

TSPPPA Informing Washington Policy

OIRA 30th Anniversary Conference: Executive Oversight of Administrative Discretion

By William McHale (MPP '13)

This past spring, the Regulatory Studies Center, The George Washington Law School, and the Trachtenberg School of Public Policy and Public Administration (TSPPPA) jointly hosted a conference on “Executive Oversight of Administrative Discretion” to commemorate the 30th anniversary of the establishment of the Office of Information and Regulatory Affairs (OIRA) in the White House Office of Management and Budget (OMB). The conference examined the key regulatory oversight issues, challenges, and developments over the last three decades, and drew lessons for regulatory oversight now and in the future. All the former administrators—Jim Miller, Chris DeMuth, Judge Douglas Ginsburg, Wendy Gramm, Judge Jay Plager, Sally Katzen, John Spotila, John Graham and Susan Dudley



Professor Susan Dudley shakes hands with Senator Joe Lieberman (I-CT) after testifying on regulatory reform before the Senate Homeland Security and Government Affairs Committee on July 20, 2011.

(TSPPPA Professor, and Regulatory Studies Center director) — and all the career deputy administrators spoke about the role OIRA has played in regulatory policy analysis over the last 30 years. Other distinguished speakers included current OIRA

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Photo by Mandi DeGroff, a committee staffer

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Photo by Bridget Davis, StudentsFirst

Trachtenberg students present capstone project, “Alternatives to Quality-Blind Teacher Layoffs” to StudentsFirst. Pictured here from right to left: Gordon Scott, Michelle Rhee, Gillian Moise, and Jonathan Rogers.

Michelle Rhee Commissions TSPPPA Capstone Project

By Anne Lamb (MPP '13)

Last spring, three students from the Trachtenberg School of Public Policy and Public Administration (TSPPPA) had the opportunity to apply their skills toward analyzing one of the hottest issues in education. The team partnered with StudentsFirst, an education advocacy organization started by former DC Public Schools Chancellor Michelle Rhee. StudentsFirst commissioned the students -- Gillian Moise (MPP '11), Jonathan Rogers (MPP '11), and Gordon Scott (MPP '11) -- to analyze quality-blind teacher layoffs, a common practice in most school districts in which teachers are laid-off based on seniority and tenure, rather than effectiveness measures.

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From the Director



Dear Alumni and Friends of the Trachtenberg School,

The Trachtenberg School is on the move and expanding. As a result of the increased enrollment of more high-caliber students, we will be hiring as many as four new faculty members this year. And, our engagement in Washington

and the larger world of public policy and management continues to grow dramatically.

Thanks to our superb career services operation under Paul Binkley and our outstanding Class of 2011, 90% of our MPA and MPP students obtained jobs before they graduated last May! We are also happy to see our graduating PhD students joining the faculty of strong schools, such as Ohio State and the University of Delaware.

I want to give credit to our students and alumni for their effective recruitment efforts on our behalf. We just welcomed the largest incoming masters class in my 30 years at GW: 178 new MPA and MPP students. Our yield rate went up for both the MPA and MPP degrees. I am also especially pleased that the incoming class is the most diverse in our history. I give credit to our students, as their personal testimonies no doubt persuaded so many prospective students to select GW.

Our students played an increasingly significant role in informing public policy and management—as is evidenced by our pro bono capstone projects, which are reaching high-level public and nonprofit officials. Read more about this topic on page 1.

Our faculty have been active in informing policy as well. Susan Dudley and faculty from our Regulatory Studies Center continue to offer thoughtful advice and analysis to OMB and Congress, as our cover story discusses. Our conference celebrating the 30th anniversary of OMB's Office of Information and Regulatory Affairs last May was an especially important event. Admiral Thad Allen's course was a spectacular success, and incoming students are looking forward to learning about leadership from one of our country's most effective leaders this spring. I am proud of all of our research and our proactive faculty, who are asked to offer policy advice both nationally and internationally. Among them are Burt Barnow, whose evaluation of stimulus funding efforts and contributions to the design of job training programs extend across the globe. Many other valuable contributions by our faculty are detailed in this newsletter.

As always, I invite all alumni to participate to the extent possible in our upcoming events!

Warmest regards,

Director

TSPPPA Launches New Exchange Program with The Hertie School, Berlin

By *Bethany Pope*

The Trachtenberg School is excited to announce a new opportunity for its Masters students to study abroad during their degree program with the development of its partnership with the Hertie School of Governance. Located in Berlin, Germany, the Hertie School is taught in English and attracts international public policy students interested in the fields of global or European governance, economic policy, social policy and public management.

This new exchange program provides a unique opportunity for our students to live and study in Europe, but also brings an international perspective to the classroom discussion here in Washington, DC.

In this inaugural fall semester, the Trachtenberg School has been pleased to host two Hertie students. Magdalena Orth and Daniel Gyamerah have added valuable discussion to our courses and have been wonderful ambassadors of the Hertie School.

The Trachtenberg School is preparing to send its first students to Germany in the Spring 2012 semester.

We are delighted to be able to offer this experience to our students and look forward to our continued partnership with the Hertie School.

TSPPPA PhD Student Highlights

Compiled by Laura Minnichelli (MPP '13)



Photo courtesy of Bethany Pope



Fall 2011 Phd reception. From left, Patrick Kelly, Bethany Pope (Trachtenberg Program Coordinator), Imtiaz Bhatti, and Diana Hincapie.

TSPPPA is excited to announce a number of PhD student accomplishments from the past year. Recent placements:

- Charlotte Kirschner, Assistant Professor, John Glenn School of Public Affairs, The Ohio State University.
- Megan McHugh, Research Assistant Professor, Institute for Healthcare Studies and Department of Emergency Medicine, Northwestern University.
- Andrea Sarzynski, Assistant Professor, School of Public Policy and Administration, University of Delaware.

Current students have been recognized within academia with the following awards and accolades:

- Anna Holster was inducted into the Edward Alexander Bouchet Honor Society at Yale University in April 2011. The Bouchet Society recognizes outstanding scholarly achievement and promotes diversity and excellence in doctoral education and the professoriate.
- Ellen T. Kurtzman was awarded "RWJF's Most Influential Research Articles of 2010," Top 5, for M.D. Naylor & E. T. Kurtzman. (2010) "The role of nurse practitioners in reinventing primary care." *Health Affairs (Millwood)*, 29(5), 893-899.

Sabina Schnell was recognized with the George Washington University Excellence in Student Life Awards - 2011 Stephen Joel Trachtenberg Cooperative Education Student of the Year Award. The Award recognizes co-op student employees who have made outstanding contributions to their employers.

Elizabeth Kidder, PhD candidate in Health Policy, recently received her Medical Doctorate degree from the George Washington University School of Medicine. She plans to pursue a joint career as a primary care physician and a health policy specialist upon completing her PhD dissertation.

Commander Joseph E. Arleth, current PhD student and Executive Officer and Associate Professor at the Naval Reserve Officer Training Corps (NROTC), rewrote the curriculum for the Leadership and Management course taught to all NROTC Midshipmen across the country (61 units covering 158 universities).

PhD student Deborah Trent gave a lecture entitled "Exploring Diaspora Diplomacy Through the Case of US Public Diplomacy in Lebanon" based on her doctoral dissertation fieldwork. The lecture took place at the Lebanese Emigration Research Center at Notre Dame University - Louaize in Lebanon.

PhD students have authored papers appearing in the following academic journals: *American Journal of Preventive Medicine*, *Translational Behavioral Medicine*, *PSL Quarterly Review*, *Environment and Planning C: Government and Policy*, *Economica* (forthcoming), *Administrative Theory & Praxis* (forthcoming), *New Directions for Evaluation* (forthcoming), and the *OECD Journal on Budgeting* (forthcoming).

PhD students have presented at a number of major scholarly conferences, both in the US and abroad in countries including the Philippines, Canada, Romania, and India. Their presentations have been featured at conferences hosted by the Association for Public Policy Analysis and Management (APPAM), the Midwest Political Science Association, the International Studies Association and The American Public Health Association.

