

Alumnus Colin Powell Joins Former Secretaries of State on GW Panel

Anna Zimbrick (MPA 2010)

Colin Powell, former Secretary of State from 2000 to 2004, and George Washington University alumnus (MA in Government '71), joined former Secretaries of State Madeleine K. Albright, James A. Baker, III, Warren Christopher, and Henry Kissinger, on September 15, 2008, to discuss challenges in U.S. foreign policy facing the next administration.



Former Secretaries of State Speak at GW.

Jessica McConnell

The roundtable discussion held at The George Washington Lisner Auditorium was co-hosted by GW's Elliott School of International Affairs and School of Media and Public Affairs, the Center for a New American Security, Rice University's James A. Baker III Institute for Public Policy, and The City College of New York's Colin Powell Center for Policy Studies. CNN chief international correspondent Christiane Amanpour and GW Media and Public Affairs Professor Frank Sesno moderated the forum. The event was later broadcast on CNN.

The former Secretaries of State answered questions in front of 1,500 students, faculty, diplomats, and members of the media, related to tensions in Iraq and Iran, the growing Chinese and Indian economies, and global climate change. The panel unanimously agreed that the detention facilities at Guantanamo Bay, Cuba, need to be closed as part of a policy shift and to "improve the image of the United States around the world."

Kyle Stearns (MPP 2009) was among the TSPPPA students who attended. "The most compelling thing to me was that all five had a unified position that the way the U.S. is conducting itself in the world needs to change," Stearns said. "It was nice to see they could operate above the politics for the good of the country—at least to have an open dialogue—even if they had differing opinions."

The event showcased examples of TSPPPA alumni shaping the direction of public policy in the United States and the opportunities the Trachtenberg School offers students to engage in pressing policy issues with prominent leaders.

Information for this article was supplemented by The Elliott School's web site "Five Former Secretaries of State Visit GW" article (http://www.gwu.edu/~elliott/news/in-the-news/news08/secretaries_of_state.cfm) and the August 21 GW News Center press release (http://www.gwu.edu/~media/pressrelease.cfm?event_id=14261).

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From the Director



This is definitely a time of great change in our country and in the fields of public policy and public administration. The two largest recent events – an historic presidential election and a highly turbulent economy – will affect this country and the world well into the foreseeable future. The need for well-

educated, dedicated public servants has never been greater. For the last five years, the Trachtenberg School has been doing just that – training the next generation of public servants.

This year marks the fifth anniversary of the Trachtenberg School of Public Policy and Public Administration. I would like to congratulate the TSPPPA community for all of the successes over the last five years.

When the school was launched five years ago, the main goal was to create a nationally recognized, professional school of public policy and public administration. This issue of the TSPPPA Newsletter highlights many of the accomplishments this past year of the school's faculty, students, and the school as a whole, but I want to underscore a few of those accomplishments here.

The Trachtenberg School has become a respected and recognized leader in public service education. The George Washington University named TSPPPA a GW Center of Excellence for

the second time, and earlier this year, U.S. News ranked TSPPPA among the top schools in the United States, recognizing special strengths in budgeting and public finance, public administration and management, policy analysis, and health policy. TSPPPA's faculty were also recognized by Academic Analytics as one of the top five for scholarly productivity in public administration. Our faculty were also very visible as organizers of and presenters at several professional conferences this past year, including APPAM, NASPAA, ASPA, as well as scholarly conferences in specific fields such as public budgeting and finance, education policy, urban affairs policy, and nonprofit sector research.

The quality of TSPPPA students has steadily increased over the last five years as well. Kathy Newcomer's article on the successes of our doctoral program includes an impressive list of published articles from the last two years. Admission to the MPA and MPP remains competitive as students continue to impress us with their academic and professional experiences, as several articles illustrate. Further, our recent graduates continue to find outstanding employment in the nonprofit, public, and private sectors in all parts of the world.

Our country will face new and greater challenges in response to the unfolding financial crisis. The need for dedicated, well-educated public servants will only grow over the months and years to come. For the last five years, TSPPPA has worked hard to develop a school that educates students dedicated to public service. With your help and support, we have become a recognized leader in that effort.

Thank You For Your Support!

TSPPPA expresses its deep gratitude to the following individuals for their generous contributions (March – September 2008). The support of alumni and friends of the Trachtenberg School is instrumental for achieving excellence in education and programming.

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Interview with Professor Donna Infeld and Visiting Scholar Guanghua Qi

Anna Zimbrick (MPA 2010)



Anna Zimbrick

Professors Donna Infeld and Guanghua Qi

Dr. Donna Infeld spent last fall at Renmin University of China in Beijing on a Fulbright Scholarship teaching Program Evaluation and Health Policy. Dr. Guanghua Qi is a visiting scholar from Renmin University spending the 2008-09 academic year at the Trachtenberg School. They are currently working together on a comparative research project studying China and the U.S. In the spring, Dr. Qi will give a lecture on the Chinese government system and leadership.

Anna Zimbrick (AZ): Dr. Qi, welcome to the Trachtenberg School. Thank you both for meeting with me. Dr. Infeld, would you tell us about your experience of teaching at Renmin University?

Professor Donna Infeld (DI): I taught Program Evaluation in the MPA program, which is a first semester core course for full time students.... They hadn't yet taken research methods, which is really needed for program evaluation, so I combined teaching some research methods with program evaluation during the 18-week semester. . . . A junior faculty member translated at first, so allowing for translation time limited the amount I was able to cover in a class. Later, the translator decided the students were following the English enough to not need the translation. I used the upcoming Beijing Olympics as a case study and had students pretend they were stakeholders such as the International Olympic Committee (IOC), the Beijing City Government, the Communist Party,

and specify measurable program objectives and design evaluation studies. At the time, the Beijing Olympics were about a year away.

Teaching in China was fun! A former Fulbright Scholar suggested that I share something about myself. So in the first class I showed some pictures of my family, we adopted our daughter from China—so that's a connection—and pictures of the GW MPA building. I also had them write down any questions they had about public administration or American life in general, and I started each class with discussing a few questions. . . . My favorite questions were: "Do all Americans own guns?"; "Do all Americans believe in God or is it more of a cultural thing?"; and, "What do you do when you elect a president who doesn't have the skill or ability to do the job?" A lot of questions they asked had to do with university life in the United States, but I did not find university life in China and the United States to be that different. In China it is more formal. The students are more deferential. They greeted me with "good morning, professor" and would wipe off the board, and they weren't comfortable with asking questions.

AZ: Had you been to China before teaching at Renmin University?

DI: Yes, we went 12 years ago to adopt our daughter and four years ago on a tour in China with families with adopted children, but then we had a guide and a translator!

AZ: Dr. Infeld, what was something that surprised you during your time in Beijing?

DI: I thought the Chinese students would be spending more time exploring the Internet [in English]. I had this sense of a global world of information, but I discovered that that is not so much the case. Chinese students have access to so much information in Chinese. I read an article that spoke to this. In our ethnocentrism we imagine that our way is the best, but China is such a huge country and has its own information and is not as censored as I expected.... Everyone knows how to go around the censoring to access what they want on the Internet. As the article pointed out, people living in small countries like Belgium or Switzerland do look to other languages and

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countries as sources of information. Chinese students are familiar with some American movies, but I thought they would know more about American life than they do.

Professor Guanghua Qi (GQ): I think that American students do know about Chinese life, but in comparison, Chinese students know more about American life. In many ways, America is a leader, so other countries look to it.

The Chinese have an open mind and think the foreigner is more important than themselves, which is a reflection of different cultural ideas. For example, the Chinese think the result is important, while Western countries think process is important. Think about the Opening Ceremony at the Beijing Olympics and the aspect of the little girl singing. For the Chinese, it was about the end result, but to Westerners it was interpreted as the Chinese faking it [the ceremony].

AZ: Dr. Infeld, what was your impression of your experience as a Fulbright Scholar?

DI: Before I went, I thought, “Do we really need Fulbright Scholars going to China?” I was thinking that there are already a lot of Americans in China including a lot of recent college graduates teaching English. But I came away feeling very positive about the Fulbright program. There are Americans there, but they mostly live very isolated in the American parts of the city, so it was very important that we [Dr. Infeld’s husband and daughter] were living on campus. There still needs to be much more interface between the Chinese and Americans.

