Welcome from the DPAP Chair

Welcome to the first edition of our DPAP newsletter, Policy & Administration!

Whether you are considering applying to one of our nationally ranked programs, a current student, an alumnus or alumna, or an existing partner or new friend of DPAP, we hope that you will enjoy this first edition of P&A.

We hope to use its pages to update you on what is happening in the department, to serve as a clearinghouse for faculty and current student accomplishments, and as a means of communication for you to update us on developments in your lives and careers if you are a former student.

In addition to a hardcopy version, we also will be updating an e-version of this newsletter on a regular basis, and we will try to keep up with alumni and faculty accomplishments. Please let us know what you like, don't like, or want to see appear in future editions as we try to use this newsletter to renew old ties and create new ones with you.

As you will see from the newsletter “columns” in this edition, change has been in the air in DPAP for some time—but not just for the sake of change. These changes are visible in our four programs (the MPA, MPP, Key Executive MPA, and AU/NTL) and in our PhD in Public Administration degree. (http://www.american.edu/spa)

The public and nonprofit sectors are experiencing some of the most significant policy and administrative challenges, choices, and opportunities that they have ever faced, and DPAP has refocused accordingly to prepare students to not just address these issues but to become leaders in shaping our responses to them.

One of the most significant challenges facing societies worldwide is figuring out how to harness for public purposes the dynamism of markets, the passion and commitment of volunteers in the nonprofit sector, and the public interest-oriented expertise of the career civil service.

(continued on page 2)

Fiorino to Lead New SPA Center for Environmental Policy

Is it possible to move toward a results-based sense of common purpose when it comes to business, government regulators, and the nongovernmental organizations interested in environmental protection? Are there particular tools that can be used to advance collaborative approaches for dealing with today’s environmental challenges? Are there conditions under which collaborative enterprises might work? Can sustainability be a central organizing principle for public and private sector managers?

Answering these questions, and more, lies at the heart of the mission of SPA’s new Center for Environmental Policy (CEP). And perhaps no one is better qualified to lead CEP than Dr. Daniel Fiorino, formerly of EPA and today distinguished professor in residence in DPAP.

Dan Fiorino is a “pracademic” in the finest sense of the term. He walks comfortably in both the world of practice and the world of scholarship. A career employee with EPA since 1978, Dan most recently was the director of the National Environmental Performance Track at EPA’s premier leadership program, the Environmental Performance Track at the U.S. Environmental Protection Agency in Washington, DC. As EPA’s premier leadership program, Performance Track was designed to recognize and encourage high levels of environmental performance in the private and public sectors and to define a new path for regulatory policy. He was a principal architect of the program when it was created in 2000 under Administrator Carol Browner, and it was strongly endorsed by three successive EPA Administrators.

Dan has authored two books, co-authored or co-edited two others, and published articles in over two dozen scholarly journals and anthologies. He has won multiple awards for his research. His most recent book, The New Environmental Regulation (MIT Press, 2006), evaluates the current regulatory system and proposes a foundation for a new approach.

We’re glad to have Dan Fiorino with us to launch this exciting endeavor!

For more information on the Center for Environmental Policy, please visit: http://www.american.edu/spa/cep/index.cfm
Welcome from the Chair (cont.)

To meet these and other challenges, public agencies and nonprofits are being asked to reconceptualize their purposes, reconnect with citizens, redefine what “administrative rationality” means in organizations, and reengage and marshal more effectively the financial resources that they have or can acquire in an era of fiscal stress. What is more, they are to do so without jeopardizing the values you and I share in a democratic republic—values such as representativeness, responsiveness, accountability, equity, and constitutional rights.

To accommodate these changes, we’ve been engaged in curriculum revisions, administrative reorganization and re-staffing, the hiring of new faculty with new specializations, and the creation of two new SPA centers to add to the existing Center for Democracy and Election Management. The two new centers are the Center for Public Finance Research and the Center for Environmental Policy. In fact, you’ll see many of these changes reflected in messages in this newsletter from our MPA, MPP, and PhD Student Development Coordinators. We are fortunate in making these adjustments to be able to build on a foundation of excellence, the legacy of faculty such as Bernie Ross, Bob Boynton, Claire Felbinger, Bob Cleary, Anita Alpern, Bernie Rosen, Charles Levine, Lee Fritschler, Howard McCurdy, Neil Kerwin, and David Rosenbloom.

