

Trachtenberg School Celebrates Extraordinary Leadership



Photo by: Jessica McConnell

Adm. Thad Allen, MPA '86, fielded audience questions with EPA Administrator Lisa Jackson and former Arlington County Manager Ron Carlee during an event at the Trachtenberg School on September 24th.

On September 24, Adm. Thad Allen (ret.), MPA 1986 and former commandant of the U.S. Coast Guard, returned to the Trachtenberg School to share his experiences as national incident commander of the BP oil spill for the first time on a college campus.

Adm. Allen spoke to students and alumni from the Trachtenberg School on “Unprecedented Events. Unprecedented Leadership Challenges” and received the university’s Colin Powell Public Service Award. Adm. Allen called the award an “extraordinary honor.” He continued, “It’s been my pleasure to be affiliated with this institution.”

In his 39 years in the Coast Guard, Adm. Allen served in leadership roles during some of the country’s most challenging times. He was chief of staff of the U.S. Coast Guard after 9/11 and was the government’s point person during Hurricane Katrina in 2005 and the BP oil spill last spring. Adm. Allen continued as national incident commander after he retired from the Coast Guard in May.

In his remarks, Adm. Allen spoke about the federal government’s response to these unprecedented crises and told the audience that the best response is when there’s a “unity of effort” among the entities involved. “You need to be adaptable, you need to be to be flexible, you need to engage in lifelong learning and keep yourself as wide open to new ideas as you can, and be able to adapt and learn during the situation,” he said.

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From the Director



Dear Alumni and Friends of the Trachtenberg School,

We have been fortunate to welcome wonderful new faculty and students this fall, and to kick off the academic year with some inspiring events.

We welcomed our first Amsterdam Chair, Burt Barnow, a nationally known labor economist and program evaluation expert who came to us after twelve years at the Johns Hopkins University. Burt joined our faculty along with Elizabeth Rigby and Stuart Kasdin, whom I introduced in the last newsletter.

Our incoming MPA, MPP and PhD students are once again the most academically talented classes in our history, in part reflecting the record number of applications we received (totaling over 1,100 for the three degree programs). Our new students also appear to be the most socially cohesive group of any who preceded them. Due to their extensive use of our Google group, more students are rooming together and had begun socializing before classes started than ever before.

Our MPA alumnus Admiral Thad Allen and Environmental Protection Agency Administrator Lisa Jackson addressed our school in one of the most exciting events ever hosted by the Trachtenberg School on September 24th. Thad delivered a breathtaking

speech about the extraordinary challenges to public leaders to marshal unity of action when unity of command is not present, and urged all public servants to reconsider the social contract our citizens expect from their government. You can find an article covering this outstanding event in this newsletter.

We feel especially honored to welcome Thad to our faculty, as he will teach a leadership course this spring. Given the amazing speech he delivered for us, my biggest headache right now is deciding how to structure registration to his class. We are currently thinking of holding a lottery given the high student interest!

Our annual student-faculty retreat in the woods was also inspiring and energizing. We had the largest group ever in attendance (over 110 students) and we enjoyed our "field day" competitions as well as the quite cut-throat trivia competition.

And finally, I am delighted to share very good news about the spectacular productivity of our doctoral students, who are publishing and delivering research papers around the world along with our faculty. As the article on page 4 details, they have been presenting conference papers and publishing at a fast pace. More are joining academe than ever before.

All in all, we have much to celebrate!

Warmest regards,

Director

Congratulations to Student Scholarship Recipients



Photo by: Meghan McHugh

The Trachtenberg School congratulates the following students who were awarded named scholarships for this school year (listed in the order pictured above, from left to right):

- Wesley Martin, MPA 2011 - Public Administration Endowment Scholarship in Public Administration
- Maria Crossman, MPA 2012- The Rockwood H. Foster Endowment Scholarship Memorial Fund in Public Administration
- Allyson Criner, MPA 2011 - Turner Non-Profit Leadership Development Student Endowment Scholarship in Public Administration
- Rachel Bryan, MPP 2011 - Public Administration Endowment Scholarship in Public Administration
- Ashleigh Goldberg, MPA 2011 - David S. and Anne Elizon Brown Endowment Fellowship in Public Administration
- Kaitlin Welborn, MPA 2011 - Joel T. Broyhill Endowment Scholarship in Public Administration
- Shannon Burke, MPA 2011 - Public Administration Endowment Scholarship in Public Administration
- Dominique Harris, MPA 2011 - Public Service Academy Fellowship
- Rebecca Hinze-Pifer, MPP 2011 - Trachtenberg-Wang Endowment Fellowship in Public Policy (not pictured)

Trachtenberg School Celebrates Extraordinary Leadership, continued from cover

Following his remarks, Adm. Allen participated in a panel discussion with U.S. Environmental Protection Agency administrator Lisa Jackson, moderated by Ron Carlee, adjunct professor and executive in residence of the International City/County Management Association. Students and others in attendance had the opportunity to ask questions and engage with the speakers.

Ms. Jackson called Adm. Allen a “great leader” and said his call for flexibility, adaptability and knowledge sharing during crises is exactly what needs to happen. “One of the things I’m always amazed by is to meet great leaders who have a measure of humility, because they recognize at the outset that they’re up against

something they don’t know,” she said. “That is true of my friend the admiral.”

Second-year MPP student Erin Bankey captured the reaction of Trachtenberg students fortunate enough to attend the event. “It is hard to imagine anyone sitting in that audience who was not inspired to serve our country,” she said.

Adm. Allen is an active alumnus, serving as an advisory board member for the school, an adviser on curricula, and a student mentor. In the spring, Adm. Allen will teach the course at Trachtenberg called “Leadership in Complex Organizations.”



Students Engage Critically with Wikipedia

By Erin Farr (MPA '11)



Wikipedia campus ambassadors attend a training event at George Washington University, August 2010.

Students enrolled in this fall’s “Public Policy Analysis” course are making difference in the Wiki world of public policy through the Wikipedia Public Policy Initiative. The Trachtenberg School is among the first in the nation to participate in this pilot project sponsored by the Wikimedia Foundation, the nonprofit that oversees Wikipedia. Through the program, the foundation aims to improve the quality of public policy related articles on Wikipedia through student contributions.

Funded by a \$1.2 million grant from the Stanton Foundation, the Wikimedia Foundation began the project earlier this year by recruiting public policy professors who were interested in incorporating a Wikipedia assignment into their courses. In addition to George Washington University, seven other universities are currently on board: Harvard, Georgetown, George Mason, Indiana University, Lehigh University, Syracuse University, and University of California at Berkeley.

Although ways in which professors plan to integrate the Wikipedia assignment into their course requirements differ, the idea is for students to become experts on a public policy issue and then use their expertise to assess that subject’s Wikipedia page. Important factors for students to consider include “credibility, intended audience, currency of content, degree of support for the information and analysis, use of policy analysis tools or concepts, balance and/or bias,” according to Professor Donna Infeld, director of the MPP program and a leader on the project. After analyzing the content, students in her section of the course will submit edits to the Wikipedia page, monitor feedback from users for one week, and then write up a summary of the validity of the feedback. Infeld explained that the work has been a great opportunity for students to gain “the experience of putting their ideas out there for others, besides me, to react to.”

So far the project has received considerable media attention; Dr. Infeld has been interviewed by National Public Radio, the *GW Hatchet*, and the Syracuse University student newsletter about her involvement.

To assist students in their assignment, Wikimedia selected Erin Farr (MPA 2011) and PJ Tabit (MPP 2012), both graduate students at the Trachtenberg School, to serve as campus ambassadors for the program. A summer training forum at GW prepared them to serve as representatives on campus and to teach students and professors the basics of Wikipedia. “Wikipedia is a collaboration between people with shared interests and knowledge,” said Tabit. “If you know that, then you know all you need to in order to contribute.”

Photo by: Pete Forsyth

Student Wins AABPA Competition

By Andrew Dumont (MPP '12)

For the second year in a row a Trachtenberg School student has been awarded the Marykathryn Kubat Award for Student Research. The competition is sponsored by the American Association for Budget and Program Analysis (AABPA), the leading professional organization for federal budgeting and program analysis professionals since the mid 1970s.

The competition invites students to submit a research abstract, which is evaluated by a combined team of practitioners and academics on clarity, research methodology, originality and innovation, and potential for overall contribution to the fields of budgeting and program analysis.

The seven finalists, including the four TSPPPA finalists listed at right, presented their research at an evening reception on May 17, 2010, as well as at the AABPA Spring Symposium, "From The Budget Act To The Recovery Act And Beyond." The symposium was held May 18, 2010 at the Capitol Hilton Hotel in Washington, DC. The research projects were presented in poster form, and the finalists were also interviewed by a panel of budget and program analysis experts.

Two winning students were granted stipends of \$1,000 to go towards their research. One of these was awarded to Robin

Ghertner (MPP 2010). "The competition was an excellent opportunity to prepare my research for a policy-oriented audience, and present it to decision-makers and analysts in different government agencies," said Robin, "I would recommend to other students in TSPPPA to take advantage of this and other opportunities to formally present their research. It is a valuable learning experience that I'm sure will pay off not only now but also in the long run."

