Living the Legacy:
Alumni Share What Public Service Education Means for Them
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The Trachtenberg School of Public Policy & Public Administration is part of the George Washington University’s Columbian College of Arts and Sciences.
As the Trachtenberg School embarks on its second half-century of providing excellence in public service education, I am reminded of the old French proverb that the more things change, the more they stay the same.

**WE are STILL COMMITTED to:**

- promoting a balanced approach to collaborative governance and informed policy and
- developing ethical leaders who excel in engaging stakeholders, stewarding public resources and pursuing the public interest in all that they do.

At the same time, we’ve worked tirelessly over the past year to update the look of the Trachtenberg school and help prospective students, current students, alumni and others with whom we work to connect our school with the idea of public service education that is doing good and doing it well.

This magazine, which replaces our twice-yearly printed newsletters, will still tell you more about the pro bono work Trachtenberg School students are doing for nonprofits and government agencies in Washington, D.C. and around the world. You’ll continue to find updates on alumni, faculty and the programs we produce each year.

We hope the new magazine layout will help draw you into the stories and help you connect with the school and the work our students, faculty and alumni are doing. The new layout will provide opportunities for us to dig deeper into the public policy issues that our faculty spend time researching and providing expert testimony about to government and think tanks.

The magazine and other new printed materials feature our school’s new tagline – doing good and doing it well. This tagline grew out of conversations with students and faculty who volunteered that they were part of the Trachtenberg School because of their desire to do good in the world and their overarching call to live out their desire well.

We hope you’ll visit [www.tsppa.gwu.edu](http://www.tsppa.gwu.edu), our new website, to read the latest news about the school, see which events are coming up and learn more about how the school’s faculty and students are doing good in their communities.

You’ll notice tweets from our Twitter stream on our new website homepage. If you aren’t following us [@gwtsppa](https://twitter.com/gwtsppa), we hope you’ll start. We try to share information about the school and the issues influencing public policy and public administration in tweets throughout the day.

We’re also doing more on Facebook, [www.facebook.com/tsppa](http://www.facebook.com/tsppa), and we have a very active LinkedIn community that is open to current students and alumni (search for the Trachtenberg School and join us if you haven’t already).

Even though we’re telling our story in new formats and on new platforms, our story is still the same. We are committed to the Trachtenberg School community because we believe that people working to strengthen our systems of governance – whether through nonprofit work, think tanks, government at all levels or through the private sector – can change the world. Whether you are part of our worldwide alumni community, a colleague in a different public policy or public administration program or someone who met our school through our students’ capstone projects, we thank you for being part of that story. We all want to do good and do it well and we all believe that part of who we are will never change.

**Warmest regards,**

**Kathy**
guess who's coming to campus?

EXPERTS, INCLUDING MANY ALUMNI, SHARE
CAREER EXPERTISE WITH CURRENT STUDENTS

by Amber Palmer-Halma, Director of Communications and Denise Riebman, Director of Career Development and Alumni Services

College campuses are known for being pretty quiet on Friday afternoons, but the Trachtenberg School tries to ensure that room 309 of the MPA building is an active and engaged spot from 3:30-6 p.m. throughout the fall semester. In that room, students engage with experts from government, nonprofit and private sector organizations. These experts — many of whom are Trachtenberg School alumni — come to share their expertise and insider knowledge related to careers in public service.

Throughout the fall semester, the Trachtenberg School’s Career Development Services facilitates the Friday Career Forum along with other career programming to provide more than 30 professional development-centered panels, workshops and employer presentations.

“We are fortunate to have so many accomplished alumni right here in the D.C. metro area with fantastic stories of how they’ve applied the knowledge and skills learned at the Trachtenberg School within all sectors,” said Denise Riebman, the Trachtenberg School’s Director of Career Development and Alumni Services. “I am thankful they are willing to share their stories and what they’ve learned with our current students.”

