Welcome to the second issue 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 friend of DPAP, we hope that you will enjoy this second edition of P&A.

As you will see from the newsletter “columns” in this edition, renewal has been in the air at DPAP. Part of that renewal comes from re-enforcing AU’s and SPA’s historical public service mission. Like many public and nonprofit organizations, AU, SPA, and DPAP have been engaged in an extensive strategic planning exercise over the past two years that stresses alignment, reinvention, and re-tooling to meet new environmental threats and opportunities.

Also prompting critical self-reflection in DPAP is the reality that the public and nonprofit sectors are experiencing some of the most significant policy and administrative challenges, choices, and opportunities that they have ever faced. They are being asked to re-conceptualize their purpose, re-engage with stakeholders, re-define administrative rationality, recapitalize their assets, re-engage their resources, and re-activate democratic constitutionalism.

Nationally ranked programs such as ours cannot afford to rest on their laurels.

The challenges for DPAP in keeping its research, teaching, and service missions abreast of these developments can also be summarized in terms of its own “6Rs” of renewal. We hope that this issue of P&A will help keep you abreast of these efforts and perhaps even prompt you to join in them.

We engaged all last Fall semester in “re-conceptualizing” how our mission relates to trends in governance in the U.S. and abroad. To help in this task in the future, we have “re-engaged” financial resources and intellectual capital to create a 14-person DPAP Advisory Board. The latter also helps us “reconnect” with key stakeholders in the public, private, and nonprofit sectors.

As the accompanying story details, we are welcoming some of the nation’s leading practitioners as our new partners in program, internship, and professional development. As another story in this issue shows, we have also “recapitalized” our faculty as we continue to match faculty skills with emerging trends in the public service, public problems, and governance more generally.

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Rainey to Deliver 2nd Annual Charles H. Levine Memorial Lecture

DPAP and the School of Public Affairs are proud to announce that Professor Hal G. Rainey, Alumni Professor of Public Administration in the School of Public and International Affairs at the University of Georgia, will deliver the second annual Charles H. Levine Memorial Lecture in Public Administration and Policy. The lecture will take place in mid-March, and the lecturer visits with PhD students and classes over a three-day period.

A close friend and associate of Charlie Levine, Rainey concentrates on research and teaching in public management and organizational theory, and he is one of the field’s premier scholars in these areas. Rainey’s research has emphasized leadership, incentives and motivation, and reform and change in public and nonprofit organizations.

A prolific scholar and contributor to leading refereed journals in public administration and public management, Rainey’s book, Understanding and Managing Public Organizations (4th ed.), has introduced thousands of students to our field in the U.S. and abroad. For his scholarly accomplishments, Rainey has received many awards, including the Dwight Waldo Award for Career Contributions in Scholarship from the American Society for Public Administration (ASPA), as well as the Charles Levine Award for Excellence in Teaching, Research, and Service awarded jointly by ASPA and the National Association of Schools of Public Affairs and Administration. He is an elected fellow in the National Academy of Public Administration.

To learn more about the Levine Lecture and Endowment, go to american.edu/SPA-Levine.
Reflection, Recommitment, and Renewal (continued from page 1)

In recent years, we’ve built on DPAP’s legacy by adding some of the finest junior and senior scholars in the nation to our faculty, including Anna Amirkhanyan, Jocelyn Johnston, Alison Jacknowitz, David Pitts, Ed Stazyk, Jeremy Shiffman, and Tamara Hafner. The four new assistant professors and one postdoctoral fellow reviewed in the story add to our strengths in nonprofit and public management, education policy, social policy, health policy, and micro-economics.

DPAP has also been heavily engaged in “revitalizing” democratic constitutionalism at home and abroad. Our feature interview in this regard is with Distinguished Professor David Rosenbloom. He talks about his two years of teaching, writing, and lecturing in the Far East. As the “Faculty News & Notables” section of this issue illustrates, however, his colleagues in DPAP have also been busy in helping to shape the metes and bounds of our thinking about public service, policy issues, and democratic values.

As in the last issue of P&A, our program directors continue to build on prior accomplishments, while adapting our traditional MPA, MPP, and PhD programs to changes in the public service. Likewise, our two major executive programs—the Key and AU/NTL programs—as well as several of our faculty members are heavily involved in internationalizing their student cohorts, offering new programs in foreign countries, and bringing theory to bear on practice overseas.

We hope you find this edition of P&A informative and that you will pass it on to others in your alumni and professional networks. We also hope that alumni will keep us updated on their careers and send their suggestions along to us for future stories.

—Bob Durant

Meet our 5 New Faculty Members for AY 2011-2012!

Meredith Walker, Texas A&M University
Meredith will join us in 2011-2012 as the inaugural DPAP/SPA Post-Doctoral Fellow in Public Administration and Policy. This fellowship results from a partnership with the Department of Political Science at Texas A&M University. Meredith is presently completing work on her dissertation, “Assessing the Intersection of Race and Gender in Public Policy and Public Management: An Examination of African American Males in Education.” Meredith has one refereed coauthored article forthcoming in the journal, Economics, Management, and Financial Markets, and has another under review. Her primary research interests lie in the areas of race and public administration and management. She has also held administrative positions with Texas A&M’s Project for Equity, Representation, and Governance.

