Acknowledgments

I would like to acknowledge the help of the Arab Organization of Administrative Development of the League of Arab States and its director general, Ahmad S. Ashour, and to extend my personal and professional gratitude to many individuals in the United States and in the Arab world. Space does not permit a complete listing, but I offer special thanks to those who left me with an enduring sense of appreciation for their help while researching this project:

During my field research in Egypt, Mr. and Mrs. Elaiwa I. Shalaby extended generous hospitality and arranged many of my interviews with senior public officials. Their help was invaluable. My discussions with Dr. Mustapha al-Said, former minister of industry and current member of Parliament, were very informative. I also benefited from my interview with Yousef Wali, minister of agriculture and secretary general of the ruling National Party. John P. Spillane, minister-counselor for economic affairs, U.S. Embassy in Cairo, was candid and realistic in his views and assessments. Professor Abdul-Wahab El-Masseery, an “Islamist-thinker” and a faculty member at the University of Cairo, is remembered for his kind reception of me in his home in Cairo, as well as for an exchange that quickly reached a dead end on all fronts—his astute use of the spiritual to dodge all earthly queries drastically limited the avenues of debate. Professor Ahmad Racheed, Public Administration Program of the University of Cairo, allowed me to review the proceedings of the program’s just-concluded workshop on administrative reform in Egypt. Dr. Hussein Ramzi Kazim, head of the Central Authority for Organization and Methods, is one of many senior Egyptian officials who explained the accomplishments of their agencies.

In Jordan, Dr. Zuhair Kayed, director general of the Jordan Institute of Public Administration, was supportive and cordial. Mr. Abdullah Elayyan, president of the Civil Service Commission, was generous with his time and insightful with his remarks. As a practicing manager, Mr. Eyad Kattan’s reflections on intricate aspects of management in Jordan were imaginative and informative. My contacts with various public officials and university faculty provoked sobering thoughts about the growing gap between what is officially claimed and what really has been achieved.

At the University of South Florida, Professor Tamara Sonn read the chapter on political Islam and offered thoughtful comments. Dr. Mark
Amen read the introductory chapter and masterfully used his red pencil to ask good questions and to record challenging comments. Mr. Arthur L. Lowrie's extensive experience in foreign service, focusing on the Middle East, and his teaching of the subject at USF were put to good use. Our numerous discussions and regular debates enriched my thinking as they contested many common assumptions. My students in seminars on comparative administration and my graduate assistants have been a source of helpful ideas. Mr. John Bradley read three chapters and offered editorial advice.

I am thankful for valuable comments from colleagues at other universities: Professor Robert B. Cunningham, University of Tennessee, read the chapter on Jordan; Professor Richard Cottam, University of Pittsburgh, read the first three chapters; Dr. Selwa Ismael, McGill University, read the chapter on Egypt; and two anonymous reviewers selected by my publishers offered supportive comments and good suggestions.

I must indicate that my experience with Lynne Rienner Publishers has been exceptionally gratifying, not only for superb professionalism, but also for making enjoyable the tedious work of revision. Working on this project with Lynne Rienner, Senior Project Editor Gia Hamilton, and other staff members demonstrated to me what proficient publishing can be.

My wife, Andrea, read parts of the manuscript and offered editorial suggestions; as always, my daughter, Leila, and son, Mark, are my constant inspiration and motivation.

Despite immense debts to so many people, I alone remain responsible for any and all shortcomings of this work.

\[ J. \ E. \ J. \]