AZ: Were there other Fulbright professors in Beijing with you?

DI: There were 17 total in China—three in Beijing and one other at Renmin University, in journalism. In the Fulbright program, countries request professors in the subject areas they want. China mostly requests professors in journalism and law, which is interesting since these are areas that have historically been very closed. In the last 10 years or so, they have requested a couple professors of public administration per year.

AZ: Dr. Qi, speaking of Chinese public administration, what are some current changes or challenges facing the field in China?

GQ: The Chinese government has been reforming in recent years and now MPA graduates confront difficulties in getting government jobs. Most MPAs find jobs in the private sector. In terms of Chinese cultural values, a government job is the best job. There is a Chinese proverb that says, “If you are a good learner, you should be a government officer.”

Students want to be government officers, but because of government reforms and downsizing, a very high level of competence is required to get a government job.

AZ: Professor Qi, could you tell us a bit about your work before coming to DC?

GQ: I teach Leadership and Public Resources Management at Renmin University. Renmin started the first MPA program in China in 1988. A lot about the program is similar to GW, as they’re both located in capital cities.

DI: In Beijing, to be promoted to full professor you must spend a full year abroad. The Chinese government is supporting Professor Qi to be here.

AZ: Professor Qi, what have been some of the biggest challenges for you since coming to DC?

GQ: Communication! But the American people are very nice, peaceful, friendly, more relaxed. In China, everyone has big ambition. Every student wants to be CEO, governor, etc.

DI: Some people say that the one child policy has created a lot of pressure on children—to have two parents’ dreams riding on one child—to be successful.

GQ: Yes, with our population, you have to compete.

AZ: Can you tell me more about the research you are working on together?

DI: We are working on drafting an instrument to pilot test the measuring of values and expectations of Chinese and American MPA students.

AZ: Dr. Qi, what has been something that has surprised you during your time in the United States?

GQ: Most Americans are religious. This is a big issue in China since the Chinese government sees the Communist Party as religion.

DI: I got the impression that some people are questioning this idea [of the Communist Party as religion] and are looking for other answers. . . . I expected more interest in democracy, but first of all, as some people have pointed out, there are lots of examples of democracy not working very well. Also, the Chinese government is starting to institute some democratic processes, especially at the local level, and there is some talk about democracy, but with Chinese characteristics.

The goal of the Chinese and U.S. government is the same—keep people happy. In the U.S., the government gets voted out of office. In China, the government doesn’t know what would happen. . . . The government does seem to have a pulse of the people. I went to China with a certain image, but there is much more of a sense that things are getting better.

AZ: Dr. Infeld, what has been the biggest impact on your research and teaching as a result of your experience in China?

More generally, how has the experience impacted your view of public administration?

DI: The biggest impact on my research is that I had never considered doing research about China before. I now have three faculty members interested in working with me. One would focus on health policy and public health expenditures, but we are having difficulty finding comparable data from the two countries.

Regarding public administration in general, I think I am more open to different ways of doing things. People in China don’t have the same freedoms we have, but things are accomplished much more efficiently. For example, if they need a new beltway, they build it. Here in DC we spend 10 plus years on debates, hearings, studies, and spending money before moving ahead. The Chinese people are very proud of their culture and their economic progress. The U.S. press tends to criticize them for some of their policies and being there made me appreciate how we have to look at their limitations in the context of that progress.

Doctoral Review

Kathy Newcomer, Associate Director, Trachtenberg School

This year the Trachtenberg School welcomed 14 new PhD students, and also finished a review of the doctoral program that highlights its progress over the last five years. On all indicators related to quality, the PhD program has continued to improve. Demand continues to rise for the degree, and the academic credentials of the incoming students are increasingly impressive. The doctoral students are publishing more and are gaining placement in more prestigious universities. Further, the faculty commitment and involvement is higher, and the curriculum and intellectual community is stronger. The following are selected highlights from the review:

- TSPPPA received 177 applications for fall 2007 admissions compared to 102 five years earlier, an increase of 74 %.
- The admission rate has declined to 13.6% from 21.6% five years earlier.

- On average, TSPPPA students take 6.2 years to finish the PhD degree, compared to 8.5 years as reported in the last review.
- All entrants held master’s degrees and the G.P.A. for 2007 and 2008 exceeded 3.8.
- The faculty has defined a very explicit program mission and learning objectives and has created four doctoral seminars in the last two years.
- Faculty members have offered many new professional development sessions to enhance students’ research and teaching skills.

A quite impressive indicator, both of student and program quality, is the extent to which the PhD students are publishing their research. The following list is only of publications over the last year. We are very proud of our PhD Students!

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Current PhD in Public Policy and Administration Student Publications (2007-2008)

Patrick Besha

Besha, P. (2008). Village democracy and social unrest in China. Saarbrücken, Germany: VDM Publishers.

Pamela Blumenthal

Wolman, H., Hill, E., Blumenthal, P., & Furdell, K. (2008). Understanding economically distressed cities. In R. McGahey and J. Vey (Eds.). *Retooling for growth: building a 21st century economy in America's industrial regions*. Washington, DC: Brookings Institution Press.

Katrina Connolly

Connolly, K. (2007). Change, challenge, and China: An analysis of competition in the North American textile and apparel industries." *Policy Perspectives*, 15.

Kimberly Furdell

Wolman, H., Hill, E., Blumenthal, P., & Furdell, K. (2008). Understanding economically distressed cities. In R. McGahey & J. Vey. (Eds.). *Retooling for growth: Building a 21st century economy in America's industrial regions*. Washington, DC: Brookings Institution Press.

Jennifer Kates

Holtgrave, D., & Kates, J. (2007). HIV incidence and CDC's HIV prevention budget: An exploratory correlational analysis. *American Journal of Preventive Medicine*, 32(1).

Kates, J., & Levi, J. (2007). Insurance coverage and access to HIV testing and treatment: Considerations for individuals at risk for infection and for those with undiagnosed infection. *Clinical Infectious Diseases*, 45, S255-S260.

Elizabeth Kidder

Kidder, E. (2008). The veterans health administration: A preliminary analysis of the influence of the inde-

pendent budget and bureaucratic performance on funding trends. *Policy Perspectives*, 15.

Kelly Kim

Kim, K. (2007). Nanotechnology platforms and physiological challenges for cancer therapeutics. *Nanomedicine: Nanotechnology, Biology, and Medicine*, 3, 103-110.

Kim, K. (2007) Research training and academic disciplines at the convergence of nanotechnology and biomedicine in the United States. *Nature Biotechnology*, 25, 359-361.

Megan McHugh

Mays, G., McHugh, M., Shim, K., Perry, N., Lenaway, D., Halverson, P., & Moonesinghe, R. (2007). Institutional and economic determinants of public health system performance. *American Journal of Public Health* 96(3).

McHugh, M., Regenstein, M., & Sigel, R. (2008). The profitability of Medicare admissions based on source of admission. *Academic Emergency Medicine*, 15, 1-8.

Suzanne Petroni

Petroni, S., & Skuster, P. (2008). The exportation of ideology: United States international reproductive health policy." *Human Rights*, 35(1).

Michelle Proser

Proser, M., Shields, A.E., Shin, P., Levy, D.E., Betancourt, R.M., & Hawkins, D. (2007). Adoption of health information technology in community health centers: Results of a national survey. *Journal of Ambulatory Care Management*, 26(5), 1373-83.

Proser, M. (2007). Building a research agenda for community health centers and the medically underserved: Meeting proceedings. *Progress in Community Health Partnerships: Research Education and Action*, 1(1) 67-73.

GW Faculty, Students, and Alumni Participate in Minnowbrook III

Jennifer Brinkerhoff, Associate Professor, Public Administration & International Affairs

In 1968, Dwight Waldo convened a meeting of young scholars of public administration to assess the relevance of public administration for the times and into the future. Emerging from that conference, Minnowbrook I, was the New Public Management, which placed a heavy emphasis on the importance of social equity and activism. A subsequent meeting, Minnowbrook II, was convened by George Frederickson in 1988. Continuing the twenty year tradition, several GW faculty, students, and alumni recently participated in Minnowbrook III.