The 2010 TSPPPA finalists (with their research projects) were:

Robin Ghertner, MPP 2010 – "Gains to Guestworkers: The Social Welfare Consequences of the Y Visa Program in S. 1639" (Winner of the Marykathryn Kubat Award for Student Research)

Andres Antonio Carriedo, MPA 2010 – "Improving the Budget Treatment of Federal Defined Benefit Pension Plans and Other Post-Employment Benefits"

Spencer Deery, MPA 2011 – "The Supplemental Appropriation: An Avoidable Weakness of Responsible Budgeting"

Rebecca F. Vertes, MPP 2012 – "Cost Benefit Analysis of the Eligibility Requirement Change in the Weatherization Assistance Program"



PhD Student Accomplishments

Compiled by Vanessa Forsberg (MPP '12)

Over the last year, PhD students have authored papers appearing in the following academic journals: *Public Administration Review*, *OECD Journal on Budgeting*, *Public Budgeting & Finance*, *International Journal of Public Administration*, *Population Research and Policy Review*, *Population and Environment*, *Journal of Women, Politics & Policy*, *Journal of the American Academy of Physicians Assistants*, *Patient Education and Counseling*, and *Public Administration and Development*.

PhD students have contributed chapters to the following books: *Encyclopedia of Bioterrorism Defense (2nd Ed)*, *Comparative Public Budgeting: A Global Perspective*, and the *International Encyclopedia of Civil Society*.

In addition, students published reports on topics including bilingual patient services, clean energy in India, government technology development programs, and supply chain modernization.

Our students have presented at a number of major scholarly conferences, both in the U.S. and abroad in countries including France, Italy, Scotland, and Switzerland. Their presentations have been featured at conferences hosted by the Association for Research on Nonprofit and Voluntary Action, Urban Affairs Association, Law and Society Association, National Tax Association, the Midwest Political Science Association, Association for Public Policy Analysis and Management, and the International Association of Institutes and Schools of Public Administration.

Finally, Teresa Derrick-Mills was awarded a grant from the Horowitz Foundation for Social Policy to support her doctoral dissertation research. The foundation also recognized Teresa with its prestigious John L. Stanley Award.

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

Across the Globe: Trachtenberg Students Travel to Africa

By Ethan Palmer (MPA '12)

Photo courtesy: Zach Hauser



This summer, Zach Hauser (right), Paige Ingram, and Raina Aronowitz (not pictured) spent time in Africa taking courses and exploring a new culture.

Three Trachtenberg School students, Raina Aronowitz (MPA 2010), Paige Ingram (MPP 2011), and Zach Hauser (MPA 2011), each spent part of the past summer in Cape Town, South Africa taking classes through study abroad programs offered by New York University. While Paige and Zach enrolled in "International Environmental Policy and Sustainable Development," Raina took classes in "Community Health: A Society in Transition."

While all three students noted how informative and interesting their classes were, they also realized that traveling to a foreign land and immersing themselves in a new culture was invaluable. Paige was particularly struck by the differences between Cape Town and a typical city in the United States. "Where many people – especially Americans – would complain about close quarters and the lack of material things," she writes, "the people I met seemed truly content to just be healthy and surrounded by their loved ones." Raina noted just how hard it is to truly understand

the prevalence of HIV/AIDS in South Africa and its devastating impact on society, but was also shocked by the rates of TB, especially because so little attention is given to it.

Zach's experience differed from the other students in that he spent four weeks in Uganda before attending the program in Cape Town. With a friend, he developed a plan to assist the country's most disadvantaged tribe, the Pokot, by working with tribe members to establish an agriculture cooperative. Traveling throughout the country and conducting business with local Ugandans, Zach fondly remembers meeting children who would interrupt their daily chores and stare with amazement at perhaps the first white person they had ever seen. "You, and your camera, are the most fantastic things they have ever seen," he writes, "and as they run towards you I defy anyone to keep from smiling ear-to-ear."

All three students were impacted, and inspired, by their short time in Africa. After traveling halfway around the world and experiencing an entirely different way of life, they each expressed an interest in returning in the future. As Zach puts it, "I cannot say I hold anything so dearly as my time in Africa."



Hong Kong Civil Servants Join the Trachtenberg Community

By Melanie Chamberlain (MPA '12)

Photo by: Meghan McHugh



Administrative officers from Hong Kong are spending eight weeks at the Trachtenberg School to explore a global perspective on public administration issues. From left to right: Stephan Lo, Samuel Fan, Joyce Kok, Ginger Kiang, YC Chan, Vivian Li, Paul Wong, and Agnes Cheung.

Eight administrative officers of the Hong Kong Special Administration Region Government are spending time at the Trachtenberg School this fall, in conjunction with Partnerships for International Strategies in Asia (PISA) and the Department of Organizational Science and Communication (DOOSC).

These students are rising members of the Hong Kong civil service who were chosen to participate after successfully completing their probationary period of service in the government. The program is designed to give these public administrators an opportunity to broaden their perspectives and gain more global experience. During this eight week program, students attend courses in the Trachtenberg School as well as the DOOSC. They also participate in a weekly seminar on the global city, discussing issues such as political economics, security studies, and culture. Students are exposed to various think tanks, government agencies and NGOs through a number of site visits.

The program was developed as a result of relationships between PISA and the Hong Kong Civil Service Bureau after Linda Yarr, director of PISA, was invited to moderate a panel discussion at Hong Kong University. Similar collaborations exist between the Hong Kong Civil Service Bureau and the London School of Economics, the University of Melbourne and the University of California, Berkeley.

Welcome to Visiting Scholars

Compiled by Andrew Hartsig (MPP '12)

This year, the Trachtenberg School warmly welcomes three visiting scholars who bring diverse experiences to our community.

Dr. Patrick Bishop, whose research interests lie primarily in the areas of democracy, public policy, and public management, teaches political theory in the Department of Politics, Philosophy and Religion at Lancaster University in the United Kingdom. He has held previous positions as head of the Department of Politics and Public Policy at Griffith University, in addition to posts at Adelaide University and Charles Sturt University, all in Australia, and a visiting appointment at Virginia Polytechnic and State University.

Dr. Mita Marra, is the recipient of the research trust fund granted by the Italian National Research Council and the U.S. National Endowment for Humanities to conduct a comparative analysis of family support policies in Europe and in the U.S., while reconstructing major trends in welfare transformation and their implications for policy evaluation. Dr. Marra is an assistant professor at the University of Salerno and senior researcher at

the Italian National Research Council. She received her MA in International Relations in 1998 from the Johns Hopkins University and a PhD in Public Policy in 2003 from GW. Since 1998, she has consulted with the World Bank and the United Nation Economic Commission for Europe, conducting evaluation research on training and institutional development programs as well as gender equality policies. She is a member of the Editorial Board of the Italian Review of Evaluation and the Book Collection on Evaluation and Policy Studies.

Yvonne M. Watson, of the U.S. Environmental Protection Agency's (EPA) Evaluation Support Division, has joined the Midge Smith Center for Evaluation Effectiveness located in the Trachtenberg School on a six month Intergovernmental Personnel Agreement Detail. At EPA, she was responsible for building the capacity of the agency to evaluate its programs. While at GW, she will work with Kathryn Newcomer on a variety of federal and state evaluation projects, write an article for publication, and serve as an advisor for student projects.



Courses Provide Real World Experience for Students, Service to Community

Through consulting projects for public and nonprofit organizations, Trachtenberg School students in the capstone courses and Professor Kathy Newcomer's Program Evaluation class develop and apply their skills while providing tangible services to clients.

Public Policy and Public Administration Capstone Clients

Bread for the World
Calvary Baptist Church
CentroNía Community Schools
DC Office of Planning
GW Solar Institute
Holla Back DC!
International City/County Management Association
International Life Sciences Institute
Lucky Dog Animal Rescue
Metropolitan Washington Council of Governments
Montgomery County – Langley Park
Musana Jewelry
Nonprofit Roundtable
Student Conservation Association
The Women's Collective
U.S. Agency for International Development
U.S. Department of Education
U.S. Department of Homeland Security
Washington Literacy Council

Program Evaluation Clients

American Youth Policy Forum
Coptic Orphans
Hands on DC
Jubilee Jumpstart
Latino Economic Development Corporation
National Association of Counties
Resources for Inner City Children
Share Our Strength
Teaching for Change
U.S. Department of Education
United Way

Alumni: Could your organization, department, or agency benefit from a capstone or program evaluation student group project? Please contact Lori Brainard at brainard@gwu.edu for more details.

