-

ment and delivery of Ontario's labour market training system. She oversaw the development and delivery of an extensive training/job incentive program to encourage employers to hire the long-term unemployed and managed Ontario's distance education policies and programs. It was in building on these successes in education that she was named Deputy Minister in 2005.

Joan Andrew's contribution to the Department will be important. She will be a guest speaker in many classes and will lead discussions in others. She will also play a key role in advising students on career choices.

NEW Post-Bac PROGRAM BEGINS

The department's new Post-Baccalaureate Certificate in Public Administration and Leadership started got started in the summer of 2010 with the first enrollments in a preparation course. As of time of printing, the six-credit program had attracted over 30 students who already have a bachelor's degree. They are joining regular students in the upper-level courses of the public administration program.

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TREGEBOV WINS THOUGHT LEADERSHIP AWARD IN PUBLIC ADMINISTRATION

Sasha Tregebov, a student in the Public Policy and Administration MA program, won the First prize in IPAC's Thought Leadership in Public Administration competition. He received his prize from Professor Ken Rasmussen, the President of the Canadian Association of Programs In Public Administration (CAPPA), at a reception in honour of all the finalists from across Canada. The event took place at the annual conference of the Institute of Public Administration of Canada (IPAC) in Ottawa in late August.

The Thought Leadership Award in Public Administration is made possible by a collaboration of IPAC and CAPPA. Tregebov's poster on "Ontario's Poverty Reduction Strategy: A Case Study in Horizontal Initiatives" beat out a half-dozen finalists from across the country. He collected his prize in front of hundreds of assembled public servants.

Tregebov's paper evaluated the design of the Ontario Poverty Review Strategy (OPRS) in terms of horizontal management. His conclusion was that while the framework for the initiative was adequate and that both its objectives and political support were clear, the best practices in horizontal management were not followed. "Generalizing from the OPRS," he concluded, "it seems as though hori-

zontal initiatives face greater challenges at a finer level of policy development, especially where sustained interdepartmental coordination is required."

The paper analyzed the administrative partnership that was dedicated to the OPRS under three main rubrics: vision and partnership, leadership and accountability. He found that the vision and framework adopted by the OPRS were effective, but that the leadership required to sustain the initiative was often lacking. He noted that "effort to include senior management of the public service may not be adequate."

The issue of accountability was also found to be inadequately managed. Following a summary of unaddressed policy challenges, Tregebov noted that "unsurprisingly, progress has been slow on even modest commitments."

The winning paper made a number of recommendations, including the establish-

ment of clearer performance indicators for both program delivery and coordination, a redefinition of the goals of the program and a commitment to implement single-window services to help clients in need. Sasha Tregebov graduated in October 2010 is now a Parliamentary Intern at Queen's Park.



Sasha Tregebov congratulated by Prof. Ken Rasmussen

John A. Macdonald 200 Years Later : Alive at Ryerson

Academics from across Canada gathered at Oakham House on December 3-4 to take a fresh look at John A. Macdonald and to rethink the life and politics of Canada's first prime minister.

"Everyone brought a fresh perspective on Macdonald. It was an opportunity to workshop new ideas and new approaches," said Patrice Dutil, professor in the Department of Politics and Public Administration and organizer of the conference. "Macdonald scholarship was reborn at Ryerson."

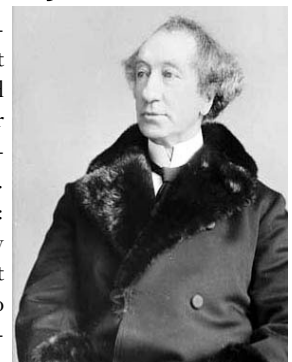
Less than five years before the 200th anniversary of Macdonald's birth, the push is on to examine the man who, if he's known at all to Canadians, is recalled as a happy-go-lucky character with a fondness for drink. But Dutil believes there's a lot more to know

about the Glasgow-born lawyer who had his own legal practice at the age of 19 and presided over the establishment of Canada in 1867.

"He was a statesman, an entrepreneur, a politician, a builder – there's a whole new Macdonald to explore. Macdonald was a mirror of our country, he reflected Canada in all its contradictions."