For a more detailed list of publications, scholarly presentations and accomplishments of our PhD students, please visit our website at: www.tspppa.gwu.edu/news/PhD_program_student_news.cfm

continuation of OIRA story from cover

Administrator Cass Sunstein, Administrative Conference of the United States Chairman Paul Verkuil, former Congressman David McIntosh, former Ambassador Boyden Gray, and former EPA Deputy Administrator Marcus Peacock. The conference attracted more than 170 attendees from the government and private sector.

OIRA's staff of about 50 professionals oversees the regulatory, information collection, and statistical activities of federal executive branch agencies. OIRA operates within the OMB in the Executive Office of the President and provides a function similar to OMB's oversight of department and agency fiscal budgets. Its role, like that of the budget divisions, is to provide the President with a tool to check agencies' natural proclivity to want more (whether more reflects a desire for increased budget resources or greater regulatory authority). The office scrutinizes agencies' planned regulations and collections of information, along with the analyses supporting them.

With its mission to ensure that the benefits of regulations justify their costs, OIRA is institutionally more interested in impacts on society broadly and less susceptible to special interest pressures

than line agencies. It provides what President Obama has called "a dispassionate and analytical 'second opinion' on agency actions." Presidents of both parties have relied on OIRA to oversee and coordinate executive branch regulations since its formation in 1981.

During the event, which was held on May 20, 2011, panelists explored the impact of OIRA since its creation in 1981, and lessons for improving regulation in the future. Additionally, the panelists authored 14 articles that will appear in a special symposium issue of the *Administrative Law Review* this fall. Videos from the conference are available on the Regulatory Studies Center website (www.RegulatoryStudies.gwu.edu). Those in attendance (and those viewing online) praised the event, with one long-time regulatory official noting that videos from the event should be required viewing for anyone involved in regulation. Additionally, a former administrator in attendance noted that, "no other gathering of OIRA administrators has produced so many substantive papers, and much of this is because *for the first time*, the senior career staff (i.e., the deputies) were asked to speak."



About the GW Regulatory Studies Center

Since its founding two years ago, the George Washington University Regulatory Studies Center (RSC) has emerged as a leading source for applied scholarship on regulatory issues. Over the last year, the RSC research, commentary, and testimony have informed and helped shape the regulatory reform debate in Congress and the Administration. RSC convened a major conference highlighting the history and future of executive oversight of regulation, the proceedings of which will be published in the leading administrative law journal this fall. Its other events, publications and commentary have raised awareness of regulatory procedures and impacts, and firmly established GW and The Trachtenberg School (TSPPA) as a reliable academic source for information on regulation. The expertise the RSC brings has allowed TSPPA to create a new master's degree concentration in regulatory policy. TSPPA students also benefit from the networking, research, and internship opportunities the RSC offers. For instance, second year MPP student Kathryn Vesey is an integral member of the RSC team, supporting and organizing RSC programs and conducting original research on regulatory policy. Second year MPP student Jonathan Porat was the recipient of the Regulatory Studies Fellowship in the



OIRA Administrator, Cass Sunstien and Trachtenberg Program Director Dr. Kathy Newcomer celebrate OIRA's 30th Anniversary.

Photo courtesy of Susan Dudley

Office of Information and Regulatory Affairs, where, after an enriching summer, he has been asked to continue part-time during the school year.

After 40 Years, Changing My Academic Major

By Stephen Joel Trachtenberg

Original column first appeared in *The Chronicle of Higher Education*

Life is about sequence. For 30 years I was a university president. Four years ago, when I left office at George Washington University, I became a professor there as well as a consultant for Korn/Ferry International, an executive-recruiting firm. Ever since then, people keep asking me how I like retirement. I am not retired. I am just no longer president. I've merely changed my major.

When my wife and I moved out of the president's house and into a home of our own, we sent out change-of-address cards titled "Relocation and Reinvention." We were moving, hence "relocation," but daily activities were also changing, hence "reinvention."

Needing a plan to guide my reinvention. I established a three-part arrangement. And I would advise those of you retiring from one job and rethinking your work life to do the same. It certainly helped me.

First, set up a financial plan, including, of course, securing continued health insurance and making choices about how to draw down pensions and savings. It's crucial that you get honest, objective financial advice.

Next, devise a professional guide. You need to fill the day from breakfast to dinner. Once the daily routine of work has been disrupted, you need a framework, a tree rooted in the ground, upon which ornaments can be hung. For me the frame is teaching. The predictability—14-week terms and set times for class and student advising—gives me structure. And I continue to publish on a variety of subjects, mostly about higher education and leadership.

Finally, develop a personal plan to fill the remaining time when you are not engaged in structured professional endeavors. When one is a senior academic administrator, the days are about 18 hours long. Now I am home more regularly and prefer eating dinner at my kitchen table to almost any spread put out around town. I'm more relaxed and less worried about how much money I've raised. My children live far beyond the East Coast; both boys have baby sons, and my frequent-flier miles are accumulating on various airlines.

With my three-part plan established and running relatively smoothly, all is well, you may think. Yes and no. It's about 80 percent fine; 20 percent needs refinement.



Photo by Bachrach



A university is an organic institution, growing, changing, continually in need of care and feeding. Being the head of a college is both an honor and a hoot; it is an awesome responsibility and a great deal of fun. At George Washington, I increased the endowment, met with Nobel and Pulitzer Prize winners, and welcomed visiting dignitaries to the campus. That was the icing on the cake, or what I would describe as outside stuff.

Inside activities were equally fascinating and far more consequential. Faculty members are endlessly engaging. Students are a perpetual promise. The institutional mission is important. To quote James Madison, "Education is the true foundation of civil liberty."

So the job was fun, important, and gave me gray hair. Being a university president is like running a marathon that never ends. Until one day it does.

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GWIPP's Policy Research Scholar Program Kicks Off 11th Cohort

By Anne Lamb (MPP '13)

The Policy Research Scholar Program is a critical part of the GW Institute of Public Policy's (GWIPP) effort to encourage and facilitate public policy research at GW. In an annual competition, GW faculty members submit proposals for policy-based research they hope to develop. Those selected are given the title of Policy Research Scholar and serve in that capacity for one year. Each Scholar is required to develop his or her project during that year and submit a proposal for external funding. Scholars receive a variety of resources from GWIPP, including \$10,000 that can be used fully as a summer stipend. Additionally, GWIPP staff members help Scholars identify potential funders, develop their proposals, construct budgets, submit proposals, and administer the grants once funded.

Professor Sharon Lynch, a professor at the GW Graduate School of Education & Human Development and a 2010-2011 Policy Research Scholar, credits the program with both "constructive feedback" on her research and "intellectual stimulation in a friendly atmosphere." She is currently working on a project in conjunction with SRI International, an independent research institute, to study inclusive STEM (science, technology, engineering, and math) high schools in order to produce a number of case studies available for school leaders that want to replicate similar models. Due to the number of organizations interested in her work, her proposal was more complicated than most. Lynch noted that the staff

members of GWIPP offered valuable experience navigating the proposal process, and were thus able to help her secure funding. Furthermore, she particularly praised the intellectual community created by the program. "We don't often get to talk about our research across the college," notes Lynch. "I was in a little community of other funded GWIPP scholars... I had my chance to present [my] work, and... they were able to give very good critical feedback."

"...MY PROJECT IS LIKELY TO BE BETTER, AND BETTER-FUNDED, FOR HAVING BEEN A POLICY RESEARCH SCHOLAR."

The policy Research Scholars who commence their term in Fall 2011 constitute the program's 11th cohort. Scholars come from a variety of campus schools, including TSPPPA Professor Elizabeth Rigby. They have worked on a wide range of policy-related projects, bringing in more than \$4.2 million in external funding to the University.

The new scholars are eager to leverage GWIPP's resources and expertise. Professor Joost Santos, an assistant professor at GW's School of Engineering and Applied Science, explains, "I expect that [the program] will enable me to network with potential research collaborators and also allow me to leverage GWIPP's resources for broader dissemination of my work." Perhaps new scholar Professor John Sides, a professor of Political Science, best summarizes the potential benefits of the program, noting, "In short, my project is likely to be better, and better-funded, for having been a Policy Research Scholar."



WHAT IS GWIPP?