SAMPLE OF fall programming INCLUDES:

- Challenges of Transitioning from Management to Leadership
- Real-life Insights into Consulting Careers
- Pathways Federal Programs
- Insider Tips from HR Professionals
- Careers in State and Local Government
- Successful Career Transitions Between Sectors
- Opportunities in Think Tanks and Research Centers
- Jobs in Evaluation, Performance and Accountability
- Careers in Nonprofit Organizations
- What Does it REALLY Mean to be a Policy Analyst?
- Careers in Emergency Management and National Security
- Careers in International Development

SOME OF THE alumni WHO HAVE RETURNED TO CAMPUS TO HELP WITH THIS fall’s career activities INCLUDE:

- Erin Bankey, MPP ’11, M Powered Strategies
- Jennifer Barker, MPA ’06, Global FISH Alliance
- Jason Briggs, MPP ’13, Department of State
- Elia Cholakis, MPP ’05, Pioneer Corporate Services
- Julia Christopher, MPA ’12, CARDNO Emerging Markets
- Cielo Contreras, MPA ’13, Mid-Atlantic at Reading Partners
- Lauren Cooper, MPA ’12, Reingold LINK
- Jeff DeMarco, MPA ’08, GAO
- Vanessa Forsberg, MPP ’12, American Public Health Association
- Melissa Frankel, MPA ’10, Coray Gurnitz Consulting
- Arvin Ganesan, MPA ’06, US EPA
- Robert Goldenkoff, MPA ’87, GAO
- Allison Gurnitz, MPA ’91, Corey Gurnitz Consulting
- Erica Harbatkin, MPP ’12, SRI International
- Dominque Harris, MPA ’11, Cargill
- Brianne Harrison, MPA ’10, FHI360
- Anderson Heiman, MPP ’13, US Senate
- Daniel Kaniek, BA ’00, PHD ’11, Homeland Security Studies & Analysis Institute
- Spurgeon Kennedy, BA ’81, MPA ’88, Pretrial Services Agency for D.C.
- Jeremy Koulish, MPP ’11, The Urban Institute
alumni CONTINUED:

- Denna Lambert, MPA '10, NASA
- Ryan LaPraire, MPA ’12, American Red Cross
- Jacqui Maupin, MPA ’08, MedStar Georgetown University Hospital
- Melissa Merrell, MPP ’03, CBO
- Jessica McKinney, MPP ’09, Department of Education
- Meredith Pringle, MPP ’13, Booz Allen Hamilton
- Hannah Putman, MPP ’12, National Council on Teacher Quality
- Katherine Rogers, MPH ’09, Department of Health Care Finance, D.C. Government
- Jonathan Rogers, MPP ’11, D.C. Government
- Sasha Rosen, MPA ’08, Deloitte Consulting
- Sophie Shen, MPA ’06, Johnson & Johnson
- Loren Southard, MPA ’97, Booz Allen Hamilton
- Emily St. Martin, MPP ’08, Control Risks
- Kristen Sutara, MPP ’08, The Center for International Private Enterprise
- PJ Tabit, MPP ’12, Federal Reserve Board
- Yolanda Taylor, MPP ’06, AARP
- Shyrea Thompson Robinson, BA ’04, CC AHEC
- Ryan Touhill, MPA ’08, City of Alexandria
- Dan Tsin, MPP ’11, Urban Alliance
- Abby Walsh, MPA ’13, Pew Charitable Trusts
- Kristen Warms, MPP ’09, Deloitte Consulting
- Kathryn White, MPP ’12, National Association of State Budget Officers
- Jeff Williams, MPP ’06, CRDF
- Meghan Wills, MPP ’12, National Governors Association
- Roy E. Wright, MPA ’98, FEMA
- Carolyn Yi, MPP ’13, QED

Thank you to all alumni for officially and unofficially mentoring students of public service.
by Amber Palmer-Halma, Director of Communications

GW student journal celebrates 20 YEARS, far reach of articles online

For two decades, students earning their Masters of Public Administration (MPA) and Masters of Public Policy (MPP) degrees at the George Washington University have been invited to submit articles highlighting their graduate research and analysis to Policy Perspectives, a student-run journal published by the Trachtenberg School of Public Policy and Public Administration in collaboration with the GW Libraries.

“How exciting to know what started out as an idea during my first semester as an MPA student at the George Washington University is now a well-established student-run journal,” said Celeste Murphy Greene, MPA ’94, the Founding Editor of the journal at the release of its 20th volume on May 3.

The journal has always explored public administration and public policy in action. The first issue’s articles examined economic opportunity on Indian reservations, U.S. nuclear waste policy and lessons from the Savings and Loan disaster.