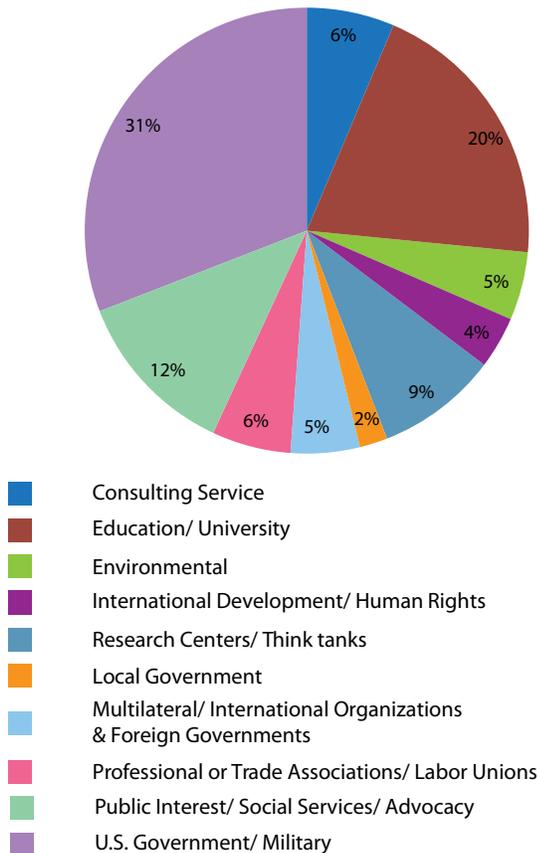
Career Development Services Update

By Patrick Campbell (MPP '12)

Fall semester is in full swing here at the Trachtenberg School, and Career Development Services has been busily working to ensure another successful year for its students. In addition to the usual flood of events, workshops and information sessions, we are making a big push to better connect TSPPPA students and alumni via LinkedIn, a premier business-oriented social networking site. Students and alumni who join the Trachtenberg School's LinkedIn group have access to unique job postings, events, discussions, and most importantly, a network of hundreds of current students and alumni in the professional world. The George Washington Alumni Association (GWAA) LinkedIn group has over 12,000 registered members and is another great resource for capitalizing on GW's impressive professional network.

Trachtenberg students can be found pursuing work and internship opportunities in all professional sectors. This semester, 39 percent of students with jobs or internships are working in the public sector, 33 percent in the nonprofit sector and 28 percent in the private sector.

Fall Semester Student Employment by Industry



Highlights include:

- **Booz Allen Hamilton**
- **Brookings Institution**
- **Center on Budget and Policy Priorities**
- **Congressional Research Service**
- **Environmental Defense Fund**
- **Executive Office of the President**
- **Federal Energy Regulatory Commission**
- **Government Accountability Office**
- **Habitat for Humanity**
- **LMI Government Consulting**
- **Mathematica Policy Research**
- **NASA/Goddard Space Flight Center**
- **National Academy of Sciences**
- **National Geographic**
- **National Governors Association**
- **Office of Management and Budget**
- **Pan American Health Organization**
- **Pew Center on the States**
- **The Urban Institute**
- **U.S. Agency for International Development**
- **U.S. Army**
- **U.S. Departments of Agriculture, Education, Health and Human Services, Homeland Security, Justice, Labor, State, Interior, Treasury, Transportation, and Veterans Affairs**
- **U.S. Environmental Protection Agency**
- **U.S. House of Representatives, Committee on Appropriations**
- **U.S. Office of Government Ethics**
- **U.S. Senate Health, Education, Labor, and Pension Committee**
- **UNICEF**
- **United Nations Development Programme**
- **White House**
- **World Bank**



Connect with us Online

- Please note that our web address for has changed. You can now find us at: <http://career.tspppa.gwu.edu>
- We provide online "webinars" covering a variety of topics, including LinkedIn, the Presidential Management Fellowship, effective resume-building, applying for federal jobs, and taking advantage of federal government programs for students. You can access our webcasts at: www.tspppa.gwu.edu/career_services/video/videos.cfm

Student Board Updates

By Dominique Harris (MPA '11, MPAA President) and Bryce McNitt (MPP '11, PPSA President)



Photos by: Zach Hauser

A team of first and second-year students participates in a team-building activity at the annual fall retreat in Price William Forest, Virginia.

Fall semester took off to a roaring start as the student boards of the Public Policy Student Association (PPSA) and Master of Public Administration Association (MPAA) hosted a number of events for the incoming class at the Trachtenberg School. In late August, we welcomed incoming students as we partnered with the administration to host the second day of new student orientation. The event provided students with an overview of the various ways to expand experiences outside of the classroom and get involved in the school community. Throughout the day, board members shared valuable insights and advice on getting the most out of the Trachtenberg graduate experience.

In early September the boards hosted the annual fall retreat in Prince William Forest, Virginia. With record-breaking participation and significant involvement from second year students, this year's retreat was extremely successful. The overnight event provided incoming students with opportunities for relaxation and fellowship with their peers away from the distractions of city life. The boards

also organized several social events, including a trip to "Jazz in the Park" and Fall Ball, a semiformal event at the Elliott School. Students were also given the opportunity to network with peers throughout the DC consortium of schools as our board took a more active role with the Graduate Public Affairs Council of DC (GPAC).

In addition to social events, the MPAA and PPSA boards also organized volunteer opportunities and hosted professional development events. The boards encouraged student engagement in the greater DC community by participating in events such as a Habitat for Humanity build and the American Heart Association's Heart Walk. Professional development resources such as the peer mentor program and writing workshops were offered to help students plan for future internships and careers.

As our boards prepare to transition in December, we want to thank the great faculty and staff who assisted us in our planning. We also want to express great gratitude toward the wonderful TSPPPA students. Your enthusiasm and support helped to make this year a great success!



Photos by: Zach Hauser

A group of students bonds over dinner and trivia challenges.

STUDENT BOARD MEMBERS

Master of Public Administration Association

- Dominique Harris**—President
- Chelsea D'Angona**—Vice President
- Andrea Leung**—Treasurer
- Kaitlin Welborn**—Communications Coordinator
- Claire Mahoney**—Events Coordinator
- Shannon Burke**—Professional Development Coordinator
- Justin Heineman**—Volunteer Coordinator

Public Policy Student Association

- Bryce McNitt**—President
- Megan Bourke**—Vice President
- Kerry Kooi**—Treasurer

- Andrea Brian**—Communications Coordinator
- Candice Wu**—Social Coordinator
- Erin Bankey**—Professional Development Coordinator
- Caitlin McKeown**—Volunteer Coordinator

Graduate Public Affairs Council Representative

Daniela Chacon Arias

- PhD Liaisons**
- Daniel Coogan**
- Sarah Ficenech**
- Megan Hatch**
- Diana Hincapie**

Arthur S. Flemming Awards Honor Outstanding Public Servants

By Vanessa Forsberg (MPP '12), with information from the 61st Annual Flemming Awards program

Photo by: Dave Scavone



2009 Flemming Awardees. Back Row, left to right: Dr. Marla Dowell, Dr. Dietrich Leibfried, Dr. Steven Brown, Dr. Eite Tiesinga, Dr. John Kitching, Kana Enomoto, Dr. Shyam Sharan. Front row, left to right: Angela Clowers, Dr. Lynn Antonelli, Dr. Kathryn Newcomer (Arthur S. Flemming Commission), Peter Williams (President, Arthur S. Flemming Commission), Dr. William Phillips, and Natalie Harrop

The 61st Annual Arthur S. Flemming Awards, held on June 14th, 2010, honored ten outstanding men and women from a variety of sectors in the federal service for their achievements in their fields and their contributions to society.

The awards were established in 1948 in honor of Arthur Flemming, who gave more than 50 years of service to the federal government and higher education. During his career, he distinguished himself in a number of roles, including member of the U.S. Civil Service Commission; president of three universities; Director of the Office of Defense Mobilization; Secretary of the U.S. Department of Health, Education, and Welfare; and Chairman of the Citizens Commission on Civil Rights. In 1994, President Clinton recognized Dr. Flemming's dedication to his country with the Medal of Freedom. Today, the Flemming Awards celebrate Arthur Flemming's memory and the remarkable public servants who are following in his footsteps.

In the category of Applied Science, **Dr. Lynn Antonelli**, an electrical engineer in the U.S. Navy, Naval Undersea Warfare Division, was honored for her groundbreaking work in the fields of ocean optics and remote sensing research. **Dr. Steven Brown**, a physicist for the U.S. Department of Commerce, National Institute of Standards and Technology (NIST), was recognized for his major advances in light measurement and its applications to the environmental remote sensing of the earth. **Dr. John Kitching**, also of NIST, received the Flemming Award for a variety of accomplishments as a supervisory physicist, including leading the world's foremost research program to develop ultra-miniature devices that are bringing atomic measurement to a wide range of applications.

In the category of Managerial or Legal Achievement, **Angela N. Clowers**, the Acting Director of the U.S. Government Accountability Office, was honored for her innovative leadership that has enabled GAO to provide valuable, timely and targeted advice on the federal government's efforts to address the economic crisis. NIST Supervisory Physicist **Dr. Marla Dowell** received an award for her sustained exceptional leadership of the most comprehensive program in laser metrology of any national measurement institute in the world. **Kana Enomoto**, the Acting Deputy Administrator for the Substance Abuse and Mental Health Services Administration, Department of Health and Human Services, was honored for her versatile leadership, broad expertise, and a number of accomplishments including spearheading efforts leading to measurable improvements in agency operations and management. **Natalie Harrop** was distinguished for her service as lead budget analyst and the systems improvements she implemented that revolutionized financial management for the U.S. Air Force 748th, Air Force Global Logistics Center, Hill Air Force Base.

In the final category of Basic Science, **Dr. Dietrich Leibfried**, physicist for NIST, won the Flemming Award for his many research innovations in the field of quantum computing. **Dr. Shyam K. Sharan** was also honored for his accomplishments in the field of breast cancer susceptibility genes as a Senior Investigator at the National Institutes of Health, National Cancer Institute—Center for Cancer Research, Department of Health and Human Services. Rounding out the exceptional group of 2009 Flemming Awardees was **Dr. Eite Tiesinga** of NIST, whose work as a physicist researching the theory of collisions of cold atoms has led to fundamentally important advances in the field.