The George Washington Institute of Public Policy (GWIPP) serves as a university-wide center for faculty and graduate students engaging in research on important public policy issues. GWIPP assists university faculty in preparing research proposals and budgets, as well as managing funded public policy projects.

Currently, the GWIPP community includes five core staff, ten professors doing research on a variety of topics, numerous MPP and PhD students who support the research projects,

a yearly cohort of Policy Research Scholars, and both an advisory and steering committee. In addition to fostering research, GWIPP co-sponsors an array of events, including public policy research methods workshops, brown-bag lunch discussions about current policy issues, and other talks and conferences.

GWIPP coordinates closely with TSPPPA to engage students and faculty in policy-related discussions and research.

Courses Provide Work Experience for Students and Services for Local Community

Photo by Jessica McConnell Burt, University Photographer, The George Washington University



Students Anthony Pandolfo (left) and Nick Odat present their capstone project, "Balance Sheets & Balancing Acts: Multi-City Budget Comparison."

Through consulting projects for public and nonprofit organizations, Trachtenberg School Students in capstone classes and Professor Kathy Newcomer's program evaluation class develop and apply their skills while providing services to clients.

SPRING 2011 MPA CAPSTONE CLIENTS

- Partnership for Public Service
- Investigate News Network
- Food Trust
- NAADAC (Addiction Professionals)
- One Common Unity
- Different Avenues
- Promoting Awareness, Victim Empowerment
- Estonia National Council
- Alexandria Public Works
- DC Alliance of Youth Advocates
- Young Education Professionals
- Red Cross
- DC Department of Transportation (Value Capture group)
- Small Business Administration HUB Zone
- DC Department of Transportation (Economic Analysis group)

SPRING 2011 MPP CAPSTONES CLIENTS

- United States Pacific Command
- The Army National Guard
- U.S. Government Accountability Office

The Majority Office of the Senate Health, Education, Labor, and Pensions Committee

DC Public Schools (DCPS) Office of Special Education

D.C. Fiscal Policy Institute

Save the Children

DC Action for Children

StudentsFirst

Hampton Roads Military and Federal Facilities Alliance

NPD Consulting

Creative Associates International

Center for Law and Social Policy

Hampton Roads Military and Federal Facilities Alliance

U.S. Agency for International Development

Creative Associates International

SPRING 2011 PROGRAM EVALUATION CLIENTS

- Achievability in Philadelphia
- Back on Your Feet in Philadelphia
- HCSNV
- International Partners in El Salvador
- National Fish and Wildlife Foundation
- One World Education
- Pan African Christian Exchange in Kenya
- Practice without Pressure in Delaware
- Poder Ciudadano - in Argentina
- Tiny Findings @GAO (the daycare center at GAO)
- Amtrak
- The U.S. Environmental Protection Agency
- The U.S. Park Service - Washington, DC office
- The Museum of Natural History (Smithsonian)
- Capital Bikeshare
- The IMARISHA Project: Strengthening for Households Affected by AIDS in Tanzania
- The Advanced Nursing Education Program in the Health Resources and Services Administration within the U.S. Department of Health and Human Services



For more on the Capstone projects, see the stories on pages 1 and 8.

Capstone article from cover

Over the past few years, many school districts have faced dramatic budget cuts, making quality-blind layoffs both a relevant and politically sensitive issue in the era of teacher accountability. StudentsFirst aims to eliminate quality-blind layoffs. To that end, the capstone team explored which school governance models, and contextual and structural arrangements have proven to be the most effective in producing StudentsFirst’s desired policy outcomes. In addition to conducting research on state policies and the country’s 50 largest school districts, the capstone team conducted in-depth case studies of three useful policy frameworks.

The capstone team presented their conclusions to Michelle Rhee and 14 additional StudentsFirst staff members at the end of the spring term. They determined that merit-based teacher retention policies will be most likely in situations where current state law is silent on the issue, and where local districts already have a mechanism for assessing teacher performance that includes a variety of criteria. They also found that instances where high-profile school executives push for policy change could lead to partisan debate at higher levels of government, creating a barrier to policy change.

Trachtenberg Students Publish Policy Brief

By Lydia Vollmann (MPA '13)

Last spring, TSPPA students Joshua Kotzman (MPP '11), Abby Lane (MPP '11), Emily Feltren (MPP '11), and Lauren Stewart (MPP '11) partnered with the Center for Law and Social Policy (CLASP) for a Capstone Project to explore the use of state task forces in achieving poverty reduction goals after the Great Recession. The team published their findings in a brief titled “Poverty and Opportunity: What Difference Can a Task Force Make?” The project focused on efforts in Colorado, Illinois, Minnesota, and Ohio, four states with four different approaches and lessons of how task forces can contribute to poverty reduction efforts. The team’s research identified three take aways to share with other states interested in establishing task forces to address poverty: 1) Use these commissions to spread awareness about poverty; 2) Collaborate with diverse stakeholders and create a central forum for the issue of poverty; and 3) Put ideas into action, using reports and/or legislative recommendations. The project was designed to provide guideposts—and perhaps inspiration—for states seeking to establish poverty task forces, allowing them to effectively use scarce resources and focus on the most successful strategies in an era of unprecedented economic challenges and increased political polarization.

After 40 years from page 5

By week six of my “retirement,” the clouds began to form. I missed the action. I was out of my groove, and that was an uncomfortable feeling. Yes, people still called and wanted to have lunch with me. But it wasn’t the same. The old challenges and points of satisfaction were missing. For a time, I lost my point of focus.

Until I found my groove again.

The structure of my new faculty life was more difficult to devise than the old administrative job. My work is defined more by silos than before: teaching, consulting, and writing seem less interconnected than was the presidency.

On the plus side of my new life order, I find the reduction in stress to be healthful: I eat better and exercise more. I traded three

secretaries who took dictation—for a MacBook Air laptop and a BlackBerry. I’m in charge of my own communications. And, after many years of careful attention to every word I uttered in public or private conversations, my First Amendment rights have finally been restored.

I’ve developed a rhythm and a pace to my new life. I still glad-hand with people I meet on the campus, and I’m as inquisitive as ever about what’s happening in higher education.

Recently, at a Washington affair, I ran into an old friend. He put his arm around my shoulder and said with a smile, “Hello. Weren’t you once Steve Trachtenberg?” I’m here to report that I’m still Steve Trachtenberg, but today I wear a Washington Nationals baseball cap instead of a mortarboard.



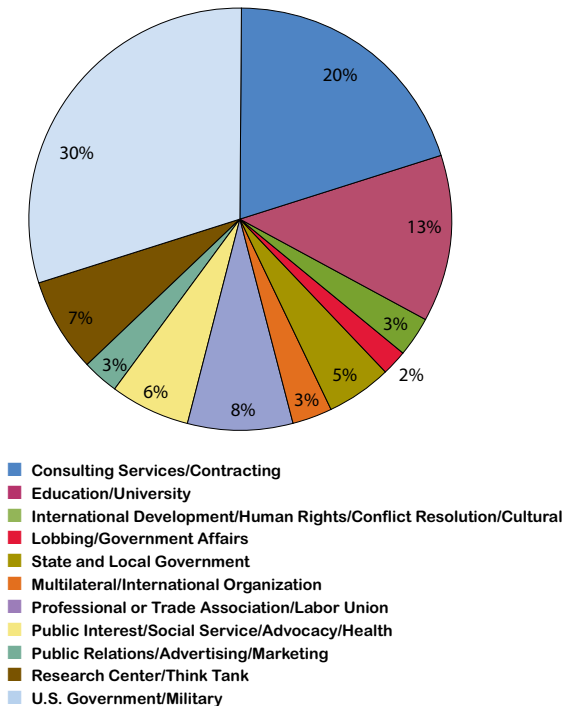
Career Development Services Update

By Laura Minnichelli (MPP '12)

Career Development Services at the Trachtenberg School has had another successful year. We are happy to report an employment rate of 90% at graduation for 2011, a figure that is even more impressive given the difficult economic situation. This accomplishment speaks to the talent of our students, the quality of their education, and the dedication and expertise of the faculty at TSPPPA. In addition to the information sessions, workshops and other events, Career Development has been working to better connect current students and alumni through LinkedIn, a premier business-oriented social networking site. The Trachtenberg School "group" on LinkedIn has over 800 members, and our goal is to expand that to 1,000 members by the end of the semester. (If you have not yet had a chance to join, we cordially extend an invitation!) Additionally, Career Services launched the Trachtenberg School Career Wiki. The purpose of this wiki is twofold: first, to be a dynamic, user-friendly source of up-to-date information on careers in public policy and public administration for and created by members of the TSPPPA community, and second, to strengthen the worldwide community of our students, alumni and faculty.