In recent years, we’ve built on that legacy in adding some of the finest junior and senior scholars in the nation, including Anna Amirkhanyan, Alison Jacknowitz, David Pitts, Ed Stazyk, Jeremy Shiffman, and Tamara Haffner—many of whom you will read more about in this newsletter. Also, for updates on happenings in DPAP, be sure to go to our website at http://www.american.edu/spa/dpap/.

In conclusion, if you are a graduate of our programs, I want to urge you to update us on professional developments in your career. We also want to brag about you! We hope that future editions will be full of alumni news and notes, so if you have career items or updates that you care to share, please email them to Kaitlyn Belloli (belloli@american.edu).

Also, please pass this newsletter on to others in your alumni and professional networks, as our email database is not what it should be at this point. Thanks!

—Bob Durant

The MPP on the Move!

Greetings from Ward Circle!

If you haven’t been attending classes in the MPP program over the past two years, you’ve missed a whole lot of changes. For one, you probably didn’t know there was such a thing as an MPP director in the department! With the phenomenal growth in student enrollments that we have witnessed over the past two years, the need for a position dedicated to attending exclusively to this program was no longer a luxury. My colleagues and I have been busy. From an average of 50 new students a year three years ago, the MPP program has grown gradually ever since to the point where this semester we are greeting approximately 75 new students this Fall.

Curriculum requirements have also changed since many of you sat in MPP classes to reflect changes in the role of policy analysts. Our MPP students now complete a client-driven project as part of the Practicum course. Students take this course in their final semester of study at American University. The Practicum—with assignments including the client-based team project and 48-hour project—replace the comprehensive examination that many of you took. Organizational Analysis is another course that was recently added as a requirement for graduation, reflecting changes in the role of policy analysts and their need to understand the organizational, political, and social context of policy analysis and to function effectively within it. We’ve done these things without losing the strong quantitative and economic focus that many of you remember.

Starting this academic year, students will take Economics for Policy Analysis instead of Public Managerial Economics. The content of Economics for Policy Analysis is tailored to the needs and career goals of MPP students. To accompany this new economics course, we launched a voluntary mathematics and economics boot camp for incoming students. The boot camp took place over three days the week before classes started this Fall. It reviewed algebra and provided an introduction to microeconomics. You can see and read more about it later in this newsletter, but it suffices here to note that over 70 students took advantage of the boot camp. We have also increased the number of policy-oriented concentration courses. We now offer concentration courses on the following topics: environment and energy policy, global health policy, child and family policy, social policy, national healthcare policy, education policy, and urban policy and community development.

Looking to the immediate future, we’re also in the process this year of putting together an alumni advisory board through e-social networking, as well as a joint MPA/MPP advisory board on federal, state, local, and nonprofit leaders. Please check back often to the DPAP website, as this newsletter will be updated regularly with alumni news. We’d also love to hear from you and get your ideas, recommendations, and personal accomplishments!

—Alison Jacknowitz
Welcome to new students, and welcome back to those of you returning to the SPA halls for the Fall semester!

As you know, our MPA program continues to excel, thanks in no small part to a truly stellar faculty and outstanding students who spread the word about AU as they pursue their professional interests. It gives me great pleasure to tell prospective students that I am fully confident that the AU MPA program is one of the very best in the nation! We compete very strongly with all top programs and will be even more competitive with the new faculty additions this year. Professors Jeremy Shiffman and Tamara Hafner will round out our international course offerings very nicely (see accompanying stories in this newsletter).

On the enrollment front, our numbers continue to grow, with approximately 70 new students entering this fall. But our class sizes are still really manageable! We strive to keep class enrollments below 25 so that students have close contact with faculty. Our students come from all over the U.S. and are attracted to the high-quality faculty, the DC environment, and the “special” AU student-focused culture. Interest remains high in our concentrations on nonprofit management and international management.

