



# Trachtenberg School of Public Policy & Public Administration

THE GEORGE WASHINGTON UNIVERSITY

FALL 2012

## Join the Celebration of 50 Years of Public Administration and Public Policy at George Washington University

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In 1963, two years after President John F. Kennedy encouraged us to “Ask not what your country can do for you – ask what you can do for your country,” George Washington University established a Master of Public Administration (MPA) degree within the School of Government and Business Administration. Developed to meet the need for professional education in public administration in the nation’s capital, the program primarily served students who worked in government jobs during the day and attended classes at night.

From the beginning, students embraced the idea that public service – through successful administration and helpful public policies – could result in more efficient and effective systems.

“Students of public administration and public policy are always idealistic,” said Dr. Kathryn Newcomer, the director of the Trachtenberg School of Public Policy and Public Administration. “They want to make things better and know that working within the systems has the potential to influence change for years to come.”

Several things have changed through the 50 years since the first public policy and administration students sat in classes at Foggy Bottom.

The MPA degree has been fully accredited for 40 years. The MPA received its most recent accreditation from the National Association of Schools of Public Affairs and Administration (NASPAA) in 2008.



In 1986, a PhD in Public Administration and a PhD in Public Policy began to be offered. In 2003, those two degrees were consolidated into a PhD in Public Policy and Administration.

Since 1999, students have had the option of either an MPA or

a Master of Public Policy (MPP) degree. Our MPP program received its first NASPAA accreditation in 2008.

In 2003, the programs were designated as signature programs of selective excellence within the university and consolidated into the School of Public Policy and Public Administration (SPPPA) as a unit within the Columbian College of Arts and Sciences (CCAS).

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## From the Director

As we begin celebrating 50 years of preparing students for public service at GW, we are delighted to celebrate the recent accomplishments of our community and welcome new students, faculty and staff members into the Trachtenberg School.

- Dr. Hal Wolman was recognized for his lifelong scholarship in urban public policy by the American Political Science Association.
- Dr. Dylan Conger won the Leslie Whittington Teaching Award from the National Association of Schools of Public Affairs and Administration.
- Dr. Tom Cook, our visiting scholar, won the Association for Public Policy Analysis and Management's Peter Rossi Award for lifetime contributions to public policy research.
- Dr. Jasmine McGinnis joined our faculty after earning a PhD in Public Management in the Georgia State/Georgia Tech combined program.
- Dr. Chris Carrigan joined our faculty after finishing a PhD in Public Policy at Harvard.
- Also teaching full-time for us this year are visiting faculty Dr. Nancy Augustine, formerly a researcher from the Pew Center on the States, and Dr. Peter Linquti, former CEO and Executive Vice President of ICF International.
- For the first time, we hired a communications director, Amber Palmer-Halma.
- And, Denise Riebman took the reins as our new Director of Career Development and Alumni Services. Her experience in a similar role at the Heller School at Brandeis University made her especially well-prepared to lead our superb career services system.

We already know that our faculty are outstanding researchers, teachers and colleagues, but it is nice for them to receive national accolades. Our school's rise in the *U.S. News & World Report* rankings in April was also affirming. We are now 12th of 266 programs in the nation.

While we thought that student interest in our programs could not be higher than the record set last fall, the number of applications for fall 2012 soared once again. With more than 900 applications for our masters programs and 200 for our PhD program, admission was more selective than ever. This semester's classes are quite impressive.

And thanks to our wonderfully supportive alumni network, as well as the stellar reputation of our students, once again our May graduates have landed outstanding positions with high-profile organizations.

Many thanks to all of you alumni who help us mentor and prepare our students and help them secure challenging and meaningful employment! Speaking of alumni, please contact me directly ([newcomer@gwu.edu](mailto:newcomer@gwu.edu)) to nominate your peers and colleagues from the Trachtenberg School to be recipients of our 50th Anniversary outstanding alumni awards.

Finally, be sure to mark your calendar for our 50th Anniversary Celebration February 22 and 23. During the celebration, we will honor alumni from our history and engage in discussions about public policy and public administration in today's changing world. I hope to see you that weekend and thank you for the roles you have played in our history!

Warmest regards,

Kathy  
Director

## Welcome Tom and Fay Cook: Visiting Scholars from Northwestern University

By Travis St.Clair (PhD '12)

Family ties and a love for Washington have drawn two professors from Northwestern University in Evanston, Illinois to the George Washington University for a sabbatical year. Dr. Tom Cook, Chair in Ethics and Justice and Professor of Sociology, Psychology, Education and Social Psychology, and his wife, Dr. Fay Lomax Cook, Professor of Human Development & Social Policy and Political Science, picked GW for their year of research.

Faced with a choice between spending the year at Stanford, where the Cooks have a home nearby in San Francisco, and coming to GW, the Cooks decided to spend time exploring the city that they have only previously visited for short periods of time.

"I did some research in Washington for a book I was writing *Support for the American Welfare State: The Views of Congress and the Public* (1992) many years ago," said Fay. "I lived in a little efficiency apartment on Pennsylvania Avenue. I fell in love with Washington, and this was a great opportunity to come back."

The Cooks arrived in early September and have settled in. Tom, author along with Donald Campbell of the classic textbook *Quasi-Experimentation: Design and Analysis Issues for Field Settings* (1979), as well as the more recent *Experimental and Quasi-Experimental Designs for Generalized Causal Inference* (2002), is visiting scholar in the Trachtenberg School while Fay is as well but has an office in the Political Science department. Having recently stepped down as the director of Northwestern's Institute for Policy Research, Fay is writing up the results from recent surveys of Congressional staffers, energy scientists and the general public on what energy policies they are willing to support, among other projects. Tom continues his work on the effectiveness of various quasi-experimental designs. This year Tom has been tapped to receive the Peter H. Rossi Award at the Association for Public Policy Analysis and Management (APPAM) fall conference for contributions to the theory and practice of program evaluation.

So far the Cooks have enjoyed their time in the capital city, mentioning in particular that they enjoy walking to work in



the mornings past the city's many embassies. Tom has enjoyed catching up with Hal Wolman, Professor of Public Policy and Political Science, who has been a friend of the Cooks for years, as well as Burt Barnow, whose work Tom has known since Barnow was a graduate student at Wisconsin in the 1970s, and Kathy Newcomer, whose work with Joe Wholey has been featured in Tom's program evaluation classes for many years. He has also enjoyed the proximity to the Textile Museum, where he has served as a board member.

"Our goal is to try not to get too submerged by our work as we sometimes do at Northwestern," said Tom. "We are here to have fun as well as to get a lot of work done."

*Travis St. Clair is currently a post-doctoral fellow for the Institute for Policy Research at Northwestern University.*



*continuation of celebration of 50 years story from cover*

In 2007, the Board of Trustees of the George Washington University named SPPPA the Trachtenberg School of Public Policy and Public Administration (TSPPPA) in recognition of the many contributions made by President-Emeritus Stephen Joel Trachtenberg during his 19-year tenure as president of the university.

Today, 426 students are enrolled in the school's programs. These students provide pro bono services to government agencies and nonprofits throughout the Washington D.C. region as part of capstone courses. They work and intern throughout the government, private and nonprofit sectors.

TSPPPA rose in the 2013 *U.S. News & World Report* grad school rankings (measured in 2012). The Trachtenberg School was ranked #10 in Public Management Administration and #19 in Public-Policy Analysis; making us the #12 Public Affairs school for 2013.

"I've had the pleasure of being part of this school for 31 years," said Dr. Newcomer. "I've seen technology change and generations shift, but I've also noticed the things that have stayed the same. Trachtenberg faculty are dedicated professors as well as practitioners of what they teach. Our students have faith that they can make a difference and tenacity to do the work required. And, alumni continue to shine in positions of authority throughout the government and non-government sectors."



Throughout 2013, Trachtenberg will celebrate 50 years of living out a call to public service. You are invited to join the celebration. On Friday, February 22, you are invited to join GW's provost and others for a reception at 5:30 pm with Trachtenberg faculty, students, alumni and friends. During the reception, we will honor multiple alumni of the school with outstanding alumni awards. If you have friends and colleagues from the programs who you would like to nominate for an award, please contact me (newcomer@gwu.edu) and share why you believe they should be considered.

On Saturday, February 23, you can continue the conversations that have been part of these degree programs for 50 years. Alumni, faculty and friends of the school will participate in panel discussions and hear a keynote speaker discussing ideas related to service, research, policy and administration. We will explore how Trachtenberg alumni in the public and private sectors of Washington D.C. and throughout the world live out President Kennedy's call to ask what you can do for your country.

Save the date for this February's celebration of the Trachtenberg School of Public Policy and Public Administration, and look for more information soon.