Our graduates can be found working in all professional sectors and in cities around the world. The most recent class, 34 percent of graduates are working in the nonprofit sector, 22 percent in the private sector, and 34 percent in the public sector.

2011 GRADUATE EMPLOYMENT BY SECTOR



Highlights Include:

- AARP
- Carnegie Endowment for International Peace
- Center for American Progress
- Center for Health and Health Care in Schools
- City of Alexandria, VA
- CQ Roll Call
- Deloitte Consulting
- Government of the District of Columbia
- ICF International
- International Monetary Fund
- The Lewin Group
- LMI Government Consulting
- Louisiana Department of Education
- M Squared Consulting
- National Geographic Society
- National Opinion Research Center
- National Women's Law Center
- Office of Management and Budget
- The Pew Charitable Trusts
- US Army
- US Department of Education
- US Department of Energy
- US Department of Health and Human Services
- US Department of Homeland Security
- US Department of Justice
- US Department of Labor
- US Department of the Interior
- US Department of Transportation
- US General Services Administration
- US Government Accountability Office
- US Senate
- US House of Representatives
- University of Chicago
- World Bank Group

QUICK LINKS

www.career.tspppa.gwu.edu

www.career.tspppa.gwu.edu/wiki

www.Linkedin.com and search for TSPPPA Group



Student Association Update

By Maria Crossman (MPA '12) and Patrick Campbell (MPP '12)



photo courtesy of Julie Allen

Students participate in team-building activities at annual fall retreat in Prince William Forest.

The Trachtenberg Student Organization (TSO) kicked off the 2011-2012 school year with a host of events to welcome the newest cohort of Trachtenberg students. It all started with the New Student Orientation, where incoming students walked away with not only a better grasp of their program, but a deeper understanding of the importance of the relationships they will build through classes, volunteer and social activities, and professional experiences. As September came to a close, the annual student retreat in Prince William Forest gave students the opportunity to enjoy the fresh air with their peers and faculty. Students were also able to take a breather from the fast pace of the last semester at Fall Ball, the annual semi-formal event. In addition to traditional Trachtenberg events, the TSO provided TSPPPA students with numerous outstanding professional, phil-

anthropic and social opportunities that gave the student body opportunities for academic enrichment, personal and professional development, and networking.

Beyond preparing for the next cohort of students to arrive, the student organizations have been active in creating new and exciting opportunities to meet the growing needs of our community. This summer, the TSO founded the Diversity and Inclusion Association (D&I) of the Trachtenberg School—the first D&I student association ever created on campus. The D&I Association was started in response to the increasingly diverse populations with whom we work in our academic and professional settings, and is dedicated to developing events, learning opportunities and forums that build a more aware, diverse and inclusive community. This need has been recognized by President Knapp, who has also established a campus-wide Diversity and Inclusion Council. Information about the new D&I Association was also shared with the Vice Provost of Diversity and Inclusion, Terri Harris Reed, who requested a representative from TSPPPA to sit on the campus-wide Diversity and Inclusion Council as the graduate student representative. The D&I Association demonstrates our positive impact on the Trachtenberg School and our influence to better the broader GW community.



Photo courtesy of Julie Allen

TSO members at the annual Spring Fling, March 2011.

STUDENT BOARD MEMBERS

Trachtenberg Student Organization:

Maria Crossman, MPA President
 Patrick Campbell, MPP President
 Gregory Feldman, MPA Treasurer
 Andrew Dumont, MPP Treasurer
 Johanna Kinsley, MPA Vice President
 Julie Allen, MPP Vice President

Trachtenberg School Orientation and Welcoming Organization:

Shannon McNamee, MPA Chair
 Alden Wells, MPP Chair

Community Engagement Committee:

Paul Homan, MPA Social Chair
 Alicia Mazzara, MPP Social Chair
 Peggy Chasler, MPA Volunteer Chair
 Whitney King, MPP Volunteer Chair

Professional Development Committee:

Lauren Cooper, MPA Chair
 Lauren Thum, MPP Chair
 Ryan LaPrairie, GPAC Representative

Anacostia Public Service Program:

Meghan McHugh, Program Director

Policy Perspectives:

Joshua Nadas, Editor-in-Chief
 Rachel Brody, Managing Editor

Diversity and Inclusion Association:

Maria Crossman, MPA Chair
 Alicia Mazzara, MPP Chair
 Sarah Weakley, Co-Chair



Hong Kong Public Administrators Join the Trachtenberg Community

By Jason Briggs (MPP '13)



Photo by Kyle Churchman

Administrative Officers from Hong Kong will spend eight weeks learning about public administration at the Trachtenberg school. From left to right: Kasper Ng, Fanny Cheung, Amy Wong, Maisie Ho, Linda Yarr (Director, PISA), Luke Ventura (research assistant), Shirley Lau, Dr. Ying Fung, and Francis Chan.

The Trachtenberg School welcomes seven ranking members of the Hong Kong government to its Global City in World Affairs Program. This eight week program is run by GW's "Partnerships for International Strategies in Asia" (PISA). Now in its second year, the program is designed to offer elite Administrative Officers of the Hong Kong Special Administrative Region Government a practical and cosmopolitan educational experience. This year's class brings academic and professional experience ranging from commerce and economic development, to labor and welfare, and transport and housing.

The program originated at a meeting between PISA's director, Linda Yarr, and Hong Kong Civil Service Bureau officials in September 2009. There, the Bureau communicated an interest in giving their Administrative Officers an overseas experience; one that combines classroom learning in public administration with the outstanding multicultural environment that Washington offers. Following this meeting, PISA designed and implemented the Global City in World Affairs Program.

The program employs an active learning approach. In addition to a weekly seminar on the Global City, taught by Linda Yarr, the participants attend classes focused on both public policy and public administration, as well as ones focused on strategic management. Experiential site visits are also an integral component of the program and offer the participants the opportunity to have dialogues with policy makers at both the federal and municipal level, and to observe the many ways in which global cities serve diverse populations and engage in sustainable development.

Upon completing this rigorous eight-week program, participants will have not only received training crucial to their careers in Hong Kong, but will have gained practical knowledge that will enable them to lead and manage agencies of the global cities of the future.





Arthur S. Flemming Awards Honor Outstanding Public Servants

By Lauren Rutledge (MPA '13)

Established in 1948, The Arthur S. Flemming Awards annually recognize public servants from a variety of sectors in federal service for outstanding achievements and contributions to society. The awards honor those who exemplify the qualities of Dr. Flemming, who received the Medal of Freedom from President Clinton for his service.

This year's 62nd awards ceremony, held on June 6th, 2011, honored 13 exceptional men and women for their service to their country:

Dr. Phillip E. Castle of the NIH's National Cancer Institute, for his extraordinary research on the human papillomavirus (HPV), which has improved the national quality of research and care.

Glenn T. Donovan, of the U.S. Navy, Naval Undersea Warfare Center Division, for developing a cutting-edge method to improve the navigation and localization of Autonomous Underwater Vehicles (AUVs).

Dr. Kenneth R. Knapp, of the Department of Commerce's National Oceanic and Atmospheric Administration, for developing Climate Data Records contributing to a more comprehensive understanding of the Earth's climate.

Eric H. Strassner, of the Industry Applications Division of the BEA, for developing new economic indicators allowing analysts to better understand the sources of industry growth and performance.

Lisa M. Blumerman, of the US Census Bureau Governments Division, for her exceptional leadership in producing higher quality, more reliable, and faster Census data.

Renee L. Camacho, of the Department of Justice, for her dedication as an Assistant United States Attorney, which led to the largest single indictment and dismantlement of a major drug transportation organization in the State of New Mexico.

Major Gabriel S. Hiley, of the Battlefield Airborne Communications Node, Electronics Systems Center, for providing game changing communication capabilities in over 1,000 aircraft sorties to date.