William Phillips, a physicist for the National Institute of Standards and Technology, Nobel Laureate, and a former Flemming awardee himself, gave the keynote address. He commended the awardees for choosing the path of public service, saying they could take pride in knowing that their efforts "will benefit our country, now and in the future."

The 2009 Flemming Awards were hosted by The George Washington University and sponsored by Federal Management Systems, Inc. and GEICO.

The 62nd Annual Arthur S. Flemming Awards will be held on Monday, June 6, 2011. For more information on the awards, to attend, or to nominate a federal employee, please visit <http://flemming.gwu.edu> or email the 2010 Awards Coordinator Jennifer Javier (jjavier@gwmail.gwu.edu).



Welcome to New Faculty

Compiled by Carli Wulff (MPP '12)

This fall, three new faculty members joined the Trachtenberg School. With them, they bring years of experience and expertise to benefit the school community.



Burt S. Barnow joined the Trachtenberg School as our first Amsterdam Senior Faculty member. He brings over 30 years of experience as an economist and manager of research projects in the fields of workforce investment, program evaluation, performance analysis, labor economics, welfare, poverty, child support, and fatherhood. Dr. Barnow had been at the Johns Hopkins University Institute for Policy Studies since 1992, after working for eight years at the Lewin Group. Prior to those positions, Dr. Barnow was at the U.S. Department of Labor for nearly nine years, including four years as Director of the Office of Research and Evaluation in the Employment and Training Administration, and was an assistant professor of economics at the University of Pittsburgh. Dr. Barnow has published widely in the fields of labor economics and evaluation. In addition to extensive journal publications, he was a co-author of a major implementation study funded by the Department of Labor of the Workforce Investment Act, and co-editor of two books published in 2000: *Improving the Odds: Publicly Funded Training in a Changing Labor Market* and *Evaluating Comprehensive State Welfare Reform: The Wisconsin Works Program*. Dr. Barnow's recent research includes numerous workforce studies and program evaluations for the U.S. Department of Labor, the Alfred P. Sloan Foundation, and U.S. Department of Health and Human Services.



Stuart Kasdin joined the Trachtenberg School with significant experience in federal budgeting and regulatory policy, after having worked as a program examiner and policy analyst in the Office of Management and Budget for over 11 years. He also has experience with international development issues, having previously worked with the Freedom from Hunger Foundation, the World Bank, and as a Peace Corps Volunteer. Dr. Kasdin's recent research has looked at budget and administrative design, as well as performance measurement. He has published articles in *Public Administration Review*, *Journal of Public Budgeting and Finance*, and *California Journal of Politics and Policy*. Recently, Dr. Kasdin published an article titled "Reinventing Reforms: How to Improve Program Management Using Performance Measures. Really." in the fall 2010 issue of *Public Budgeting and Finance*. He also received a research grant from the American Political Science Association for a proposal, "Using Multidimensional Scaling Analysis to Uncover the Dimensions of Voter Decisionmaking."



Elizabeth Rigby is a political scientist whose work examines the politics of redistribution: identifying conditions shaping public opinion and policy preferences, examining the policymaking process that shapes health, education, and welfare policies, and assessing the consequences of these policy choices on the level of inequality in our society. Her research has been published in a range of inter-disciplinary journals including: *Health Affairs*, *Journal of Policy Analysis and Management*, *Policy Studies Journal*, *Political Research Quarterly*, and *Social Science Quarterly*. Dr. Rigby comes to the Trachtenberg School after receiving post-doctoral training in population health as a Robert Wood Johnson Foundation Health and Society Scholar, and then teaching in the political science department at the University of Houston. Complimenting her academic training and experience, Dr. Rigby has worked at the intersection of politics, inequality, and public policy in a range of roles, including: coordinating a state-wide lobbying campaign focused on children's issues, consulting with state policymakers on design of early childhood education programs, teaching in a large urban school district, and conducting evaluation research in Head Start programs.



Faculty/Staff Accomplishments

Compiled by Carli Wulff (MPP '12)

Bill Adams

Bill Adams has co-authored several recent articles with Professor Donna Infeld: "MPA and MPP Students: Twins, Siblings, or Distant Cousins" will appear soon in the *Journal of Public Affairs Education*, and "Career Values of Public Administration and Public Policy Students in China, Malaysia and the United States" is forthcoming in the *International Journal of Public Administration*.

At the Southeast Asia Fulbright Conference in Manila, Philippines, Professor Adams presented another co-authored paper entitled "Motivations for Careers in Public Service in China, Malaysia, and the United States." For the 2010 NASPAA conference, he and Professor Infeld produced "Managers versus Analysts: How MPA and MPP Students Diverge." In addition, Professor Adams was one of the organizers and participants for a NASPAA roundtable on "Public Administration Around the World with the Fulbright Program." During his Spring 2010 Fulbright semester in Kuala Lumpur teaching at the University of Malaya, Dr. Adams gave public talks and presentations at the university as well as at UCSI University and Masterskill Health Services University.

Steve Balla

This summer, Steve Balla served as a visiting scholar at the Peking University School of Government in Beijing. While in China, he presented a paper entitled "Information Technology, Political Participation, and Health System Reform in China" at the 8th annual Chinese Internet Research Conference.

Jeff Brand-Ballard

Jeff Brand-Ballard recently published the book *Limits of Legality: The Ethics of Lawless Judging* (2010) and co-edited the book *Biomedical Ethics, 7th Edition*, together with David DeGrazia and Thomas Mappes.

Ed Berkowitz

Ed Berkowitz gave the keynote addresses at the Social Security Administration's celebrations of the 75th anniversary of the Social Security Act at the Capitol in July and at the SSA headquarters in Baltimore in August. The August address was broadcast to SSA employees across the nation. His book, *Mass Appeal: The Formative Age of the Movies, Radio and Television* was published in September.

Lori Brainard

Lori Brainard (MPA Program Director) has recently been appointed to GW's School of Media and Public Affairs, helping to further build the Trachtenberg School's relationship with that program. Her article "Virtual Government-Citizen Relations: Informational, Transactional, or Collaborative?" (with John G. McNutt) is forthcoming in *Administration & Society*. Additionally, Dr. Brainard was invited to special presentations and conferences including a "Regulation and the States" presentation before a group of Brazilian government officials at The Institute of Brazilian Issues, held at GW in June. She has also been invited to an invitation-only conference sponsored by the Ditchley Foundation for discussions on "The Individual and Democracy" (with a focus on technology) in Oxford, England in February 2011. Professor Brainard, with John G. McNutt, also prepared and presented a conference paper "Citizen Participation and Electronic Government in the States: Help or Hindrance?" for the Urban Affairs Association Annual Conference in Hawaii in March 2010.

Derick W. Brinkerhoff

Derick Brinkerhoff (Trachtenberg School Affiliated Professor) was recently elected as a fellow of the National Academy of Public Administration. He joins our existing Trachtenberg NAPA fellows, Thad Allen, Phil Joyce, Kathy Newcomer, Steve Redburn, Steve Trachtenberg, and Hal Wolman.

Jennifer Brinkerhoff

Jennifer Brinkerhoff published "International Development Management: A Northern Perspective" with Affiliated Professor Derick W. Brinkerhoff in *Public Administration and Development*, and "Digital Diasporas: Policy Implications," a book chapter, in *Diasporas in the New Media Age: Identity, Politics and Community*. She was invited to present her research in Copenhagen at the Danish Institute of International Studies and at Pennsylvania State University, where she delivered a keynote address on "Engaging the Skilled Diaspora: The Who, the What, and the What to Watch Out For" (International Workshop on Skilled Diasporas and the Transnational Flow of Knowledge and Resources, Migration Project of the World University Network). In the Netherlands in February, she met with individuals from the Ministry of Foreign Affairs, Consular Affairs and Migration Policy Department, International Migration and Development Division. While in the Netherlands, she also presented "Addressing the Challenges



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Faculty Accomplishments, continued from page 11

of Engaging Diasporas for Development and Diplomacy” at the Association for Public Policy Analysis and Management conference, “Migration: A World in Motion. A Multinational Conference on Migration and Migration Policy,” at the University of Maastricht.

Dr. Brinkerhoff delivered trainings on diaspora engagement to the regional bureaus of the U.S. State Department and to U.S. Agency for International Development personnel, and facilitated discussions on the topic with desk officers working on South and Central Asia and the Middle East. Related to her NGO and security and development work, Dr. Brinkerhoff was invited to present “Understanding NGOs in Conflict Contexts” to the 4th annual Culture Summit organized by the U.S. Army Training and Doctrine Command, in Tucson, Arizona, in April. She was also selected as a Foundation for Defense of Democracies 2010-2011 Academic Fellow, which featured an intensive, ten day course on terrorism and the threat it poses to democratic societies, based at Tel Aviv University in Israel.

Stephanie Cellini

In April, Stephanie Cellini presented her paper, “The Labor Market Returns to a For-Profit College Education” (with Latika Chaudhary, Scripps College) at the American Education Finance Association Annual Conference in Richmond. At the same conference, Professor Dylan Conger also presented a paper they co-authored, “Disadvantaged Students, Expensive Colleges: Who Goes to a Private Two-Year College?”