Seth Gershenson, Michigan State University
Seth is a PhD Candidate in Economics at Michigan State University with a primary focus on education policy. He was recently honored with the Pre-Doctoral New Scholar Award by the American Education Finance Association. He has taught seven classes and received a teaching award from Michigan State University. His approach to teaching and scholarship is to apply economic approaches to practical, policy-driven questions in public education, specifically teacher behavior. His work is largely driven by his own experiences as a substitute teacher prior to graduate school.

Taryn Morrissey, Cornell University
Taryn earned a PhD in developmental psychology with a minor in social and health systems planning from Cornell University in 2008. She presently is a temporary assistant professor of public administration and policy at American University. She previously served as a health policy advisor on the staff of the U.S. Senate Health, Education, Labor, and Pensions Committee. In that capacity she advised Senators Edward Kennedy and Tom Harkin on health care reform. She has authored nine journal articles, several book chapters, and had her research funded by NIH.

(continued on page 3)
New Faculty  (continued from page 2)

**Lewis Faulk, Georgia State University**

Lewis is completing his PhD in public policy with a focus on nonprofit organizations in the joint Georgia State University/Georgia Tech University doctoral program. He has an MS in urban policy from the Andrew Young School at Georgia State University and a BA from Davidson College. He has an article in *Nonprofit Management and Leadership*, a leading nonprofit journal, and three other publications. He was named the Outstanding Doctoral Student in Public Policy at Georgia State University/Georgia Tech University in 2010 and has a best paper award from the Association for Research on Nonprofit and Voluntary Action (ARNOVA).

**Bradley Hardy, University of Kentucky**

Bradley is completing his PhD in economics at the University of Kentucky and holds an MPP from Georgetown University. His research focuses on intergenerational income mobility. He has held research assistantships at the Center for Budget and Policy Priorities in Washington and the Kentucky Center for Poverty Research. He is a board member of the National Economics Association, which is an organization dedicated to promoting the professional experiences of minority economists. He has taught several courses in microeconomics while at the University of Kentucky.

For a complete listing of DPAP faculty bios, go to [american.edu/spa/dpap](http://american.edu/spa/dpap).

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### The MPA Program Update

**Jocelyn Johnston**

MPA Program Director

Spring semester brings lots of recruitment activities, deftly managed by Assistant Dean Jackie Linde and her staff. And for the MPA and MPP directors, Spring semester means admissions files! Our incoming Fall 2010 classes, roughly 75 for each degree program, were the largest ever. Renee Howatt is deeply involved in helping with the admissions process for MPA and MPP students (last year, she reviewed nearly 700 applicant files!!), and we look forward to working closely with her this spring to ensure that we have as strong a crop of new students as possible.

With the additions of Professors Shiffman and Hafner this year, and with Professor Lewis Faulk joining us in the Fall in the area of nonprofit administration, the MPA faculty will be revisiting the concentrations in international management and nonprofit management. Janet Nagler will be integral to our review of these concentrations, as well as our numerous certificate programs. The good news is that we should be able to expand offerings in both these concentrations. For those MPAs interested in nonprofits in an international context, these three faculty will be invaluable.

In teaching the capstone course this Fall, I was gratified to see how many of our final semester MPAs were already working in jobs that make good use of their skills. Their positions ranged from analysis in national health care lobbying organizations, to “in the thick” of Capitol Hill congressional offices, to working for interesting nonprofits (including our own American University—a certified nonprofit organization!), to administrative work in the EPA, to managing the GSA’s work on the Recovery Act, to revamping major components of the Peace Corps.

Finally, we look forward to preparing for Spring 2011 commencement, and the launching of a very fine group of students who will leave us with MPAs. They are already securing positions throughout government and the nonprofit sector. (For those of you now securing jobs, do let us know where you’re “landing.”) And for those of you who will be with us for a bit longer, stay tuned for the summer schedule. We continue to work to bring the widest range of courses possible for both summer sessions so that students can progress more speedily through our programs if they wish to do so.

Have a terrific spring semester!

Greetings from the DPAP PhD program! Our students had a very productive fall semester, and there are a number of positive developments to share. Perhaps the most exciting news is that two of our students, Josh Chanin and Bill Resh, have accepted tenure-track faculty positions for next fall. You can read more about Josh and Bill’s new opportunities on page 12.

Several of our doctoral students’ research appeared in print this past semester. Josh Chanin and Kim Moloney were among those featured in Public Administration Review’s special issue on the future of public administration. Vassia Stoilov’s research on voting identification requirements was published in the American Review of Public Administration, and Bill Resh’s work on the administrative presidency appeared in the Review of Public Personnel Administration. John Marvel and Kim Moloney both had manuscripts accepted for publication in upcoming issues of Public Administration Review.

Our students were also busy on the conference circuit this fall, presenting 10 papers at the American Political Science Association for Research on Nonprofit & Voluntary Action conference, Association for Public Policy Analysis & Management, and presenting 10 papers at the American Political Science Association con-

Happy New Year! We are preparing for our students to return from their winter breaks and for spring classes to commence. This is an exciting time of the year when many of our first- and second-year MPP students begin to seriously search for summer internships or jobs. Examples of recent summer internship and job placements include: the Social Security Administration, Whitman Walker Clinic, DC Public Schools, Families USA, U.S. Department of Health and Human Services, and the Urban Institute. Students seek information on jobs from our faculty, the Career Center, alumni, and their peers in the MPP and MPA programs.