## Spring 2012 Capstone and Program Evaluation Projects

*By Gillian Winkler (MPA '14)*

Throughout the Spring semester, 117 Trachtenberg students worked pro bono for government and non-profit organizations throughout Washington, D.C. and the world via capstone projects. Here are a few highlights from their work:

**Capstone Project:** "Mind the Gap: The Changing Disparity between Student Needs and School Support Services in the Wake of the Great Recession"



This capstone team (Darnell Cadette, Vanessa Wolbrink, Hannah Putman, Kevin Koenig) worked on a national campaign of the Economic

Policy Institute, "Broader, Bolder Approach to Education." The project entailed understanding how the recession influenced both the needs of youth and the ability of schools to help address these needs through the support services they provide. Did the gap between students' needs and school support services widen due to the recession? The group looked at changes in parental unemployment, health insurance, homelessness and hunger to assess changes in the well-being of youth. The project analyzed school support services including early childhood education, school counselors and related personnel, health services, after-school and summer programs.

The project was challenging and became a perfect real-world setting for the group members to further develop the skill sets they formed in their Trachtenberg School courses including collecting and organizing data, developing a methodologically rigorous approach to research, writing in a detailed, thoughtful and concise manner and bringing together diverse and varied literature to tell a compelling and coherent story.

**Capstone Project:** National Governor’s Association

The capstone team of Aryn Ehlow, James Baumberger, John Hargraves, Molly Giammarco and Petrit Kelmendi studied health policy for their client, the National Governors Association (NGA). The NGA is a bipartisan organization representing all 50 state governors at the federal level and providing research and best practices on issues that affect all states. The students worked with the NGA health care team, investigating how expanding the scope of practice rules for non-physician healthcare workers, specifically nurse practitioners and dental hygienists, would affect primary health care access, cost and quality. For each profession, the group provided a brief with two major sections: an overview of each state’s current scope of practice laws to show the variation in the level of independence in which such professionals are allowed to practice; and an overview of research and studies that showed how expanded scope of practice rules would affect health care quality, cost and access issues.

The NGA plans to use these briefs to educate states on how they compare to others with similar demographics or location, and to demonstrate that the evidence supports this policy change as a way of meeting increasing health care demands in the short-term. For team members, the project helped complement the Trachtenberg experience by allowing them to synthesize through a single project the wide range of knowledge and skills that they acquired in each of their courses.

**Program Evaluation Project:** U.S. Coast Guard, Visual Aids to Navigation Division



James O’Mara and Tyson Weinert worked on a program evaluation project for the U.S. Coast Guard determining the fidelity of the imple-

mentation of the Waterway Analysis and Management System (WAMS). They conducted an implementation evaluation of the Coast Guard’s WAMS procedures, processes and practices using qualitative and quantitative research. A mixed approach of panels, focus groups, semi-structured interviews and other data-gathering tools added validity to their findings about which aspects of WAMS work and which do not.

Throughout their investigation, O’Mara and Weinert learned a great deal about research methods and presentation – particularly the importance of doing qualitative fieldwork and interviews before administering a survey and the need for presenting material in a contextually relevant manner.

**MPA & MPP CAPSTONE PROJECT CLIENTS**

- Americorps/NCCC
- Bright Beginnings
- Center for Law and Social Policy
- Council of the Great City Schools
- Creative Associates
- DC Fiscal Policy Institute
- Defense Orientation Conference Association
- Economic Policy Institute
- Environmental Law Institute
- Fight For Children
- Groundwork Anacostia
- HandsOn Greater DC Cares
- HUBZone
- Institute for Public-Private Partnerships
- International Housing Coalition
- Justice Ventures International
- League of American Bicyclists
- National Association of Community Health Centers
- National Governor’s Association
- National Guard
- Northern Virginia Volunteer Organizations Active in Disasters
- SportsChallenge
- STAR Communities
- Sunlight Foundation
- U.S. Green Building Council

**MPA PROGRAM EVALUATION CLIENTS**

- American Legion Auxiliary
- DHHS/HRSA (3 projects)
- National Fish and Wildlife Foundation
- Resources for Inner city Children (RICH)
- U.S. Coast Guard
- ZINN

“With this project, we found parallels between the concept of standing behind our final work just like we will have to stand by our own decisions and all of our personal actions as public administrators in the spotlight of public service: There is nowhere to hide. It’s on us,” said O’Mara.



## Trachtenberg Student Organization update

By Simon McNorton (MPP '13)



The yellow team claimed victory at this year's fall retreat.

Now that the fall semester is in full swing, the Trachtenberg Student Organization (TSO) is back to business with a comprehensive schedule of activities for the new cohort of students. Over the summer months, the group took the time to rebrand the organization and create a new logo, banners and other materials to raise their profile.

The new identity was launched during student-led programming at New Student Orientation. This year, in addition to a day of sessions designed to provide new students with need-to-know information, the TSO also facilitated a mentoring program that connected incoming students with peers at the Trachtenberg School.

To encourage student engagement, TSO ran their first "30 Days of Trachtenberg" campaign to deliver a month-long schedule of events, opportunities and programming for new students. Activities included a student-led Career Forum organized by the Professional Development Committee. Other organizations, including the Diversity and Inclusion Committee, the Policy Perspectives Journal and the Anacostia Public Service Corps, held open houses to recruit new student leaders and move their respective programs forward. The TSO continues to host regular Group Think sessions in addition to new "Brown Bag" lunch seminars designed to bring students and faculty together to discuss research interests.

The introduction to the Trachtenberg School culminates in the annual Fall Retreat. This year, more than 100 students and faculty gathered at the Happyland Campsite in Prince William Forest Park in Virginia for a weekend adventure. This year's retreat benefited from beautiful weather and an added theme – the Color Games – pitting eight brightly colored (and dressed!) teams against each other in a series of activities, including field games, trivia and good old-fashioned bonfire bonding.

Now, the TSO is preparing new students for the upcoming TSO elections and looking forward to the Fall Ball celebrations and annual Holiday Party. The strategic planning – and the strength of the new student body – ensures a smooth leadership transition and continued growth of the Trachtenberg Student Organization.

## STUDENT BOARD MEMBERS

### Trachtenberg Student Organization:

Jay Sher, MPA President  
 Simon McNorton, MPP President  
 Sarina Rosenberg, MPA Vice President  
 Leslie Finnan, MPP Vice President  
 Sarah Lynn Geiger, MPA Treasurer  
 Kyle Bergman, MPP Treasurer

### Trachtenberg School Orientation and Welcoming Organization:

Charlotte Fallon, MPA Chair  
 Lauren Deutsch, MPP Chair

### Community Engagement Committee:

Mike Fucci, MPA Social Chair  
 Ashley Cheung, MPP Social Chair  
 Nancy Lagomarcino, MPA Volunteer Chair  
 Morgan Taylor, MPP Volunteer Chair

### Professional Development Committee:

Sadie Thimsen, MPA Chair  
 Stephen Tu, MPP Chair  
 Debbie Kobrin, GPAC Representative

### Diversity and Inclusion Association:

Anamita Gall, MPA Chair  
 Ana Jara, MPP Chair

### Anacostia Public Service Program:

Ana Jara, Program Co-Director  
 Rachel Evans, Program Co-Director

### Policy Perspectives:

Anne Berry, Editor-in-Chief  
 Kristin Hubing, Managing Editor

### PhD Liaisons:

Kate Johnson, PhD  
 Kari Nelson, PhD  
 Ashley Palmer, PhD  
 Eric Stokan, PhD

## Career Center Update

*By Denise Riebman, Director of Career Development and Alumni Services*

Who could have imagined 50 years ago when the Master of Public Administration degree program launched that by 2012, more than 3,500 George Washington University public administration and public policy alumni would serve in positions of senior leadership, influence policy and drive social change? Could we have predicted the high demand from employers interested in hiring our students and alumni for internships and jobs working on critical issues across all sectors, around the globe? Today, the Trachtenberg School of Public Policy and Public Administration Career Development Services continues to support the professional goals of our students and alumni while building long-lasting relationships with employers to connect them with our Trachtenberg talent.

Since the creation of the Trachtenberg School's first stand-alone career center in 2006, students and alumni have hundreds of professional development opportunities, access to vast networks of program alumni and friends and cutting edge resources. Under the leadership of Paul Binkley, TSPPPA expanded the career services department in ways that positively influenced the school's recruitment, student experience, employer outreach and alumni engagement. This summer, Binkley departed the Trachtenberg School for an international opportunity but left behind a legacy of a vibrant career center with a wealth of resources and services. The new Director of Career Development and Alumni Services, Denise Riebman, brings nearly 20 years of career development, higher education and nonprofit management experience to continue building up the school's career services.