Over the years, topics explored include welfare reform, caring for Medicaid patients with HIV/AIDS, e-government and the changing roles of public administrators, free trade and the widening gap between rich and poor countries, emergency appropriations following the September 11 attacks and retirement of the baby boom generation.

“Policy Perspectives provides students with a unique opportunity to contribute to a publication and also gain valuable editing experience,” said Anne Berry, MPP ’13, the editor-in-chief of the 20th volume.

All current students and alumni of the Trachtenberg School are invited to submit an article for publication. The article submissions are often papers that were written for classes during the previous year. The editing process provides authors with an opportunity to work closely with an editorial team of classmates and faculty reviewers who provide subject matter expertise to refine the papers for publication.

Each article goes through several drafts with peer editors and faculty reviewers providing feedback to the author. The first step in the process is the content edit, which
focuses on improving the clarity of the article by providing suggestions about its organization, structure and presentation. There are several different iterations of the content edit. Once the article is in near final form, the next stage of the editorial process is fact checking to ensure that the cited information is accurately presented. Finally, the article is proofread for grammatical errors.

Since 2009, Policy Perspectives has appeared in its traditional print format and as an online, open-access publication – meaning that the contents are freely available on the journal’s website, www.policyperspectives.org. Along with two other journals, Policy Perspectives represents GW Libraries’ first foray into open-access publishing, setting a precedent for future research projects at the university.

Each Policy Perspectives article receives a DOI (digital object identifier), which guarantees stable and enduring online access. In addition to putting the new content online every year, the GW Libraries have digitized all the back issues of Policy Perspectives, making the entirety of the journal’s 20-year print run accessible to researchers. The articles are findable in Google Scholar, and usage statistics from the journal website suggest that they are widely read.

“As a journal concerned with public policy, Policy Perspectives is an ideal case for open access. The authors aim to reach not only their fellow academics, but also policy-makers and the public at large,” said Dolby Smith, one of the librarians who works closely with the journal’s editors to put each issue online. “One of the most popular articles is a study of the Dulles Corridor Metrorail project. It’s been downloaded more than 2,500 times, and I can imagine that it’s been read by people beyond the academic community.”

All twenty years of the journal can be explored in hard copy and online. The topics covered have varied widely, but each volume has shown how public policy and public administration theories and frameworks apply to real-world issues and challenges. Each volume contains solid research and suggestions for improving systems and influencing change.

1) “The Trafficking Victims Protection Act: Has the Legislation Fallen Short of its Goals?” by MaryAnne McReynold, Volume 15 | 4,171 views

2) “The Skinny on a Fat Tax: Obesity and Microeconomics” by Lisa M. Southworth, Volume 11 | 3,881 views

3) “Free Trade and the Widening Gap Between Rich and Poor Countries” by Kelli Kotover, Volume 8 – Issue 2 | 2,797 views

4) “Dulles Corridor Metrorail Project: A Cost-Benefit Analysis” by Lauren Donnelly, Volume 16 | 2,439 views

5) “The Georgia HOPE Scholarship” by Victor Chen, Volume 11 | 2,284 views


9) “Not in My Landfill: Virginia and the Politics of Waste Importation” by Ellyn Kreitz, Volume 7 – Issue 2 | 1,703 views

10) “The Asian Carp Threat to the Great Lakes: An Analysis of Alternatives for Preventing Asian Carp Migration” by Nicole D. Rodriguez, Volume 18 | 1,697 views

*As of May 2013
SOCIAL CONNECTIONS, SERVICE OPPORTUNITIES & GOOD, OLD-FASHIONED FUN: the trachtenberg student organization

The Trachtenberg Student Organization, better known to our students as TSO, sponsored many activities throughout the fall to engage the Trachtenberg community while welcoming new students.

Since the school’s orientation in August, first-year MPP and MPA students participated in several service activities, including clean-up at Savoy Elementary School for D.C. Beautification Day, mentoring at Anacostia High School and supporting the TSO team in the Whitman Walker AIDS Walk.

Students joined in the TSO’s professional development opportunities, including ordering professional business cards and enrolling in a Mentor-Mentee program, which paired first- and second-year students together.

Trivia nights and other social activities assisted students in getting acclimated with their professors and classmates. Along with the traditional events like happy hour and Fall Ball, the Social and Volunteer committees hosted a happy hour at Cause D.C., a unique bar that donates much of its earnings to charity.