The MPA’s flexibility also means that students can and do change their orientations as they progress through the program. A new concentration, Policy and Management, allows the MPA students to pursue their management interests in the context of specific policy areas. We expect that it will attract many students.

One other noteworthy development is the rising interest in summer classes. We have increased our course offerings each year and demand continues to build. These classes allow some students to complete their degrees earlier than they otherwise would.

We are also in the process of creating MPA alumni boards and, as Alison Jacknowitz noted, a joint MPA/MPP Advisory Board comprised of federal, state, and local government administrators and representatives from the nonprofit industry.

Have a terrific Fall!

—Jocelyn Johnston

The PhD Program Update: Shaping the Future

DPAP PhD students continue to publish their research at rates that rival tenure-track faculty in top programs. Their publication record during the 2009-10 academic year includes four books, eight book chapters, and six journal articles. DPAP PhD students also authored or co-authored 25 conference papers, including six at APPAM, five at MPSA, three at PMRC, and two at APSA. Many of these manuscripts are collaborative projects that involve both students and faculty, which serves as strong evidence of our emphasis on faculty-student interaction. The program also continues to encourage students to embody the scholar-teacher model. Five PhD students taught courses this past year, and a sixth facilitated the inaugural MPP/MPA boot camp. A number of DPAP PhD students also participated in the Greenberg Seminars for Effective Teaching.

The PhD program sponsored a number of new initiatives over the past year. We started the year with a very well-attended off-campus social event for doctoral students and their families. The department also increased student involvement in faculty recruitment. We dedicated a lunch meeting for students with each of the finalists as part of their campus visits and included student feedback as a formal component in the selection process. The DPAP research seminar series featured 12 presentations over the course of the year, including six presentations by DPAP doctoral students. Attendance was excellent, with 15-20 attendees at almost every seminar.

We hosted several outside speakers who spent time with our students outside the formal seminar setting. Sergio Fernandez, a highly productive scholar in public management at Indiana University, spent two days with our students in January. He gave a research talk, met with Prof. Stazyk’s Organizational Behavior seminar for a discussion about publication strategies, and was our guest at an off-campus meet-and-greet with students. Prof. Ken Meier’s visit to AU in conjunction with the Levine Lecture included meals with many of our PhD students and visits with two doctoral seminars.

Looking forward, the PhD program welcomes seven outstanding new students this fall. The admissions process was very competitive: we admitted only 16% of applicants, and our admits had a median GPA of 3.85 and combined GRE of 1315. The incoming class includes a Presidential Management Fellow, a Fulbright scholarship recipient, and a lieutenant commander in the U.S. Navy. Our new students come from an impressive array of institutions, including Columbia, Northwestern, NYU, Wake Forest, and the London School of Economics.

Want to know more about our PhD program? Please go to http://www.american.edu/spa/dpap/degrees/PhD-in-Public-Administration.cfm.

—David Pitts
FACULTY NEWS & NOTABLES

Seven DPAP Faculty Win Research or Lifetime Achievement Awards

Stephanie Newbold’s new book, All But Forgotten: Thomas Jefferson and the Development of Public Administration, has been published by SUNY Press, and she will be doing a book signing and guest lecture next Fall at the International Center for Jefferson Studies at Monticello.

Bob Marshak won the Douglas McGregor Memorial Award for the best article appearing in the Journal of Applied Behavioral Science. He also won an award for service to the OD field awarded by the Chesapeake Bay Organizational Development Network.

David Pitts won the Robert W. Bailey Award from the American Political Science Association for the best paper on LGBT politics at the 2009 national conference. He was also appointed to the editorial board of the Review of Public Personnel Administration (ROPPA), the leading journal in public personnel management. He was recently cited as having three of the top 14 most read articles in ROPPA. His article, "Workforce Diversity in the New Millennium: Prospects for Research" (with Lois R. Wise), was the second most read article, while his articles, "Leadership, Empowerment, and Public Organizations" and "Modeling the Impact of Diversity Management," were numbers six and 14, respectively.