Dylan Conger

Dylan Conger delivered a keynote address to New York University’s forum on children and families entitled “Strengthening Educational Partnerships: Creative Solutions to Meet the Needs of Immigrant Families.” She was also invited to discuss her research at the National Academy of Public Administration’s Social Equity and Leadership Conference, the Urban Institute Roundtable on Young Children in Immigrant Families, the U.S. Department of Education’s STATS-DC Data Conference, and the GW Immigration Seminar. Other presentations included “Immigrant Peers in School and Academic Achievement” at the University of Maastricht/Association for Public Policy Analysis and Management Conference on Migration and “Disadvantaged Students, Expensive Colleges: Who Goes to a Private Two-Year College?” (with TSPPPA faculty member Stephanie Cellini) at the American Education Finance Association Annual Conference.

Dr. Conger has a paper titled “Does Bilingual Education Interfere with English Language Acquisition?” forthcoming in *Social Science Quarterly*.

Joseph Cordes

Joe Cordes, associate director of the Trachtenberg School, has contributed to several conferences and events recently. He presented research on fiscal accountability and the development of state tax expenditure budgets at the May meetings of the Law and Society Association (with PhD student Lori Metcalf), and delivered an evaluation of the effectiveness of the current Puerto Rican charitable income tax deduction to the Puerto Rican Tax Reform Panel in San Juan in June. Dr. Cordes also delivered the keynote address on new trends in tax compliance research at the annual meeting of the State of Virginia Commissioners of the Revenue in September.

Professor Cordes will also be presenting at several upcoming events, sharing the results of a study on Puerto Rican charitable deduction at the November 2010 meetings of the Association for Nonprofit Organizations and Voluntary Action, and presenting his research on the effects of replacing the current U.S. charitable income tax deduction with an income tax credit at the November meetings of the National Tax Association.

Gerald Brock

In June, Gerald Brock participated in a session on the development of the telecommunications industry in the late 19th and early 20th centuries for a conference of The Historical Society held at GW. He also received a grant in July from the Pew Charitable Trusts for a study of regulatory subsidies in the telecommunications industry.

Avi Dor

Avi Dor recently published *Pharmaceutical Markets and Insurance Worldwide*, a book available from Emerald Publishing. In the second year of his NIH grant, Professor Dor is the principal investigator studying “Pricing of Major Cancer Surgeries: Impact of Insurance, Outcomes, and Severity” together with researchers from GW, Case Western Reserve School of Medicine, and the National Bureau of Economic Research. Dr. Dor also published an article (together with W. Encinosa), entitled “How Does Cost-Sharing Affect Drug Purchases? Insurance Regimes in the Private Market for Prescription Drugs” in the *Journal of Economic Management and Strategy*.



Susan Dudley

In September, Susan Dudley, director of GW's Regulatory Studies Center, was appointed as a public member of the newly reconstituted Administrative Conference of the United States (ACUS), an agency that President Obama has described as a "public-private partnership designed to make government work better." Since establishing the Regulatory Studies Center in the Trachtenberg School last fall, Susan has raised over \$350,000, and has enriched TSPPPA students' experiences through fellowships and guest speakers. She has been an invited speaker on regulatory policy topics on over twenty occasions, including as keynote speaker at the Benefit-Cost Analysis Society conference, and on panels at the American Bar Association, the Federalist Society Lawyers Convention, and the annual meetings of the Association of Private Enterprise Education. In June, the Regulatory Studies Center co-hosted a two-day workshop on improving the role of science in regulatory policy, with GW's School of Public Health and Health Sciences and the Penn Law School. Susan also published a report on trends in the on-budget costs of regulation with Melinda Warren of the Weidenbaum Center at Washington University in St. Louis. A transcript of her remarks on the future of benefit-cost analysis for environmental policy will appear in the forthcoming issue of the *Environmental Law Journal*.

Robert Goldfarb

Robert Goldfarb and Lee Sigelman (who passed away in December 2009) published "Does 'Civic Duty' Solve the Rational Choice Voter Turnout Puzzle?" in the *Journal of Theoretical Politics*. In addition to addressing the turnover issue in the article's title, the paper characterizes competing perceptions within political science about the merits of the Downsian rational choice model of voting.

Donna Lind Infeld

Donna Lind Infeld (MPP Program Director) recently co-authored two articles with Bill Adams: "MPA and MPP Students: Twins, Siblings, or Distant Cousins," which will be published in the *Journal of Public Affairs Education*, and "Career Values of Public Administration and Public Policy Students in China, Malaysia and the United States," forthcoming in the *International Journal of Public Administration*. Based on the research in these articles, she presented a paper, "Managers versus Analysts: How MPA and MPP Students Diverge" and participated in a roundtable, "Public Administration Around the World with the Fulbright Program" at the October NAS-PAA meeting.

In addition, Dr. Infeld is participating in the Wikipedia Public Policy Initiative. In the summer she tested an optional assignment in which students critiqued and submitted new content to Wikipedia articles related to the topic of their major policy analysis papers. The project involves several other universities including Harvard, Syracuse, and Georgetown. It has received considerable media attention; Dr. Infeld has been interviewed by National Public Radio, the *GW Hatchet*, and the Syracuse University student newsletter about her involvement in the project.

Philip Joyce

Phil Joyce (PhD Program Director) spent part of the summer finishing his book on the Congressional Budget Office, to be published in 2011 by Georgetown University Press. He also conducted training at the International Program for Development Evaluation Training (IPDET) in Ottawa, and spent two weeks in Georgetown, Guyana, in July, continuing work for the Ministry of Finance.

Kathryn Newcomer

Kathy Newcomer, director of the Trachtenberg School, recently published "Public Service Education: Adding Value in the Public Interest," in the *Journal of Public Affairs Education* (with PhD student Heather Allen); "Improving Public Service Education Program Through Assessing the Performance of MPA Alumni," in the *International Journal of Public Administration* (with Heather Allen and Laila El Baradei, American University of Cairo); "Public-Private Partnership and the Public Accountability Question," in *Public Administration Review* (with lead author Jed Kee, in addition to John Forrer and PhD student Eric Boyer); and "Strategic Transformation Process: Toward Purpose, People, Process and Power," in *Organization Management Journal* (with GW colleagues Elizabeth Davis and Jed Kee).

She has also delivered multiple speeches, including "The Current Context for Performance Management in the Federal Government," the keynote speech to the American Society for Public Administration at the Center of Accountability and Performance conference in San Jose, CA. In San Juan, Puerto Rico she spoke on the campus of the University of Puerto Rico and at the Department of State of the Commonwealth. In San Jose, Costa Rica she delivered a talk on "The Role of Monitoring and Evaluation in Good Governance" at the Annual Conference of the Inter-American Network of Schools of Public Administration Education.

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Faculty Accomplishments, continued from page 13

In June, Dr. Newcomer helped to design and participated in a two-day conference at the World Bank entitled "Strengthening Policy-Making Capacity in Latin America: What can be learned from the OECD?"; gave a workshop on the use of qualitative methods at the federal Family and Youth Service Bureau conference on "Evaluating Community-Based Risk Prevention Programs for Youth: Informing Abstinence Education"; and presented a workshop on "Current Issues in Program Evaluation" for the Federal Careers in Budget and Program Analysis conference for the American Association for Budget and Program Analysis. As a member of a Committee of the National Academy of Sciences, Dr. Newcomer is completing a one year analysis of The National Institute on Disability and Rehabilitation Research (NIDRR).

In addition, Professor Newcomer, on behalf of the Midge Center for Evaluation Effectiveness, secured several contracts to conduct evaluation work during the 2009-2010 academic year, many of which are continuing into the 2010-2011 academic year. For the Center for Park Management, she designed and implemented an evaluation of a first-ever National Park Service Leadership Seminar for public land and cultural resource managers to strengthen employee skills in the areas of strategic thinking, feedback and accountability, mentoring, and ownership and participation. She is also the evaluator for a Geographic Management Program funded by the NCI's Center to Reduce Cancer Health Disparities that is housed in the George Washington University Cancer Institute (GWCI) with the goal of creating a regional network wherein resources can be pooled to facilitate progress through inter-institutional collaborations.

For the second year, Kathryn Newcomer conducted a formative evaluation for the DC Fame II program. Administered by GW through AAAS, the program is providing up to 24 middle school math teachers with a comprehensive, three year professional development program that leads to a Master of Professional Studies degree in middle grade mathematics from GW. She is also conducting an evaluation of the U.S. Nursery Certification Program (USNCP) which is a pilot program for nurseries that ship nursery stock to Canada. Professor Newcomer has been contracted by the Horticultural Research Institute to evaluate to evaluate USNCP's pilot program, run through seven nurseries in California, Georgia, Oregon and Washington.

Scott Pace

Professor Scott Pace has recently published "The Space Policy of

the New U.S. Administration," *Yearbook on Space Policy 2009/2010* (forthcoming 2010); several unpublished reports about Japan, space, and Japan-U.S. space cooperation; and "Space Law and Policy Framework: Collective Stake-holding and Responsibility," *Earth Observation System: Policy and Coordination Framework*. He was elected to serve as Corresponding Member, International Academy of Astronautics (IAA) and co-chair of the human space flight study group of the IAA.

Additionally, he was recently involved in debates around this year's NASA authorization bill, appropriations, and decisions on human space flight after the retirement of the Space Shuttle. Professor Pace has also been involved in discussions with NASA, the State Department, the Office of Science and Technology Policy, and the National Security Council on prospects for further international space cooperation with countries in Europe and Asia. Professor Pace has been cited extensively as an expert source in television, radio, and print media. He has appeared on CNBC, CSPAN Washington Journal, MyFoxDC and international stations such as Voice of America, NHK-Japan and Czech Television and has been quoted extensively elsewhere.