The annual overnight TSO Retreat weekend was also a rousing success, allowing students and faculty the chance to interact and bond outside the classroom with field games, trivia and (most importantly) s’mores!

“TSO allows our MPA and MPP students to round out their experience at Trachtenberg,” said Mike Yevelik, MPA President. “Denise, Kathy and our dedicated faculty and staff provide academic and career development, and TSO seeks to further that development through social events, retreat and volunteer activities. Our organization allows students to develop the whole person during their time at GW.”

NEW BOOKS from TRACHTENBERG SCHOOL FACULTY & ALUMNI

The Other Welfare: Supplemental Security Income and U.S. Social Policy
by Edward Berkowitz

Trachtenberg School faculty member Edward Berkowitz authored the book The Other Welfare: Supplemental Security Income and U.S. Social Policy (Cornell University Press) along with Larry DeWitt, former chief historian of the Social Security Administration. The publisher calls the book an unprecedented and comprehensive history of Supplemental Security Income (SSI), the sometimes controversial federal program designed to aid elderly, blind and disabled citizens. While SSI rarely receives as much attention as other social welfare programs, this book examines its role and relevance in shaping the modern trajectory of U.S. welfare policies. Dr. Berkowitz and his coauthor crew upon their shared expertise in the history of welfare programs, as well as

American Federalism in Practice: The Formulation and Implementation of Contemporary Health Policy
by Michael Doonan, MPA ’92

Dr. Michael Doonan, Assistant Professor at Boston University and Executive Director of the Massachusetts Health Policy Forum, recently authored new documents previously unavailable to researchers, to devise an intricate and exhaustive study of SSI’s evolution from its enactment in 1972 to its present-day implementation. According to the publisher, The Other Welfare makes a compelling case that the story of SSI merits further attention.
This summer, President Emeritus Stephen Joel Trachtenberg published Presidencies Derailed: Why University Leaders Fail and How to Prevent It, co-authored with Gerald B. Kauvar, research professor at the Trachtenberg School and E. Grady Bogue, professor at the University of Tennessee. Trachtenberg and his collaborators were inspired to write the book after noting the recent increase in media coverage on university presidents dismissed early in their tenure.

Told via enthralling anecdotes and case studies, from DUIs to psychiatric episodes, Presidencies Derailed is a cautionary tale for current (and potential) university presidents.

“It’s remarkable that people of such accomplishment and intelligence fall into these traps,” Trachtenberg said. “But they are traps frequently of their own making. They have character issues, they become greedy and they have hubris. It’s sex issues, liquor issues, power issues. All kinds of things.”

Rather than being merely a catalogue of personal failings, Presidencies Derailed is also a critique of the institutions surrounding the selection of university presidents. Trachtenberg points out, for example, that the Board of Trustees is often an equal player in many of the cases he cites.

“Sometimes they mess up and they blunder,” he said. “The boards need to support their presidents wherever they can, not pile on when there’s a problem. The selection is the time to ferret out shortcomings on the part of the candidates, not after you’ve hired them.”

Because most dismissals of university presidents include nondisclosure agreements, it was a challenge for Trachtenberg and his co-authors to find much revelatory information on particular cases. Several of Bogue’s graduate students were engaged in research on the subject, so Trachtenberg and his research team were able to speak with several former university presidents willing to be interviewed for the book.

“That gave us something you couldn’t get conventionally,” Trachtenberg said. “We were able to actually pierce the veil in four institutions.” As a result, the final product is both an intimate and enlightening text on a rarely-discussed (though significant) subject. Although the topic of presidential dismissals is often a bleak one, Presidencies Derailed is meant to be an informative text, not an indictment. And that was the goal for the authors.

“It is useful if you assemble information about a subject in one volume and make it easy for people who are on boards of trustees, for people who aspire to the presidencies, for students of the university world, faculty, deans, search committees—all these would find this book a useful one,” said Trachtenberg.

And they won’t stop there. Trachtenberg and his co-authors are already planning a follow-up book about what makes university presidents successful and how to find the best candidates for the job.

“You have to stay nimble, you have to stay flexible,” Trachtenberg said of the lessons he learned on the job. “When people say, ‘What’s your philosophy of university administration?’ I say, ‘I’m a flexitarian’. You have to be prepared to deal with the facts on the ground. It’s not as if you can open up some book and say ‘Here’s the plan’. Flexibility, alertness, listening to other people, trying to stay in touch with the culture and environment—all of these things make good university administrators.”