Current students and alumni are invited to utilize these career development services.

Learn more at the school's website: [tspppa.gwu.edu](http://tspppa.gwu.edu).

The most recent graduating class carries on the Trachtenberg tradition of securing positions within some of the preeminent nonprofit organizations, government agencies and private sector companies, including:

- Community Academy Public Charter School, Data Specialist
- Deloitte Consulting, Senior Consultant
- FHI 360, Program Officer, Civil Society and Peacebuilding Department
- ICF International, Associate
- Idaho State Board of Education, Public Charter Schools Program Manager
- Joint Legislative Budget Committee, Arizona State Legislature, Fiscal Analyst
- Pathway Lending, Program Specialist
- U.S. Air Force, Resource Advisor/Assistant Alternative Dispute Resolution Program Manager
- U.S. Department of State, Budget Analyst
- U.S. Department of Health and Human Services, Program Analyst
- U.S. Government Accountability Office, Analyst
- USAID, Office of Transition Initiatives, Administrative Program Assistant
- Westat, Research Associate



### QUICK LINKS

[www.career.tspppa.gwu.edu](http://www.career.tspppa.gwu.edu)

[www.career.tspppa.gwu.edu/wiki](http://www.career.tspppa.gwu.edu/wiki)

[www.LinkedIn.com](http://www.LinkedIn.com) and search for TSPPPA Group

<http://alumni.gwu.edu/career-networking>

## GW Regulatory Studies Center Engages Students, Scholars, Policy Makers

By Susan Dudley, Director, Regulatory Studies Center

The GW Regulatory Studies Center (RSC) continues to be a training ground for students, scholars and policy makers interested in the regulatory process and in achieving more effective policy outcomes as well as a hub for applied scholarship on regulatory issues.

### Student opportunities

RSC offers opportunities for students to learn about public policy careers through courses, internships and lunch programs. Additionally, RSC's Regulatory Comment Clinic engages students in the federal regulatory process by having them analyze an active regulation. These types of opportunities lead to jobs. MPP student Tanner Daniel, who received the RSC fellowship to work in the Office of Information and Regulatory Affairs in the Office of Management and Budget (OMB) during the summer, described the internship as a truly unique and valuable experience. Last year's fellowship recipient, Jonathan Porat, landed a full-time job with OMB upon graduation. Kathryn Vesey, RSC's research associate for the 2011-2012 academic year, won the American Association of Budget and Program Analysis award for graduate research for her paper on federal capital budgeting and is now working with the National Association of State Budget Officers.

### Hub for Applied Scholarship

This year, RSC is seeking opportunities to collaborate with others on regulatory issues. From the GW Center for Risk Science and Public Health to the Washington chapter of the Society for Risk Analysis, RSC collaborated on two events examining best practices for integrating public health science in regulation.



RSC continues its monthly "Noshing with Notables" series featuring successful policy professionals who share their experiences and lessons with students in an informal setting over lunch. Pictured in center: Shawne McGibbon, General Counsel of the Administrative Conference of the United States, who talked with students in September.

RSC also organized and led a panel discussion in collaboration with the George Mason University Law and Economics Center at a judicial symposium on scientific evidence in the courts. RSC taught short courses on U.S. regulatory policy and practice to different international bodies and offered a well-received two-day course for executives titled "Federal Regulatory Policy, Process and Analysis" in October.

RSC scholars continue to write and publish on a range of regulatory topics and present insights from their research at academic conferences, in Congressional testimony and other venues. Their findings are being published in the popular press as well as academic journals.

Subscribe to RSC's weekly Regulation Digest by sending an e-mail to [RegulatoryStudies@gwu.edu](mailto:RegulatoryStudies@gwu.edu), follow it on Twitter @RegStudies and visit [www.RegulatoryStudies.gwu.edu](http://www.RegulatoryStudies.gwu.edu) to learn more about RSC's activities.



## WANT TO KNOW THE LATEST REGULATORY NEWS?

Follow the GW Regulatory Studies Center on Twitter @RegStudies

Visit [www.RegulatoryStudies.gwu.edu](http://www.RegulatoryStudies.gwu.edu)

## Top 10 Ways to Give Back and Stay Involved

As we reflect on 50 years of excellence in public service education at George Washington University and celebrate the 10 year anniversary of the School of Public Policy and Public Administration, we recognize the critical role our strong alumni base has played in making the Trachtenberg School what it is today. Trachtenberg alumni continually strengthen the reputation of the school through their professional accomplishments and willingness to give back. This contributes to a vibrant Trachtenberg community of past, present, and future students.

If you are looking for ways to stay connected and invest back into the Trachtenberg community, consider partnering with us in one of the following opportunities:

1. Attend the 50th Anniversary Celebration from February 22-23, 2013
2. Assist with planning the 50th Anniversary Celebration
3. Participate in alumni engagement efforts for the Trachtenberg School
4. Serve as a speaker, panelist or trainer at career development events
5. Support professional networking programs by attending events and networking with students
6. Host an employer information session for Trachtenberg students
7. Attend recruitment events in D.C. or in your region
8. Connect with a prospective or admitted student via phone or email
9. Meet with a prospective or admitted student
10. Join the Trachtenberg School LinkedIn page at <http://www.linkedin.com/groups?gid=90565> and follow us on Facebook

For more information about any of these opportunities, please contact Denise Riebman, Director of Career Development and Alumni Services, by emailing [DRiebman@gwu.edu](mailto:DRiebman@gwu.edu) or calling 202-994-8475.

## Policy Roundtable Invites Government Innovators to Discuss Innovation in Times of Uncertainty

On October 11, current students, alumni and friends of the Trachtenberg School gathered in the Jack Morton Auditorium to hear a keynote address and panel discussion on the topic “The Innovation Imperative for Government: Leading in a Time of Uncertainty.” The keynote address was provided by Daniel M. Tangherlini, Acting Administrator of the U.S. General Services Administration (GSA). Following his remarks, Mr. Tangherlini answered questions and joined a panel discussion to further explore how innovation can influence government decisions across the board.



The other members of the panel were Dr. Jay Schnitzer, Director, Defense Sciences office, Defense Advanced Research Projects Agency (DARPA); Shelley Metzenbaum, Associate Director of Performance and Personnel Management, in the Office of Management and Budget at the White House; and Dr. Bruce Chew, Global Thought Leader, Monitor Group. The panel was moderated by the Trachtenberg School's Distinguished Professor of Practice Patricia McGinnis.

Participants described the innovation imperative from their perspective and gave one or two examples of how innovation advanced the mission of their agency and the public interest.

The speech and roundtable discussion gave participants a chance to learn more from government leaders facing questions about innovation and leadership every day and connect with others in attendance to share ideas and network.



## Public Servants Recognized with Arthur S. Flemming Awards

Twelve federal employees joined the ranks of the late famed U.S. astronaut Neil Armstrong, former Secretary of Defense Robert Gates and former Sen. Elizabeth Dole, R-N.C., as winners of the 63rd Arthur S. Flemming Awards at a ceremony June 4 in George Washington's Marvin Center.

The public servants, who work at institutions including the Department of Energy, Department of Commerce, the U.S. Census Bureau and National Institutes of Health, were honored for their exceptional contributions to the federal government.

The awardees were Craig Brown, Joshua Burger, Tucker McElroy, Nathan Newbury, Leonard Tender, Tom Misteli, Till Rosenband, Clare Waterman, Regina Galer, Elizabeth Gentry, Michael Lauer and Jonathan Kang.

GW Provost Steven Lerman opened the ceremony with introductory remarks, emphasizing the strong relationship the university has with federal employees and the high number of students who work in the government and go on to commit their lives to public service.

"We're very proud of the way in which we serve the nation... We think that's a special part of the university. I like to think it's part of the DNA, in which service to the country, service to society, service to the world are all part of what we are educating our students for, and it gives them a purpose that transcends their own individual financial interests."



*Arthur S. Flemming Award winners Elizabeth Gentry, Joshua Burger, Michael Lauer, Leonard Tender, Jonathan Kang, Craig Brown and Regina Galer at the 63rd Arthur S. Flemming awards June 4 in the Marvin Center.*

Adm. Thad Allen (MPA '86), delivered the keynote address, remarking that the awardees are highly respected leaders who have navigated "complex problems" in an increasingly bureaucratic world, and have collaborated across agencies and organizations to tackle "hard things" in their respective fields.

The 2012 awardees were selected by the Flemming Awards Commission and a panel of judges. The award is named for Dr. Flemming, LL.B. '33, who was a former secretary of health, education and welfare under President Dwight D. Eisenhower and served in a number of federal organizations, including the National Security Council and the U.S. Commission on Civil Rights. In 1996, President Bill Clinton awarded Dr. Flemming the Presidential Medal of Freedom, the nation's highest civilian honor.