Kelly M. Lawson, of the Office of the Solicitor, Department of Labor, for her exceptional handling of major litigation cases in



The 2010 Fleming Awardees. Standing left to right: Dr. Kathy Newcomer (Arthur S. Flemming Commission), Dr. Phillip E. Castle, Dr. Anthony G. Wilhelm, Major Gabriel S. Hiley, Dr. Ian B. Spielman, Glenn T. Donovan, Dr. Steven Knapp, Dr. Kenneth R. Knapp, Dr. Timothy J. Bunning, Dr. Christopher L. Soles, Eric H. Strassner, Dr. Scott A. Diddams, Peter Williams (President, Arthur S. Flemming Commission). Seated from left to right: Renee L. Camacho, Lisa M. Blumerman, Kelly M. Lawson.

Photo by William Atkins

an unusually wide range of program areas.

Dr. Anthony G. Wilhelm, of the National Telecommunications and Information Administration (NTIA), for his leadership in directing the July 2009 national transition from analog to digital television.

Dr. Timothy J. Bunning, of the Air Force Research Laboratory, for his research and development of photonic materials and components to enable laser protection technologies.

Dr. Scott A. Diddams, of the National Institute of Standards and Technology's (NIST) Time and Frequency Division, for his research of precision measurements and laser frequency combs.

Dr. Christopher L. Soles, also of NIST, for his collaborations with industry and academic partners to enhance and expand the impact of his work.

Dr. Ian B. Spielman, a NIST physicist, for paving the way to solving some of the most important and illusive problems in physics today.

The 2010 Fleming Awards were hosted by the George Washington University and sponsored by Federal Management Systems, Inc., GEHA, and GEICO.

The 63rd Annual Arthur S. Flemming Awards will be held on Monday, June 4, 2012. For more information on the awards, to attend, or to nominate a federal employee, please visit <http://flemming.gwu.edu> or email the 2011 Awards Coordinator Whitney King (wlking@gwmail.gwu.edu).

TSPPPA Faculty Accomplishments

Compiled by Lydia Vollmann (MPA '13) and Melanie Zuckerman (MPA '13)



Photo courtesy of Bill Adams

Professor Bill Adams on the *Good Morning Egypt* show in April, discussing the role of the news media in the free Egyptian election.

Bill Adams

Last March and April, Professor Adams spoke about democracy in Cairo as one of seven speakers at the Tahrir Dialogues. He also conducted a workshop for Egyptian journalists on campaign news coverage. Media appearances included the "Good Morning Egypt" TV show.

He has had three new articles appear in academic journals, all co-authored with Professor Donna Infeld: "Fulbright Scholars in Political Science," in *PS: Political Science and Politics*; "MPA and MPP Students: Twins, Siblings, or Distant Cousins" in the *Journal of Public Affairs Education*; and "Fulbright Scholars in Public Administration, Public Affairs, and Public Policy," also in the *Journal of Public Affairs Education*.

He organized and moderated a panel on "Capstones and Community Clients" at the annual conference of the National



Photo by Bill Adams

The children of Trachtenberg faculty members pose outside Director Kathy Newcomer's house at faculty party in September.

Association of Schools of Public Affairs and Administration in Kansas City in October. And he also collaborated with Professor Infeld on a study entitled "Statistical Software for Curriculum and Careers" which they are presenting at the Association

for Public Policy Analysis and Management conference in November.

During the summer, Professor Adams explored Kosovo, Macedonia, Serbia, Bosnia, Montenegro, Albania, Moldova, Slovakia, and Lithuania, as well as returning to Malaysia, where he was a Fulbright Scholar in 2010. While in Kuala Lumpur in 2011, he was a featured speaker at Universiti Tun Razak. He latest travel photos are posted at <http://quasi-blog.blogspot.com>.

This spring, Professor Adams and Joan Dudik-Gayoso are again working with the MPP capstone. If your organization has a suitable MPP research project for the spring of 2012, please contact Professor Adams at adams@gwu.edu.

Steve Balla

Professor Steve Balla began 2011 as a consultant to the Administrative Conference of the US (ACUS) where he produced a report on the commenting portion of the rulemaking process. This report was successfully approved on June 16, 2011, and the recommendations were published in the Federal Register on August 9, 2011. Attached is the link to the Federal Register notice: <http://www.gpo.gov/fdsys/pkg/FR-2011-08-09/pdf/2011-20138.pdf>

Burt Barnow

Professor Burt Barnow presented several papers including "What Are Labor Shortages and How Do They Arise?" for the workshop held by the National Academy of Sciences Committee on Science, Technology, Engineering and Mathematics Workforce Needs for the U.S. Department of Defense and the U.S. Defense Industrial Base in Arlington, VA, in August 2011. He also presented "Connecting UI Claimants with Workforce System Services: Activities in Support of the National Vision" for the 75th Annual Conference of the National Association of State Workforce Agencies in September 2011 in San Juan, Puerto Rico.

He is a member of the Board of Directors for Workforce Solutions, the nonprofit corporation operating the One-Stop Career Centers for Montgomery County, Maryland. He is also a member of the Baltimore Workforce Investment Board System Effectiveness Committee, the National Academy of Sciences Committee on the Mining and Energy Workforce, and the National Academy of Sciences Committee on the Scientific, Technical, Engineering, and Mathematics (STEM) Workforce. Additionally, he is a Member of a peer review panel for the

Green Jobs and Health Care Impact Evaluation sponsored by the U.S. Department of Labor, Employment and Training Administration (DOL/ETA). He participated on a conference call with the Secretary of Labor to discuss a newly released report, "The African American Labor Force in the Recovery" in July 2011, as well as on a brainstorming conference call with Employment and Training Administration staff to develop a Workforce Innovation Fund.

Lori Brainard

Professor Lori Brainard recently co-authored an article with Teresa Derrick-Mils entitled "Electronic Commons, Community Policing and Communication: On-Line Police-Citizen Discussion Groups in Washington, DC," which was published in *Administrative Theory and Praxis* in September 2011. She also created a poster with Mariglynn Collins for the 2011 Annual Meeting of the Association for Research on Nonprofit Organizations and Voluntary Action which will take place in November 2011 in Toronto, Canada. The poster was called "Social Media and the Top 10 Municipal Police Departments: Current Use and Future Prospects for Gov 2.0." Professor Brainard was also a presenter and co-convenor with Professor Bill Adams at the 2011 Annual Meeting of the National Association of Schools of Public Administration and Affairs, where she presented "Capstones and Community Clients" in October 2011 in Kansas City, Missouri. She also presented a paper that she co-authored with John McNutt entitled "Electronic Government, social capital, and levels of Online Participation at the State Level." She also participated in the panel on "New Frontiers of E-Government: Interactivity, Accessibility and Maturity" at the 2011 Annual Meeting of the American Society for Public Administration, which took place in March 2011 in Baltimore, MD.

Professor Brainard is a member of the Data Committee and the Annual Dissertation and Awards Committee of the National Association of Schools of Public Affairs and Administration. She is also a member of the Technology Advisory Committee and the Strategic Imperative Group 5 (Leveraging Technology to Engage Members and Influence in the Broader Community) of the American Society for Public Administration.

Derick Brinkerhoff

In addition to his special issue of *Public Administration and Development* on public-private partnerships, co-edited with Professor Jennifer Brinkerhoff, Professor Derick Brinkerhoff published "State Fragility and Governance: Conflict Mitigation and Subnational Perspectives" in *Development Policy Review*



in Spring 2011. He presented "Service Delivery and Legitimacy in Fragile and Conflict-affected States: Evidence from Water Services in Iraq" (co-authors A. Wetterberg and S. Dunn) at the International Research Society for Public Management Conference in Dublin, Ireland in April. And in June, he presented "Decentralization in Iraq: Practices, Process, and Prospects" (co-author L. Cravens) at the 7th Annual Conference on Iraq: Establishing Enduring Institutions in Arlington, VA, sponsored by the RAND Corporation and the Office of Iraq Analysis. For the academic year 2011-12, Professor Brinkerhoff is a non-resident Senior Fellow at UCLA's Luskin School of Public Affairs. He began a three-year term on the Editorial Board of Public Administration Review in September.



