



Faculty and students honored for nonprofit research

American University's growing reputation in nonprofit studies was fueled by three national research awards conferred at the recent meeting of the Association for Research on Nonprofit Organizations and Voluntary Action, the field's leading scholarly association.

Lewis Faulk, an assistant professor in his second year at AU, received the Gabriel G. Rudney Memorial Award for Outstanding Dissertation. The award is bestowed upon one dissertation per year that "contributes to the advancement of theory, conceptualization, research, or practice in an area closely related to nonprofit organizations or voluntary action." It is the highest honor awarded to a dissertation in the field of nonprofit studies.

Faulk's study, *Nonprofit and Foundation Behavior in Competitive Markets for Grants*, is an in-depth project about foundation grant-making and competition in the nonprofit sector. His other research interests include

workforce diversity issues, employee compensation, and the management of nonprofit organizations. He teaches courses in nonprofit management, nonprofit advocacy and law, and nonprofit resource development.

In addition to Faulk, two DPAP PhD students received awards at the conference. **Jaclyn Schede Piatak** was selected as a 2012 ARNOVA Doctoral Fellow. Doctoral Fellows receive a monetary award and the opportunity to participate in a special one-day professional development workshop led by senior scholars in nonprofit and philanthropic studies. Piatak is a doctoral candidate whose dissertation examines differences in employee attitudes and behaviors across the nonprofit, government, and for-profit sectors. Before enrolling at AU, Piatak earned an undergraduate degree from Providence College and an MPP from The Johns Hopkins University. Her research interests include nonprofit and public management, volunteering, philanthropy, and social policy.

Mandi Janis, a second-year doctoral student, was chosen to receive a 2012 Emerging Scholar Award. This award is designed to recognize early career scholars and doctoral

students who have the potential to make important contributions to research in nonprofit and philanthropic studies. Prior to enrolling in the doctoral program at AU, Janis worked in a variety of roles for charitable organizations in Boston, New York, and Washington. She holds an undergraduate degree from Birmingham-Southern College and a master's degree in social work from Boston College, and her research focuses on nonprofit leadership and foundation grant-making.

There has been a variety of new initiatives focused on nonprofit organizations across the university over the past two years, including interdisciplinary programs involving the Kogod School of Business and College of Arts & Sciences. The library has also recently acquired full access to Guidestar/National Center for Charitable Statistics data for AU faculty and graduate students to use in their research at no charge.

More information about DPAP courses in nonprofit studies is available on our website at www.american.edu/dpap.



Faulk



Janis



Piatak

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Morrissey to spend upcoming year as senior advisor in HHS

Assistant professor **Taryn Morrissey** has been tapped to assist the U.S. Department of Health & Human Services in its implementation of the provisions of the Affordable Care Act. Morrissey will be spending the next year on leave as a senior advisor to the Assistant Secretary for Planning and Evaluation in the Office of Human Services Policy. She will be working specifically on designing and modeling national early childhood policy, including child care, early education, and parental leave.

Perry to deliver 2013 Charles Levine Memorial Lecture



Prof. James Perry will deliver the 2013 Levine Lecture on Thursday, March 21, at 6:00 p.m. in the Butler Boardroom. All in the AU community are invited to attend.

James Perry, Distinguished Professor of Public & Environmental Affairs at Indiana University, will deliver the 4th annual Charles H. Levine Memorial Lecture in Public Administration & Policy.

Perry is a renowned public management scholar who has written over a dozen books and over 150 refereed journal articles and book chapters. In addition to being one of the most prolific scholars in public management, Perry has also been among the most impactful, as his work has been cited over 9,000 times in the research literature. He currently serves as Editor-in-Chief of *Public Administration Review*.

“Like Charlie Levine, Perry has an uncommon talent not only for seeing commonly recognized problems in new and original ways, but also for leading the way in empirically exploring these problems,” noted AU professor **Robert Durant**. “His research contributions to our understanding of public management, human resource management, and public service motivation have made him in an international authority on these topics. I’m delighted that Jim has graciously agreed to deliver our fourth lecture honoring the memory of

his mentor and friend, Charlie Levine, and to spend time with our students, faculty, and friends celebrating excellence in public administration and policy research.”