Marvin Phaup

Marvin Phaup's article, "The Cost of Risk to the Government and Its Implications for Federal Budgeting," (with Deborah Lucas, who also edited the volume) has just been published as a National Bureau of Economic Research Conference report by the University of Chicago Press.

Gregory Squires

Gregory Squires has written articles including: "Social Insecurity: The Roller Coaster Ride of America's Middle Class," in the *Notre Dame Journal of Law, Ethics, and Public Policy*; and "Bank Reform Offers Opportunity to Address Insurance Redlining" on HuffingtonPost.com. Additionally, he has presented at a number of conferences, including: "Place, Race, and Re-regulation: The (Mis)Place of Markets in Accounting for and Responding to the Global Financial Crisis," at the International Sociological Association, in Gothenburg, Sweden; "Cybersegregation: Is Neil a More Desirable Tenant than Tyrone or Jorge?" (with Samantha Friedman and Chris Galvan) also at the International Sociological Association; "Segregation and Subprime Lending," at the 2010 National Fair Housing Policy Conference, U.S. Department of Housing and Urban Development, in New Orleans; "There is No Such Thing as a Natural Disaster: Race, Class, and Hurricane Katrina," on the "Presidential Panel: Rebuilding Society after

Natural and Social Disasters,” American Sociological Association, in Atlanta; “Integration Exhaustion, Race Fatigue, and the American Dream,” at the “Thematic Session: Housing Rights,” American Sociological Association, in Atlanta (August 2010); and “Does Fringe Banking Exacerbate Neighborhood Crime Rates? Social Disorganization and the Ecology of Payday Lending,” (with Charis E. Kubrin, Steven M. Graves, and Graham C. Ousey) American Sociological Association, in Atlanta (August 2010).

Chris Sterling

Professor Chris Sterling (with Cory Odell) edited the *Biographical Encyclopedia of American Radio* (2010). In addition, his “Radio Broadcasting” entry is forthcoming in the *The Grove Dictionary of American Music*, which involved revising and updating information about American radio, and he has a forthcoming chapter “Radio” in *Handbook of Communication History*, which surveys both U.S. and overseas radio development over a century.

Stephen Joel Trachtenberg

President Emeritus Trachtenberg’s recent publications include two ViewPoint contributions to *Briefings on Talent and Leadership* (“Followers and Leaders” and “The Mystery of Leadership”); “A Degree in Three,” which appeared in the *New York Times* opinion section; “In Sickness and in Health” in *Education This Week*; and a contribution to “Room for Debate” in the *New York Times*.

In addition to publications, he was a roundtable participant at the Tangier American Legation Institute for Moroccan Studies, spoke at the Youth Service America/TEDx Capital Conference, was a moderator at the American Jewish Committee Annual Meeting, gave the commencement address at the University of Southern California School of Pharmacy, gave the keynote address at the Federal Judicial Center’s “Managing in a Mega Court Environment,” spoke at the GW American Council on Education Fellows, gave the keynote address at the Hartford Hospital Board of Trustees Retreat, was a guest lecturer in Dr. Michael Worth’s summer class, spoke at the Council for Higher Education Accreditation Forum, was a speaker at the NACUA Annual Conference Presidents Panel, and gave the keynote address at the American Technion Society. In addition to these engagements, President Emeritus Trachtenberg was also interviewed by *Link* magazine for a feature article, interviewed by the *Washington Monthly*, and participated in a radio interview for KIST-AM’s Hannah-Beth On-the Air Program.

President Emeritus Trachtenberg is also involved with a number of boards, projects, and committees. These include the American Bar Association’s standing committee on the Law Library of Congress as part of their advisory committee, the GLIN Foundation Advisory Board, the Council on Foreign Relations, the Higher Education Group of Greater Washington, the Friendly Sons of St. Patrick, and the Bankinter Foundation of Innovation’s board of directors.

Steven A. Tuch

Steven Tuch has received a Fulbright award in Poland for the 2010–2011 academic year. He is conducting research at the Institute of Sociology at Jagiellonian University in Krakow, Poland.

Robert Weiner

Robert Weiner’s paper, “Conflict and Corruption in International Trade: Who Helped Iraq Circumvent United Nations Sanctions?” was presented at the Yale Conference on Anti-Corruption Policy. The paper was co-authored with Yujin Jeong, Assistant Professor at HEC Montreal, who received her PhD from GW in 2010.

Michael Wiseman

In June, Michael Wiseman served as speaker and panel member for a European Commission high-level conference titled “Shaping the future of the European Social Fund—ESF & Europe 2010,” held at European Union headquarters in Brussels. His talk was entitled “American Experience with Workforce Investment Grants: Food for Thought for European Social Fund Planners.”

Hal Wolman

Hal Wolman presented three conference papers this summer, with several additional works forthcoming. His conference papers include: “Economic Competitiveness, Clusters, and Cluster-Based Economic Development,” presented at the ninth conference on Global Urban Competitiveness, in Nanjing, China; “Regenerating Urban Neighborhoods: Placing Neighborhoods in Their Comparative Contextual Setting,” presented at the annual meeting of the Midwest Political Science Association in Chicago; and “Economic Shocks and Regional Economic Resilience” (with seven co-authors) given at the fourth annual Brookings-GW-Urban Institute conference on “Urban and Regional Policy and Its Effects: Building Resilient Regions” in Washington, DC. The latter will be published in an upcoming volume of *Urban and Regional Policy and Its Effects: Building Resilient Regions*.



Alumni Spotlights

Compiled by Colin Welch (MPA '12)

The Trachtenberg School is proud to have alumni in a diverse array of professional fields, including government, nonprofit, business and media. Here are just a few of the alums who have been making a big impact in their respective sectors since graduation.



Corinne Bowen, MPA 2006

Editor-in-Chief, Crazysexylife.com

After graduating from GW in 2006, Corinne Bowen moved to Baltimore, MD with her fiancé, Steven Bowen. Corinne worked in the nonprofit sector for a year before leaving her full-time position to pursue a career in freelance writing and teaching yoga. Over the next year, Corinne wrote for Baltimore's *SmartWoman Magazine* and continued writing grants for a nonprofit. She also taught yoga throughout Baltimore.

Her career took another turn when she discovered Kris Carr, an author and filmmaker ("Crazy Sexy Cancer"). After meeting Ms. Carr in New York City and presenting her ideas for the development of Ms. Carr's wellness company, Corinne joined the Crazy Sexy Wellness team. Since that time, she has worked with CSW to build the website and online magazine, *Crazysexylife.com*. Over the past two years, Corinne has also pursued her dream of becoming a novelist. In May 2010 she signed with her literary agent, Rebecca Strauss of McIntosh & Otis Literary Agency. Currently, Ms. Strauss is finding a publisher for Corinne's debut novel.

Corinne lives in Baltimore, MD with her husband who is completing a PhD in immunology at the University of Maryland, Baltimore. They are expecting their first child in May 2011. Corinne blogs at her website: CorinneBowen.com.



Kristen Daniels, MPA 2010

*India Country Director, HELP International
Co-Founder, Musana Jewelry*

Kristen Daniels graduated from the Trachtenberg School this past May. She spent the summer in India as a country director for HELP International, a small NGO that sends volunteers abroad to partner with local organizations and government on small-scale development projects. She was previously a country director for Uganda.

In India Kristen worked on grant writing for a start-up social business called the Rescue Foundation, whose mission is to rescue, rehabilitate, and repatriate girls who have been victimized by sex trafficking by training them in agro-business and selling flowers that they grow. In addition, Kristen helped to draft a toolkit that will help organizations and individuals around the world fight sex trafficking. She also spent a month in rural India doing research for SKS Microfinance.

Kristen was married in September and is moving to Paris for two years with her husband, a Foreign Service Officer. While learning French and job-hunting, she will continue to work with Musana Jewelry, a social business she started with some friends last year that empowers and educates impoverished women in Uganda through employment in the jewelry industry.





Jim McEntire, MPA 1988

Candidate for Washington State Representative, 24th District

After graduating from the Trachtenberg School midway through his career with the U.S. Coast Guard, Jim McEntire returned to the Coast Guard where he served for a total of 32 years (28 as an officer) and retired as a Captain. He served an additional six years as a civil servant in Washington, DC, retiring from the federal Senior Executive Service. Having been elected countywide in 2007, he currently serves as one of three elected commissioners for the Port of Port Angeles, representing eastern Clallam County in Washington State.

Jim has worked extensively on federal budget process issues– he was the U.S. Coast Guard’s budget officer, and later, the Deputy Assistant Secretary for Budget and Strategic Planning at the U.S. Department of Labor. He is currently running as the Republican nominee for the Washington State House of Representatives, having won the primary in his district this summer.



A. Rani Parker, PhD 2004

Founder and Executive Director, Business-Community Synergies

Growing up in India, Rani Parker learned early that survival can depend on entrepreneurship: her mother raised chickens and sold eggs to supplement their family income. Later, in the U.S., Rani worked in international development for 20 years, travelling to all corners of the globe. Her doctoral dissertation research on the potential of private sector investment in communities helped to shape the vision for her start-up company, Business-Community Synergies (BCS), which works with major multinationals to help them blend profit and fair, community-supportive business practices.