John A. Macdonald: Fresh Perspectives, New Legacies featured scholars from Queen's, McGill, Western, the universities of Toronto, Calgary, Saskatchewan, British Columbia, and the National University of Ireland, among others. It brought together policy specialists in a wide range of fields, historians, and economists. Richard Gwyn, the noted journalist and recent biographer of Macdonald, was a keynote speaker.

"This was a cold-blooded assessment of Macdonald and his political career looking back almost 200 years. We are asking: what can we draw on Macdonald that we can pass on to future generations?" Dutil said.



The two-day conference was funded by the Social Sciences and Humanities Research Council, the Faculty of Arts and the Department of Politics and Public Administration. The University of Toronto Press has agreed to publish a book based on the presentations. It will be edited by Patrice Dutil, Roger Hall (UWO) and Andrew Smith (Coventry University, UK).

NATIONHOOD AND IDENTITY: INDIGENOUS GOVERNANCE IN A NEW CENTURY

The Department's Dr. Pamela Palmater played a leading role in organizing the fourth year of the popular Ethics at Ryerson Speaker Series – a unique opportunity for dialogue between students, academics, researchers, professionals, and members of the public. The theme for the 2010-2011 year is *Nationhood and Identity: Indigenous Governance in a New Century*. The Series will consist of four public noon-hour lectures and lunch at the historic Arts & Letters Club in downtown Toronto and feature eight acclaimed speakers exploring timely and controversial issues related to circumstances of Indigenous peoples in Canada. The Series will also serve to highlight Ryerson University's new Centre in Indigenous Governance which was recently established to help build capacity for governance in First Nations communities, support research in governance issues and enhance educational opportunities for Indigenous students. Dr. Palmater, Chair of Indigenous Governance, will act as moderator for the four sessions.

The series kicked off on October

21st with presentations by Dale Turner and Douglas Sanderson. Turner, Associate Professor of Government and Native American Studies at Dartmouth, explored how the concepts of rights, sovereignty and nationhood in contemporary political thought have proven to be deeply problematic and controversial when applied to Indigenous peoples. He showed how Indigenous ways of knowing the world are valuable and therefore sources of legal and political legitimacy.

Douglas Sanderson, professor in the Faculty of Law, at the University of Toronto and former Senior Advisor to the Government of Ontario, as well as a member of the Opaskwayak Cree Nation used the lens of material culture and property theory to examine the nature of historic injustice to Indigenous peoples and possible avenues for redress.

The second event took place on November 18th on the general theme of "Indigenous Experience, Identity and Aspira-

tion: The Importance of Belonging." Ginger Gosnell-Myers, the Project Manager for the Urban Aboriginal Peoples Study in the Environics Institute presented some of the result of the Urban Aboriginal Peoples Study (UAPS), an innovative research initiative aimed at advancing the national conversation with and among Aboriginal Canadians. The study sought to understand and document the experiences, aspirations and identities of Aboriginal people living in Canada's urban centres through in-depth, in-person interviews with 2,500 First Nation, Métis and Inuit individuals across Canada. Gosnell-Myers highlighted the Study's fascinating findings concerning Indigenous people's attitudes towards success, autonomy, cultural confidence and identity.

Pamela Palmater explored the concepts of identity and belonging in Indigenous communities within the context of recent case law and legisla-

tion. She examined the ways in which the Canadian government has assumed legislative jurisdiction to control both Indian status and band mem-



Prof. Pamela Palmater

bership and thus controls both individual and communal identities. She argued that recent court cases and proposed legislation may address issues like gender discrimination, but will not address the underlying problem of federal jurisdiction over First Nation citizenship. The Series will continue in the Winter of 2011.

CHEERS TO FIVE YEARS: THE MA IN PPA PROGRAM CELEBRATES

On October 14th, the Ryerson community gathered to toast the first five years of its Masters Program in Public Policy and Administration. The elegant gala, organized by Alumni President Lisa Brylowski (right) and her able team, featured speeches by Ryerson President Sheldon Levy and Ms. Shelly Jamieson, Secretary to Cabinet in the Government of Ontario.