As in previous years, the lecture will be followed by a reception and include conferral of the department’s annual PhD student research award. In addition to the lecture, Perry’s visit to AU will include time to meet with classes and smaller groups of faculty and graduate students.

Now in its fourth year, the lecture was created to honor the contributions of **Charles Levine**, one of the most influential scholars in public management and a champion of the public service. Levine was the school’s first distinguished professor, a position he held until he passed away in 1988. The department is joined each year for the event by Levine’s wife, **Elaine Levine**, and son, **Jordan Levine**, as well as a number of family friends. The lecture was initiated alongside a memorial fund, also in Levine’s name, designed to provide resources for AU doctoral student research and travel.

Leaders from Census, Defense receive Roger Jones Award

The 35th annual Roger W. Jones Award for Executive Leadership was presented to two innovative government leaders: **Thomas Mesenbourg**, Acting Director of the U.S. Census Bureau, and **David Wennergren**, Assistant Deputy Chief Management Officer, U.S. Department of Defense.

Mesenbourg and Wennergren were recognized during AU’s annual ceremony, which included a keynote address from former congressman **Mickey Edwards** (R-OK). Students and faculty had an opportunity to talk with the awardees at a reception following the event.

“The superior leadership demonstrated by Thomas L. Mesenbourg and David Wennergren has led to the improved quality of government services to Americans. Additionally, they have

guided the careers of the next generation of federal employees, assuring that the high performance they exemplify will carry forward into the future.” said SPA Dean **Barbara Romzek**. “They epitomize dedication to public service, and we challenge our students to strive to emulate these two outstanding individuals as they embark on their future careers.”



Dr. Mark Doms, Under Secretary for Economic Affairs, Department of Commerce, gives remarks during the ceremony.

Mesenbourg has been a champion of change in government for more than four decades. In 2008, he was named deputy director of the U.S. Census Bureau, where he faced unprecedented budgetary and technological hurdles to overcome in a short time to embark on the 2010 Census.

His leadership led to the bureau partnering with 270,000 groups and hiring in excess of 600,000 enumerators to reach out to the

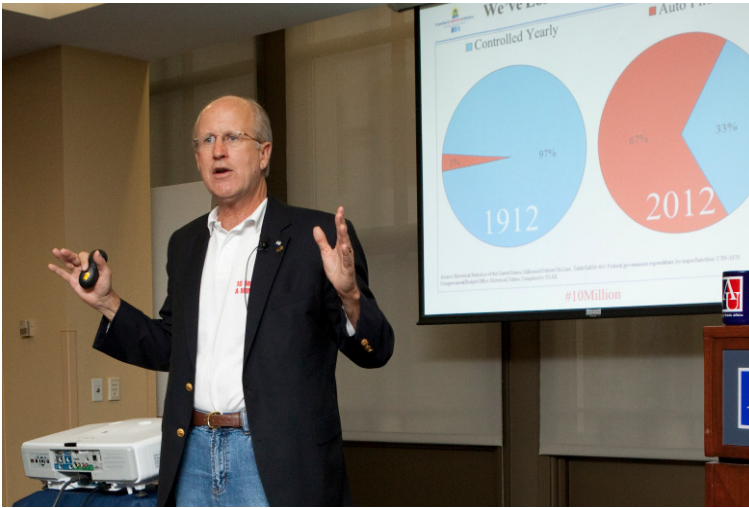
millions of Americans who had not returned their census forms.

Wennergren’s creativity has paved the way for technology improvements across multiple agencies. He helped to persuade the Departments of Defense and Veterans Affairs to adopt a common health record system that streamlined health care delivery for the military, veterans, and their families. He also led efforts to deploy the Common Access Card, a smart-card used by millions of employees to access computer networks and military bases around the world.

Policy & Administration is the newsletter of the Department of Public Administration & Policy at American University in Washington, D.C. It is published twice a year, at the beginning of the fall and spring semesters.

Special thanks to all who contributed information for this issue, especially MPP student Erin Crawford and SPA Director of Communications, Jacqueline Corbett.

For more on DPAP’s degree programs, faculty, and students, please visit our website at www.american.edu/dpap.