GW was well represented among presenters, including doctoral student Eric Boyer; alumni Tom Catlaw (PhD 2003), Tom Bryer (MPA 2003), and Kyle Farmbry (PhD 1999); and faculty, myself, and Derick Brinkerhoff (Associate Faculty, TSPPPA).

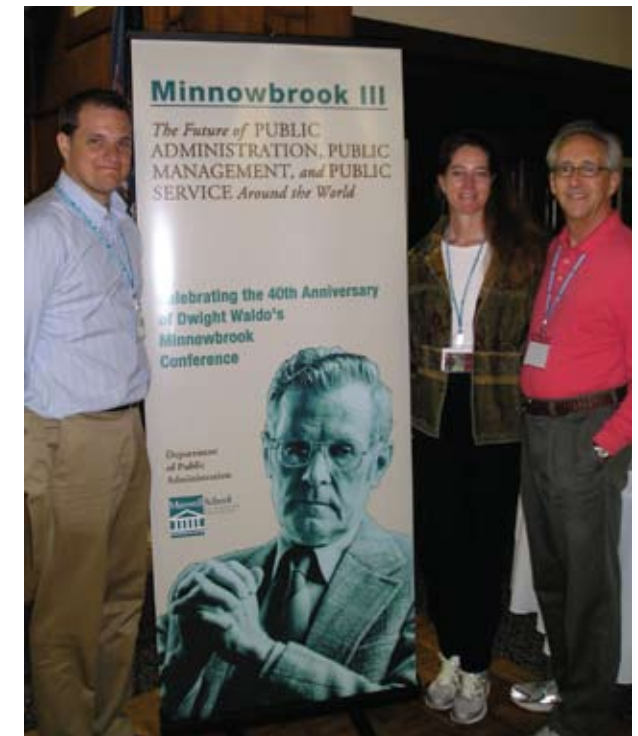
STRUCTURE AND GENERAL IMPRESSIONS

Minnowbrook I (1968) was characterized as "activist." Minnowbrook II (1988) was described as "cerebral." I would place Minnowbrook III somewhere in between but, on a continuum, much closer to the cerebral.

The conference was divided into two phases. The first phase was for young scholars, each of whom were asked to write a brief essay critiquing the field. The second phase was similar to a conventional conference.

Phase II began with a plenary session during which the Phase I participants presented some of the outcomes of their sub-disciplinary themes. The public administration theory group was among the most organized and had prepared a one page summary, including a revised definition of public administration: "Public administration is a socially-embedded process of collective relationships, dialogue, and action to promote human flourishing for all." Many took issue with this definition, in part due to the absence of the state, and it was a good foundation for discussion and debate.

Throughout the conference, I was particularly struck by the repeated emphasis on the importance of international and comparative public administration; the impacts of globalization on public administration; and the need to take into account in teaching and research, the various ways countries around the world define and structure their public sectors. Several participants noted that the field should consider U.S. public administration as one subset of the larger field of public administration, rather than being seen as contiguous with it.



Doctoral student Eric Boyer, Professors Jennifer Brinkerhoff and Derick Brinkerhoff

While there was a lot of talk in the beginning about activism and equal footing among the junior and more senior scholars, in the end, the junior scholars were not very confrontational and rarely spoke up in plenary sessions, which was very disappointing given the rhetoric about the "spirit of Minnowbrook." There was a lot of talk about the need for activism and specific areas where the public administration scholarly community could become more active, but as far as I am aware, these discussions did not yield actual planning.

DISCIPLINARY IDENTITY

Public administration continues to be a large tent for a host of issues, or sub-disciplines. While many participants engaged around their sub-topical areas, all were contributing to the larger debates that define our field. During the closing plenary, one young scholar characterized the field and the conference as not being about sub-disciplinary silos, but rather a range of constituencies around particular issues while still being unified around core concerns of the parent field. Tom Catlaw summed things up nicely by observing that it seemed that each of us yearns to feel accepted and valued in our sub-disciplines at the same time that we want to be recognized as major contributors to public administration as a whole.

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Commenting on the state of the discipline, David Rosenbloom of American University contended we are what we are as a discipline and we should stop bemoaning whether or not others see us that way. He argued that we need to try to make our knowledge more cumulative; there has been more diffusion than aggregation. One of the challenges is that we are all so busy producing research that we have little time to read it. Our scholarship has become supply-driven, rather than demand-driven. He concluded that we all need to take a year off to just read. The general consensus was that public administration is characterized by methodological pluralism. Participants from both Phase I and Phase II reported great tolerance for a range of methodologies, unlike the acrimony over methodology that was experienced at Minnowbrook I.

THE STATE OF PUBLIC SERVICE & IMPLICATIONS FOR OUR TEACHING

On this topic of the state of public service, Paul Light, of NYU, was unapologetic. He scolded us for not caring enough about what has been happening to public service. We are too accepting of things as is and public administration should reclaim its voice and advocate for rebuilding institutions.

Gary Wamsley, as moderator of a panel on the constitutional foundations of public administration, pointed out that we are sending our students into harm's way. We should be preparing them for the city-manager model, where city-managers expect to be fired

and that's okay. Noting 9/11 and Hurricane Katrina, Todd Laporte, professor at UC, Berkeley, argued that we need to prepare our students, and as a field we need to be prepared, and to be surprised.

In several of the sessions, much was made about the role of the private sector and our students' increasing entry into careers in public service through private sector consulting. In several conversations, I raised an idea that Paul Binkley (TSPPPA Director, Career Development Services) and I discussed a couple of years ago, acknowledging two needs: 1) our graduates need to feel supported in their "public" orientation even as they are surrounded by those who share a different professional orientation (often MBAs); and 2) our graduates' colleagues and their public service practice need enhanced understanding of the nature of publicness. Others expressed interest in first conducting an online survey of MPA graduates working in private sector consulting firms and then devising ways of responding to the public service professionalization needs, whether through a handbook or other training.

We welcome input from our alumni on this topic.

CONTINUING TRADITIONS

While Michael Harmon, Cynthia McSwain, and Orion White were not physically present at this Minnowbrook conference, I would like to end this report by acknowledging their enduring contributions to the field. I think it fitting, as well, to congratulate Tom Catlaw for ensuring the important contributions of our colleagues continue to evolve among the next generation of scholars.

Policy Perspectives Expands its Impact and 'Goes Green'

Micah Elggren (JD/MPP 2009), Policy Perspectives Editor-in-Chief and Lisa Pettibone (MPP 2009), Policy Perspectives Managing Editor

Policy Perspectives is The George Washington University's premier scholarly journal in the fields of public policy and public administration, and the first student-run policy journal in the country. Policy Perspectives is published by graduate students in the Trachtenberg School and distributed to academic institutions and individual readers worldwide. The journal provides students with the opportunity to publish their work and contribute to the dialogue on public policy.

Each year the journal includes articles covering a broad range of issues, from managing wolf populations to subsistence farming in Mali. Past editions also contain book reviews of emerging literature in public policy and public administration and interviews with leading experts on current issues.

Policy Perspectives is looking to expand its impact in three different ways. First, the Spring 2008 (Volume 15) journal was

completely redesigned to be more climate neutral and reader-friendly. The journal now uses 100 percent post-consumer recycled paper, printing powered with renewable energy, and soy-based inks. Second, Policy Perspectives authors and editors also contribute to Policy Hippo (policyhippo.blogspot.com), a weblog that discusses policy issues in a more informal setting. Finally, we hope to make Policy Perspectives more accessible to potential readers and researchers outside the university by publishing all of the journal's content on our website.

The journal is always looking for incisive, thought-provoking articles. Submission is open to TSPPPA alumni and students and can be on any topic relevant to the journal's mission. Please visit our website (www.gwu.edu/~policy) for information on subscription and submission guidelines. Feel free to e-mail us (polpersp@gwu.edu) with any questions.