The 2012 Arthur S. Flemming Award  
selectees will be honored in a reception at  
George Washington University  
on June 10, 2013



## International Alumnus Datuk Thomas George Receives Public Service Award

*By Christine Cole for GW Today*

For more than three decades, Datuk Thomas George (MPA '86) has led a distinguished public service career.

"Being a public administrator gives you the opportunity to serve, and not to think about yourself but to think about the community that you serve," said Mr. George. "We must translate our goals, and visions and dreams into something definite – that is what gives us satisfaction."

Mr. George served full terms as secretary general – the top civil service rank position in Malaysia – for both the Ministry of Works, which runs the country's transportation infrastructure and public buildings, and the Ministry of Human Resources. He also served in high ranking positions at the National Institute of Public Administration, and he has authored books, journal articles and numerous papers on public management.

He was recruited by the UK's Commonwealth secretariat to help improve public administration in Jamaica, Cameroon, St. Lucia, Barbados, Grenada, Kenya, Tanzania, Barbados, South Africa, Samoa and the Maldives. For his accomplishments, he was bestowed the prestigious Malaysian title "Datuk" by the king.

"I go on the principle that you should not leave life in regret, but you should do what you can do," he says, "and I believe that I have made some difference... in the places that I've been."

Given this, it's no surprise that he was asked to return to George Washington to receive the Trachtenberg School of Public Policy and Public Administration's 2012 Public Service Award.



*George talks with current students during a luncheon.*



*Associate Provost for International Programs and Professorial Lecturer in English and Honors Donna Scarborough, Trachtenberg School Director Kathryn Newcomer, International Alumnus Datuk Thomas George, and Associate Vice President for Alumni Relations and Development Adrienne Rulnick celebrate George's receipt of the 2012 Public Service Award.*

"Thomas George has gained worldwide recognition as a model public servant," said Professor of Public Policy and Public Administration Bill Adams, who served on the nominations committee. "And all countries — not just rapidly developing ones like Malaysia — desperately need a reliable, fair and effective public sector."

"It was a surprise to me, and I consider it a real privilege to be given the honor," Mr. George said. "Coming back to campus brought back very fond memories. A lot of things I learned here I used throughout my career."

With an interest in organizations and human resources, Mr. George first came to GW as a master's student wanting to broaden his understanding of public administration and its responsibilities. "The MPA program really provided the parameters you could build on," he recalled, specifically noting lessons on ethical principles, personal accountability and personal responsibility.

These principles, he said, need to be applied with caution. "I think it's very important that wherever we are, we have to learn, and learn to understand context, because it is only in understanding the context that you are able to relate what [you] know and learn to bring about the change that is needed," he said.

While reflecting on lessons learned at GW and during his career, Mr. George offered one more piece of advice for students and alumni who are working to bring about change: "We must be empathetic, we must be insightful, and most importantly we must always be learning," Mr. George said. "Then we can be in the best position to understand and facilitate change."





## In Their Own Words: Current Students Encourage Participation in Anacostia Public Service Project

Each year, students at the Trachtenberg School volunteer with the Anacostia Public Service Program. This year, Ana Jara (MPP '13) and Rachel Evans (MPA '13) organize the volunteer opportunities in addition to their course work and other activities.

What prompts already-busy students to volunteer their time? From interviews with four student participants, the motivation comes from the chance to meet the kids at Anacostia High School and the opportunity to see their effort make a difference in the lives of those they meet.

Garrett Jackson (MPP '13) summed it up best by saying "I want to be part of the solution to these kids' success."

"These are amazing kids who have so much potential to make

a difference in their communities," explained Evans. "The Anacostia Public Service Program gives us, as graduate students, an opportunity to help these students realize their potential."

"I've been surprised at some of the students' reading levels," said Claudia Quintero (MPA '13). "I've worked with younger students who have difficulty reading but it is much more startling at the high school level. Literacy is an important topic for me and thinking of ways to help the students with their reading has been very important."

"I participate in the Anacostia program because I believe it is my responsibility to 'pay it forward' to the younger generations," said Jara. "Also, I love to work alongside young people. High school students are people who are seeking guidance and love to laugh. If you put in some work, they are willing to share who they are with you."

All four students encouraged anyone considering service in an underserved area to just give it a try. "Knowing how to communicate to young people in an urban environment isn't something you can be taught, you just have to want to learn to do it," Jackson explained. "They respect you when you try, and are largely receptive to your help. However, if they sense you are timid or uncomfortable, you will miss a golden opportunity to connect with them."

Here's to many more years of Trachtenberg students jumping in to be part of the solutions with the Anacostia Public Service Program.



## Meet Hertie School Exchange Student Linnea Kriebohm

By Mike Brooks (MPA '14)



Linnea Kriebohm may not be the only Trachtenberg School student with great qualifications and an interesting background, but she may have had the longest initial commute to campus.

Kriebohm recently traveled to Washington from Berlin, Germany to attend the Trachtenberg School

as part of an exchange program with the Hertie School of Governance.

Despite the distance from home, Kriebohm has found a warm welcome at Trachtenberg. "I have been overwhelmed by the friendliness of people," she explained. She also has jumped

right into her schoolwork: "I had heard that the coursework is challenging, but rewarding, and I find that to be true."

Kriebohm brings important insights to the Trachtenberg community. She recently completed an internship in the German Finance Ministry and is interested in transatlantic relations.

Her understanding of Berlin also offers helpful comparative insights into the two national capitals. Politics and policy seem to play a more dominant role in Washington, Kriebohm explained, than in Berlin.

Kriebohm plans to make the most use of her time in Washington. In addition to her studies, she hopes to visit most of the monuments and museums in the city. She's already made the commute; now she wants to make the most out of the visit.

## Two New Staff Members Join the Trachtenberg School



**Denise Riebman**

*Director of Career Development and Alumni Services*

Denise has spent nearly 20 years working in the non-profit and higher education sectors, specializing in career development, national service and community organizing. Prior to moving to D.C. in 2011 to work for Share our Strength as the Cooking Matters

National Training Development Manager, Riebman was the Assistant Dean of the Career Development Center at the Heller School for Social Policy and Management, Brandeis University. In this capacity, she built the career center to support the needs of more than 450 masters and doctoral students from more than 50 countries.

Previously, Denise served as the Director of Programs at Boston Cares where she partnered with nonprofit agencies to connect thousands of volunteers to service opportunities. An active volunteer and Life After AmeriCorps Trainer, she has served on several boards including most recently joining the AmeriCorps Alums National Advisory Board.

Riebman received her Bachelor's degree in Political Science from Rutgers University and her Master's in Public Policy and Management from the Muskie School of Public Service, University of Southern Maine. She is a graduate of LeadBoston, The Coaches Institute, Interactive Associates' Facilitative Leadership Course and National Service Executive Leadership Program. Currently working on her Career Development Facilitation Program certification, she also has certifications in Mediation (University of Southern Maine) and Training (American Society for Training and Development).



**Amber Palmer-Halma**

*Director of Communications*

To fulfill her communications roles, Amber Palmer-Halma has been a writer, editor, graphic designer, media manager, Twitter feeder, Facebook updater, content creator, cross-cultural translator and strategic communicator for organizations in the public, private, and non-profit sectors.

Prior to joining the Trachtenberg School of Public Policy and Public Administration, Palmer-Halma was a manager of corporate communications for Chemonics International, director of communications for an advocacy group, and associate director of student programs for the Council for Christian Colleges & Universities' study abroad programs. She taught English to university professors at Shandong University in Jinan, P.R. China for one school year and served as a White House intern in the Clinton administration.

Palmer-Halma earned a Master of Arts in Communication from the Johns Hopkins University and a Bachelor of Arts in American Studies from Whitworth University.

She's been able to travel to five of seven continents and hopes to add South America and Antarctic adventures to her itinerary soon.



### STAY CONNECTED TO THE TRACHTENBERG SCHOOL

- Join the Trachtenberg School (TSPPPA) and George Washington Alumni Association (GWAA) LinkedIn groups.
- To become more involved with career activities and programs, contact career services at [tscareer@gwu.edu](mailto:tscareer@gwu.edu).
- Let us know how you're doing! Email [tsnews@gwu.edu](mailto:tsnews@gwu.edu) with your updates to be included in our next newsletter.
- To receive TSPPPA and GW mailings, event invitations, and news, please update your information at [alumni.gwu.edu/update](http://alumni.gwu.edu/update).