For now, the authors are enjoying the positive reception Presidencies Derailed has received, including glowing reviews and extensive critical acclaim. Asked how he feels about the warm response, Trachtenberg humbly replied, “I hope people enjoy the book. I hope it adds some value. Turns out these things are harder and take longer than you anticipate. But now that I’m a professor again, I’m doing my best to live up to the obligations I have to my department and to my students.”
Trachtenberg School students Malissa Candland, Sarina Rosenberg and Melanie Zuckerman, three of the five students who researched the capstone project “Educating Jail Administrators about the Affordable Care Act” prepare to present their findings and suggestions for next steps to members of the Federal Interagency Reentry Council Staff Working Group.

“Over the course of our interviews with jail administrators, I was surprised and encouraged by the positive responses to the potential to improve the health and health care access to justice-involved individuals,” said Candland about the information learned throughout the project.

From their research, the students offered suggestions to the Reentry Council to ensure this important population has the information and the action plans they need to effectively perform their jobs.

“I was pleasantly surprised by the great reception we’ve had to the final presentation and report,” Rosenberg said. “I thought our work might not get much exposure or use by the client because we were working with such high-level government offices, but we ended up getting 30 minutes on their agenda. We’ve heard nothing but great feedback and the attendees were very engaged at the presentation.”

The team credits the relationship they developed with Linda Mellgren, a Senior Social Science Analyst at the Department of Health and Human Services (HHS), as an important factor in their opportunity to present directly to the team.

“Linda offered us fantastic advice throughout the year,” said Rosenberg. “The trust she demonstrated by allowing us to have 30 minutes on their meeting agenda was evidence of how far that relationship has come.”

For students involved in capstone projects, the work provides an opportunity to synthesize many diverse components of the curriculum, launch a major pro bono project of real value to an external client and bring closure to the MPA and MPP experience.

“We would have never been able to do this presentation or the project had we not been in D.C.,” Rosenberg said. “The real-world applicability and the D.C. location are really what this program is about.”
Earthquakes aren’t very commonplace in Washington, D.C. and science education isn’t the most common area of expertise for students pursuing their MPP. But this spring, one group of Trachtenberg School students produced a Capstone project for Teachers Without Borders that brought all of these elements together and delivered a final product that surpassed the client’s expectations.

The “Framework for the Effect of Earthquake Science Education” was produced by students Ashley Cheung, Jana Kemp, Jessica Mann and Simon McNorton.

“We took on one specific piece of the greater program,” said team member Jana Kemp, MPP ’13. “Our project wasn’t to teach girls about earthquakes - we were striving to provide ways to evaluate a program that has already been doing that and wishes to improve and document its impact. This program has already made a difference in several communities and has the opportunity to make a large impact in many more.”

The final product helped Teachers Without Borders succeed in their work. As the organization’s founder, Dr. Fred Mednick, said in a letter to the students:

The Capstone team also appreciated the experience. “My favorite part was having such a strong feeling of contributing something real and important to a great cause,” said Kemp. “ Teachers Without Borders is an amazing organization, and the GOSSSI is a phenomenal program which can have a real impact in the world. To help with just a little part of that added such meaning to the capstone project and the MPP program as a whole.”
George Washington had a vision. He envisioned a school in the capital to educate the nation’s citizens to lead a thriving society. For fifty years, his namesake university has provided excellent public service education.

Today, the university’s Trachtenberg School of Public Policy and Public Administration equips master’s, graduate certificate and PhD students for positions in the nonprofit, government and business sectors. Students learn to integrate theory and practice in careers in federal, state and local governments, consulting firms, international organizations, university teaching and research; and think tanks.

In honor of 2013 being the fiftieth year of outstanding public service education at the George Washington University, a collection of alumni from the 1970s to 2013 look back and share a little of what they learned and what they appreciate from their time at GW.
COURSES that PREPARE

For public policy and public administration students, textbooks and course lectures are just the starting points. Public servants apply the theories discussed in class to real-life problems in their jobs. Which classroom lessons prove valuable for the work these alumni do today?