The Arthur Flemming Awards in Distinguished Federal Service

Ellen Treimel (MPP 2009)

In the late 1940s, Arthur Sherwood Flemming suggested that the Washington, DC, Downtown Jaycees create an award to recognize exceptional young federal government employees. In 1948, the group recognized Flemming's contributions to public service by presenting the first Flemming Award. Flemming's exemplary career spanned seven decades of service to the federal government and higher education. His time in the federal government focused on a range of issues, including civil service, health care, defense, aging, education, and civil rights.

The Flemming Awards honor those with three to 15 years of public service experience for their extraordinary contributions to the federal government. This year's awards were presented by The George Washington University in cooperation with the National Academy of Public Administration (www.napawash.org), an independent, non-partisan organization chartered by Congress to assist federal, state, and local governments in improving their effectiveness, efficiency, and accountability. The Award is sponsored by Federal Management Systems, a leading government contracting firm, and the Government Employee Health Association, the second-largest national health insurance plan serving federal employees and retirees.

In June 2008, the Awards Commission named ten of the most talented and accomplished federal government leaders as recipients of the 59th annual Flemming Awards (Recipients listed below). The George Washington University and the Arthur S. Flemming Awards Commission was also honored to have a winner from the 1987 class of Flemming Awards, Nobel Prize recipient Dr. William Phillips, join them for the program that evening.

"The involvement of the university in the Flemming Awards forms a natural partnership. In addition to its fortuitous location near the center of government activity, this university has been preparing bright and committed men and women for careers in public service in our graduate Public Administration and Public Policy programs for over 40 years. I note with pride that Arthur Flemming, the inspiration for these awards, was an alumnus of The George Washington University," said GW President Steven Knapp at the 2008 award ceremony. "During a time of globalization and complex interdependence between the public and private sectors in delivery of goods and services, it is appropriate to honor effective leaders. Both private and public managers can learn from the Flemming Awardees, who are role models for leading and inspiring effective and efficient programs."



2008 Awardees

Dave Scavone

The 2008 Awardees

APPLIED SCIENCE AND MATHEMATICS

Dr. John Marshall Butler for his contributions as a research chemist in the field of DNA measurement science, a core activity at the National Institute of Standards & Technology (NIST).

Dr. Martin Christopher Carlisle in recognition of his outstanding and sustained achievement as a Professor of Computer Science at the United States Air Force Academy in Colorado Springs, CO.

Dr. Christa Dianne Peters-Lidard in recognition of her innovative and important contributions and leadership as a hydrologist, physical scientist, and Branch Head in the Earth Sciences Division of the NASA Goddard Space Flight Center in Greenbelt, MD.

BASIC SCIENCE

Dr. Andre Nussenzweig for the major contributions he has made throughout his career to our understanding of how the integrity of the genome is maintained.

Dr. Eric Shirley for fundamental theoretical advances in solid-state physics and optics.

Dr. Taner Yildirim for his outstanding achievement as a research physicist at the National Institute of Standards and Technology in Gaithersburg, MD.

MANAGERIAL OR LEGAL ACHIEVEMENT

Major Timothy J. Bode for his extraordinary contributions to the federal service as Chief of Operations for the Space Based Infrared Systems Combined Task Force in Boulder, CO.

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Ms. Judith A. Hagley for her exceptional achievement as an Appellate Section Attorney with the Tax Division, U.S. Department of Justice in Washington, DC.

Ms. Alicia Beth Klein for her remarkable performance as an Appellate Staff Attorney in the Civil Division of the U.S. Department of Justice in Washington, DC.

Ms. Janine Marie Velasco for her outstanding leadership as the Assistant Director of Human Capital Management in the Bureau of Land Management (BLM) at the U.S. Department of the Interior in Washington, DC.

2009 Flemming Awards

The Trachtenberg School of Public Policy and Public Administration is pleased to present the 60th Annual Arthur S. Flemming Awards to recognize exemplary public service by federal employees with less than 15 years of government service.

Nominations for this year's awards opened on November 1. All alumni working in federal service are encouraged to apply or nominate noteworthy peers for their accomplishments. The awards ceremony will be June 1, 2009. Please visit www.gwu.edu/~flemming for more information.

Career Development Services Update

Amy Lin (MPA 2010)

New Career Center Web Site

Over the summer, Career Development Services created and launched an improved career management website – TS Career Central (TSCC). The new TSCC system (www.mytscareer.com) allows students and alumni to search for employment opportunities; research companies and organizations; load resumes, cover letters, and other documents; learn of career-related events; apply directly for positions; and set up "Job Agents" that automatically send emails when new positions fit selected criteria.

2007-2008 Graduates

TSPPPA's 2007-2008 graduating class was extraordinarily successful, landing outstanding positions in the public, nonprofit, and private sectors. Six students were chosen for the Presidential Management Fellowship (PMF) and two landed positions within the Capital City Fellows (CCF) program. Other organizations at which TSPPPA alumni obtained positions include:

- American College of Cardiology
- American Heart Association
- Association of Women's Health, Obstetric and Neonatal Nurses (AWHONN)
- Avalere Health
- Booz Allen Hamilton
- Capital Area Food Bank
- Center on Budget and Policy Priorities (CBPP)
- City of Alexandria, VA
- City Year Washington, DC
- Cleary Gottlieb Steen & Hamilton
- Community Foundation for the National Capital Region
- Coray Gurnitz Consulting
- Corporation for National Community Service (CNCS)
- Deloitte Consulting, LLC
- Executive Office of the President
- Fannie Mae U.S.

- Federal Reserve Board of Governors
- Global Language Network
- Government Accountability Office (GAO)
- Greenberg Quinlan Rosner
- Heart of Florida United Way
- IBM Consulting
- Inter-American Development Bank (IDB)
- Missile Defense Agency (MDA)
- National Academy of Public Administration (NAPA)
- National Assembly of Taiwan
- National Campaign to Prevent Teen and Unplanned Pregnancy
- National College Access Network
- National Council on Teacher Quality
- Office of Management and Budget (OMB)
- Office of U.S. Representative Richard E. Neal
- Population Connection
- Religions for Peace
- Science Applications International Corporation (SAIC)
- So Others Might Eat (SOME)
- The George Washington University
- U.S. Air Force
- U.S. Coast Guard
- U.S. Department of Education
- U.S. Department of Homeland Security (DHS)
- U.S. Department of Justice
- U.S. Department of State
- U.S. Department of the Navy
- U.S. Department of the Treasury, IRS
- U.S. Environmental Protection Agency (EPA)
- U.S. General Services Administration (GSA)
- U.S. House of Representatives
- U.S. Institute of Peace
- U.S. Senate
- United Way of America
- University of Virginia, Weldon Cooper Center for Public Service
- Washington Scholarship Fund
- World Bank Group

Current and future employment data, salary ranges, and other statistics are available online at http://www.gwu.edu/~tspppa/career_services/employment_report/employment.cfm.

Summer Internships

Several TSPPPA students participated in prestigious internships over the summer, including Micah Elggren, a joint JD/MPP candidate who spent his summer working for the United Nations at the International Criminal Tribunal for Rwanda in Tanzania. Micah worked on a defense team for the former Rwandan Minister of Labor & Social Affairs who is accused of crimes against humanity, including genocide. His main area of research focused on the extension of liability to high-level government officials for the actions of low-level military actors. Micah made regular visits to his client at the United Nations Detention Center to report on the progress of the final stages of the case.

"I was able to engage both legal and policy issues because our work occurred on the outer edges of international law," he explained. "From a policy standpoint, I constantly had to evaluate whether international tribunals are an effective way to promote justice." Micah also found time in his busy schedule to explore the Tanzanian countryside. At the end of November, he returned to Tanzania for several weeks and helped with closing arguments.

Fall 2008 and Beyond

Even before the school year began, CDS provided students with information on great opportunities in organizations such as LMI Government Consulting and the International City/County Managers Association (ICMA). The 2008-2009 school

year began with several career-enhancing workshops and an inspiring presentation given by a Trachtenberg School alumnus, Frank DiGiammarino (MPA 1995), on his career development framework. Following orientation, students attended information sessions on Federal opportunities including the Presidential Management Fellows (PMF) program. In September, Trachtenberg students met with and were recruited by several organizations including Booz Allen Hamilton, LMI, the U.S. Department of Homeland Security, and the Environmental Protection Agency.