Beryl Radin won the H. George Frederickson Award for Lifetime Achievement and Continuous Contributions to Public Management Research Over an Extended Career from the Public Management Research Association.

David Rosenbloom won an award from the American Society for Public Administration for Lifetime Achievement in Public Sector Scholarship on Human Resources Management. His most recent keynote address, "Collaborating against Corruption in Collaborative Governance," was given at the Sixth Cross-Straits Conference on Public Administration, 1-Shou University, Taiwan, August 19, 2010.

Anna Amirkanyan was appointed to the editorial board of Public Administration Review.

Karen Baehler published Adding Value to Policy Analysis and Advice (co-authored with Claudia Scott) with the University of New South Wales Press.

Laura Langbein won the prestigious 2009 Accenture Advances in Public Management Award for the best article published in the International Public Management Journal: “Controlling Federal Agencies: The Impact of External Controls on Worker Discretion and Productivity.”

Jocelyn Johnston’s article, “Effective Contract Implementation and Management: A Preliminary Model” (2002) (with Barbara Romzek), was selected as one of the best articles published in the Journal of Public Administration and Policy (JOPART) since its founding. To access Jocelyn and Barbara’s article, as well as all other articles in the collection, go to: http://www.oxfordjournals.org/our_journals/jopart/collectionspage.html.

Amanda Girth Wins Prestigious Paul A. Volcker Junior Scholar Research Award

A successful dissertation defense, a national research award, and a new baby...not a bad two months for DPAP doctoral student, Amanda Girth!

Amanda’s dissertation, “Accountability and Discretion in the Age of Contracting: When and Why Do Public Managers Enforce Contract Sanctions for Poor Performance?”, is one of the first empirical studies that seeks to determine whether, how much, and under what circumstances state and local public managers sanction vendors for contract performance. Amanda wanted to extend that research to the federal government level and applied for the 2010 Paul A. Volcker Junior Scholar Research Grant Award from the American Political Science Association (APSA). The Volcker Award is a highly regarded and nationally competitive award for junior scholars that was established in 2003 as part of the APSA Centennial Endowment Campaign. It is awarded each year to junior scholars researching public administration issues affecting governance in the United States and abroad. Proposals are judged on their potential to shed new light on important public administration questions, their scholarly and methodological rigor, and their promise for advancing practice and theory development. As the recipient of the award, Amanda receives a $3000 stipend for this next phase of her research.

Then came the coup de grâce: Amanda and her husband, Drew, welcomed baby Ella to their family on July 8th, 2010! Rumor has it that Ella has already begun leafing through Public Administration Review and the Journal of Public Administration Research and Theory.

Congratulations, Amanda!
Mohamed Alaa Abdel Moneim published *Public Opinion in the United States: Studies of Race, Religion, Gender, and Issues that Matter with* AU Professor Rita Simon (Transaction Publishers).

Joshua Chanin co-authored or edited three books and a book chapter during the 2009-10 school year. He co-edited *Federal Government Reorganization: A Policy and Management Perspective* (Jones and Bartlett) with AU Scholar-in-Residence Beryl Radin, and *Public Administration and Law* (Jones and Bartlett) with AU Distinguished Professor David Rosenbloom and Rosemary O’Leary of Syracuse University. Josh also co-edited *What Do We Expect from Our Government?* (Lexington Books) with Beryl Radin. Together with Professor David Rosenbloom, he also wrote “What Every Public Personnel Manager Should Know about the Constitution” for the 5th edition of Hays, Kearney, and Coggburn’s popular textbook, *Public Personnel Administration* (Longman).


Kim Moloney published “Public Administration and Governance: A Sector-Level Analysis of World Bank Aid” in the *International Review of Administrative Sciences*, 75(4), 209-225. She also reviewed *Management Reforms in International Organizations* by Michael Bauer and Christoph Knill for *Public Organization Review*.