“I think that if there was one skill that I learned in school and use every day, it’s to be a good consumer of all different kinds of technical information,” said Joshua Nadas, MPP ’12. “At my job working for the National Park Service, I have to consume and report back on all kinds of information, ranging from an environmental study to research and data on outdoor recreation trends, to economic data about spending patterns of various recreation user groups. The ability to read a technical report and actually understand it (beyond the executive summary) is invaluable.”

“I enrolled in the program with a vague, idealistic vision of working in the public sector,” said Eileen Jacobowitz, MPA, ’91. “During one of my courses, Organization Theory and the Public Sector, the professor unlocked a world in which managers are equipped to lead, employees are empowered to do their jobs, work groups coalesce as teams, and bureaucracies function efficiently. As I read more about management theory and organization development, I saw my calling — helping individuals, teams, and organizations achieve their full potential. This set me on my career trajectory; I’ve been thrilled to work as an organization development consultant for public sector and nonprofit organizations for more than two decades.”

“I learned how to convey often complex information in a concise form that is at a level that will be easily understood by the intended target,” said Jonathan Nurse, MPP ’01. “I took Dr. Phil Joyce’s public sector budgeting class and benefited from the focus on conveying an analysis in two pages. Today, as I work with leaders of various institutions, it is imperative that I give them just enough information to render a decision, without taking too much of their time.”

“As a researcher and program evaluator, I frequently invoke the three elements of causal inference: temporal order, co-variation, non-spuriousness,” explained David Bernstein, MPA ’83 and PhD ’00. “This principle was ingrained in the research methods, program evaluation and applied statistics classes that I took with Bill Adams and Kathy Newcomer.”

FACULTY who CARE

Alumni always have stories of professors who helped them go beyond theories to lessons that shape their lives. For this cross-section of alumni, these faculty members stood out.

“Jed Kee was one of those ‘tough but fair’ professors whose public budgeting course helped me understand the basics of the budgeting process,” said Eric Wiesenthal, MPA, ’93. “I was able to do a joint project with another student examining the city of Baltimore’s budget. Just getting into the details and the socio-economic factors affecting the process was fascinating. It was one of the best projects I did while I was in the program.”

“Astrid Mergei inspired me,” said Cathy Helm, MPA ’80. “For a paper in one of her public finance classes, she encouraged us to include our own thinking and analysis and not to merely recite facts that we had learned from our research. I received an A+, which encouraged me to be a more independent, critical thinker.”

“Early in my pre-dissertation work, when the business school and public administration were still organizationally joined, one of my most rewarding classes was from the late Minor Sachlis, in the business finance department, who taught a rigorous course for identifying and testing assumptions in a quantitative model,” said Howard Borgstrom, MPA ’76 and PhD ’92.

“The professor who pushed me the hardest was Dylan Conger, who taught my statistics class during the fall semester of my 1st year (Research Methods),” said Kristin Hubing, MPA ’13. “She encouraged me to see the wider implications of a field that I did not think I had much interest in, and I have been astounded to see how what she taught me has affected the way I think about so many issues that arise in my academic and work life.”

“The most lasting lesson that I learned at GW is a quote from Dr. Charles Washington, one of the more difficult and instructive professors in my MPA program, that ‘life is mess management,’” said Mark Duffy, MPA ’82. “The simple, but critical lesson that Dr. Washington stated repeatedly was that almost nothing goes as expected, and we seldom in our work lives get straight to the result that we personally want. If I expect that each day I will have many messes to manage, then I prepare myself to accept things as they are and come up with ways to influence and manage them. Not many people really like messes, but accepting that they are there and working to act positively on the factors under my control made me a more effective professional, and a happier person.”

(continued on page 16)
joshua NADAS

"I think that if there was one skill set that I learned in school and use every day, it's to be a good consumer of all different kinds of technical information."

MPP '12

eileen JACOBOWITZ

"I enrolled in the program with a vague, idealistic vision of working in the public sector... As I read more about management theory and organization development, I saw my calling."

MPA '91

jonathan NURSE

"I learned how to convey often complex information in a concise form that is at a level that will be easily understood by the intended target."

MPA '01

david BERNSTEIN

"As a researcher and program evaluator, I frequently invoke the three elements of causal inference: temporal order, co-variation and non-spuriousness."

MPA '83 & PhD '00

eric WIESENLHAL

"Jed Kee was one of those "tough but fair" professors whose public budgeting course helped me understand the basics of the budgeting process."