Networking Week 2009

The third annual Networking Week will take place February 23-27, 2009, and will include the Job Shadow program, a networking workshop, employer site visits, and the Student-Alumni Reception on Friday, February 27. If you are interested in hosting a student or a group of students at your office for the Job Shadow program, or if you would like to attend the Student-Alumni Reception, please email tscareer@gwu.edu.

Many of the programs and activities over the past year would not have happened without the generosity of TSPPPA Alumni. CDS would like to thank all of the TSPPPA Alumni for their continued support of the Trachtenberg School.

Alumni interested in becoming more involved with career activities, programs, or with the school in general, are invited to contact Paul Binkley, Director of Career Development Services, by email at pbinkley@gwu.edu or by phone at 202/994-8475.



Micah Elggren in Tanzania

Student Board News

Kyle Stearns (MPP 2009) and Becca Freeburn (MPA 2009)

Greetings from the Public Policy Student Association (PPSA) and the Masters in Public Administration Association (MPAA). Over the summer and fall months, both boards were busy organizing volunteer experiences, professional development opportunities, and social gatherings for the TSPPPA community.

We were excited to welcome our incoming masters and doctoral students during orientation in late August. As part of orientation, the boards planned a full day of programming to welcome students, answer questions, and introduce them to the TSPPPA community. Orientation ended with a widely attended social event that provided incoming and returning students a chance to interact before starting classes.

The annual Fall Retreat, held in the Shenandoah Valley, VA, was attended by nearly 100 first and second year students, faculty, and staff. The weather cooperated for some friendly kickball competition and an evening bonfire, both of which provided students an opportunity to get to know one another.

In addition to these social events, PPSA and MPAA organized a volunteer day at the Capitol Area Food Bank. The Capitol Area Food Bank, DC's largest nonprofit hunger and nutrition education resource, distributes food to more than 700 partner agencies (www.capitalareafoodbank.org). Students volunteered one Saturday morning to sort over 500 bags of non-perishable goods for food programs serving children and the elderly. This volunteer event served as a kickoff for other volunteer opportunities planned for the fall semester, including the Adopt-A-Family gift drive through GW.

Additionally, the boards are working to maintain the active social community within TSPPPA. We are continuing our tradition of monthly Happy Hours throughout the eclectic neighborhoods of DC, and other outings such as kayaking on the Potomac. The

boards are partnered with other DC-area public policy and public administration schools for a bi-partisan election night watch party. The Fall Ball on November 15th gave students and faculty a chance to dress up, enjoy a relaxing evening, and prepare for the final weeks of the semester.

The semester ended with the annual TSPPPA Holiday Party on December 5. At that time, we ended our tenure as board members and eagerly pass on the leadership to the newly elected officers. All of us have immensely enjoyed the opportunity to serve a community we all care for passionately. Please email PPSA at ppsa@gwu.edu or MPAA at mpaa@gwu.edu with any questions you may have. Thank you for your support.

MPAA BOARD MEMBERS:

Becca Freeburn - President, University of Wyoming

Steve Duggan - Vice President, Canisius College

Josh Lasky - Treasurer, The George Washington University

Matthew Moore - Communications Coordinator, Sam Houston State University

Bill Haughney - Events Coordinator, Vanderbilt University

Daniel Honker - Professional Development Coordinator, University of Texas

Shannon Munro - Volunteer Coordinator, The George Washington University

PPSA BOARD MEMBERS:

Kyle Stearns - President, University of Kansas

Ellen Treimel - Vice President, New York University

Adrienne Berman - Treasurer, The George Washington University

Aidan Russel - Social Coordinator, Kent State University

Erin O'Keefe - Volunteer Coordinator, Bryn Mawr College

Parisa Manteghi - Professional Development Coordinator, University of California, Davis

Busi Langa - Secretary, Purdue University

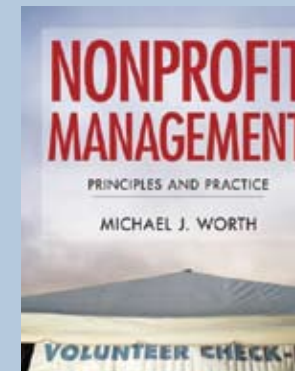
Teresa Derrick-Mills - Ph.D. Liason, MPA University of North Carolina, BA Florida State University

Doctoral Student Suzanne Petroni Publishes Article in Ms. Magazine

Suzanne Petroni authored the article "Hand in Hand" about the crucial need to align domestic and global family planning movements. The article was published in the Winter 2008 issue of *Ms. Magazine*. The article examined

the effects of punitive U.S. family-planning policies, including the "global gag rule," which prevents developing nations from addressing the issue of abortion in order to keep needed U.S. funds.

Worth Publishes 6th Book



Congratulations to Professor Michael J. Worth on the publication of his new book, *Nonprofit Management: Principles and Practices!* The book, published in September by SAGE Publications, Inc., is the sixth book Worth has written or edited.

Nonprofit Management draws on Worth's more than 30 years of experience in philanthropic resource development and his particular research reflected in the five sections of the book: understanding nonprofit organizations, governing and leading nonprofit organizations, managing the nonprofit organization, obtaining and managing resources, and special topics, including an international perspective.

Alumni Book Club Provides Literary and Social Stimulation

By Lori Brainard, MPA Program Director

The Alumni Book Club provides a great opportunity for alumni and current students to network and connect over substantive, topical, and informative reads. While the books range from novels to non-fiction economics, sociology and politics, they have a common focus on issues related to public policy and administration. Books are suggested by attendees and over the past year have included *The Metaphysical Club* (by Louis Menand), *Nudge* (by Richard H. Thaler and Cass R. Sunstein), *The Inheritance of Loss* (by Kiran Desai), and *The Omnivore's Dilemma* (by Michael Pollan). Conversation at the book club is informal, and the typical group size of seven to 15 people allows for engaging with the material and the perspectives of other attendees. Even if you do not have a chance to read the entire book, you are welcome to join us!

Contact Lori Brainard at brainard@gwu.edu for more information.



Professors Stephanie Cellini & Kathy Newcomer & Dan Sheehan, Trachtenberg School Advisory Board member, accompany first year MPA and MPP students on a monument tour. Pictured in front of the Franklin Delano Roosevelt Memorial.

Kelsey McCoy

MPA and MPP Students Combine Practical Coursework with Service to the Washington DC Community

Professors Nancy Augustine, Lori Brainard, and Kathy Newcomer

Through consulting for public and nonprofit organizations, TSPPPA students contribute in very tangible ways to the success of various programs and projects while applying and developing skills. The Capstone Projects provide an important pro-bono service to organizations and help MPA and MPP students deepen their expertise in a field of interest. The following is a list of employers with which students have completed projects.

Spring 2008 Dr. Nancy Augustine, MPP Capstone

Bread for the City
National League of Cities
Equal Employment Opportunity Commission (EEOC)
U.S. Environmental Protection Agency (EPA)
Equal Rights Center (ERC)
DC City Council—Two Projects
National Academy of Public Administration (NAPA)
DC Office of the City Administrator (OCA) / DC Department of Health

Spring 2008 Dr. Kathy Newcomer, Program Evaluation

Alexandria (Virginia) Gang Prevention Mentoring Partnership
American Cancer Society (Volunteers Program)
Annandale Christian Community for Action (ACCA)
DC Children & Youth Investment Trust Corp.
DC Council Business Plan
Martha's Table

Montgomery Coalition for Adult English Literacy (MCAEL)
National Association of Community Health Centers
Northwest Settlement House
Partnership for Public Service's Annenberg Leadership Institute
SERVE, Inc.