This year several students also applied for fellowships for next year with support from the Office of Merit Awards. For example, second-year MPP student, Patrick Lucey, is one of forty finalists for the Bosch Fellowship. He is traveling to New York City this month for interviews. If he is awarded the Bosch Fellowship, he will spend a year in Germany studying telecommunications policy. Finally, there are several second-year MPP students who are applying to PhD programs in public policy or public administration.

Finally, DPAP has initiated a new award for student research that will be conferred each year in conjunction with the Charles H. Levine Memorial Lecture. The Outstanding Doctoral Student Manuscript Award will recognize a manuscript that makes a particularly strong contribution to the literature in either public administration or public policy. A committee of three external judges will select the winning manuscript, and the winner will be announced at the Levine Lecture in March.

Thanks for all of your support for our doctoral students!

Please go to our website at: http://www.american.edu/spa/dpap/degrees/MPP-PPOL.cfm.
Engaging the world has long been a focus of American University.

For the last two years, Distinguished Professor David Rosenbloom has done precisely that. He has been on unpaid leave from SPA visiting the City University of Hong Kong’s Department of Public and Social Administration as a Chair Professor of Public Management. “Chair Professor” is a professorial rank equivalent to distinguished professor at AU.

He had worked with the Department of Public and Social Administration in one capacity or another since 1992. David’s research project was on “The Impact of the Courts on Public Management in Hong Kong” and was funded through a grant by CityU. With David now back with us in the Ward Circle building, P&A took this opportunity to catch up with him about his experiences in Hong Kong.

P&A: What were your formal responsibilities as Chair Professor at CityU?

During the two years, I taught two PhD-level courses on the “Intellectual History of Public Administration.” The students were mostly from mainland China (PRC), and I found the classes very enlightening and enjoyable. The students are exceptionally hard-working and dedicated, as one would anticipate, but also equipped with a great sense of humor. In addition, I taught sessions on case studies, legal research, and historical research in a PhD course on methodology. My research focused primarily on the impact of court decisions on the Hong Kong Equal Opportunities Commission. Eventually, I hope to extend it to analyses of the relationships between courts and three other administrative units: the ombudsman and the agencies that handle complaints against police and the Housing Authority.

P&A: You also had some unanticipated administrative responsibilities while there as well, correct?

Yes, from September 6 to December 15, I served as acting department head. Having chaired the Public Administration Department (as it was then called) at AU, chairing at CityU turned out to be an interesting comparative cross-cultural experience. The most obvious difference was managing a much larger staff, numbering 12, at CityU. The larger staff notwithstanding, the daily workload at CityU was significantly greater because the department head’s approval is required for a much larger range of activity, including faculty members’ requests to take various forms of leave in daily or half-day increments.

P&A: Our understanding is that you also did an immense amount of lecturing outside CityU. Can you summarize what that entailed?

Sure. During the two years, I gave 23 invited lectures at a wide variety of universities in mainland China, Taiwan, and South Korea. These were mostly on collaborative governance, administrative reform, and writing for publication in U.S. academic journals. Among the highlights were keynote addresses at conferences at Tamkang and I-Shou Universities in Taiwan, Seoul National University, Fudan University in the PRC, and the Hong Kong Independent Commission Against Corruption.

P&A: What were the major adjustments you had to make to teaching, research, or whatever, and were there any that they had to make to you?

CityU is an English-speaking institution. However, as recognized by a course given in its College of Humanities and Social Sciences, the world has a wide variety of “Englishes.” Some words in Hong Kong English have a meaning precisely opposite of that in U.S. English. For instance, while chairing a department meeting, I learned that “to table” an item in Hong Kong means to initiate a general discussion of it rather than to postpone or terminate its consideration, as would be the case in the United States. I came across several words I had never heard before, such as “invigilate” (to proctor an exam) and others that have a different connotation. Among the latter, a “scheme” in Hong Kong is a plan, with no nuance of surreptitiousness. The greatest adjustments in teaching were to simplify my vocabulary and to substitute Chinese examples for U.S. ones to the maximum extent possible. One of the greatest difficulties I have in teaching abroad is explaining the subject matter without reference to specific administrative, legal, and political systems, that is “acontextually.”

P&A: How would you characterize the study of PA in Hong Kong, China, the Far East generally? What can we learn from scholars there? What can they learn from us?

My view is that for the most part, public administrative systems and practices cannot easily be transferred across substantially different political systems and cultures. On my visits to Chinese universities, faculty emphasized that China needs to develop public administrative systems and an administrative culture that fit its political, economic, and social conditions. Some techniques can be borrowed or adapted, but if the fundamentals are at odds with the regime, culture, and national needs, public administration will be problematic and, probably, dysfunctional. We can learn from each other’s practices, but appropriate adaptation is crucial.

P&A: What did you learn about public administration or see in different light having spent two years abroad?