William Resh also collaborated with AU Key Program Director, Robert Tobias, on *Agencies in Transition: A Report on the Views of the Members of the Federal Senior Executive Service*. The study was commissioned by the National Academy of Public Administration.

Vassia Stoilov wrote two book chapters and a peer-reviewed journal article this year. She was the sole author on “Voter Registration” in the *Encyclopedia of Campaigns, Elections, and Electoral Behavior* (Sage), as well as “Electoral Security” in the *Encyclopedia of International Security Studies* (CQ Press).

For more on the AU PhD Program in Public Administration and additional publications by our students, go to: [http://www.american.edu/spa/dpap/degrees/PhD-in-Public-Administration.cfm](http://www.american.edu/spa/dpap/degrees/PhD-in-Public-Administration.cfm).

**Recent PhD Student Publications**

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For more on the AU PhD Program in Public Administration and additional publications by our students, go to: [http://www.american.edu/spa/dpap/degrees/PhD-in-Public-Administration.cfm](http://www.american.edu/spa/dpap/degrees/PhD-in-Public-Administration.cfm).
The Passing of an AU Leader, Mentor, Colleague, and Scholar

Shortly before Policy & Administration went to press, we were all saddened to learn of the passing of our friend, colleague, and leader, Professor Emeritus Bernard Ross.

Bernie Ross joined the faculty of what was then AU’s School of Government and Public Administration (SGPA) in 1967 while finishing his PhD at New York University. He remained on the AU faculty for his entire career until his retirement. He was an exemplary teacher, scholar, and mentor. He had a remarkable influence on many students, alumni, and colleagues during his 38 years at AU.

During his service on the faculty at AU, he directed SGPA’s Center for State and Local Government, the Urban Affairs Program, and, later, AU’s World Capitals Program, the forerunner of AU Abroad. Most importantly for us, he served for a decade as chair of the Department of Public Administration and, prior to that, for five years as director of Public Administration programs before the department was formed. During his tenure, the department achieved national recognition as one of the top ten Public Administration programs in the nation. He also led the expansion of the department’s offerings in the field of public policy.

Over the years, Bernie won numerous awards, both within the university and in the profession, for outstanding teaching, scholarship, and service. In 1998, he was elected a Fellow of the National Academy of Public Administration, a singular honor accorded to scholars and practitioners whose work has significantly advanced the public interest. He authored four books and many articles, most of which focused on urban affairs, a field in which he became nationally renowned. His textbook, Urban Politics (with Myron Levine), went through seven editions.

Much of the reputational success that we enjoy today, and are able to build on, is a legacy of Bernie Ross’ tireless work on behalf of the School of Public Affairs, DPAP, and the thousands of students he taught and mentored during his career at AU.

Information on the Dr. Bernard H. Ross Public Administration Scholarship Fund, in recognition of Dr Ross’ 38 years of scholarly service, can be found at the following website: http://www.american.edu/spa/resources/awards/Bernard-Ross.cfm.

Inaugural Charles H. Levine Memorial Lecture on Public Administration and Policy Attracts Family, Friends, Students, and Admirers

Nearly a quarter century after his untimely passing, the memory of Charlie Levine can still pack a room.

The Charles H. Levine Annual Memorial Lecture in Public Administration and Policy was established in 2010 to honor the life, scholarly contributions, and public service of one of the most respected public management scholars in these fields, and the first Distinguished Professor of Government and Public Administration in the School of Public Affairs (SPA) at American University. Charlie was a leading champion of the civil service. He was the author or coauthor of nine books, including such classics as Managing Fiscal Stress and The Politics of Retrenchment. He was also widely published in leading journals of public administration and policy, and was known for his seminal works on cutback management in fiscally challenging times.

On the evening of March 18, 2010, over 100 faculty, students, friends, guests, and family members filled the Mary Graydon Center Board Room to pay their respects to Charlie Levine’s memory and to hear Distinguished Professor and Charles H. Gregory Chair in Liberal Arts Kenneth J. Meier of Texas A&M University deliver the first Levine Lecture. Professor Meier is one of today’s most accomplished scholars in public administration and policy. Professor Meier’s numerous awards include the American Society for Public Administration’s Dwight Waldo Award and the American Political Science Association’s John Gaus Award. His talk, “Public Management and the Governance Process,” demonstrated the centrality of public management in addressing today’s public policy challenges, with special emphasis on how public management research can offer guidance in the area of educational policy reform in the United States.