Rani founded Business-Community Synergies in 2004, and since then it has grown into a provider of nearly \$1 million in services annually, with a wide network of international consultants. This fall, the Center for Business Inclusion and Diversity honored BCS as one of the top 100 best minority-owned business enterprises in the Mid-Atlantic. The winners, selected from a pool of over 5,000 nominees, were judged on their CEO, vision and community service.



Stay Connected to the Trachtenberg School

- Search for us on LinkedIn! You can join the Trachtenberg School (TSPPPA) group as well as the George Washington Alumni Association group.
- To become more involved with career activities and programs, contact Paul Binkley at pbinkley@gwu.edu or 202-994-8475.
- Let us know how you’re doing! Email tsnews@gwu.edu with your updates to be included in our next newsletter.

Alumni Updates

Compiled by Meghan McHugh (MPA '12)

Ardath Cade, MPA 1973

Ardath Cade is long retired from local government but continues activities as Chairman of the Maryland-Leningrad Sister State Committee and Co-Chair of Maryland Arts Day, a legislative advocacy program in Annapolis sponsored by the Maryland Citizens for the Arts. He also does lobbying in the field of K-12 education.

Len Simon, BA 1974, MPA 1977

Len Simon was recently appointed to the Montgomery County, MD Commission on County Restructuring, which will seek ways to realign county government agencies to reduce costs and increase effectiveness. Mr. Simon has headed Simon and Company, Inc., which provides intergovernmental and federal affairs representation to the public sector since 1987, following ten years at the U.S. Conference of Mayors. He serves on the Trachtenberg Alumni Advisory Board.

Richard W. Schwerdt, MPA 1982

Richard Schwerdt has been retired for nine years from the National Weather Service, a division of the National Oceanic and Atmospheric Administration, where he served as Deputy Chief of the Meteorological Services Division in Kansas City, MO. Though currently living in Tallahassee, FL, last year he and his wife spent more time tent camping nationally and internationally than at home!

Tracy Dillard, MPA 1986

Tracey Dillard has been named to the boards of directors of the Mies van der Rohe Society and Intuit: The Center for Intuitive and Outsider Art. Both organizations are in Chicago. Ms. Dillard has also obtained Certified Residential Specialist (CRS) designation, held by only 4 percent of realtors nationally.

Fred Carino, MPA 1989

After graduating from the cooperative program with the armed forces in 1989, Fred Carino worked for a year in the Pentagon with General Colin Powell, then spent 18 months in command of USS Robert E Peary (FF-1073) whose home port is at Pearl Harbor (although Mr. Carino spent most of that time deployed in Operation Desert Storm). Following that, Mr. Carino spent two years as International Programs Instructor, U.S. Marine Corps Command and Staff College in Virginia, 12 years as Human Resources and Risk Management Director in Florida, one year delivering yachts from the Caribbean as far north as Canada, and two years as a tugboat captain with the U.S. Army Corps of Engineers. In 1995-96, he used his statistics training from GW to build a successful merit pay distribution system for his county government. Mr. Carino recently finished a short job as a captain with American Cruise Lines and is now returning to work on tugs.

Matthew Crouch, MPP 1990

Matthew Crouch recently accepted an exciting position as Deputy Assistant Administrator for Administration at the Department of Transit's Federal Transit Administration (FTA). In this role he provides leadership and management for the Federal Transit Administration on all matters related to information technology, human resource management, acquisitions management, facilities and logistics, organizational analysis and management planning. The FTA is an operating administration of the Department of Transportation and manages more than \$10 billion of annual federal support to local public transportation systems throughout the United States.

Thomas Benes, MPA 1993

Thomas Benes joined Alion Science and Technology in Alexandria, VA as Corporate Vice President for Strategic Development after serving thirty-five years in the U.S. Marine Corps, retiring as a Major General. His last assignment on active duty was as Director of Expeditionary Warfare, Office of Chief of Naval Operations (N85) where he served as the requirements and resource sponsor for amphibious ships, sea-basing and expeditionary warfare capabilities. Other assignments as a General Officer included Director of Strategy and Plans for Headquarters Marine Corps, President of Marine Corps University and Chief of Staff, Naval and Striking Forces South, Allied Forces Southern Europe. Prior military service included operational tours as a fighter pilot flying the F-4 Phantom and F/A-18 Hornet.



Thomas Benes (MPA 1993)

Grant Ashley, MPA 1995

Grant Ashley recently relocated to New Jersey to pursue a new position as Vice President of Global Security for Merck & Company.

Robert Zahradnik, MPA 1996

Robert Zahradnik started a new job this summer at The Pew Charitable Trusts as a project director in the research division of the Pew Center on the States.

Valerie Abend, MPA 1997

Valerie Abend is excited to return to the private sector after four years working in government on financial sector security and resilience for the Board of Governors of the Federal Reserve



System. This summer she joined BNYMellon as Managing Director, Head of Business Partners, Global Operations and Technology Risk Management.

Jared Skok, MPA 1997

In April 2010, Jared Skok was the recipient of the *Jacksonville Business Journal's* 40 Under 40 Award. The award is presented each year to the brightest, most promising business professionals under 40. Mr. Skok currently holds the position of senior manager for The Blue Foundation, the corporate foundation of Blue Cross and Blue Shield. He also serves on the boards of directors of the LBG Research Institute – a corporate philanthropy think tank he co-founded in 2006 – and the north Florida/south Georgia chapter of the American Diabetes Association. Mr. Skok is a member of the advisory boards for the Florida Council on Economic Education, Jacksonville Regional Chamber of Commerce and Cummer Museum of Art and Gardens. He resides in Jacksonville, FL with his wife, Marni, and their son, Gavin.

Thomas S. Russell, MPA 2000

Tom Russell was promoted in September 2010 to serve as a policy advisor for the Security and Facilities Policy Staff of the Administrative Office of the U.S. Courts. He will be working with senior executives and federal judges on issues of judicial security and policies related to federal courthouses. Since beginning with the federal judiciary in 1991, Mr. Russell has performed a wide variety of work, such as statistical analysis, budget analysis, financial management, program management for appellate court senior staff attorneys, regional administration for various federal district courts (including business process improvement services) and managing the judiciary's courtroom technology program and related vendor contracts.

Amy Fredregill, MPP 2002

Amy Fredregill was selected as one of this year's recipients of *Business Journal's* prestigious annual Women in Business Award.



Amy Fredregill (MPP 2002) was awarded Business Journal's 2010 Women in Business Award

Ms. Fredregill is currently vice president in charge of the Minnesota division of the Cooperative Network, a trade organization representing cooperative businesses in a wide range of industries. Her responsibilities include handling government affairs, including lobbying efforts, and setting the strategic direction for the organization. Ms. Fredregill also launched the group's Adopt an Urban Legislator program, which educates legislators from cities about issues important to rural communities.

Sarah Kohari, MPA 2002

Sarah Kohari (formerly Fabirkiewicz) and her husband, David, had a son, George, on May 14, 2010. Before starting their family, they took a year off of work to travel around the world. Now, Ms. Kohari works as a monitoring and evaluation specialist for the Director of U.S. Foreign Assistance within the State Department. She and her husband stay connected to GW as active members of the TSPPPA Alumni Bookclub. The family lives in Cleveland Park.



Sarah Kohari (MPA 2002) with her husband David and new baby George

Brandon Konda, MPA 2002



Brandon Konda (MPA 2002) with his wife Catherine and new baby, Naomi Jo



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Alumni Updates, continued from page 19

Brandon Konda and his wife, Catherine Bolzendahl, are proud to announce the birth of their daughter, Naomi Jo Konda. Naomi was born at UCI Medical Center in Orange, California on May 25, 2010 at 6:29AM. She weighed 7 lbs, 5 oz and was 21 inches long.

Francesco Paganini, MPA 2003

Francesco Paganini works on the disaster response team for World Relief, working primarily on South Sudan. In the beginning of 2010 he worked on the initial response to the Haiti earthquake, and went back for a program planning assessment in June. Mr. Paganini and his wife Melissa live in the Canton neighborhood of Baltimore.



Francesco Paganini (MPA 2003) with his wife Melissa



Grant Raymond Edgar, son of Lee Edgar (MPA 2004)

Lee Edgar, MPA 2004

Lee Edgar is delighted to share that his wife Marybeth, daughter Caroline, and he recently welcomed a baby boy, Grant Raymond, into the family on July 13, 2010. Mr. Edgar continues to serve as a civil engineer for the Department of Public Works in Queen Anne's County, Maryland.



Diana Coben Einstein (MPA 2004) and family on vacation in China

Diana Coben Einstein, MPA 2004

Diana Coben Einstein, her husband Heath, and daughters Levyn and Adielle, recently returned from a two-week trip to China where they spent most of their time in Beijing. Highlights of their trip were visiting the Great

Wall of China, the Forbidden City, and the Bird's Nest where part of the 2008 Olympics took place.

Meghan McInnis Doyon, MPP 2005

Meghan McInnis Doyon and her husband welcomed a new baby girl, Allison Joanne, on June 9th.

Kevin Cramer, PhD 2006

After eight years of service as Deputy Director of the Office of Research and Policy Development at the Corporation for National and Community Service, Kevin Cramer will be heading to the U.S. Department of Health & Human Services as Director of the Office of Planning and Policy Support. He is excited to take on new challenges, including developing the research and evaluation program budget and managing a policy information center that provides research services to the Office of the Secretary. Dr. Cramer will also coordinate operations to support strategic planning, legislation, policy research, evaluation and economic analysis to achieve the agency's program goals and objectives.