"Speak Out, Don't Freak Out" event focuses on government spending and financial health

David M. Walker, former U.S. Comptroller General, led a discussion on campus about the nation's deficit at the end of a nationwide bus tour aiming to help voters understand the issues underlying the potential for a "fiscal cliff."

The tour was hosted by the Comeback America Initiative (CAI) led by Walker. CAI has also developed a U.S. Financial Burden Barometer to supplement the "National Debt Clock." CAI argues that its Burden Barometer is a more accurate measure of financial health, since it includes both total liabilities and unfunded promises like Social Security and Medicare.

"We are living in a bubble right now, and we need to make sure that bubble does not burst," Walker described during his talk.

Upcoming Key Executive Leadership Conference to focus on positive leadership

The Fourth Annual Key Executive Leadership Conference, "Positive Leadership for Extraordinary Performance," will take place on May 15, 2013, from 8:00 am - 4:30 pm on the main campus of American University.

This year's theme is based on the groundbreaking research in the fields of positive psychology and neuroscience. Speakers will include **Dr. David Rock**, cofounder of the NeuroLeadership Institute; **Dr. Reginald Wells**, Deputy Commissioner of the Social Security Administration's Office of Human Resources; and **Dr. Ruth Zaplin**, Executive in Residence at American University.

Registration opens on February 6. Early bird registration is \$75, and full registration (after March 29) is \$100.

Research Seminar Series Spring Schedule

All seminars begin at noon and take place in Ward Circle Building, Room 105. All are invited to attend.

- | | |
|-------------|---|
| January 17 | Amanda Janis
DPAP PhD student |
| January 31 | Laura Crispin
Assistant Professor of Economics
St. Joseph's University |
| February 7 | Yusra Shawar
DPAP PhD student |
| February 21 | Odelia Funke
DPAP Executive in Residence |
| February 28 | Tara Beteille
Economist, The World Bank |
| March 7 | Ed Stazyk
DPAP Assistant Professor |
| March 28 | Tina Nabatchi
Assistant Professor of Public
Administration
Syracuse University |
| April 11 | Tim Diette
Assistant Professor of Economics
Washington & Lee University |
| April 25 | Melissa Kearney
Associate Professor of Economics
University of Maryland |

Any questions, comments, and recommendations for future speakers should be directed to Prof. Seth Gershenson (gershens@american.edu).

Additional information about seminars, including presentation titles as they become available, will be posted online at www.american.edu/spa/dpap/Research-Seminar-Series.cfm.



Matthew Dull, Associate Professor of Public Administration at Virginia Tech, talks about his work on the administrative presidency during a seminar this past semester.



MPA and MPP students spend fall semester in Berlin through new exchange program

by Erin Crawford

The 2012-2013 academic year brought many changes for DPAP, among them the implementation of a new student exchange program with the Hertie School of Governance in Berlin. The program provides graduate students at AU and Hertie the opportunity to spend a semester studying at the other institution. AU hosted two Hertie students in Washington during the fall semester, and Hertie hosted three AU students in Berlin.

Professor **Robert Durant** began laying the groundwork for the Hertie exchange back in 2010, at which time there were no exchange programs offered to DPAP students who wanted to take courses in public administration or public policy at a foreign institution. Durant worked with SPA Associate Dean **Meg Weekes** and former SPA Dean **William LeoGrande** to explore such an opportunity with Hertie.

“At the time, Hertie was taking an international lead in establishing partnerships with a variety of universities,” explained Durant, “and it was a member of the Global Public Policy Network (GPPN), a consortium composed of Columbia University, the London School of Economics, Sciences Po Paris and the National University of Singapore – why not include American University? It just seemed like American

University would be a perfect fit to join.”

The Hertie School of Governance was among the first schools of public affairs to be created in Germany. The school’s programs and initiatives emphasize global governance, and this mission is reflected by a student body that is roughly 50% international and all classes being conducted in English.

Judith Zylla directs international partnerships for the Hertie School and

“It’s hard to overestimate the educational value of an experience abroad and getting outside the echo-chamber of U.S. public policy and administration.”

frequently visits partner institutions like AU to recruit students and talk with faculty to ensure that the student experience is seamless. Zylla was on campus at AU in December and emphasized how the culture of Hertie goes a long way toward promoting student success.