Fall 2008 Dr. Nancy Augustine, MPP Capstone

DC Department of Health
Partnership for America's Economic Success
Pew Charitable Trusts
U.S. Department of Homeland Security, Private Sector Office
CHF International

Fall 2008 Dr. Lori Brainard, MPA Capstone

Alliance for Consumer Protection, Inhalant Abuse Prevention Program
Anacostia Coming Together
College Summit
Suited for Change
American Red Cross
National Human Services Assembly
National Highway Transportation Safety Administration
Helping Individual Prostitutes Survive
Arlington County Government

Alumni Involvement Bookends Students' Experiences

Alumni help with Orientation and Capstone Event

Graduates of the MPA and MPP programs sat on alumni panels during **orientation** at the end of August, and answered questions on topics ranging from course selection, career development, and work-school balance. Special thanks goes to Audra Clark (MPA 2008), Cali Ence (MPA 2007), Giovanni Gutierrez (MPA 2007), Joe Scovitch (MPA 2007), Eric Wallace (MPA 2007), Jeremy Mark (MPP 2007), Lori Metcalf (MPP 2005), and Nathaniel Taylor (MPP 2007) for their time.

Last spring, during the **MPA capstone presentation day**, 46 alumni observed students' capstone presentations, and provided written feedback and suggestions on how students could strengthen their presentations. The day was a huge success as it provided alumni a chance to give back to TSPPPA and to reconnect with students and other alumni.

Our deep gratitude to the following alumni for attending the event

Vidhya Ananthkrishnan (MPP 2005), Jenny Barker (MPA 2006), Todd Birkenruth (MPA 1989), Carrie Blustin (MPA 2007), Malena Brookshire (MPA 2005), Ken Coggeshall (MPA 2004), Richard Cote (MPA 1991), Michele Cove (MPA 1990), Alison DeSchryver (MPA 2004), David DeVito (MPA 2006), Phil Dougherty (MPA 1991), Emmanuella DuPlessy (MPA 2004), Victor Ecarma (MPA 2000), Lee Edgar (MPA 2004), Pedro Flores (MPA 2004), Alex Freidin (MPA 2006), Tony Guerrero (MPA 2006), Giovanni Gutierrez (MPA 2007), Peggy Harwood (MPA 1992), Erin Hasing (MPA 2006), Joel Hettger (MPA 1982), Andrew Hoffman (MPA 1998), Don Jaccard (MPA 2000), Joseph Lataille (MPA 2007), Sally Lemon (MPA 2007), Paula Lettice (MPA 1975), Felix LoStracco (MPA 2000), Jessica Mazzone (MPA 2005), Seth Miller Gabriel (MPA 2006), Veronica Moss (MPA 1985), Ioana Munteanu (MPA 2004), Tom Murray (MPA 2002), Daniel Paepke (MPA 2007), Janet Pence (MPA 1981), Bethany Petrofsky (MPA 2007), Susan Randolph (MPA 2007), Kathleen Rapp (MPA 2006), Lauren Sinsheimer (MPA 2004), Jillian Smith (MPA 2006), Yolanda Taylor (MPA 2006), Rich Timme (MPA 2006), Michael Tyler (MPA 1993), Leanne Vaeth (MPA 1993), Eric Wallace (MPA 2007), Karen Williams (MPA 2007), and Bob Zahradnik (MPA 1996).

Faculty Accomplishments

Compiled by Robin Ghetner (MPP 2010)

Bill Adams

Professor Adams spoke on a panel at the National Association of Schools of Public Affairs and Administration (NASPAA) Conference in Charleston in October on the subject of "Executive Competencies for the Federal Government." During the summer he hiked in Baja California and later toured the Uyghur region of NW China where he saw the total solar eclipse on August 1.

Lori Brainard

Professor Brainard's latest publication, "Cyber-Communities," will be included in forthcoming International Encyclopedia of Civil Society, edited by H. K. Anheir and S. Toepler. She has made presentations at a number of conferences recently. At the 2008 Annual Meeting of the NASPAA, she presented on "Providing Comparative School Data to Prospective Students," and on "Structure and Impacts of Capstone Programs: Creating Successful Student and Client Responsibilities" (with Paul Binkley, TSPPPA Director of Career Development Services).

Professor Brainard reviewed proposals and presented "Citizen Leadership vs. Government Leadership: Discourse in Self-Help Mutual Aid Groups to Promote Safe Neighborhoods," (with T. Derrick-Mills, TSPPPA PhD student) at the 2008 Annual Meeting of the Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA). At the U.S. Department of State, she gave the keynote address to the visiting delegation of mayors from Haiti, speaking on "Public Administration for Mayors," and again to a delegation from Poland, speaking on "History and Structure of Public Administration in the U.S." Also through the State Department, Professor Brainard presented to a group of Serbian government ministers on "The U.S. Regulatory Process."

Professor Brainard is currently working on papers entitled "Government-Citizen Relations in a Virtual Community: Informational, Transactional, or Collaborative?" (with J. G. McNutt), and "FCC Television Regulation: Four Landmarks."

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Gerald Brock

Professor Brock continues to work on ideas to reform the intercarrier compensation system (payments among telecommunication carriers who pass traffic among themselves), and presented "Archaic Intercarrier Compensation and Universal Service Regimes: Proposals for Reform" at a seminar sponsored by the Free State Foundation on October 24 at the Rayburn House Office Building.

Jennifer Brinkerhoff

Professor Brinkerhoff recently published the book *Diasporas and Development: Exploring the Potential* from Lynne Rienner Publishers. This edited volume is the culmination of a George Washington University conference, and includes chapters by GW faculty and associates Stephen C. Lubkemann, Liesl Riddle, and Derick W. Brinkerhoff. She also published "Diaspora Philanthropy in an At-Risk Society: The Case of Coptic Orphans in Egypt," in *Nonprofit and Voluntary Sector Quarterly*. In the spring, Professor Brinkerhoff was invited to present "Digital Diasporas: Identity and Security" at the Research Workshop on Migration and Security in the 21st Century, at the University of Lancaster, United Kingdom.

Stephanie Riegg Cellini

Professor Cellini has published "The Dynamics of Poverty in the United States: A Review of Data, Methods, and Findings," (with S. McKernan and C. Ratcliffe of the Urban Institute) in the Summer 2008 issue of the *Journal of Policy Analysis and Management*. She was selected to be a George Washington Institute for Public Policy (GWIPP) Policy Research Scholar for the 2008-09 academic year, and received a grant from the Ford Foundation to study for-profit colleges this past summer. The grant funded a report on for-profit college data sources (with MPP student Stephanie Stone), as well as a paper on for-profit colleges and financial aid, which she presented at the American Education Finance Association (AEFA) Annual Meeting in April.

Dylan Conger

Professor Conger's forthcoming publications include "Testing, Time Limits and English Learners: Does Age of Entry Affect How Quickly Students Can Learn English?" in *Social Science Research*; "Undergraduate and Doctoral Education in Public Policy: Why? Why not? Where to?" (with J. Cordes, H. Ladd, and M. Luger) in the *Journal of Policy Analysis and Management*; and "New Directions in Measuring Racial Isolation in School" in *Education and Urban Society*. This past spring, Dr. Conger presented the following three papers: "Immigration versus Migration: The Impact

on High School Completion and Performance" at the American Education Finance Association (AEFA) Annual Meeting at the University of California, Davis School of Education; "Testing, Time Limits, and English Learners: Does Age of School Entry Affect How Quickly Students Can Learn English?" at the Population Association of America (PAA) Annual Meeting; and "The Effect of High Schools on Race, Gender, and Socioeconomic Disparities in Course-Taking" at the American Educational Research Association (AERA) Annual Meeting. Dr. Conger also served as chair for the panel entitled "English Language Learners" at the AEFA Annual Meeting and as a discussant at the Texas Higher Education Opportunity Project (THEOP) Workshop in Princeton, NJ, on a paper entitled "Race and Ethnic Differences in College Achievement: Does High School Attendance Matter?" Professor Conger's paper (with M. Long) entitled "Why Are Men Falling Behind? Explanations for the Gender Gap in College Outcomes," was also discussed at the THEOP workshop. She is currently on the program committee for AERA's 2009 Annual Meeting.