## Faculty updates

*Compiled by Molly Callaghan (MPA '14) and Mike Ruddell (MPP '14)*

### **Bill Adams**

*Professor of Public Policy and Public Administration*

Dr. Bill Adams participated in two panels at the 2012 conference of the National Association of Schools of Public Affairs and Administration in Austin, Texas. He organized and co-chaired a roundtable entitled "Masters Students in Public Service: Why They Come and Where They Go," and presented, along with Dr. Donna Infeld, a paper entitled "American Attitudes toward Federal Workers," which grew out of their questions included in the GW-Politico Battleground Poll over the past four years. The *PA Times* featured their analysis of the August poll results on the front page of the September issue. Over the summer, Dr. Adams furthered his travels and toured around four former Soviet republics – Belarus, Uzbekistan, Turkmenistan and Tajikistan – as well as made return visits to Cambodia, Thailand and Malaysia (see quasi-blog.blogspot.com). Dr. Adams spoke to the first formal meeting of GW alumni held in Malaysia during his time in Kuala Lumpur.

### **Burt Barnow**

*Amsterdam Professor of Public Service*

Dr. Burt Barnow recently prepared a monthly discussion "Can You Teach an Aging Brain New Tricks?" for the World Bank Human Development Network. Over the summer, he participated in other presentations, including "How Do You Know a Labor Shortage When You See One?" (roundtable at Georgetown University), "The Labor Exchange System in the United States" (video conference at the World Bank) and "Possible Measures to Reduce the Welfare Caseload" (presented at the Ministry for Social Protection, Seychelles). Dr. Barnow continues to work with the World Bank on ongoing projects related to workforce development, youth employment and ways to reduce welfare caseloads. Recently, Dr. Barnow received a subcontract with Capital Research Corporation from the U.S. Department of Labor (DOL) to analyze promising practices connecting unemployment insurance claimants with the workforce development system. He also received a subcontract with Avar Corporation from the DOL to conduct a formative evaluation of employment workshops, for armed forces personnel who are separating.

### **Derick W. Brinkerhoff**

*Associate Faculty of Public Administration and International Affairs*

Dr. Derick Brinkerhoff was named Visiting Fellow at the College of Social Science, University of Birmingham, UK for the fall semester. The activities of the fellowship involve virtual exchange with faculty in the International Development Department and the Center on International Education and Research and a one-week on-campus visit. Dr. Brinkerhoff co-authored recent policy briefs and technical reports for USAID, including "Public Budgeting and Expenditure Management in Three Nigerian States: Challenges for Health Governance," "Health Governance: Findings from Health System Assessments" and "Community Engagement and Performance-Based Incentives: The View from Indonesia." In recent months, he presented at the InterAction Annual Forum, the World Health Organization in Geneva, USAID and the International Peace and Security Institute at The Hague.

### **Jennifer Brinkerhoff**

*Professor of Public Administration and International Affairs*

In September, Dr. Jennifer Brinkerhoff presented "Who are the Copts in Diaspora?" at an event about the Copts of Egypt co-organized by the International Religious Freedom Caucus and Coptic Orphans on Capitol Hill. This proved timely due to recent events implicating Coptic diasporans in the production and distribution of the extremist film associated with the violence in the Middle East. Dr. Brinkerhoff's presentation, based on the first-ever survey (with Liesl Riddle, associate professor, School of Business) of the Coptic Diaspora in the U.S., Canada, Australia and the United Kingdom, confirms that the implicated individuals were not representative of the Coptic Diaspora as a whole. Prior to the event, Dr. Brinkerhoff was contacted by *The Wall Street Journal* and *LA Times* for fact checking about the Coptic population in the U.S. Dr. Brinkerhoff was invited to be an academic consultant on a multi-year, multi-disciplinary collaborative post-doctoral research project between the Massachusetts Institute of Technology and Harvard University focused on explorations in cyber international relations.



## VISITING FACULTY



### Nancy Augustine

*Visiting Professor of Public Policy and Public Administration*

Nancy Augustine began teaching at TSPPPA in 2006, shortly after completing her PhD here. She was one of the very first research assistants at the George Washington Institute of Public Policy (GWIPP) and helped to get the Public Policy Student Association off the ground. She also completed her undergraduate degree at GW in the days when Lloyd Elliott was president of the university. In ways, coming back to GW is like coming home.

Dr. Augustine's teaching and research are informed by more than 25 years of experience in various aspects of local government policy formation, research, implementation and evaluation, including more than ten years of experience as an urban planner at the local government level. In recent years, she worked for the Pew Charitable Trusts, the National Conference of State Legislatures and Economic Systems, Inc. Currently, she is working with graduate assistant Mara McMillen to explore current topics in community development. Her next project will focus on the impact of the housing market meltdown on communities, and the policy response from state and local governments.

### Peter Linquiti

*Visiting Professor of Public Policy and Public Administration*



Prior to joining the GW faculty, Peter Linquiti served as Executive Vice President at ICF International, a global consulting firm focused on energy and environmental policy. He supported public sector clients in all phases of the policy design, implementation and evaluation process. His substantive work addressed both regulatory and non-regulatory policies related to air quality, climate change, hazardous and solid waste, drinking water, risk assessment and energy efficiency. Dr. Linquiti also led several international environmental projects for clients including the World Bank, the United Nations Environment Program and the governments of Thailand and the Philippines. His current research focuses on publicly-funded research and development related to new "green" technologies.

In July 2012, Dr. Linquiti gave an invited presentation to the National Institutes of Health, titled "Portfolios of R&D Options for Decision Support and Program Assessment." He also presented a paper, "The Importance of Integrating Risk in Retrospective Evaluations of Research and Development," at the Annual Research Conference of the Association for Public Policy Analysis and Management in November 2012.

### Christopher Carrigan

*Assistant Professor of Public Policy and Public Administration*

Dr. Christopher Carrigan's article "Oversight in Hindsight: Assessing the U.S. Regulatory System in the Wake of Calamity," co-authored with Cary Coglianese, was published in the book *Regulatory Breakdown: The Crisis of Confidence in U.S. Regulation*. In addition to presenting this piece at the Association for Public Policy Analysis and Management's fall conference, Dr. Carrigan delivered remarks entitled "Are Regulations 'Job Killers'?" at a conference at the University of Pennsylvania in connection with a book project he is co-editing on the relationship between

regulation and employment. As an invited contributor to another edited volume sponsored by Duke University's Kenan Institute for Ethics, Dr. Carrigan attended a September workshop to present his preliminary findings focused on analyzing when dramatic events spur significant change in the underlying regulatory infrastructure. Additionally, his reflection, "Drawing Inspiration from James Q. Wilson's Bureaucracy," was featured in July as part of a two-week online symposium on RegBlog, a widely viewed outlet for regulatory news and commentary managed by the University of Pennsylvania.



**Stephanie Riegg Cellini**

*Associate Professor of Public Policy and Economics*

Dr. Stephanie Riegg Cellini was named a Faculty Research Fellow in the Economics of Education Program of the National Bureau for Economic Research (NBER) in May, and received an internal grant from GW's Columbian College Facilitating Fund to begin a project titled "What Explains the Growth of For-Profit Colleges? Evidence from the Great Recession." Dr. Cellini recently published several papers, including "Does Federal Student Aid Raise Tuition? New Evidence on For-Profit Colleges" with Dr. Claudia Goldin, and "The Labor Market Returns to a For-Profit College Education" with Dr. Latika Chaudhary, both for the NBER Working Series. These papers received coverage in *The New York Times*, *The Wall Street Journal*, *The Boston Globe*, *Southwest Economy*, *Yahoo! Finance*, *The Chronicle of Higher Education*, and *National Public Radio*. Dr. Cellini's latest article with Drs. Paul Carrillo and Richard Green, "School Quality and Information Disclosure: Evidence from the Housing Market," will be published in *Economic Quarterly*. She presented at the Association for Education Finance and Policy Annual Conference, at Columbia University and at the American Enterprise Institute.

**Dylan Conger**

*Associate Professor of Public Policy and Public Administration  
Director, Master of Public Policy Program*

Dr. Dylan Conger received the Leslie Whittington Teaching Award from NASPAA. She is also the recipient of a \$2.6 million grant from the National Science Foundation to study the impact of Advanced Placement science courses on students' scientific inquiry skills, college enrollment and college major choices. The study, which is co-directed by Dr. Conger and colleagues at the University of Washington and SRI International, will be the first to estimate the impact of AP courses under random assignment of students to the courses. Additionally, Dr. Conger is the author of a policy brief entitled "How Long Does it Take Students to Reach Minimum English Proficiency? Implications for NCLB Reauthorization," co-published with several TSPPPA students, including Megan Hatch, Anne Lamb, Jessica McKinney and Megan Salas Atwell. Dr. Conger, along with recent MPP graduate Rebecca Hinze-Pifer, has a forthcoming chapter entitled "Immigrant Students and Education in the U.S." in *A World in Motion: Trends in Migration and Migration Policy* (edited by Douglas J. Besharov, Mark H. Lopez and Melissa Siegel).