“The Hertie School is small, 200 students, but it’s great because everyone knows everyone’s name and academic staff really has the opportunity to help students grow and develop their policy interests,” Zylla said. “The students seem happy and are the highest priority because the school is so small.”

AU MPA and MPP students taking a full

course load during their semester at Hertie can apply nine credit hours toward their degree requirements. The program is designed for students in the fall semester of their second year of study, and those interested must apply for admission. DPAP academic advisor **Janet Nagler** works with AU students who are interested in participating in the exchange.

“The Hertie School offers DPAP students an amazing perspective on both the health policy and environmental policy fronts due to Germany’s progressive views on both,” says Nagler. “Students on either side will gain new perspectives on

any concentration they choose to pursue and their educational experience will include a global perspective that will be invaluable to their professional future.”

Hannah Dier, one of the first three AU students to study at Hertie, emphasizes how the global nature of Hertie’s students and faculty opened her eyes to new opportunities. “Sitting in a classroom and working in groups with students from South America, North America and all over Europe was amazing to grasp a more global perspective on basic and elaborate policy projects.”

The Hertie program is one of several DPAP efforts to strengthen relationships with

international public affairs institutions and build a “global policy network” of faculty, students, and alumni. DPAP’s other initiatives include the creation of a graduate certificate in advanced international organization development, as well as international course opportunities for students in the MS in Organization Development and Key Executive Leadership MPA programs.

Durant is hopeful that the program will expand in coming years. “I’m so pleased with the way our first year experience with Hertie students and staff has gone that I hope to see this relationship expanding in the years to come, not only with Hertie, but also with other universities around the world,” Durant said, adding that “for our students, it’s hard to overestimate the educational value of an experience abroad and getting outside the echo-chamber of U.S. public policy and administration.”



AU MPP student Hannah Dier with fellow Hertie students in Berlin.



A recent event hosted by Hertie gave students and faculty a chance to engage with political leaders in a discussion about democracy in Europe. The panel featured German Chancellor Angela Merkel, U.K. Prime Minister David Cameron, and Prime Minister of Norway Jens Stoltenberg.

Internship Spotlight



Ryan Ramirez (MPP '13)

Concentration: Science & Technology Policy

Internship: White House Office of Science and Technology Policy

“I had a range of responsibilities from writing memos, to coordinating meetings and events, and assisting with the activities of an interagency

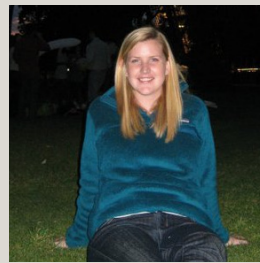
working group. On top of all the practical work experience, I was able to sit in on various meetings and briefings by high level experts on a range of science and technology topics. I gained a broader understanding of energy policy in the US and the federal government’s role within it.”

Lillian Amaechi (MPA '13)

Concentrations: Public Management, Management Consulting

Internship: National Institutes of Health

“The internship with the Special Initiatives Group at NIH has been a tremendous opportunity for me. Our team focuses on delivering innovative process improvement projects within the Office of Human Resources. The position has enabled me to be comfortable with high level clients and with presenting recommendations to senior leaders.”



Melanie Sharry (MPP '13)

Concentration: Global Governance

Internship: Club of Madrid in Madrid, Spain, through a Council for Women World Leaders Summer Fellowship

“Club of Madrid is an NGO composed of former presidents and prime ministers from democracies around the world. I was able to get hands

on experience working on their annual conference on women’s issues, which I will be able to attend this December.”

David Sloand (MPA '13)

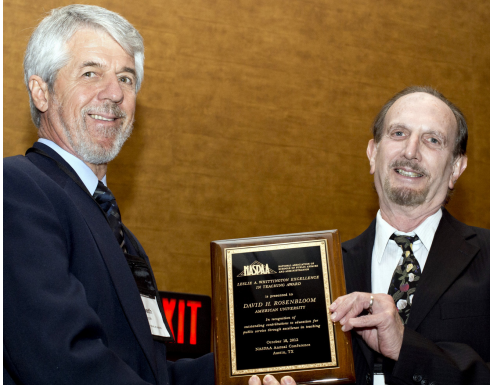
Concentrations: Policy Analysis, State & Local Government

Internship: Office of Data & Accountability, District of Columbia Public Schools, through the Urban Education Leaders Internship Program

“I am currently constructing an evaluation of the program that I am administering at DCPS for use by the Continuous Improvement Team in ODA.”