I learned a lot about the Chinese and Hong Kong administrative systems. I suppose the most obvious lesson is that even when the administrative problems are essentially the same, the solutions, if any, may be radically different. In practice, this means that diagnosis doesn't automatically lead to successful prescription, which is something that administrative reformers often fail to understand.

P&A: If you were giving advice to others thinking about an extended stay at a university abroad, what would you say?

Teaching and working in universities abroad is potentially a wonderful experience. My advice is threefold. First, immerse oneself in the local culture, including the organizational culture of the host university. Understand those cultures, don’t fight, judge, or compare them to the United States. Second, before going, make sure the daily living situation will be satisfactory. CityU is ideal. It provides easily affordable on-campus faculty housing, is on two train (subway) lines, and is connected to a shopping mall that has an excellent supermarket with both western and eastern foods. Renmin (People’s) University of China also has good on-campus housing. When I taught at Tel Aviv and Hebrew Universities in Israel, finding housing was a major headache. Third, if you don’t already speak it, make a realistic decision about learning the local language and stick to it. I didn’t devote any time to learning Cantonese in Hong Kong because one can get along well in English, and Mandarin (“Putonghua”) is the dominant language in the PRC and Taiwan. By contrast, when I taught in Israel, I made a major and very time-consuming effort to learn Hebrew and was able to teach my courses in it after one year.

What’s left for you to do research-wise after such a pathbreaking career?

I still want to write a definitive book on the intellectual history of U.S. public administration. Even though the sequence of ideas is well known, there is still no study that explains their relationship to political, economic, social, and other historical conditions.
The linking of theory to practice is the essence of how our faculty approaches graduate education in both our MPA and MPP programs. Besides the faculty’s own academic and practical experiences in discerning what our graduates need to be successful in their careers in public service, we tap the expertise of a diverse advisory board of accomplished practitioners who are leaders in their field. They represent national professional associations, government organizations, research organizations, consulting firms, and policy areas of interest to our students.

Collectively, these public service leaders bring perspectives and expertise across federal, state, and local government levels in the U.S. and that span experiences in the public, private, nonprofit, and international sectors. In the process, they alert us to evolving challenges, issues, trends, and opportunities in their areas of expertise that help keep our curriculum and, hence, students’ educational experiences fresh, relevant, and dynamic.

Our advisory board members also help us identify the skills, knowledge, and values our graduates need for success; alert us to and provide real-world projects for our courses; and identify internship and career employment opportunities in their areas of expertise. We are honored that the following public, private, and nonprofit leaders have agreed to serve a three-year term on our board:

**David C. Bowen, Bill and Melinda Gates Foundation**

Dr. Bowen is currently deputy director for global health policy and advocacy at the Bill and Melinda Gates Foundation. In this role, he has responsibility for interactions between the foundation and governments worldwide. He was formerly chief health counsel to Senator Edward Kennedy and staff director for health of the Senate Committee on Health, Education, Labor, and Pensions. He left the Senate staff following the successful enactment of health care reform legislation. In 1999, Dr. Bowen joined the staff of the Senate Committee on Health, Education, Labor, and Pensions as a Congressional Fellow with the American Association for the Advancement of Science. From 2000 to 2002, he held a joint appointment as a visiting fellow in the Department of Health Care Policy at the Harvard Medical School. Prior to joining the committee staff, Dr. Bowen received his undergraduate education at Brown University, then earned a PhD in neurobiology at the University of California, San Francisco.

**Jennifer Chandler, National Council of Nonprofits**

Ms. Chandler has over 20 years of experience working in the nonprofit sector at all levels: as a program volunteer, board member, senior staff member, and legal advisor. As vice president and director of Network Support and Knowledge Transfer for the National Council of Nonprofits, she focuses on connecting networks of local, state, and regional nonprofit associations with resources that build their capacity to support and serve close to 24,000 member organizations nationwide. Prior to joining the National Council in July 2009, she served as senior counsel and director of Special Projects for
the Nonprofit Risk Management Center, a nonprofit that helps other nonprofits understand and control risk. Jenny’s role with the center included designing training tools and presenting workshops on topics ranging from fundraising risks to good governance. She is the author of numerous articles on risk management topics and two texts on personnel practices for nonprofits, including, *Taking the High Road: A Guide to Effective and Legal Employment Practices for Nonprofits*, 2nd Edition (2006) (coauthored with Melanie Lockwood Herman).

**William (Bill) Eggers, Deloitte**

Mr. Eggers is global director of the Public Sector Industry, Deloitte Research; the global director for Deloitte Research; and executive director of Deloitte’s Public Leadership Institute. Deloitte provides consulting services to public and private organizations worldwide. Bill is responsible for research and thought leadership for Deloitte’s Public Sector practice. He is a former appointee to the U.S. Office of Management and Budget’s Performance Measurement Advisory Commission and the former project director for the Texas Performance Review/Texas initiative. Bill’s book, *Governing by Network*, was the Academy of Public Administration's 2005 Louis Brownlow Award for the best book on public management. In addition, his book, *Revolution at the Roots*, won the 1996 Sir Anthony Fisher Award for the book “making the greatest contribution to the understanding of the free economy during the past two years.” He is a former senior fellow at the Manhattan Institute for Policy Research and the former director of Government Reform at the Reason Public Policy Institute. He is a fellow of the National Academy of Public Administration.