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CONGRATULATIONS TO OUR 2010 GRADUANDS

M.A. (PPA)

Sunney, Jake
Alwin, Aleksandra
Brazier, Devin
Cameron, Thomas
Cammock, Kimberly
Candlish, Julia
Castelluzzo, Giuseppina
Collins, Ashley
Cruickshank, Sarah
Davy, Amanda
Elliott, Kimberly
Ennis, John
Enns, Jordan
Evans, Courtney
Garbarczyk, Jakub
Goss, Natalie
Hamilton, Heather
Harvey, Mellisa
Hill, Kristopher
Houdi, Mahnaz
Jamal, Nida
Jarvis, Julie
Jaskulski, Christine
Joya, Melisa
Kapralos, Ana
Khan, Afra Nadiyyah
Lui, Juliana
Merelles, Pilar
Moody, Carrie
Norris, Andrew Paul
Otis, Joshua
Pauley, Kendra
Petrovic, Nikolina
Picton, Peter
Porter, Ian
Rabdi, Shameez
Rastinehad, Neda
Rivando, Dean Anthony
Terhune, Robert
Smits, Karen
Snow, Katherine

Tullo, Carley
Wolicki, Melanie
Yee, Lance
Tsoporis, George
Tzountzouris, John
Valente, Adam
Walczak, Andy
Wasylyk, Robert
Zaki, Safa

B.A. (POG)

Al Guindy, Nourhan
Andrews, Basil
Barnes, Kevin
Benson, Robert
Bhushan, Sonia
Bu, Yao
Chiodo, Diana
Cogliano, Daniella
Daffern, Kady
De Los Reyes, Lorei
Dodaro, Piero
Facchin, Amelia Anne
Golota, Evgeniya
Gumbs, Nyomi Kate
Jane Rapp, Brittany
Jeorme Mui, Chester
Jones, Jamieson
Kowlaewski, John
McLarnon, Joshua
McNevin, Delana
Minster, Ryan
Morrison, Caitlin
Nsubuga, Felicia
Paolozzi, Robert
Perry, Sean
Robinson, Jacqueline
Salariu, Mihail
Scagnol, Tanya
Sgambelluri, Micheal
Sharma, Ishan
Stewart, Paul

B.A. (PPA)

Abra, Sophia
Bomberry, Dayle
Chegahno, Janna
Christian, Burke
Colas, Annick
Davidson, Corey
Davidson, Roger
Dicks, Terry R.
Holder, Simone
Latif, Sabrina Nosheen
Lobo, Adriel
Loreto, Nora
Madarang, John
Martin, Tammy
McAllister, Donna
Mohanakanthan, Path-
makanthan
Moran, Richard
Naponse-Corbiere,
Pamela
Ncube, Lillian N.
Niganobe, Sheila
Owsianik-Robinski,
Alina Dominika
Powless, Veronica
Sandy, Karen

Level 2 (PPA)

Bennett, Ben
Dahgwak, Erin
Ellis, Kevin
Gallant, Kevin
Khan, Zahida Haq
Nawaz
Kiar, Karla Sophia
Losier, Solange
Malo, Stephane
McKiel, Justin
Miller, Barbara Gail

Moore, Elizabeth
Mule, Rosalia
Muselius, Anna
Nickels, Stephen
Ostberg, Vincent
Ross, Philip Murdock
Siersma, Scott
Styres, Stephanie Joy
Thompson, Caroline
Wickenden, David
Wong, Brian

Level 1 (PPA)

Atkinson, Jamie Brian
Ayoub, Elicia
Burggraaf, Jason
Burrige, Aaron
Churchill, Bradley
Giffin, Colin Harris
Gill, Amandeep K.
Johnston, Rozella
Khan, Felisha
Khan, Zahida Haq
Lamerz, Olaf
Luna, Anna Rosario
Mann, Gary Vernon
Pannunzio, Jon
Peralta, Joselina
Seeton, Jeffrey
Shakyaver, Neha
Stanfield, Michael
Tehkummah, Charlene
Anne
Von Holt, Andrew