Rosenbloom and Marvel receive NASPAA awards



Rosenbloom receives the Whittington award from Prof. Ken Matwiczack, University of Texas.



Marvel (left) receives his award along with co-recipient Keri Raissian (center) from Prof. Karl Rethemeyer, University of Albany.

David Rosenbloom, Distinguished Professor of Public Administration, and John Marvel, 2012 PhD graduate, received awards at the 2012 annual conference of the National Association of Schools of Public Affairs & Administration. Both were recognized during NASPAA's annual awards luncheon, held this year in Austin, Texas.

Rosenbloom was honored with the Leslie Whittington Award for Excellence in Teaching, which recognizes "faculty members at NASPAA institutions who make outstanding contributions to education for the public service through excellence in teaching." Rosenbloom was nominated for the award by his former student, **Rosemary O'Leary**, who is now a distinguished professor at the University of Kansas.

A leading scholar in constitutional-administrative law, administrative theory, history, reform, and personnel management, Rosenbloom has been a distinguished professor at AU since 1990. He is a fellow of the National Academy of Public Administration and has received numerous career awards, including NASPAA's Levine Award for Excellence in Public Administration.

Marvel received NASPAA's Emerging Scholar Award, given to PhD candidates and recent graduates who are "exploring the boundaries of our knowledge, developing new methods for advancing our understanding of the public sphere, and seeking answers to new and enduring questions about policy and administration." His award included an opportunity to appear on a special research panel at the conference.

Marvel defended his dissertation in August and is spending the 2012-13 academic year as a full-time instructor in DPAP. His research focuses on public management broadly, with particular interests in work motivation and turnover among public-sector employees. His dissertation committee was chaired by Associate Professor **David Pitts** and included **Jocelyn Johnston**, **Laura Langbein**, and **Sergio Fernandez** (Indiana University).

NASPAA is the largest membership organization of graduate education programs in public administration and policy, as well as the primary accrediting body for masters programs in the field. AU's MPA, MPP, and Key Executive MPA programs are all NASPAA-accredited.

Recent Faculty Research Highlights

Two DPAP faculty members have been awarded funding as part of the SPA Scholars Program: Associate Professor **Anna Amirkhanyan**, for "An exploratory study of contractor advocacy in human service contracts," and Assistant Professor **Ed Stazyk**, for "A new goal ambiguity taxonomy: Examining the psychological effects of political support and goal ambiguity."

Assistant Professor **Seth Gershenson** and Associate Professor **Alison Jacknowitz** have received funding from the American Educational Research Association for their project, "Linking teacher quality, student attendance, and student achievement: Evidence from the ECLS-K." The study will focus on the effects of student absences on student achievement; the impact of teachers on student attendance; and whether the teachers who most effectively improve students' academic achievement are similarly the most effective at encouraging student attendance.

Gershenson also received a grant from the Spencer Foundation that will permit him to explore student absences, teacher quality, and student achievement using linked teacher-student administrative data from North Carolina.

Associate Professor **Jocelyn Johnston** was appointed to an expert panel on government contracting, co-chaired by Stephen Goldsmith, former mayor of Indianapolis, and Ed Rendell, former governor of Pennsylvania. Convened by the Indiana University School of Public & Environmental Affairs, the panel is charged with drafting a report that will provide guidance on contracting for elected officials.

Professor **Howard McCurdy** received funding from NASA for his project, "The Economics of Innovation: Mountaineering and the American Space Program." McCurdy will examine how the emergence of commercial providers and shifts in the relative balance of private and government financing affect innovation, drawing parallels between mountaineering and space exploration.

Associate Professor **Jeremy Shiffman** and SIS assistant professor **Rachel Sullivan Robinson** have received a grant from the John D. and Catherine T. MacArthur Foundation for their project, "Managing the politics of adolescent sexuality education in Nigeria and Mississippi." Shiffman and Robinson will examine the political factors that explain geographic differences in the adoption of sexuality education in the two cases.