**Teresa Derrick-Mills**

*Adjunct Professor*

Dr. Teresa Derrick-Mills earned her PhD at the Trachtenberg School with a concentration in program evaluation in August. She is a permanent staff member of The Urban Institute with a joint appointment in the Center for Labor, Human Service and Population and the Center for Nonprofits and Philanthropy. Dr. Derrick-Mills will present a paper at the Association for Public Policy Analysis and Management in November entitled "Balancing Priorities and Managing Relationships: The Intergovernmental, Cross-Sector Implementation of the Child Care Development Fund" based on her dissertation research. Dr. Derrick-Mills is also serving as the writing coach for the Trachtenberg School's first-year MPA and MPP students.

**Cynthia Harrison**

*Associate Professor of History, Women's Studies, and Public Policy*

Dr. Cynthia Harrison was re-appointed to the D.C. Commission for Women by Mayor Vincent Gray. Recently, she delivered a keynote address to officials from Central Asia participating in the State Department's International Visitor Leadership Program. She also spoke on record at the State Department to a group of foreign journalists regarding the Presidential debate in Denver and the importance of women's issues in the 2012 election. Dr. Harrison's current work includes an article entitled "Race, Class and the Feminist Policy Agenda: The Case of the Women's Legal Defense Fund," which will be published in the *Journal of Women, Politics & Policy*.

**Donna Lind Infeld**

*Professor of Public Policy and Public Administration  
Director, PhD of Public Policy and Administration*

Dr. Donna Infeld participated in the annual conference of the National Association of Schools of Public Affairs and Administration in Austin, Texas this fall. She was co-convenor, with Dr. Bill Adams, of a roundtable entitled "Masters Students in Public Service: Why They Come and Where They Go." In addition, Dr. Infeld and Dr. Adams presented a paper entitled "American Attitudes Toward Federal Workers," which grew out of their questions included in the GW-Politico Battleground Poll over the past four years. *The PA Times* featured their analysis of the August poll results on the front page of the September issue.



**Stuart Kasdin**

*Associate Professor of Public Policy and Public Administration*

This fall, Dr. Stuart Kasdin presented a paper on program design, committee structure and program mortality at the Association for Budget and Finance Management. Due to hurricanes, Dr. Kasdin participated virtually at the American Political Science Association and presented a paper that examined the factors voters considered important in evaluating political candidates. Additionally, Dr. Kasdin will participate in a roundtable discussion on cutback budgeting at the Association of Public Policy and Management. Finally, Dr. Kasdin and Drs. Kathy Newcomer and Burt Barnow are completing edits for a revision and resubmission of their paper on performance measures, incentives and culture for the American Review of Public Administration this fall.

**Jasmine McGinnis**

*Assistant Professor of Public Policy and Public Administration*

Dr. Jasmine McGinnis recently co-authored “An Analysis of Gender Pay Disparity in the Nonprofit Sector: An Outcome of Labor Motivation or Gendered Jobs?” in *Nonprofit & Voluntary Sector Quarterly* with Drs. Lewis Faulk (American University), Lauren Edwards (Sam Houston State University) and Greg Lewis (Georgia State University). At the International Society for Third Sector Research, she presented “Foundation Grantmaking Strategy in Practice” and “Social Networks and Philanthropy: The Impact of Board Network Structures on Nonprofit Grant Success” with her co-authors. She also presented a paper with Dr. Faulk at the Creating Public Values Conference entitled “Public Value Failures? Public-Private Value Tensions in Community Foundations with the Growth of Donor Advised Funds.” This November, Dr. McGinnis will present several papers at the Association for Research on Nonprofit Organization and Voluntary Action including: “Public Power in Private Foundations: Determinants of Decision Making Authority in Grantmaking Organizations,” “Maintaining Human Services through Economic Turmoil: Interdependence versus Government Dependence” and “A Partial Theory of Nonprofit Success in Grant Markets,” the last of which is part of a panel she organized. Finally, Dr. McGinnis is presenting a poster at the Association for Public Policy Analysis and Management with co-authors Susannah Ali (American University) and Dr. Faulk entitled “Scaling Up: An Analysis of Rapid Growth with Government Funding.”

**Kathryn Newcomer**

*Director, Trachtenberg School of Public Policy and Public Administration*

*Professor of Public Policy and Public Administration*

Dr. Kathryn Newcomer is the co-author of “Expectations and Capacity for Performance Measurement in NGOs in the Development Context” in *Public Administration and Development* (December 2012), along with Laila El Baradei, American University of Cairo and Sandra Garcia Jaramillo, Universidad de los Andes. Also with Laila El Baradei, Sandra Garcia Jaramillo and Violeta Pallavicini, University of Costa Rica, Dr. Newcomer organized, chaired and spoke on a panel entitled “Establishing Global Connections To Enrich Our Programs and Our Curricula” at the annual conference of the National Association of Schools of Public Affairs and Administration in Austin, Texas in October. Also in October, Dr. Newcomer presented her research, “Creating a Performance Management Culture: Linking Measurement and Evaluation to Programmatic Results,” at the American Evaluation Association conference in Minneapolis, Minnesota. Dr. Newcomer chairs the GW Faculty Senate Committee, which recently established Reading Leaders, a volunteer tutoring program that assists adult students to improve their reading skills. Additionally, Dr. Newcomer met a new personal record of directing seven successful dissertations defended by her PhD students between March and August of 2012.

**Marvin Phaup**

*Professorial Lecturer in Public Policy and Public Administration*

Dr. Marvin Phaup recently organized and spoke at Ferrum College’s April 2012 Forum on Critical Thinking, Innovation and Leadership. One of Dr. Phaup’s recent publications included “(Not) Budgeting for Emergencies: Symptom of a Larger Failing?,” a paper presented with Len Burman at the annual meeting of the Western Economic Association International conference in San Francisco. Dr. Phaup presented “Quo Vadis: Where Next for Federal Financial Accounting and Reporting?” at the Fall meeting of the Association for Budgeting and Financial Management in New York.





**Nancy Potok**  
Adjunct Professor

In August, Dr. Nancy Potok began a new role as deputy director and chief operating officer of the U.S. Census Bureau. Previously, she served as the associate director for demographic programs, having moved from the position of under secretary for economic affairs at the department of commerce in February. As associate director, Dr. Potok played a key role in realigning the Census Bureau's demographic surveys and programs to take advantage of innovative survey methodologies, advanced information technology developments and increased research to improve data quality, reduce costs and create new data products. In August, Federal News Radio interviewed her on the Bureau's strategic human resource initiative assessing workforce competencies and developing succession plans.

**F. Stevens Redburn**

*Professorial Lecturer in Public Policy and Public Administration*

Dr. F. Stevens Redburn is the co-author of four papers on reforming the federal budget process, published by the Peterson-Pew Commission on Budget Reform, Committee for a Responsible Federal Budget. Additionally, he authored a chapter in *Governing to Win* (Rowman & Littlefield, 2012), titled "Creating a Strategic Approach to Budget Decisions." Dr. Redburn is a member of the steering committee for a joint project of the American Society for Public Administration (ASPA) and the National Academy of Public Administration (NAPA) for the Presidential election cycle and has authored four memos to national leaders recommending federal budget process reforms (with Posner, Joyce, and Meyers). Dr. Redburn's recent highlights include consulting with Indonesian government officials on a proposed budgeting and program rating system and chairing a roundtable on federal budget process reform at ASPA's annual meeting. Dr. Redburn is also currently directing a study of high rates of incarceration in the U.S. for a committee of the National Academy of Sciences.



**Elizabeth Rigby**

*Assistant Professor of Public Policy and Public Administration*



Dr. Elizabeth Rigby is the author of "State Resistance to ObamaCare," a paper in the July issue of *The Forum: A Journal of Applied Research on Contemporary Politics*. In addition, Dr. Rigby was invited to write a review of recent books on the politics of the recent federal health care reform, which is forthcoming in *Perspectives on Politics*.

More than one hundred GW faculty, staff and students attended a seminar entitled "The Supreme Court and the Future of Health Care Reform," which Dr. Rigby coordinated and moderated. Dr. Rigby is a founding member of the Scholars Strategy Network—a new organization that brings together leading academics to spell out the democratic and policy implications of their academic research in ways that are broadly accessible to policymakers and the public. She is the author of a research brief for the network "Do Electoral Reforms Promote Equal Participation?" Dr. Rigby serves as an elected member to the Executive Council of the Public Policy section of the American Political Science Association, and her term runs from 2012-2014.