Joseph Cordes

TSPPPA Director, Joseph Cordes, completed a volume (edited with C.E. Steuerle, Vice President of the Peterson Foundation) titled "Nonprofits and Business" to be published by the Urban Institute. The volume examines external and internal factors that push nonprofits to act in more business-like ways and how these forces affect nonprofit organizational decisions and behavior. Professor Cordes also co-authored "Undergraduate and Doctoral Education in Public Policy: Why? Why not? Where to?" (with D. Conger, H. Ladd, and M. Luger) in the *Journal of Policy Analysis and Management*. He also co-authored a paper on "Tax Expenditure Limitations and Their Effects on Local Public Finances," (with doctoral student B. Yuan and GW Institute of Public Policy research professors M. Bell and D. Brunori) and co-authored a paper with doctoral student Lori Metcalf titled "Preferential Tax Treatment of Property Used for Social Purposes: Social Impacts and Public Policy Implications." Both papers are to be included in a conference volume published by the Lincoln Land Institute. Professor Cordes was recently elected a founding member of the board of directors of the Society for Benefit-Cost Analysis. Along with doctoral student Kate Coventry, he presented a paper on the potential uses of benefit-cost analysis in measuring nonprofit performance at the Society's June meetings in Washington, D.C.

Donna Infeld

After returning from a Fulbright professorship in Beijing, China, Professor Infeld presented a paper titled "Teaching Public Administration as a Fulbright Scholar in China" at the 2008 Teaching Public Administration Conference.

Phil Joyce

Professor Joyce taught two workshops for the International Program for Development Evaluation Training (IPDET), sponsored by The World Bank, in the summer of 2008, on cost-benefit analysis and performance budgeting. He also recently completed two missions to Bulgaria for The World Bank, to assist that country with the development of their performance budgeting system. Dr. Joyce is teaching a Dean's seminar this fall to 19 first-year students on Politics and the Budget. The class considered the budget in the context of what the Presidential candidates talked about (and what they did not say) in the 2008 presidential campaign. His article "Does More (or Even Better) Information Lead to Better Budgeting? A New Perspective" appeared in the Winter 2008 issue of the *Journal of Policy Analysis and Management*. Professor Joyce continues to chair the Budget Advisory Council for the Arlington County (VA) School Board.

Kathryn Newcomer

Over the summer, Professor Newcomer gave a number of presentations on program evaluation and performance measurement. At the annual conference of the InterAmerican Network of Schools of Public Administration, in Guatemala City, Guatemala, she presented "*Habilidades cuantitativas y cualitativas que los estudiantes de postgrado en Asuntos Públicos necesitan para prepararse para administrar y evaluar programas públicos*" ("Quantitative and qualitative skills Public Affairs masters students need to prepare themselves to administer and evaluate public programs"). Professor Newcomer gave a keynote address at the annual conference on "Achieving Excellence in Abstinence Education Evaluation," in July, entitled "Common Pitfalls in Evaluation." In August, Professor Newcomer delivered two presentations for board members and executive directors of The Boys and Girls Clubs of America at their Leadership Conference on "Using Evaluation and Performance Measurement to Strengthen Social Services." At the National Peer to Peer In-Service Continuing Education Program for the Community Action Association of Pennsylvania, she delivered a keynote address on "Using Performance Measures to Improve Results."

In the spring, together with current PhD student Heather Allen, Professor Newcomer wrote a paper providing guidance on the measurement of outcomes of Public Affairs programs, provided on the NASPAA website. Professor Newcomer also directed a study for the National Academy of Public Administration on "What's Next with Performance Assessment in the Federal Government?" for which she interviewed OMB

Budget examiners, agency Performance Improvement Officers, and other staff in numerous federal agencies on their participation in performance reporting and program assessment over the last eight years. The resulting report will be a white paper with advice for the next President on performance assessment. She spoke on two panels at the annual NASPAA conference in October, on working with external stakeholders for directors of programs, as well as on requisite research methods skills for MPA curricula. Professor Newcomer spoke on two panels at the annual conference of the American Evaluation Association (AEA) in November on employing evaluation in the environmental policy arena and on the politics surrounding assessment of programmatic performance in the federal agencies using the PART instrument.

Marvin Phaup

Professor Phaup has two forthcoming publications: "Reforming Credit Reform" (together with D. Lucas) in *Public Budgeting and Finance* and "Federal Budgeting for Fannie Mae and Freddie Mac: Links to the Current Financial Distress" in *Public Administration Review*.

Marcus Raskin

Professor Raskin, together with R. Spero, has published an extended and revised edition of *The Four Freedoms Under Siege*, from Greenwood Publishing Group. He is preparing "Paths of Reconstruction for the 21st Century," a comprehensive discussion of issues in economics, international security, the environment, health, and education. Professor Raskin is also preparing a national infrastructure investment bill for Congress aimed at repairing highways, hospitals, harbors, schools, and public facilities. The bill will also include provisions for human capital expenditures for education and health. He also had a report published on the collateral damage of the conflicts in Iraq and Afghanistan on international and domestic law. Professor Raskin is currently preparing lectures on the coming of systems and sequential collapse entitled "What does public policy have to say?" and gave lectures on this topic at universities in Urbino, Rome, and Bologna, Italy, and TV interviews in Rome, Florence, and Bologna.

Gregory D. Squires

Over the summer, Professor Squires received a grant from the Ford Foundation to study segregation in the subprime lending crisis. Together with SUNY-Albany's S. Friedman, he received funds from the National Institute of Child Health and Human Development for a study titled "Cybersegregation: Is Neil a More

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Desirable Tenant than Tyrone or Jorge?" Recent publications include "Fences and Neighbors: Segregation in the 21st Century," (with J. E. Farley) in *Race and Ethnicity in Society: The Changing Landscape*, 2nd edition, edited by E. Higginbotham and M. L. Andersen; "Katrina's Race and Class Effects Were Planned," in *The Matrix Reader: Examining the Dynamics of Oppression and Privilege*, edited by A. L. Ferber, A. O'Reilly Herrera, and D. R. Samuels; "Where is the Debate on Race?" in the June 18th edition of *The Nation*; "Race and Class: Katrina vs. Iowa" in *Rooflines*; "A Fair Housing Agenda for 2008 and Beyond" in the September edition of *Shelterforce*; "States Need More Data to Stop Unfair Discrimination," (with C. Chamberlin) in the September 15th edition of *National Underwriter*; and "Foreclosing on the Free Market: How to Remedy the Subprime Catastrophe," (with J. Atlas and P. Dreier) in *New Labor Forum*.

Professor Squires has also made a number of important presentations including "On Centralized Data Collection," at the National Association of Insurance Commissioners Committee on Market Regulation and Consumer Affairs; "Katrina and Racism: There's No Such Thing as a Natural Disaster," (with C. Hartman) at the forum on "Reinventing Race, Reinventing Racism: The 40th Anniversary of the Kerner Commission"; "Surging Inequality and Emerging Challenges to a More Integrated America," at the National Fair Housing Alliance and The Leadership Conference on Civil Rights; "Race and the Subprime Mortgage Crisis," at the Economic Policy Institute; and "Integration Exhaustion, Race Fatigue, and the American Dream," (with C. Hartman) at the conference "The Integration Debate: Competing Futures for American Cities," at the John Marshall Law School. Finally, Professor Squires gave the keynote address at the conference "Leadership Collaboration Innovation: Promoting Justice and Peace," at the Academy for Educational Development in New Orleans, LA.

Christopher Sterling

Professor Sterling published *Sounds of Change: A History of FM Broadcasting in America* (with M.C. Kieth) from University of North Carolina Press, 2008.

Stephen Joel Trachtenberg

Professor Trachtenberg has had a busy schedule over the last year, including multiple speaking engagements at the Association of Council Members and College Trustees of SUNY, the Council on Foreign Relations, the Council of Independent Colleges, and many other venues. He has also participated in radio and television interviews regarding his recent books and publications. Professor Trachtenberg is currently the Chair

of the Rhodes Scholarship Selection Committee, and sits on the ABA Standing Committee on the Library of Congress, the GLIN Foundation Advisory Committee, the Bankinter Foundation Board of Trustees, and the Chiang Chen Industrial Charity Foundation, Ltd. Among recent publications are *Big Man on Campus: A University President Speaks Out on Higher Education*; "What I Might Have Told My Successor," in the June issue of the *Chronicle of Higher Education*; *Letters to the Next President: The Strengthening America's Foundation in Higher Education*, from the Korn/Ferry Institute; and "What Are 'World Class' Schools?" in *The Ripon Forum*.