Recent graduate tapped to redesign Colombian civil service

Sanabria (PhD '12) will lead team of 20 professors and students to modernize human resources management policy in Colombia

by April Thompson

Professors not only impact students, sometimes their work also can make changes at a national level. Case in point: **Pablo Sanabria** will put his education to work as he leads a team to modernize Colombia's public sector workforce.

Sanabria recently won a \$700,000 grant from the government of Colombia to design the framework of a comprehensive policy that promotes innovative and effective human resource management in the public sector.

"Colombia's public sector gets a mixed review, with modern HR practices in some organizations and less desirable practices such as cronyism, political patronage, and clientelism in others," explained Sanabria, a faculty member at the University de los Andes in Bogotá. "The purpose of this grant is to establish a new baseline for Colombia's public sector and help modernize its human resource management system."

There was strong competition in the selection process from other schools backed by seasoned researchers, but Sanabria says his doctoral studies at AU "gave me the edge. I had state-of-the-art methods and literature at my disposal in developing our proposal." Sanabria added, "AU's ideals of serving society and putting ideas into action have shaped me personally and professionally."

After finishing his PhD last year, Sanabria joined the faculty of the Alberto Lleras Camargo School of Government at the University de los Andes, Colombia's top-ranked university and one of South America's top five. Sanabria's research team will include nearly 20 faculty members and student research assistants from the schools of government, business, and law to develop a comprehensive view of human resource management in the public sector.

The two-year project will start with baseline research to understand the state of Colombia's human resources in the public sector. Taking a bottom-up approach to the research, the team will work with public officials and human resources offices to document current practices and expectations in public sector employment. Simultaneously, the team will undertake a global review of best practices in both theory and practice. The research will culminate in recommendations for the design of a comprehensive human resources policy as well as evaluation methodologies that can be used to measure the policy's effectiveness in the future.

"Many young college graduates are interested in working in the public sector, but discover there is not an easy or well-defined route to getting these kinds of jobs."

The project is a natural outgrowth of Sanabria's PhD dissertation, which analyzed the professional paths of former study-abroad students in Colombia to understand their career choices. Sanabria found that public service motivation, age, and previous experience were among the many factors playing a role in public sector career choice in Colombia.

"Younger workers are more inclined toward public sector, but that changes as people age," he said. "Many young college graduates are interested in working in the public sector, but discover there is not an easy or well-defined route to getting these kinds of jobs, and they end up finding other ways to satisfy their desire to help society."

On the other hand, Sanabria found that those who take the public service path can sometimes be demoralized by their work, feeling that their contribution is not significant enough, paid enough, or appreciated enough by society. "It's important that we make sure that policies and practices are in place to keep public sector workers motivated and feeling valued," said the researcher.

Sanabria knows firsthand the lessons and challenges of a service-driven career path. After earning a master's degree at the London School of Economics, the Bogotá-born professor spent several years in the public, nonprofit, and private sectors before returning to academia, where he felt he could have the greatest impact.

"I realized that I could have a multiplying effect as an academic scholar, especially by helping educate Colombia's future leaders," said Sanabria, who is designing two new master's programs at the university and serves on the board of directors of the International Research Society for Public Management in addition to teaching and research.

Sanabria hopes to have the same impact on his students that AU had on his career trajectory and beliefs about public service.

"American University's ideals of serving society and putting ideas into action have shaped me personally and professionally," said Sanabria. "My PhD helped get me where I am today – teaching at a top university, doing research I love, and hopefully making a lasting contribution to public affairs in my country."

2012 ROHR SYMPOSIUM

Scholars assembled at AU in October for a symposium honoring the life, legacy, and contributions of public administration scholar John Rohr (1934-2011). The event was organized around three areas of Rohr's scholarship: comparative constitutional analysis, regime values, and public service ethics. Assistant Professor Stephanie Newbold and Distinguished Professor David Rosenbloom coordinated the event.

For more on the Rohr Symposium, visit <http://www.american.edu/spa/dpap/Rohr-Symposium.cfm>.



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