As part of the lecture series, and reflecting the values that Charlie Levine stood for, Professor Meier spent several days on campus visiting classrooms and meeting with PhD students to discuss professional development and promising avenues of future research.

For more on Charlie Levine’s career, Ken Meier’s research and career, and the Charles H. Levine Memorial Fund for PhD professional development, please go to: http://www.american.edu/spa/dpap/levine_fund_lecture.cfm.

Policy & Administration
Congratulations to Larry D. Czarda, 1976 MPA graduate, who was named president of Greensboro College on March 9, 2010.

Another 1976 MPA graduate, William J. Trahant, is a senior executive advisor at Booz Allen Hamilton.

The Grocery Manufacturers Association appointed Todd Turner, 1993 MPA graduate, as vice president of Industry Affairs.

Ron Kendall, who graduated from American’s MPA program in 1996, joined the Subcommittee on Economic Development, Public Buildings, and Emergency Management as staff director.

Carolyn Dungee Nicholas, 1977 MPA graduate, has written a remarkable biography of her mother, former District of Columbia Councilmember Hilda Howland Minnis Mason, entitled Hilda. The biography describes her mother’s rise to prominence despite personal tragedy and the oppressions she faced during the Jim Crow era.

Anne Klein, a 1996 MPA graduate, is director of energy sustainability for St. Louis County in Missouri.

Amy K. Dacey is now the executive director of Emily’s List, the nation’s largest resource for women in politics. Dacey graduated from American University with a MPA in 1995.

Yongjin Chang, PhD in Public Administration, is a research professor at Korea University.

Judy Reese Morse, from the MPA class of 1991, is serving the city of New Orleans, LA, as deputy mayor and chief of staff.

Bill Brown has recently become budget coordinator for the School of Public Affairs at American University.

Send us your updates!!!
(belloli@american.edu)

Catching Up with Our Alums

First Math & Economics Boot Camp

By Mike Unger, August 18, 2010

Lisa Shuman last sat in a college classroom five years ago. As an incoming master’s of public administration student, she wanted to hit the ground running, so on a sweltering mid-August weekend, she enrolled in boot camp.

This particular camp, held for the first time by AU’s School of Public Affairs, took place in the friendly confines of air-conditioned Beeghly Hall. Roughly 70 incoming MPA and master’s of public policy students spent three days reinvigorating the math and economics parts of their brains.

“This is a way for students to brush up on some of the math they’ll have to use in detail and some of the principles of microeconomics,” said Alison Jacknowitz, director of the MPP program.

In addition to working through equations, reviewing probability and algebra, and re-examining economics, students listened to lectures from their future professors and mingled with their future classmates.

“It’s nice to meet people before school,” said Raesah E’Tawil, an MPA student. “You can figure out who’s good at [math and economics], so you can hit them up for help.”

All joking aside, the weekend proved invaluable to many like Shuman, who graduated from Syracuse University with a bachelor’s degree in political science.

“I’ve taken a few econ classes, and I’m generally okay in math,” she said. “But it’s always good to get in a review.”

MPP student Katie Sinks agreed, “It never hurts to be refreshed beforehand so you can be on the ball when it really counts.”
New 2010-2011 Partnership with Texas A&M Offers Post-Doctoral Fellowships for Under-Represented Groups

The underrepresentation and mentoring of historically disadvantaged groups in academia have attracted much attention in the United States. DPAP, SPA, and American University have entered into a partnership with the Department of Political Science at Texas A&M University to help do something about it. Beginning in the 2010-11 academic year, pre- and/or post-doctoral scholars from Texas A&M will be joining DPAP for one year of residence, research, teaching, and writing.