Photo courtesy of Jennifer Brinkerhoff

Professor Jennifer Brinkerhoff conducts fieldwork in Egypt with Coptic Orphans, an international development NGO.

Jennifer Brinkerhoff

Professor Jennifer Brinkerhoff travelled to both Ethiopia and Egypt this summer conducting fieldwork for her research project on "Diaspora Institutional Entrepreneurs: Catalyzing Reform for Development in Fragile States." The project is funded by the Nordic Africa Institute and the GW Elliott School of International Affairs. She co-edited, with TSPPPA Associate Faculty Derick Brinkerhoff, a special journal issue of Public Administration and Development on "Public-Private Partnerships: Familiar Ground, Fresh Perspectives" (February 2011) and also co-authored the overview article "Public Private Partnerships: Perspectives on Purposes, Publicness, and Good Governance." Additionally as part of the collection, Professor Brinkerhoff published "David and Goliath: Diasporas as Partners in the International Development Industry"; and TSPPPA doctoral student Alyson Lipsky published "Evaluating the Strength of Faith: Potential Comparative Advantages of Faith-Based Organizations Providing Health Services in sub-Saharan Africa." In May, Professor Brinkerhoff published "Diasporas and Conflict Societies: Conflict Entrepreneurs, Competing Interests, or Contributors to Stability and Development?" in the journal

Conflict, Security and Development. Partially based on this work, the US Agency for International Development, Center for Conflict Mitigation and Management, commissioned her to organize, moderate, report on and generate recommendations from a review and vetting workshop for a policy brief on diasporas in conflict contexts (hosted by the GW Diaspora Program). This work enabled her to work with TSPPPA alumna Tara Hill (MPA '03) who was seconded to USAID from the Department of Education. Professor Brinkerhoff was also commissioned to write and present a paper on "Radicalization, Diasporas, and the Internet" for the Global Futures Forum Workshop on "The Impact of Identity Politics on Violent Extremism: Regional Perspectives. The Americas," hosted by the Office of the Director of National Intelligence, the National Intelligence Council, the Department of State, and the Department of Homeland Security in April in Monterey, Calif.

Stephanie Cellini

Professor Stephanie Cellini presented her paper "The Labor Market Returns to a Private Two-Year College Education" with Latika Chaudhary at the Federal Reserve Bank of Atlanta in September 2011, and will present at the Southern Economic Association Conference in November 2011. She also presented this paper to the US Department of the Treasury, Office of Tax Analysis in March 2011 as well as the US Government Accountability Office in January 2011.

Additionally, Professor Cellini will present "For-Profit Postsecondary Education: An Assessment of Costs and Benefits" at the Annual Conference of the Association for Public Policy Analysis and Management (APPAM) in November 2011. Professor Cellini has also been a recent discussant at conferences for the Population Association of America Annual Meeting held in Washington, DC, in April 2011, as well as Society for Research on Educational Effectiveness in Washington, DC, in March 2011.

Cynthia Deitch

Professor Deitch co-wrote "Ending Sex and Race Discrimination in the Workplace: Legal Interventions That Push the Envelope" with Ariane Hegewisch and Evelyn Murphy in March 2011. As a result of this report, the authors were invited to write an amicus brief for the Dukes v. Walmart Supreme Court case and to meet with the EEOC Commissioner and staff to discuss their recommendations. The research was funded by the Ford Foundation.



Susan Dudley

Professor Susan Dudley's research on the history of, and prospects for, regulatory reform is helping to inform the current policy debate. She testified at three hearings before Senate and House committees and published on the topic in *Engage* and the *Environmental Law Review*, as well as the ACUS blog, the Penn RegBlog, the Regulatory Studies Center blog and Politico. Her widely-cited annual "Regulators' Budget" report, issued jointly with the Weidenbaum Center at Washington University in St. Louis each spring, tracks the portion of the fiscal budget devoted to developing and enforcing federal regulations from 1960 to the present. She presented her research on the role of science in regulatory policy at the Society for Government Economists; chaired and presented at two sessions of the annual meeting of the Association of Private Enterprise Education; and presented a report on stakeholder consultation at the International Regulatory Reform and Cooperation conference in Amsterdam.

Cynthia Harrison

On August 9, 2011, Professor Cynthia Harrison delivered a keynote address on women's political and economic status in the US to an international group of leaders of NGOs. Under the aegis of the US Department of State, International Visitor Leadership Program, this group was beginning a multi-state tour to discuss the role of NGOs in promoting global women's issues.

Professor Harrison's article "Race, Class and the Feminist Policy Agenda: The Case of the Women's Legal Defense Fund" will appear later this year in the *Journal of Women, Politics, and Policy*.

Donna Lind Infeld

Professor Donna Lind Infeld has recently published four articles jointly with Professor Bill Adams. This stream of research resulted from her 2007-08 Fulbright Scholarship in China.

These articles include "Fulbright Scholars in Political Science," in *PS: Political Science and Politics*, "MPA and MPP Students: Twins, Siblings, or Distant Cousins," in the *Journal of Public Affairs Education*; "Fulbright Scholars in Public Administration, Public Affairs, and Public Policy" in the *Journal of Public Affairs Education*; and "Career Values of public administration and public policy students in China, Malaysia and the United States" in the *International Journal of Public Administration*. Professor Infeld also recently became the program director of the PhD in Public Policy and Administration.

Stuart Kasdin

Professor Stuart Kasdin authored "The Quest for Results: Opportunities for Using Performance Measurement in Chinese Public Administration," which will be published in the forthcoming issue of *Chinese Public Administration Review*.

He has also presented at several conferences this year. At the Association for Budgeting and Financial Management's (ABFM) 23rd Annual Conference in October 2011, he presented "A Framework for Assessing Budget Choices" and "Budget Executions and Bureaucratic Rent Seeking," and coordinated the ABFM Graduate Poster Session. Additionally, at the Association for Public Policy Analysis and Management conference in November 2011, he will present "The Choice of Direct Federal or Intergovernmental Delivery Systems: Implications for Policy Outcomes." Finally, at the Fourth Annual Public Performance Measurement and Reporting Conference in September 2011, he presented "Intergovernmental Performance Management: What Works for Whom?" with Professors Burt Barnow and Kathryn Newcomer.

Kathryn Newcomer

Professor Kathryn Newcomer has two articles forthcoming this fall, including "Federalist 23: Managing the Leviathan?" in *Public Administration Review* with co-author Professor Jed Kee and "Public Performance Management Systems Embedding Practices for Improved Success" in the *Performance and Management Review* co-authored with Sharon Caudle.

Professor Newcomer was elected to the Board of the American Evaluation Association for its 2011-14 term. She also recently completed her service on a Committee of the National Academy of Sciences where she evaluated The National Institute on Disability and Rehabilitation Research (NIDRR), which is one of three components of the Office of Special Education and Rehabilitative Services (OSERS) at the US Department of Education.

In May and June 2011, she conducted training for the Office of the Inspector General (OIG) of the Department of Health and Human Services (HHS) for all of the employees of that OIG office who perform evaluation work. For that project, she traveled to the HHS OIG regional offices in Philadelphia, Pa., and Atlanta, Ga. She conducted similar training for the Department of Justice OIG, and the program evaluation staff within the DNI during Fall 2011.



Additionally, Professor Newcomer supervised 17 program evaluation projects for her Spring 2011 classes. For a complete list of these projects, see page 7.

Marvin Phaup

Professor Marvin Phaup co-authored "Alternative Measures of U.S. Fiscal Deficits" with Zhuojun (Lillian) Xu, a visiting Trachtenberg student from China. The paper was published in the *Journal of the Washington Institute of China Studies*, 5,3 (Spring 2011). He presented "Meaning and Making of Pracademics" at the AABPA Symposium in Washington, DC, on May 11, 2011. Professor Phaup was also a Chair and Discussant for sessions on Taxation and Financial Risk at Western Economic Association Meetings in San Diego, Calif., on June 28 - July 3, 2011. Additionally, he was a speaker at Sandy Horwitt's Monthly Luncheon of DC Policy Analysts and Writers, ("Lunch with Sandy and Al"), delivering "Reckless Endangerment and Early Estimates of the Cost of Fannie and Freddie" on July 7, 2011.