**Margaret (Peggy) Focarino, U.S. Patent and Trade Organization**

Ms. Focarino is currently deputy commissioner for patents for the U.S. Patent and Trademark Office. She was appointed to this position in September of 2009. Prior to that, from January 2005, she was deputy commissioner for patent operations. She coordinates and provides training to patent professionals and technical support staff in patent practice and procedures, use of automated systems, and budget and performance planning. The deputy commissioner for patents also provides administrative oversight for examination-related trilateral and international projects. She received the Department of Commerce Bronze Medal Award in 1993 for her work as a supervisory patent examiner and the Department of Commerce Silver Medal for leadership in 2010 for leading a joint union and management task force that developed and implemented the first significant changes to the patent examiner work credit system in more than 30 years. Ms. Focarino was the 2010 recipient of American University’s Roger W. Jones Award for Outstanding Executive Leadership.

**Jonathan Foley, U.S. Office of Personnel Management**

Mr. Foley is director, Planning and Policy Analysis, U.S. Office of Personnel Management (OPM). In that role, he manages a team that provides advice to the director of OPM on human resource manage-
DPAP Advisory Board (cont.)

ment policy, the Federal Employees Health Benefits program, health reform, and workplace wellness. From 1999 through 2008, Jon worked for the New Zealand Ministry of Health assessing health system performance and developing and implementing primary health care policy. His prior experience included developing and managing public health and primary care programs in the State of Maryland, consulting on hospital financing in Sierra Leone, and managing a community health center in the State of West Virginia. Jon graduated with a masters degree in public administration from the Maxwell School of Citizenship and Public Affairs and received his BA from Colgate University.

Janice R. Lachance, Special Libraries Association and Former Director, U.S. OPM

As CEO of the Special Libraries Association (SLA), Ms. Lachance is spokesperson and global ambassador for its 11,000 members working in 75 countries on five continents. She is former director of the U.S. Office of Personnel Management (OPM) under President Clinton, and member of the Joint Board of Directors and chair of the CEO Advisory Board of the American Society of Association Executives (ASAE) and The Center for Association Leadership. Prior to becoming director of OPM, she was the agency’s deputy director (1997), chief of staff (1996-1997), and director of communications and policy (1993-1996). Previously, she served as director of communications and political affairs and policy advisor for the American Federation of Government Employees (1987-1993). After leaving OPM in 2001, Janice transitioned to a management consulting practice specializing in strategic planning, communications, human resources management, and organizational transformation for membership and nonprofit organizations. She is also a fellow and member of the Board of Directors of the National Academy of Public Administration.

Dr. Olivia Golden, The Urban Institute (invited)

Dr. Golden, a fellow at the Urban Institute, is an expert in child and family programs at the federal, state, and local levels with a special interest in the way services are delivered on the front lines. She first served as a fellow at the Institute from 2004 to early 2007, guiding its Assessing the New Federalism project, which tracked the federal government’s transfer of authority to states of health and social welfare programs. She later shepherded the project’s transformation into a research unit focusing on low-income working families. During 2007, she oversaw the management of all state government agencies as Eliot Spitzer’s director of state operations in his first year as New York’s governor. From 2001 to 2004, she was director of the Child and Family Services Agency of the District of Columbia. She was also director of programs and policy at the Children’s Defense Fund (1991-1993) and budget director of Massachusetts’s Executive Office of Human Services (1983-1985). From 1993 to 2001, she served in two presidially appointed positions within the U.S. Department of Health and Human Services, first as commissioner for children, youth, and families and then as assistant secretary for children and families.

Theodore (Tad) McGalliard, International City/County Management Association

Mr. McGalliardi is director of sustainability initiatives at the International City/County Management Association (ICMA). Founded in 1914, ICMA is the premier local government leadership and management organization in the world. The Center for Sustainable Communities is ICMA’s research, outreach, and technical assistance hub at the intersection of effective local government management and environmental sustainability efforts. The center is the home for a number of currently funded projects, including the National Brownfields Conference, the Solar America Communities Outreach Partnership, and the Local Government Environmental Assistance Network. Prior to joining ICMA, Tad worked with Cornell University’s Center for the Environment in a variety of capacities. Previously, he served as the assistant director of Cornell’s Work and Envi-
ronment Initiative, an applied research program focused on eco-industrial development and labor involvement in organization-wide environmental improvement.

**J. Christopher Mihm, U.S. Government Accountability Office**

Mr. Mihm is the managing director of the U.S. Government Accountability Office’s (GAO) Strategic Issues Team. He leads GAO’s work on government-wide, longer-term, broader issues designed to support the transition to a more results-oriented and accountable federal government. Strategic Issues addresses such topics as strategic planning and performance management, budgeting and the nation’s long-term fiscal outlook, human capital management and civil service reform, intergovernmental issues, federal tax policy and administration, oversight of the Recovery Act, and the U.S. Census. He is a fellow of the National Academy of Public Administration and a member of its Board of Directors.