The fellows will consist of scholars from underrepresented groups with specializations relevant to public administration, public management, and public policy. The fellows will interact with other scholars in DPAP—as well as in SPA more broadly—will receive career advice and mentoring from them, and will gain valuable teaching experience. We would expect the fellows to teach one course per semester, make one research presentation to the faculty during the academic year, be available for occasional classroom visits arranged by other professors, and be available for mentoring with students. Our aim is to incorporate the fellows as much as possible into the general faculty experiences of DPAP and the SPA.

Under the leadership of Professor Ken Meier, the political science department at Texas A&M has one of the most envied records of producing excellent PhDs who are members of underrepresented groups, and so we are proud to be the first program to affiliate formally with that effort.

Dr. Jeremy Shiffman joins DPAP as an associate professor. He conducts research in the field of global health and has a particular interest in the politics of health policymaking and administration in low-income countries. Formerly associate professor of public administration at the Maxwell School of Syracuse University, Shiffman has written on maternal mortality, infectious disease control, HIV/AIDS, family planning, reproductive health, donor funding for health, and health sector reform. He has conducted research in countries across Asia, Africa, and Latin America. He has been the recipient of several external grants, including a $1.1 million grant from the Bill and Melinda Gates Foundation. He has earned four teaching awards during his career.

Dr. Tamara Haffner joins us as an assistant professor after completing her PhD at the Maxwell School, Syracuse University. She works in the area of international health policy and administration. Her research presently focuses on global R&D policy, especially as it relates to access to medicines in developing countries. She will also fill a long-standing gap in our curriculum related to comparative administrative systems.

Dr. Taryn Morrissey (PhD Cornell) joins the DPAP faculty this year. She has been serving as a health policy advisor on the staff of the U.S. Senate Health, Education, Labor, and Pensions (HELP) Committee. She accepted the DPAP position after serving as a health policy advisor to Senator Edward M. Kennedy and the Senate HELP Committee’s Health Policy Office, focusing on the Senate’s healthcare reform bill. She is an accomplished researcher, having consistently published in peer-reviewed scholarly journals while working full-time on Capitol Hill.


Alison Jacknowitz published the lead article, “Transitions Into and Out of the WIC Program: A Cause for Concern?,” in Social Service Review.


George Guess will publish the 3rd edition of Cases in Public Policy Analysis.

Beryl Radin led a discussion at the National Academy of Public Administration on “Overhead Agencies and Permanent Government: The Office of Management and Budget in the Obama Administration.” Beryl also co-edited (with Stu Bretschneider, Carolyn Heinrich, and Craig Thomas) an e-virtual edition of JPART honoring the 20th anniversary of the journal and the contributions of George Frederickson to the founding and development of JPART.


David Rosenbloom’s Public Administration and Law (coauthored with Rosemary O’Leary) was published in Chinese by Sun Yat-Sen University Press (also called Zhogshan Daxue) in Guangzhou, PRC.


Bob Tobias, working with Marick Masters and Christine Merchant, sponsored a Conference on “Creating Labor-Management Forums to Improve Delivery of Government Services.” Thirty labor leaders and 30 management representatives attended the half-day conference, including OPM Director John Berry; OMB’s Deputy Director for Management and Chief Performance Officer, Jeffrey Zients; U.S. Senator Ben Cardin; Congressman Gerry Connolly; and a union and management representative from Kaiser Permanente. They addressed how to create metrics to measure the performance of collaborative labor management relationships.


Dan Mullins has been working in Serbia on a seven-person World Bank team focused on the design of justice sector reform in Serbia. The JPEIR is intended to facilitate Serbia’s eventual accession to the EU and improve the performance of justice-sector services to Serbian citizens. Dan’s specific responsibility is to design and lead the expenditure and financial management components of the review. Dan is also director of the Center for Public Finance Research at American University and the managing editor of Public Budgeting and Finance, the leading journal in this field.

Sonja Walti (with Henrik Enderlein and Michael Zürn) is finishing up work on her co-edited book, Multilevel Governance Handbook, to be published by Cheltenham: Edward Elgar.