Steve RedBurn

Professor Steve Redburn delivered a speech entitled "Resisting the Sirens: Fiscal Rules and Their Uses," co-authored with Demian Moore of the Commission staff, at the American Political Science Association (APSA) annual meeting panel on September 3, 2011, in Seattle, Wash. He also gave a talk on the US fiscal challenge at the Australian National University on June 10, 2011. This talk is available at the following link: <http://www.youtube.com/watch?v=Jx6E6JKvTFE>. Additionally, he directed a project on budget reform for the Peterson-Pew Commission on Budget Reform, published in December 2010 with recommendations as "Getting Back in the Black," and continues to oversee a series of papers on special reform topics for the Commission.

Elizabeth Rigby

Professor Elizabeth Rigby has been selected as a GWIPP Policy Research Scholar for the 2011-2012 school year. During this time she will develop a project examining state-level implementation of federal health care reform. Her research on federal food assistance programs, conducted with Rachel T. Kimbro of Rice University and published in the journal *Health Affairs*, was selected by the Robert Wood Johnson Foundation as one of the most influential research papers published in 2010.

Professor Rigby's published papers include "Does Electoral Reform Increase (or Decrease) Political Equality?" in *Political*

Research Quarterly and "The Impact of Child Care Subsidy Use on Child Care Quality" in *Early Childhood Research Quarterly*. Her work also includes two recent book reviews, "Accountability in an Intergovernmental Context: Federal Education Policy as a Cautionary Tale," reviewing *Collision Course* by Paul Manna, and *The Ordeal of Equality*, by David Cohen and Susan Moffitt, both published in the *Journal of Public Administration Research*.

Professor Rigby will present her current work at several conferences this year including the National Association of Schools of Public Affairs and Administration, Association of Public Policy and Management, Southern Political Science Association and the Annual State Politics and Policy Conferences.

Gregory Squires

Professor Gregory Squires has been recently published in several prominent peer-reviewed journals. His most recent work includes "Does Fringe Banking Exacerbate Neighborhood Crime Rates? Social Disorganization and the Ecology of Payday Lending" co-authored with Charis E. Kubrin, Steven Graves, and Graham C. Ousey in *Criminology and Public Policy*; "The Personal Costs of Subprime Lending and the Foreclosure Crisis: A Matter of Trust, Insecurity, and Institutional Deception" co-authored with Lauren M. Ross in *Social Science Quarterly*; and "Expert Testimony," an interview sidebar in *Public Sociology: Research, Action and Change*

Several of Professor Squires's articles have also recently been reprinted, such as "Fences and Neighbors: Segregation in 21st Century America" co-authored with John Farley in *Social Problems: Readings with Four Questions* and "Partnership and the Pursuit of the Private City" in *Readings in Urban Theory*. Additionally, his article "White Privilege" was featured in a collection entitled *The Routledge Companion to Race and Ethnicity* in 2011.

Professor Squires presented "Why Are Foreclosures Highest in African American Neighborhoods? A Case Study of a Middle Size City" at the International Sociological Association, Sociology of Urban and Regional Development Research Committee in Amsterdam, The Netherlands, with John I. Gilderbloom and Joshua Ambrosius on July 8, 2011. Professor Squires also presented "Contexts: The Missing Pieces of the Financial Reform Debate" and "From Redlining to Reverse Redlining and Back, With a Twist" at the 106th Annual Meeting of the American Sociological Association in Las Vegas, Nev., on August 20, 2011. Finally, Professor Squires presented "Crime



and Fair Housing” at the “The Relationships between Crime, Race, and National Origin” conference hosted by John Marshall Law School on August 26, 2001, in Chicago, Ill.

Professor Squires received the Robert and Helen Lynd Lifetime Achievement Award from the Community and Urban Sociology Section of the American Sociological Association, August 2011. He was also recently elected Vice Chair of the Governing Board of the Urban Affairs Association.

Stephen Joel Trachtenberg

President Stephen Joel Trachtenberg (President Emeritus) has published the following articles in The Korn/Ferry Institute’s Briefings on Talent & Leadership: “Leadership Advice From Grade School,” “Leadership As A Contact Sport,” and “The Ranking Game.” President Emeritus Trachtenberg also published the following articles in The Chronicle of Higher Education: “After 40 Years, Changing My Academic Major” in August 1 2011 and “Who Needs the AAU, Anyway?” in May 2011. He wrote “Spend Smarter, Not Less,” which was featured in The New York Times, in August 2011. He is also a columnist for Room for Debate, also in The New York Times.

President Emeritus Trachtenberg delivered the keynote speech at the JCCA Executive Leadership Seminar and at the US/ Japan Research Institute/Waseda University Seminar, both in February of 2011. He attended the Roundtable of Presidents at the PSO Middle East Dialogue, also in February. In March he was a panel moderator at the Jewish Council for Public Affairs Annual Meeting and a guest lecturer at Georgetown Law School. He also gave remarks at both the Annual Hippo

Society Dinner and the Advodah Awards honoring Professor Faye Moskowitz in April 2011. In May he was a speaker at the University of Hartford’s Presidents’ College Celebration and the IMF Toastmasters Conference. In June he spoke at the US Holocaust Museum Seminar/Academic Freedom & Hate Speech and was a guest lecturer in Professor Michael J. Worth’s Summer Session Class. He also did the keynote speech for the American Council on Education Invitational Conference on Faculty Retirement in July.

President Emeritus Trachtenberg is a member of the following organizations: the Cosmos Club Humanities and Education Group, the Council on Educational Development (CED), the Council on Foreign Relations, the Federal City Council, the Friendly Sons of St. Patrick, the Higher Education Group of Greater Washington (HEG), and the International Assoc. of University Presidents. He is also on the Advisory Committee of the American Bar Association Law Library of Congress Standing Committee; on the Board of Advisors for the Atlas Research Group and Excelsior College; Board of Directors for the Bankinter Foundation for Innovation; Advisory Board for the GLIN Foundation; Board of Visitors for National Defense University; and is Treasurer of the American Ditchley Foundation. He is also currently serving as a Pre-juror for WISE (World Innovation Summit for Education) and a Term Member of Yale Law School Association Executive Committee. Additionally, he received the Higher Education Advocate of the Year Award from the Council on Higher Education in April 2011. He is currently teaching “Leadership: Theory and Practice,” a GW undergraduate honors elective course.



STAY CONNECTED TO THE TRACHTENBERG SCHOOL

- Join the Trachtenberg School (TSPPPA) and George Washington Alumni Association LinkedIn groups
- To become more involved with career activities and programs, contact paul Binkley at pbinkley@gwu.edu or 202-994-8475
- Let us know how you’re doing! Email tsnews@gwu.edu with your updates to be included in our next newsletter
- To receive TSPPPA and GW mailings, event invitations, and news, please update your information at alumni.gwu.edu/update

Alumni Spotlight: Frank P. Di Giammarino on implementing the Recovery Act

By Frank P. Di Giammarino (MPA '95) with Lauren Rutledge (MPA '13)

Official White House Photo by David Lienemann



Frank Di Giammarino (left) with Vice President Joe Biden at a Recovery Act Cabinet meeting in the Eisenhower Executive Office Building, November 12, 2010.

As the Deputy and subsequent Director of the Recovery Implementation Office, we were charged with working under the direction of the Vice President and across the administration to implement the American Recovery and Reinvestment Act (Recovery Act).

To implement the Recovery Act, the federal government had to expand existing programs and start up new ones. Agencies had to carry out the Recovery Act with unprecedented speed, as well as transparency and accountability. Within seven months of enactment, the federal government had to create one of the largest, fastest public data reporting systems in the world, and publish what it collected on an entirely new website so the American people could see what was being done with their money.

The Administration met this challenge, getting money flowing

into the economy at faster rates than normal and meeting deadlines on-time or ahead of schedule. At the same time, despite this increased pace, the Recovery Act has been responsibly implemented with low levels of fraud, waste, and abuse.