**Helga Muller, The World Bank**

Dr. Muller is chief administrative officer of Public Sector Governance at the World Bank. The World Bank is a vital source of financial and technical assistance to developing countries around the world. Its mission is to fight poverty and to help people help themselves and their environment by providing resources, sharing knowledge, and building partnerships in the public and private sectors. In contributing to this mission, Dr. Muller presently specializes in financial management and nonprofit issues in Eastern Europe and the Central Asian regions, with a focus on financial and private sector development. Previously, she served in the same capacity for the Africa region. She earned her PhD in economics at the Georg-August-Universität Göttingen.

**Scott Pattison, National Association of State Budget Officials**

Mr. Pattison is the executive director of the National Association of State Budget Officers (NASBO) in Washington, DC. Founded in 1945, NASBO serves as the professional organization for state budget officers of all 50 states and U.S. territories. He is Chair of the ITIB's Finance and Audit Committee. Before joining NASBO, he served for four years as Virginia's State Budget Officer. Prior to that, he headed the Regulatory and Economic Analysis section of the Virginia Department of Planning and Budget. He also served on the Virginia Debt Capacity Advisory Board, College Building Authority, and Performance Management Advisory Committee. He is a principal with the Council on Excellence in Government and also serves on the board of Old Dominion University. He has a bachelor's degree from George Washington University and received his law degree from the University of Virginia.

**Katherine Peters, GovernmentExecutive.Com**

After 15 years as senior correspondent at GovExec.com reporting on management and policy issues in the Defense Department and other agencies, as well as federal agencies’ use and oversight of energy, Ms. Peters has just accepted the position of executive editor of the magazine’s Nextgov.com feature. Government Executive in its print incarnation is a biweekly business magazine serving senior executives and managers in the federal government’s departments and agencies. Launched in 2008, Nextgov quickly grew to be the largest federal IT website in traffic and

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Faculty Books!

**DPAP Advisory Board (cont.)**

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...leads the competition in its velocity and depth of coverage of federal technology issues. Nextgov reaches the largest audience of federal IT managers in the market. Before joining Government Executive Media Group, Peters worked as an associate editor at Army Times and as a writer and technical editor at both IDC Washington and EDS.

**Representative, National Forum for Black Public Administrators**

The National Forum for Black Public Administrators (NFBPA) is America’s premier association of African-American appointed and elected managers and executives serving public organizations throughout the United States. NFBPA is a 501(c)(3) organization headquartered in Washington, DC. It currently has 2,500 members. NFBPA members represent 350 jurisdictions in 40 states and collectively manage more than $60 billion annually in public sector spending. NFBPA awards scholarships to support students to continue their education.

**The National Association of Hispanic Public Administrators**

The National Association of Hispanic Public Administrators (NAHPA) was organized to promote programs and activities that inspire professionalism and sound administrative practices, to help Hispanics strengthen their understanding of the public sector and their communities, and to enhance and assist with career development through effective networking and information dissemination. NAHPA seeks to improve the image of government and public educational institutions at all levels, to keep members informed on important and pressing issues, and to promote a continuous open dialogue between administrators, the public sector, and the community at large.

**Sheila Zedlewski, The Urban Institute**

Ms. Zedlewski is director of the Income and Benefits Policy Center (IBPC) at the Urban Institute, which houses about 20 research associates who evaluate the generation and distribution of income. Her areas of expertise include: work support programs, state spending for low-income populations, poverty, welfare reform, food stamp policy, child nutrition programs, and engagement of older adults. She is a specialist in the areas of income transfer policy, employee benefits, aging, and the use of micro-simulation to forecast and analyze income transfer and health benefits policies. Zedlewski directs and participates in projects evaluating trends in employment-based retiree health insurance and the effects of government programs on poverty. She has participated in a wide variety of projects focused on retirement policy and the needs of the elderly in the 21st century, including projections of the number and characteristics of the elderly population in 2030. In addition to her leadership of the IBPC, she is a widely published author on these topics. She earned an MPA degree from American University with a specialty in urban affairs/economics.

Author Stephen Dubner has argued that writing a book is like raising a “child who never naps, never goes to camp, always needs care and feeding, and whose presence gnaws on you if you dare neglect it.” Anyone who has published a book can identify with Dubner's observation. Writing one is not a task for those needing immediate gratification...or gratification at all. When asked if he had read a review of his book, another author answered that there was no need for him to do so...his friends would tell him about the bad ones. But helping to shape thinking in a field is central to the academic enterprise. In 2010-2011, nine DPAP faculty members contributed to this enterprise by publishing scholarly books in the U.S. and abroad.
The news that every PhD student yearns for after years of hard work are, “We want you to join our faculty.” For two of our doctoral students, those words came true during the Fall 2010 semester. William Resh accepted a position as assistant professor of public management in the School of Public and Environmental Affairs (SPEA) at Indiana University-Bloomington. Josh Chanin accepted an offer to be assistant professor in San Diego State University’s School of Public Affairs, with a joint appointment in the Public Administration and Criminal Justice Departments.

Bill Resh is completing his PhD in public administration in our program. He holds an MPA from the University of Baltimore. His research areas include public management, the presidency, public policy implementation, and federal executive branch politics. His dissertation, “Trust, Intellectual Capital Building, and Appointee-Careerist Relations,” examines the “administrative” or “managerial” presidency from the seldom-analyzed perspective of careerists in the executive branch and their relations with political appointees.