**Stephen Joel Trachtenberg**

*University Professor of Public Service*

*President Emeritus, The George Washington University*

President Emeritus Stephen Trachtenberg has written extensively on higher education, and his work has been published by *The Wall Street Journal*, CNN, Korn Ferry Institute's *Briefings* magazine and *The Chronicle of Higher Education* in recent months. Additionally, Dr. Trachtenberg was the subject of a feature article in the *National Journal*. His numerous speaking engagements this fall included keynote addresses to the American Association of Colleges of Pharmacy and the American Council on Education Institute for New Presidents. Dr. Trachtenberg serves as a board and committee member for a number of organizations and is teaching Leadership in Theory and in Practice. An interview with President Trachtenberg aired on CBS Channel 9 in June.

**Hal Wolman**

*Professor of Political Science, Public Policy and Public Administration, and International Affairs*

*Director, The George Washington Institute of Public Policy*

Dr. Hal Wolman was named the winner of the Norton Long Career Achievement Award for 2012, presented annually by the American Political Science Association to a scholar “who has made distinguished contributions to the study of urban politics over the course of a career through scholarly publication, the mentoring of students, and public service.” In presenting the award, the committee cited the significance of Dr. Wolman’s wide-ranging scholarship, including nearly 80 journal articles and 11 books, as well as fellowships and appointments in government, think tanks and universities around the world. In September, Dr. Wolman participated in the IBM Smarter Public Safety Round Table at the National Press Club.

**Robert Weiner**

*Professor of International Business, Public Policy and Public Administration, and International Affairs*

Dr. Robert Weiner recently spoke at the International Press Institute (IPI) Conference on Oil, Gas and Media in Baku, Azerbaijan. IPI is an NGO advocating for journalists and press freedom across the world.

His presentation was titled “Risk and Reward in Oil: What Journalists Need to Know.” In addition, Dr. Weiner was interviewed by Azeri television and by reporters from current and prospective oil-producing countries including Ghana, Liberia and Azerbaijan.

**Michael Wiseman**

*Research Professor of Public Policy and Public Administration and Economics, The George Washington Institute of Public Policy*

In June, Dr. Michael Wiseman presented a monograph on “The Design and Commissioning of Counterfactual Impact Evaluations” to a meeting of European Union Member State officials in Brussels along with European colleagues. This guidance on evaluation of projects was supported by the European Social Fund and was commissioned by the European Commission Directorate-General for Employment. In addition, Dr. Wiseman lectured on the topic of evaluation at a summer workshop for E.U. Member State social policy analysts held at the Pracatinat retreat near Turin, Italy, in September.

**Mike Worth**

*Professor of Nonprofit Management*

Dr. Michael Worth presented at a national leadership conference, “Communities in Schools Executive Development Leadership Program,” held in Arlington, VA in September. He spoke about nonprofit management to local Executive Directors of Communities in Schools in Washington. He is also working on the third edition of his textbook, *Nonprofit Management Principles and Practice*.

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Contact [tspppa@gwu.edu](mailto:tspppa@gwu.edu) with questions.



## Alumni updates

*Compiled by Caitlin Brandt (MPP '14), Philip Gilman (MPA '14) and Mara McMillen (MPP '14),*

### **Richard W. Rieder, MPA '70**

In retirement from his service as a Senior Management Analyst for NASA, Richard Rieder continues to serve our national government as a member of the U.S. Coast Guard Auxiliary, focusing on emergency response. He has now traveled to Europe multiple times and cruised the Mediterranean, the Baltic, the Caribbean, Alaska, the Panama Canal, South America, the Galapagos Islands and Australia/New Zealand with his wife of 46 years.

### **Paula G. Lettice, MPA '75**

After working with the Department of the Navy, the Department of State and as the executive director of a scientific society, Paula Lettice is now very involved with five nonprofits. She serves on the boards of four in various capacities and is on a committee for the fifth nonprofit.

### **Len Simon, MPP '77**

Len Simon is the president of Simon and Company, Inc., a firm he helped found in 1987. As the "Washington Office" for city governments, public authorities and nonprofits, his company promotes productive relationships with Washington, pursues good opportunities and helps solve problems. He runs the neighborhood citizens' association in Bethesda and is active in working with Montgomery County government, serving on a county task force and commission.

### **Deborah R. Eisenberg, MPA '79**

Deborah Eisenberg practices Family Law in Glastonbury, Connecticut. She owns and operates a small law firm. In addition to litigating fully contested divorce and custody cases, she has received advanced training in and practices collaborative divorce, a non-adversarial approach to resolving disputes. For the last two years, she has been named as a Connecticut Super Lawyer in Family Law.

### **Frank G. Marcovitz, MPA '81**

Frank Marcovitz is a property manager at Queensview, Inc. and has more than 25 years of experience in housing. Starting as a budget analyst for Housing and Urban Development subsidizing senior citizen housing, he has since been involved in the housing industry and has managed all types of residential real estate including luxury apartments, low-income housing, senior housing, middle-income housing, co-ops, condos and rentals.

### **Dale Didion, MPA '82**

After interning in the Office of Management and Budget, Didion was hired and worked as a full time employee for more than six years. Then, he was selected to negotiate agreements between

the Kingdom of Saudi Arabia and the United States government. Later, he became Executive Vice President of a private nuclear disposal facility, negotiating advanced technology contracts, government relations and communications program throughout Europe and Asia for the decommissioning of nuclear facilities. He is the father of three children, Ashley, Ryan and Ian ages 26, 24 and 21 respectively.

### **Joel Hettger, MS '82**

Joel Hettger retired from working in the federal government. In addition to his work, Hettger is proud to have donated 10 and one half gallons of blood to the American Red Cross over almost 20 years; contributed a bibliography about Biafra to the university library collections of Harvard, Yale, and Stanford; had his correspondence with I. Bruce Laingen during the Iran Hostage Crisis added to the Manuscript Division of the Library of Congress; and, had his black and white photos from his Peace Corps service to Iran between 1970-1972 included at [www.peacegallery.org](http://www.peacegallery.org).

### **Richard W. Schwerdt, MS '82**

Richard Schwerdt retired as the deputy chief of the meteorological services division position, National Oceanic and Atmospheric Administration, National Weather Service (Central Region). He received the GEICO Public Service Award in 1999 and worked on a wind chill revision in 2001. He lives with his wife, Peggy, and has three grown children.

### **Ray C. Oman, PhD/DPA '83**

Ray Oman teaches public administration management, and policy courses as well as international relations at Strayer University, Webster University and University of the District of Columbia. He was selected for the prestigious Provost's Circle at Strayer University in 2009. He is a faculty advisor for establishing an Association for Public Administration at Strayer University.

### **Darren Murphy, MPA '85**

Darren Murphy currently serves as a program director in the Department of Transportation Office of Inspector General's Seattle regional office. He has been the OIG's regional manager for more than 10 years, overseeing audits in such areas as flight delays and congestion, pipeline safety, airport revenue diversion and most recently, the Federal Aviation Administration, use of stimulus funds.

### **John L. McGrath, Jr., MPA '86**

John McGrath, Jr. works as a human resources specialist for the Administrative Office of the U.S. Courts with the benefits division. He serves as a subject matter expert on the Title V benefits programs and assists with outreach education efforts to help judiciary employees prepare for retirement. He married Donna A. McGrath in 1978, and they have two daughters and two grandchildren.



**Larry Curtis, MPA '89**

Larry Curtis works as a mediator with Carolina Dispute Settlement Services in the District Criminal Court. He also served as Guard ad Litem in the North Carolina Family Court for five years as a representative and voice for abused and neglected children.

**Embry Howell, PhD '91**

Embry Howell is a senior fellow at the Urban Institute. She evaluates initiatives that aim to improve the health of and health care services available to vulnerable groups, including low-income pregnant women and children. She helped to design the federal Medicaid research database. She also helped direct evaluations of health care policies and initiatives throughout the country. Her work has also extended beyond U.S. borders, including a stint in Sub-Saharan Africa.

**Howard Borgstrom, PhD '92**

In 2011, Howard Borgstrom retired after 42 years in government. Now, he teaches part-time at the Graduate School U.S.A. He teaches public finance, benefit-cost analysis and management concepts. He finds it rewarding to work as an experienced practitioner with younger students during what he calls "this period of turbulence in the world of government finance."

**Anthony Palermo, MPA '93**

Anthony Palermo currently serves as a senior planner in Lee County Florida, assisting with zoning, planning and land use issues. He faces the challenge of balancing the needs of property owners, developers and citizens while keeping in mind the long-term consequences of decisions. He has been a certified planner (American Institute of Certified Planners) since 2006 and recently presented at the Florida Chapter of the American Planning Association's annual conference.