Given the complexity of over 200 programs that constituted the body of the Recovery Act, a traditional hierarchical approach would not work. Our office sat at the intersection of a complex web consisting of Federal Departments, the Executive Office of the President, the independent Recovery Accountability and Transparency Board, state and local government leadership, and many other interested parties. Our task was not to dictate, yet coordinate. We prioritized and reprioritized issues on a daily basis and made sure that the system could function to help the American public. In many ways, we were horizontal agents in vertical worlds making sure that the money got out,





Official White House Photo by David Lienemann

Vice President Joe Biden, Adi Kumar and Frank DiGiAMmarino walk to the Eisenhower Executive Office Building, November 12, 2010.

was under contract, tracked, and met the objectives defined by the President and the Act itself.

As we achieved these results, we learned valuable lessons about how to improve government to make it leaner, more transparent, and ready for the 21st century. We learned that unprecedented transparency of government spending increases accountability and is one of the best deterrents of fraud, waste and abuse. We learned that cutting red tape to encourage collaboration across agencies can not only save taxpayer dollars, but also lead to better results for the American people. And we learned that competition-based programs like "Race to the Top" can provide some of the biggest bang for the buck when it comes to spurring innovation and reform.

My entire program at GW was a great foundation for this experience. Most importantly, the leadership courses that I took with Professor Stephen Chitwood provided elements that I use daily. I often think that through writings of Jaques, Herzberg, Etzioni, and others, that Professor Chitwood was painting a picture of the new networked leader that is critical for execution in the collaborative era.

Through the Recovery Act, the President helped deliver that boost in three ways. The single largest part of the Act — more than one-third of it — was tax cuts. Ninety-five percent of working Americans have seen their taxes go down as a result of the Act. The second-largest part — just under a third — was direct relief to state governments and individuals. This funding helped state governments avoid laying off teachers, firefighters and police officers and prevented states' budget gaps from growing wider. On an individual level, the Act ensured that those hardest hit by the recession received unemployment insurance, health coverage, and food assistance.

The remaining third of the Recovery Act financed the largest investment in roads since the creation of the Interstate Highway system; construction projects at military bases, ports, bridges and tunnels; long overdue Superfund cleanups; clean energy projects; improvements in outdated rural water systems; upgrades to overburdened mass transit and rail systems; and much more.



Alumni Updates

Compiled by Sarina Rosenberg (MPA '13)

Ken Weil, MPA '83

Ken Weil started in a new position as the Executive Director of College Summit for the Colorado Region.

Jim Stevens, MPA '92

Jim Stevens is in his fifth year with the Air Transport Association, which represents the major domestic passenger and cargo airlines. He previously managed federal, state and local government affairs at the Metropolitan Washington Airports Authority. Stevens' two daughters both graduated from James Madison University.

Daniel Wright, MPA '98

Daniel Wright was a Presidential Management Fellow (PMF) at the Department of the Interior (DoI), and stayed with DoI following the completion of his PMF term. Wright moved back to his hometown of New Orleans in summer 2010 to work with the BP oil spill clean-up. He recently transitioned to a new position with the Mayor of New Orleans.

Christopher Lee Atkinson, MPA '00

Christopher Lee Atkinson received his PhD in Public Administration from Florida Atlantic University at their August 2011 commencement. His dissertation was on the impact of local government institutions on business resilience in disaster.

John Linder, MPA '00

John Linder serves as the Chief Development and Communications Officer at the Center for Family Representation (CFR), in New York. CFR works to keep families intact and minimize the negative impacts of foster care on children.

Amy Fredregill, MPA '02

Amy Fredregill started in a new position as the Executive Director of the Midwest Renewable Energy Tracking System, Inc. (MRETS).



Kara Miller, MPA '02

Kara Miller currently works with Ohio Medicaid, where she is primarily responsible for development and implementation of policies related to care coordination, care/case man-

agement, and quality improvement for the Medicaid managed care delivery system.

Adam Marshall, MPA '04



Adam Marshall at a Coalition base just outside of Kandahar.



Maria Doulis, MPA '05

Maria Doulis was named one of the "Rising Stars 40 Under 40" by City Hall, a monthly magazine serving the political community in New York City. Doulis is a Senior Research Associate with the Citizens Budget Commission.

Rosa Maria Castañeda, MPP '06

Rosa Maria Castañeda, Manager of Research and Information at Pew Center on the States, released a 50-state report: Measuring Transportation Investments: The Road to Results, in May 2011. The report, co-sponsored by the Rockefeller Foundation, assessed states on whether they have measurements in place to track if their transportation investments are providing their taxpayers an effective return on their investments across six key goals: Safety, Access, Mobility, Jobs and Commerce, Infrastructure Preservation, and Environmental Stewardship. Study findings were featured in the New York Times, Washington Post, LA Times, NPR, and the Associated Press, as well as state and local press. Castañeda, the study director, also held briefings on Capitol Hill with lead staff from the Senate and House transportation and infrastructure subcommittees.

Jeremiah Baronberg, MPP '06

Jeremiah Baronberg has joined the Government Affairs practice at the law office of McKenna Long & Aldridge LLP (MLA) in Washington, DC, where he will be serving as Business Develop-





ment Manager. Baronberg worked previously with the Global Advisors team at Dutko Worldwide.

Edward Goldstein, PhD '07



Edward Goldstein currently serves as the Senior Manager for Government Relations at Orbital Sciences Corporation. In this position, Goldstein works to advocate on behalf of Orbital's NASA and

NOAA programs, including commercial cargo delivery to the International Space Station. This year, he taught a U.S. National Science Policy course for Georgetown's Public Policy Institute and continued teaching students who attend the American University Washington Semester Program. Goldstein and his wife, Melanie, had their first child, Brooks Samuel, on June 24, 2010.

Jeremy Mark, MPP '07

Jeremy Mark accepted a position with the Environmental Protection Agency's Clean Air Market Division, where he formerly worked as a Presidential Management Fellow. The office runs a model of the electricity generation sector to support development of regulations for power plants under the Clean Air Act.

Omar Woodard, MPA '07

Omar Woodard joined Venture Philanthropy Partners' team as Principal. Woodard comes to VPP from the Advisory Board Company, where he was a Healthcare Consultant and Associate Director of Business Development. In that role, he was responsible for advising corporations, hospitals, colleges, and universities on cost-saving initiatives and best practice implementation. As Principal, Woodard will play a key role in supporting VPP Partners in the Investment Practice team to select, execute, and monitor investments.

Christopher Brown, MPA '08

Christopher Brown serves as a marketing director at the Justice Department, as an accessibility specialist for the Disability Rights Section – which focuses on the enforcement of the Americans with Disabilities Act (ADA). He is also involved with Deaf & Hard-of-Hearing in Government as their correspondence officer.

Brian Elderbroom, MPA '09

Brian Elderbroom is a senior associate in the Public Safety Performance Project of the Pew Center on the States, where he helps states adopt evidence-based sentencing and corrections policies. In March, Elderbroom testified on the floor of the Arkansas Senate in support of the Public Safety Improvement Act, which was developed and enacted with assistance from Pew and is projected to save the state \$875 million in averted prison construction and operation costs over the next decade. In August, Elderbroom worked with state leaders in Missouri to create a bipartisan, inter-branch working group and participated in a press conference announcing the effort with Governor Jay Nixon, Chief Justice Ray Price, and leadership in the General Assembly.

Lisa Pettibone, MPA '09

Lisa Pettibone received three years of funding from the prestigious Deutsche Bundesstiftung Umwelt (German Federal Environment Foundation).

Erica Carter, MPA '10

Erica Carter works as a budget analyst for the Department of Justice on a team that oversees the formulation and execution of the FBI's budget. She started at DOJ in October of 2009. Prior to that, she worked as Special Projects coordinator in the DC Mayor's Office during the Fenty Administration.



Veronica Brooks, MPP '11

Veronica Brooks has joined the Louisiana Department of Education as School Development Manager. Her responsibilities include creating a monitoring/oversight system for all charters throughout the state, along with appropriate metrics for performance measurement; managing the charter school application process; serving as chief investigator for all charter complaints; and, managing a start-up grant for the department.

Retraction

In the Alumni Spotlights for spring 2011, Barry Epstein's (MPA '83) title was given as Certified Professional Coach, NASA Headquarters. His actual title is Exploration Requirements Manager, NASA Headquarters.



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