Professor Trachtenberg was recently inducted into the National Academy of Public Administration (NAPA). He received the 2008 Ellis Island Medal of Honor and a Doctor of Public Service Honorary Degree from The George Washington University. He also received the Supreme Council Legion of Honor of the Order of DeMokey Award.

Steven Tuch

Professor Tuch received a University Facilitating Fund (UFF) award for his project on "Stratification Ideologies in Post Communist Nations: The Case of Poland" and an American Sociological Association/National Science Foundation Fund for the Advancement of the Discipline award (with W. D'Antonio) for the study "Religion, Culture Wars, and Polarization in the U.S. Congress, 1971-2006." His co-edited book (with Y. Shaw-Taylor), *The Other African Americans: Contemporary African and Caribbean Immigrants in the United States*, was recently published by Rowman & Littlefield.

Robert Weiner

Professor Weiner testified on oil markets and speculation before the UK Parliament Treasury Select Committee hearing on the regulation of oil markets in July. In his presentation, Weiner informed the panel that while speculation has risen dramatically, there is no evidence that speculative behavior has played a meaningful role in oil price increases.

Michael Wiseman

In June, Professor Michael Wiseman moved from research work in the Social Security Administration's Office of Retirement and Disability Policy to his new position as Adjunct Research Advisor in the U.S. Department of Agriculture's (USDA) Economic Research Service (ERS). At ERS he continues his work on the use of administrative data for program evaluation and policy analysis. The topics of his current research projects include obesity, poverty among the elderly, New York City's anti-

poverty issues, and performance assessment for anti-poverty initiatives in the United Kingdom. In October, at the invitation of the UK Treasury, Dr. Wiseman participated as session leader for "Raising standards in UK policy evaluation: Learning from the last 10 years," a seminar held for government officials involved in social policy decision-making.

Hal Wolman

Professor Wolman (with M. Turner and H. Wial) edited the first volume of *Urban and Regional Policy and Its Effects*, from The Brookings Institution Press. Among his recent articles are "Understanding the Economic Performance of Metropolitan Areas in the United States," (with P. Blumenthal and E. Hill) forthcoming in *Urban Studies*; "Comparing Local Government Systems Across Countries: Conceptual and Methodological Challenges to Building a Field of Comparative Local Government Studies," in *Government and Policy*; "Understanding Economically Distressed Cities," (with E. Hill, P. Blumenthal, and K. Furdell) in *Retooling for Growth: Building a 21st Century Economy in America's Industrial Regions*, from The Brookings Institution Press; and "Assessing Best Practice as a Means of Innovation," (with T. Brannan, C. Durose, and P. John) in *Local Government Studies*. He has also produced a monograph on "Poverty, Programs, and Prices: How Adjusting for Costs of Living Would Affect Federal Benefit Eligibility," (with L. Curran, E. Hill and K. Furdell) through the The Brookings Institution. Recent conference papers from the Urban Affairs Association include "The Effect of Local government Activity on Urban Performance in England" (with S. Greasley and P. John) and "Exploring Regional Economic Resilience" (with H. Wial and E. Hill).

Michael Worth

Professor Worth completed his new textbook, *Nonprofit Management: Principles and Practice*, published by Sage Publishers, in September (see page 13).

Staff Updates

Paul Binkley

Paul Binkley, Director of Career Development Services, spoke at the National Career Development Association's (NCDA) conference in July on "Becoming a Courageous Career Development Advocate to Benefit your Clients, Profession and Economy" with Ruth Schimel (PhD 1999). He also spoke on two panels at this year's NASPAA conference in Charleston, SC. The first panel was with Lori Brainard on "Structures and Impacts of Capstone Programs: Creating Successful School and Client Responsibilities," and the second was on "Career Tools for Smaller to Medium-Sized Schools."

Catherine Johnston Matto

Catherine Johnston Matto, Program Coordinator, completed her Master of Arts in International Education in May.

Alumni Updates

Compiled by Faith Fried (BA/MPP 2009)

Buenafe F. Alinio (PhD 2008)

Dr. Buenafe Alinio was appointed as Manager of the Selection and Placement Division of the Human Resources Development Department (HRDD) of the Bangko Sentral ng Pilipinas (the Central Bank of the Philippines). Dr. Alinio begins this new position while maintaining her role as Acting Deputy Director for Career Management of the HRDD and supervising the Talent Development Division and the Career and Succession Management Division.

Jennifer Browne (MPA 2002)

Jennifer Browne recently joined Addx Corporation as a Senior Strategic Communications Manager. Addx is a Service-Disabled Veteran-Owned Small Business providing information and management science expertise to a wide range of federal agencies, including DoD, DHS, DoE, and GSA. Ms. Browne is leading the strategic communications and stakeholder relations support to GSA's Federal Acquisition Service Office of Strategic Planning and Process Improvement. This project challenges her to use the knowledge she gained during her MPA program, her government experience, and her communications expertise. Addx was just named to Washington Technology's Fast 50 Government Contractor for the second year in a row.

Daniel J. Fleischmann (MPP 2005)

Daniel Fleischmann is working for Ormat Technologies as a Market Analyst on the business development team. Ormat Technologies is a world leading geothermal power developer. Mr. Fleischmann's work includes preparing proposals for new projects in the U.S., evaluating new opportunities, and speaking all over the country at conferences and events about Ormat and the geothermal market.

Amy Fredregill (MPP 2002)

Amy Fredregill was recently selected to be a Humphrey Institute of Public Affairs Policy Fellow at the Center for the Study of Politics and Governance, University of Minnesota, Minneapolis, MN. The Policy Fellows program, which has been in existence for 18 years, offers training in public affairs leadership.

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Holly Li (MPP 2008)

Holly Li (with X. Oiu) has written a paper on environmental administrative reform in China that has been accepted for publication in the *Environmental Law Report*. The paper, titled “China’s Environmental Super Ministry Reform: Background, Challenges and the Future,” will be printed in the journal’s February edition.

John Linder (MPA 2000)

John Linder recently accepted an offer to work as the Director of Development for Doctors of the World in New York City. Doctors of the World works to save the lives of women, children, and marginalized peoples around the world that suffer from both human rights abuses and inadequate healthcare. Mr. Linder is leaving his position as the Director of Development at PONCHO (Patrons of Northwest Civic, Cultural, and Charitable Organizations) in Seattle, WA, after overseeing a 166% increase in corporate sponsorship and an increase of 178% in individual gifts to the annual fund over the past two years.

Vivian Lock (MPA 2007)

Vivian Lock was recently hired as the Associate Director for e-Learning at NAFSA: Association for International Educators in Washington, DC. Ms. Lock is working to implement their e-learning program as well as organize and manage their webinar program.

Megan McHugh (PhD 2008)

Dr. Megan McHugh co-authored the article “The Profitability of Medicare Admissions Based on Source of Admission” (with M. Regenstein and B. Siegel). The article was published in the

October 2008 issue of the *Society for Academic Emergency Medicine*. An earlier version of the work was presented at a poster session at the Academy Health meeting in June 2008, in Washington, DC.

Subha Nagarajan (PhD 2008)

Subha Nagarajan was selected for the African Development Bank’s Young Professional Program (YPP). Subha began working with AfDB in Tunis, Tunisia, in October as a consultant and will begin the three year long Young Professional Program in January.

Eric Twombly (PhD 2000)

Dr. Eric C. Twombly is a principal research associate and the director of organizational studies at KDHRC, a public health research institution, where he studies health delivery mechanisms and health literacy programs. Dr. Twombly is an expert on the organizational behavior of community-based health and human service providers, and he has been the chief evaluator on several public health projects funded by the National Institutes of Health. Before joining KDHRC, Dr. Twombly was a senior research associate at the Center on Nonprofits and Philanthropy at the Urban Institute, and an assistant professor in the Andrew Young School of Policy Studies at Georgia State University, where he continues to lecture on public policy and social policy issues.

Omar T. Woodard (MPA 2007)

Omar Woodward worked on the Presidential campaign of Barack Obama as a field organizer in Pennsylvania.

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