**Dr. Kyle Farmbry, ESIA BA '92, GWSB MPA '94, PhD '99**

Dr. Kyle Farmbry is associate dean of the Graduate School and associate professor of the School of Public Affairs and Administration at Rutgers University-Newark. Simultaneously, he serves as an assistant professor in the School of Public Health of the University of Medicine and Dentistry of New Jersey. In September, Dr. Farmbry was awarded an IMPACT Award by the GW Black Alumni Association (GWBAA). Each year, the GWBAA recognizes three distinguished Black alumni who have demonstrated a history of commitment to GW and/or whose outstanding contributions and/or influence have made a significant and indelible impact on the Black community in the areas of: research studies or publications, community service, entrepreneurship, academic/scholarship achievement, leadership, education, and the arts.

**Susan Koenig Freericks, MPA '94**

Susan Koenig Freericks has worked for the federal government for more than 20 years and holds an unlimited contracting officer warrant. As a real estate specialist, she has managed major programs for the Federal Aviation Administration with bud-

gets in excess of \$1 million. She recently enhanced her field of expertise to include areas of sustainability for high performance sustainable buildings. She also provides reports to the Office of Management and Budget and Congress on environmental and sustainable activities.

**Grant D. Ashley, MPA '95**

Grant D. Ashley is vice president of global security at Merck. He oversees product protection, intellectual property protection and other matters. Ashley worked for the FBI from 1976 to 2006. He retired as the executive assistant director, receiving the Presidential Rank award.

**Nicholas H Allen, PhD/DPA, MPA '96**

After 23 years with the U.S. Coast Guard, Nicholas H Allen joined the graduate faculty at the University of Maryland University College (UMUC) in 1987, became Dean of the Graduate School of Management and Technology in 1991, became UMUC's first Provost and Chief Administrative Officer in 1998 and served in that function until 2007 when he stepped down to become Provost Emeritus and Collegiate Professor in the Graduate School. During his time as Provost, UMUC became the largest public university in the United States and one of the pioneers in online education. He currently teaches in the Doctor of Management and Master of Distance Education programs and serves as an ambassador for the University.

**Jason Orlando, MPA '96**

Jason Orlando recently traveled to South Korea to bring home his son, Matthew Seunghyun Orlando. He is happy, healthy and full of curiosity (and energy).



**Katsuhiko Umemoto, PhD '97**

Katsuhiko Umemoto is a professor at the Japan Advanced Institute of Science and Technology. His research field is "knowledge science," a new academic discipline that educates knowledge managers, engineers of the knowledge society and knowledge scientists. He has supervised PhD students who were writing their dissertations on the policymaking processes such as the processes of knowledge creation, sharing and utilization.

**Andrew Hoffman, MPA '98**

Andrew Hoffman is a Senior Analyst for the U.S. Department of Homeland Security. In January 2012, he was selected for a Joint Duty Assignment in intelligence at the Defense Intelligence Agency near Washington, D.C. Mr. Hoffman and his wife Jill are expecting the birth of a son in early 2013.





**Cynthia Uviedo, MPA '99**

Cynthia Uviedo works as the donor relations officer for Trinity University in San Antonio, Texas. She previously helped a community health center complete an \$8 million capital campaign to build a new health center in one of San Antonio's underserved neighborhoods. She also serves as the president of the San Antonio Chapter of the Association of Fundraising Professionals (AFP).

**Michael McDavit, MPA '00**

Michael McDavit was selected in May 2012 to be the chief of the wetlands strategies and state programs branch in the Environmental Protection Agency's Wetlands division. In this position, he increases the regulatory and scientific capacity of states and tribes to regulate, protect and restore wetlands, as well as foster creative private-public partnerships on wetland conservation and restoration.

**Heather Stein Oppenheim, MPA '03**

Heather Oppenheim participated in the Presidential Management Fellowship program at the National Institute of Health from 2004 to 2006 before going into government consulting. She received her project management professional and change management advanced practitioner certification from Georgetown University. She and her husband, Jeremy Oppenheim, just welcomed a new son, Jonah, on July 11, 2012.



**Ashley Tobin, MPA '04**

Ashley Tobin produces Connecting Coffee, a networking program for nonprofit professionals in Philadelphia. It is free for participants and is designed to encourage collaboration among the agencies in the area. She finds it fulfilling to see front-line nonprofit professionals learn of new resources that will help them do their jobs more effectively and efficiently.

**John Schratwieser, MPA '05**

John Schratwieser currently serves as the executive director of Maryland's state-wide arts advocacy organization. He sought this position out because it requires a passion for the arts as well as extensive knowledge and understanding of public sector processes working with state and federal employees, lawmakers and executive branch personnel.

**Rebecca Triche, MPA '06**

Rebecca Triche became the executive director of the Louisiana Wildlife Federation in March 2012.

**Brian Beckmann, MPP '07**

Brian Beckmann was sworn into the United States Foreign Service as a Public Diplomacy Officer in March 2009. He is currently

serving as the Public Diplomacy Desk Officer for the Nordic and Baltic region of Europe. He has visited 15 different countries since joining the service and has a one-year-old son, born in August 2011.

**Elan Green, MPP '08**

Elan Green was recently promoted to health care program specialist for the TRICARE Management Activity and is now serving as the policy and technical expert within the Military Health System program for all reimbursement related issues. She also received the Rocky Mountain Eagle award from the Office of Personnel Management for special project/achievement.

**Natalia Capel, MPA '09**

Natalia Capel finished her first two-year consular diplomatic assignment in Guatemala City with the U.S. Embassy. She is now headed to Papua New Guinea as the public affairs officer at the U.S. Embassy in Port Moresby.

**Katherine Sullivan, MPA '10**

Katherine Sullivan works as a Peace Corps volunteer in Suriname, South America. Sullivan serves an Aucan Maroon community called Ricanaumoffo on the Cottica River in the district of Marowijne. Sullivan's project work includes working with a local community development association to build a daycare, teaching English lessons, implementing youth development events such as leadership camps and sport sessions and supporting HIV/AIDS education efforts. Before working for Peace Corps, Sullivan was the executive assistant to the senior vice president (svp) of government affairs at United Technologies Corporation (UTC), a Fortune 50 multinational.

**Allyson Criner Brown, MPA '11**

Allyson Criner Brown was recently accepted into the Nonprofit Roundtable of Greater Washington's Future Executive Directors Fellowship.

**Alison Henken, MPP '12**

Alison Henken is a Public Charter Schools Program Manager for the Idaho State Board of Education. Henken works closely with Idaho's state-authorized charter schools forming policy recommendations for the legislature, guiding new petitioners regarding charters and providing ongoing support to charter schools.

Did you send in an update that wasn't included? Look for your information in the Spring 2013 issue.

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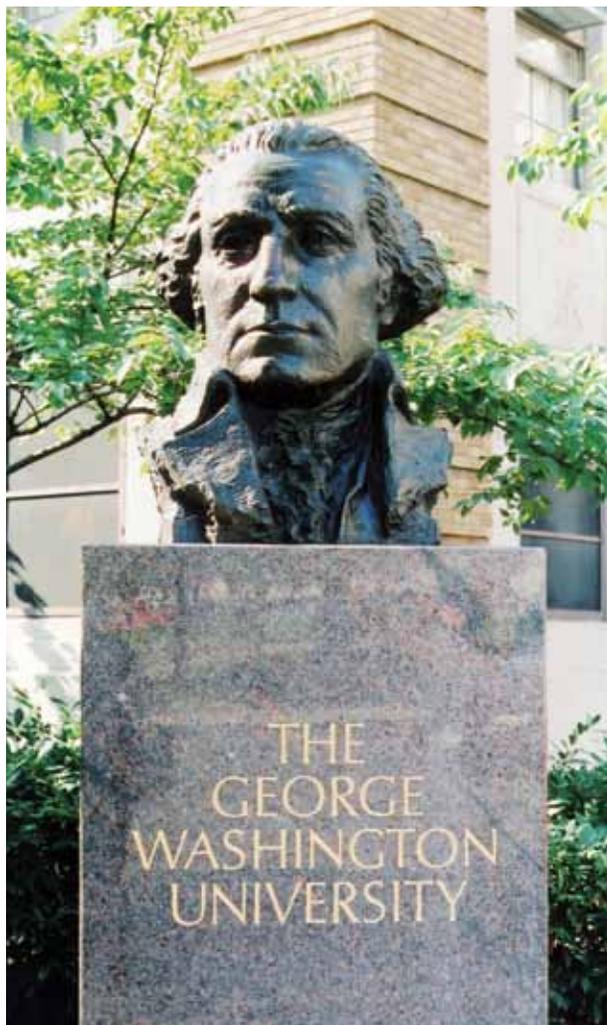
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