His published work includes a chapter in the forthcoming book, E-Governance and Civic Engagement: Factors and Determinants of E-Democracy, and two coauthored book chapters on the administrative presidency in The Oxford Handbook of the American Presidency and The Oxford Handbook of American Bureaucracy. He has served as co-editor of the feature, Theory to Practice, in Public Administration Review, the leading general journal in public administration.

Josh Chanin is a PhD candidate in public administration and justice, law, and society. His dissertation, “Negotiated Justice? The Legal, Administrative, and Policy Implications of ‘Pattern of Practice’ Police Misconduct Reform,” uses three distinct analytical lenses to examine the implementation and institutionalization of reform in four police departments found in systematic violation of Fourth Amendment protections against excessive use of force. Recent publications include the book chapter, “What Every Public Manager Should Know About the Constitution” (with David H. Rosenbloom) and an edited volume titled, Federal Government Reorganization: A Policy and Management Perspective (with Beryl Radin). The third edition of Public Administration and Law, written with David H. Rosenbloom and Rosemary O’Leary, was published in 2010. In addition to his studies at the AU School of Public Affairs, Josh is a research assistant at the National Institute of Justice and an adjunct instructor in George Washington University’s Program on Security and Safety Leadership.

Where are They Now?

Torrey Androski serves as associate director in the Office of Development and Alumni Relations, School of Public Affairs, American University.

Sara Arnold is a fellow at the Institute for Health and Community Benefits at Trinity Health in Michigan.

Bill Brown is budget coordinator in the School of Public Affairs at American University.

Megan Campbell is a Presidential Management Fellow at the Child Care Bureau, U.S. Department of Health and Human Services.

David Chase is studying law at Fordham University.

Kristen Darling Churchill works at Child Trends.

Brook Easterly is a Presidential Management Fellow at the U.S. Department of Veterans Affairs.

Kara Eusebio is a Leadership Fellow at the Port Authority of New York and New Jersey.

Scott Furlong is Dean of Liberal Arts and Sciences at the University of Wisconsin-Green Bay and coauthored the third edition of his book, Public Policy: Politics, Analysis, and Alternatives.

Aretha Harvey was awarded an ICMA Local Government Management Fellowship and is now an assistant to the city manager of McKinney, TX.

(continued on page 13)
**Where are They Now? (continued from page 12)**

Lindsey Hitchcock is working as a consultant at Deloitte.
Carolyn Huang is pursuing her PhD in public policy at the University of North Carolina-Chapel Hill.
Laura Kohlmann is working at the National Institutes of Health.
Heather Konjura has joined Deloitte.
Oliver Ksionski is working as a consultant at Deloitte.
Elizabeth LaRocca is an events specialist at American University’s library.
Nicole Lester is a law student at Cleveland-Marshall College of Law at Cleveland State University.
Alison MacDonald is a policy advisor for Senator Jeanne Shaheen (D-NH).
Christina Macfarland was named a 2010 New York University Reynolds Fellow in Social Entrepreneurship.
Patrick Malone is on the faculty of the Uniformed Services University of the Health Sciences where he serves as deputy director, Health Services Administration Division; academic director, Masters Program in Healthcare Administration; and assistant professor of preventive medicine and biometrics. He is also a faculty affiliate, fellow, and past regent in the American College of Healthcare Executives.
Kristie Miller is at the National Institutes of Health.
Kim Moloney is a lecturer in public sector management at the University of the West Indies in Jamaica, and she recently successfully defended her dissertation.
Nikki Nesbary started a new position at Greer Margolis Mitchell Burns, a political communications firm in Washington, DC.
Sasha Cohen O’Connell was recently promoted to special assistant to the executive assistant director of the Criminal, Cyber Response, and Services Branch in the U.S. Federal Bureau of Investigation. She is also completing her PhD in public administration at AU.
Patrick Phillips is a management and program analyst at the U.S. Department of the Treasury.
Derek Priddy will be joining Deloitte.
Jose Saavedra works with the Maryland Juvenile Justice Monitoring Unit.
Cameron Smith works at American Action Forum.
Ashley Whitaker works at the U.S. Department of Labor.
Alison Williams is working as an analyst at the U.S. Department of Energy.
Rebecca Zimmerman is a public relations and marketing professional.

(For more updates, go to american.edu/spa/dpap/)

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**Bingham, Easty Join SPA’s Fiorino to Launch AU’s Center for Environmental Policy**

After a year of planning and organizing, the launch of SPA’s new Center for Environmental Policy (CEP) occurred on October 13, 2010, at AU’s Katzen Arts Center. CEP’s inaugural event featured two of the nation’s leading experts engaged in a “conversation” about the future of environmental policy.

Over 100 invited guests from the university, government agencies, research organizations, advocacy groups, and others joined School of Public Affairs’ Dean William LeoGrande and CEP Director Daniel Fiorino for a reception and program featuring Daniel C. Esty, the Hillhouse Professor of Environmental Law and Policy at Yale University and director of Yale’s Center for Environmental Law and Policy.