Tony Guerrero, MPA 2006

This past spring, Tony Guerrero joined the newly created GW Alumni in San Antonio group (now on Facebook). Last year he retired from the FBI and moved to San Antonio, TX, where he is the manager of the Fraud and Anti-Money Laundering team at USAA.

Whitney Setzer Owen, MPA 2006

Whitney Setzer Owen is currently working at LMI, a not-for-profit government consulting firm. This year she was selected by her management to help establish the LMI Center for Health Reform, committed to providing government leaders with groundbreaking analysis and direction on the implementation and administering of Patient Protection and Affordable Care Act (ACA). She works with the operations of the center to identify potential opportunities, coordinate staff, work through contracting issues, and research the impacts of the ACA on the government health-care system.

Charita Castro, PhD 2007

Charita Castro recently accepted a position as an assistant professor in the School of Social Work at Washington University, St. Louis. Prior to the move she had been working for the Department of Labor.

Therese Doucett, MPP 2007

In August, Therese Doucett started a new position as a program analyst in the Department of Justice, Office of the Inspector General, Evaluations and Inspections Division.

Dana Friedman, MPP 2007

Dana Friedman gave birth to twins on June 1st. Daughter Kelsey Beatrice was born at 6 lbs 7 oz, 20 inches long and son Gavin Paul was born at 5 lbs 3 oz, 19 inches long. The family is doing great!



Sally Lemmon, MPA 2007

Sally Lemmon has left the Special Olympics to take advantage of a new opportunity with the University of Texas System. She currently works for The Archer Center, a division of the UT System that brings talented UT students to Washington, DC for academic and professional experiences.

Ashley Simons-Rudolph, MPP 2002, PhD 2007

Ashley Simons-Rudolph has accepted a teaching position at the American University of Cairo.



Ashley Simons-Rudolph (MPP 2002, PhD 2007) and family enjoy a break from the academic life in Cairo

Kelly Waldron, MPA 2007

Kelly Waldron continues to work at Deloitte in a new internal position with the Community Involvement Office. She will be helping to support and run all of Deloitte’s community, pro-bono, and corporate philanthropy efforts for the greater Washington area.

Victoria Alekhine, MPA 2008

Victoria Alekhine was promoted recently and is now the Associate Director for Fellowship Affairs at the Council on Foreign Relations (CFR) in New York, NY. She coordinates CFR’s eight fellowship programs, including marketing, selection, review, and on-boarding.

Peter Gudritz, MPP 2008

Peter Gudritz is pursuing a great opportunity as the new public policy manager with Dow at their headquarters in Midland, MI, starting in September.

Joy Kraybill, PhD 2008

Joy Kraybill was married in April 2010 to GW Law School graduate Tom Morgan. In September, she started in a new position with CMS’ Medicaid Integrity Group in Baltimore. The position will focus on implementing the Medicaid program integrity aspects of health reform.

Phillip Stegner, MPP 2008, and Janet Stephens Stegner, MPP 2008

Phillip and Janet Stegner recently moved from Dallas, TX, to Palo Alto, CA, where Mr. Stegner is studying for his Master of Business Administration degree at Stanford’s Graduate School of Business. Ms. Stegner is now a senior analyst at Medallia, a software technology company in Silicon Valley.

Anne Bettesworth, MPA 2009

Anne Bettesworth started June 1st at an exciting new job in Seattle as a policy analyst with the Council of State Governments Justice Center. Her job is to assist state policymakers in implementing justice reinvestment strategies, which seek to increase public safety, reduce corrections spending, and improve conditions in the neighborhoods to which most people released from prison return.

John Krizel, MPP 2009

John Krizel recently completed a successful run on the game show “Jeopardy,” competing in four episodes which aired in late July and taking home more than \$107,000. An AmeriCorps VISTA volunteer, Mr. Krizel spent the last year in Beckley, WV, where he ran a green community program for the Piney Creek Watershed Association.



John Krizel (MPP 2009) appeared on Jeopardy this summer

Josh Lasky, MPA 2009

In August Josh Lasky started in a new position as sustainability manager at the University of the District of Columbia (UDC). Before his arrival UDC had no formal sustainability initiative, so Mr. Lasky has been excited to work on developing a robust and unique program on campus.

Erica Thatcher Garavatti, MPP 2010

Erica Thatcher Garavatti recently accepted a Green Jobs Analyst position with the Oregon Employment Department’s Research Division.

Gwen Gordon, MPP 2010

Gwen Gordon has accepted a new position as the communications manager for the Personalized Medicine Coalition (PMC). PMC is a 200-member coalition bringing together pharmaceutical companies, medical technology companies, patient groups, academic medical centers, and others in the health space interested in advocating for the concept and practice of personalized medicine.

Colleen Heller-Stein, MPA 2010

Colleen Heller-Stein accepted a position with the Department of the Treasury in March and has been working as the strategic HR

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Alumni Updates, continued from page 21

business partner for the Undersecretary of Domestic Finance and the Office of Financial Stability. Ms. Heller-Stein and her husband are expecting their first child in March.

Tess Marstaller, MPA 2010

Tess Marstaller joined the Peace Corps in September, and will be living in Cameroon, West Africa for 27 months! She is excited to work with nonprofit organizations that focus on public health concerns such as HIV, maternal health, and encouragement of community participation in health. Ms. Marstaller will be helping to develop their capacity to make an impact, and leading clubs, classes and camps on the side to address specific challenges like AIDS stigma and women’s lack of access to resources.

Justin Scheid, MPP 2010

Justin Scheid was recently hired by the Department of Housing and Urban Development as the special assistant to

the Office of International and Philanthropic Innovation. The office coordinates international exchanges with the agency in addition to bilateral/multilateral programs on housing policy, housing finance, urban development and the environment. It also works with partners to conduct a variety of programs domestically.

Estee Sepulveda, MPP 2010

Estee Sepulveda was recently promoted from working in Senator Feinstein’s personal office to a position on her Judiciary Committee staff. She is now a legislative correspondent working for two counsels, one of which is the Senator’s head counsel. In this capacity Ms. Sepulveda has been working on issues of judicial nomination, civil liberties, constitutional amendments, gay issues, privacy rights, hate crimes, identity theft and telecommunications.

Regulatory Studies Center

Photo By: Regulatory Studies Center



RSC Director Susan Dudley (right) with former Secretary of Education Margaret Spellings, one of the “notables” invited to lunch with GW students last spring.

The Regulatory Studies Center (RSC) continues to provide a variety of educational and outreach opportunities for students. Each month through the “Noshing with Notables” program, GW students meet and engage with successful policy practitioners in an informal setting over lunch. The “notables” are public policy experts from the government, private sector, academia and non-profit entities. The RSC has also hosted discussions on regulatory trends, international climate policy, consumer credit regulation, and the role of science in regulatory policy. The center’s scholars have brought their experience to audiences outside the Washington area through guest lectures, conferences, and speeches, as well as publications in popular media.

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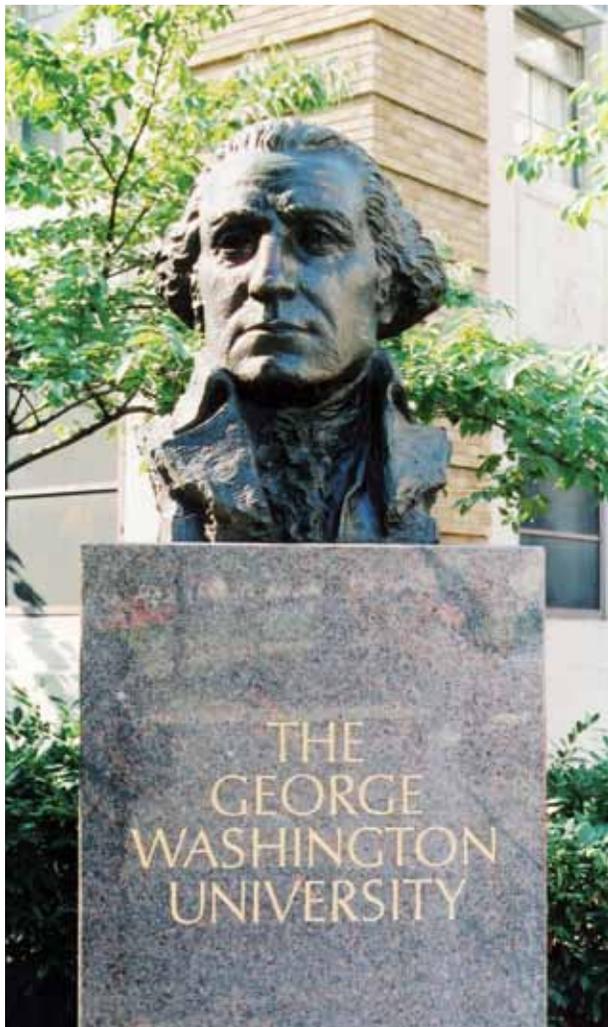
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Contact Us

Trachtenberg School of Public Policy
and Public Administration
805 21st Street, NW, 6th Floor • Washington, DC 20052

202-994-6295 • www.tspppa.gwu.edu

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