Gail Bingham, President Emeritus of Resolve and a member of the CEP’s Program Advisory Board, served as the moderator for a discussion on “Environmental Governance, Past and Future: A Conversation with Dan Esty.” Among the topics considered in the discussion were the current state of environmental and sustainability politics in the United States, the prospects for action on climate change, and environmental performance in the U.S. as it compares to other countries. The conversational format is a sign of CEP’s emphasis on policy dialogue and problem-solving based on sound analysis. The CEP’s theme of achieving effective environmental governance also emerged as an important topic in the discussion.

As part of the program, AU’s Provost, Scott Bass, shared his thoughts on the role of CEP in the university’s strategic plan and the university’s commitment to incorporating environmental and energy sustainability into its practices.
Beginning in the Fall semester of 2012, selected second-year MPA and MPP students will have an opportunity to study at the Hertie School of Governance in Berlin. The Hertie School was founded as a private, nonprofit institution and is one of the first professional schools for public policy in Germany. By offering programs emphasizing academic excellence and practical orientation in the reunified capital of Berlin, the Hertie School of Governance is a unique educational institution in Germany. It is an international teaching and research center of excellence that prepares students for leadership positions in government, business, and civil society. An internationally recruited faculty, interdisciplinary in outlook, research, and teaching, offers analytically challenging and practice-oriented courses on governance, policy analysis, management, and leadership and helps students grow intellectually in a professional, research-intensive environment, characterized by public debate and engagement. Located in the center of Berlin, the school's support and placement services assist students in curricula planning, as well as in identifying and securing internships, and in identifying opportunities upon and after graduation.

Jeremy Shiffman joined DPAP last Fall 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. Jeremy 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.

Both the Key Executive and AU/NTL programs have been actively focused on bringing executive leadership (Key) and organizational development education to students abroad. Each has dramatically expanded its offerings internationally. Led by Bob Tobias, Key has recently established programs with the governments of Turkey and Vietnam and is in the process of developing programs in China. Led by Katherine Farquhar, AU/NTL has done cohorts in Toronto, among other areas, and has seen an increase in the representation of international students in its program from countries such as Trinidad, Germany, and Saudi Arabia.

Led by Dan Mullins, the Center for Public Finance Research is engaged internationally in economic development and budget training and research. The center has been especially engaged in Haiti and Eastern Europe in recent years. Other members of the CPFR include Rene Aubourg and George Guess, also director of the Center for Democracy and Election Management.

For more information, go to: http://www.american.edu/spa/cfpr/index.cfm.

Rene Aubourg served as a consultant for the National Opinion Research Center at the University of Chicago. He reviewed and rated specific technical reports as part of the follow-up work on the “Impact Evaluation of Strengthening Civil Society to Improve Public Expenditure Accountability Project.” The project was sponsored by the UK Agency for International Development.


Katherine Farquhar, director of the AU/NTL program, has been involved in expanding the on-line offerings of the Master of Science in Organization Development (MSOD) program. The AU/NTL MSOD program celebrated its 30th anniversary at the OD Network Annual Conference in mid-October with a reception in New Orleans hosted by program co-founder and OD pioneer Edith Seashore, Director Katherine Farquhar, and NTL President Fred Nader.


George Guess presented a paper entitled, “Formulation and Implementation of a State and Local Government Budget,” at the World Bank Institute’s Seminar for the Delegation of the People’s Republic of China. He was also appointed co-editor for public budgeting and finance for the quarterly journal, Public Administration and Development.

Alison Jacknowitz was appointed to the technical advisory board of Feeding America, the largest non-profit in the United States dealing with hunger and providing food to a large majority of food banks/pantries in the nation. Her coauthored article, “The Effect of Attending Full-Day Kindergarten on English Learner Students,” was accepted for publication in the Journal of Policy Analysis and Management.

Phillip Magness, lecturer, was a panelist on, "Lincoln and Haiti: Colonization and Haitian Recognition During the Civil War," at the William G. McGowan Theater, National Archives. His coauthored book, Colonization After Emancipation: Abraham Lincoln’s Black Emigration Programs in Central America and the Caribbean, 1863-1865, will be published in early 2011 by the University of Missouri Press.

Robert Marshak, scholar-in-residence, conducted a week-long seminar at Nanzan University in Nagoya, South Korea, on the hidden dimensions of organizations; gave a speech at Nanzan; and presented a keynote address for the OD Network Japan.


Beryl Radin has been selected as one of 22 public policy scholars to be interviewed by the Strategic Planning Committee of the Association for Public Policy Analysis and Management to discuss future directions of the association.


Vassia Stoilov, lecturer, "debated" political commentator Norman Ornstein in a recent edition of Insights on Law & Society. Her commentary was entitled, "No, Compulsory Voting Laws in the United States Would Not Work."
And the DPAP Research Award Winners Are....

Bob Marshak (far right) receives the Douglas McGregor Best Paper Award from the Academy of Management, 2010.


Beryl Radin receives the H. George Frederickson Award for Lifetime Achievement from the Public Management Research Association, 2010.


Congrats to our colleagues!
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FDR at AU Chancellor Gray’s Inauguration, 1934

(www.american.edu/SPA/dpap)