MPA '53

cathy HELM

"Astrid Merget inspired me. For a paper in one of her public finance classes, she encouraged us to include our own thinking and analysis and not to merely recite facts that we had learned from our research."

MPA '60

kristin HUBING

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MPA '13

mark DUFFY

"The most lasting lesson that I learned at GW is a quote from Dr. Charles Washington, one of the more difficult and instructive professors in my MPA program, that "life is mass management.""

MPA '22
"ONLY AT GW" experiences

Graduate education in the heart of the nation’s capital provided opportunities that still stand out for these alumni.

"I volunteered to help with registration at a monthly National Association of Public Administrators function (which also earned me a free lunch) and ran into one of my undergraduate professors who was working at the then U.S. General Accounting Office (GAO)," explained Helm. "He told me that GAO was hiring summer interns and helped me get an interview. I told several other GWU MPA students and we became the first graduate interns that GAO hired. Thirty-four years later, I am still working at GAO, which is now named the U.S. Government Accountability Office."

"The most amazing thing that happened to me while I was a student at GW was to attend the first launch of the space shuttle program," said Duffy. "During my first weeks at GW, I went to Capitol Hill and knocked on my Senator’s office door to say hello and ask for ways to get some experience on Capitol Hill while I was going to school. Within minutes, I had an internship for a United States Senator. That unpaid internship turned into a paid position within six months. Soon, I was attending hearings for the Science, Technology and Space Committee. When the first launch of the space shuttle was announced, I was invited to fly to Cape Kennedy and attend the launch to represent the Senator! The launch was spectacular. I was so close, I could feel the heat and vibration from the roaring engines as it ascended into orbit!"

"During winter break of my second year, I had the opportunity to travel to Cape Town, South Africa for a leadership course that counted toward my concentration in Leadership and Social Policy," said Hubing. "It gave me the opportunity to see how the lessons of leadership I had learned in our program applied to an international setting."

"Even after a dozen years away from GW, I still feel that the experience is unique," said Nurse. "GW seems to perfectly blend a typical college experience with the amazing opportunities that come from its location in the nation’s capital. While in the MPP program, I worked in the GW Office of Government Affairs. The contacts I made while there helped me land my very first job, and I’ve now worked in the field for a dozen years."

For two of the alumni interviewed, their ‘only at GW’ experience was more personal than professional. Eric Wiesenfeld and Eileen Jacobowitz met at a graduate student mixer in Georgetown just before starting the program. They now have two wonderful daughters and recently celebrated their 20th wedding anniversary.

LOOKING to the FUTURE

There are 456 students enrolled in the school for the 2014 academic year. Students in the school will provide pro bono consulting services to more than 50 nonprofits, government agencies and public-private partnerships throughout Washington, D.C. and the world as part of the school's capstone and program evaluation classes. As these alumni look back, they also offer advice to current students and their fellow alumni.

"For all the amazing learning and all the access to excellent tools, don’t forget that in the real world, you are still going to have to make something out of nothing," said Nadas. "There are no perfect data sets. You will find all kinds of ‘validity issues’ because not everyone understands how important valid findings really are. Be ready with your red pen to spot, fix and qualify problems as you see them. You have to blend your interpersonal skills with your analytical skills to politely explain that a colleague’s conclusion needs to be changed."

"Learn and respect a broad range of disciplines, because most public sector problems require multi-or inter-disciplinary thinking," said Borgstrom. "Take personal responsibility for asking questions, challenging doctrine, and making recommendations. Don’t take just one point of view. Keep asking questions."

Thanks to these alumni for sharing their memories and their advice. Here’s to fifty more years of fulfilling George Washington’s vision.
GW CELEBRATES PUBLIC SERVANTS during annual ARTHUR S. FLEMMING AWARDS

by Amber Palmer-Holma, Director of Communications

Since 1948, more than 500 outstanding federal employees have been recognized with an Arthur S. Flemming Award. On June 10, 13 public servants joined their ranks during an award ceremony hosted by the Trachtenberg School of Public Policy and Public Administration, held in the Grand Ballroom of the Cloyd Heck Marvin Center.

The awards were established in 1948 in honor of Arthur Flemming's commitment to public service throughout his distinguished career, which spanned seven decades and 11 presidencies. Recognized by the President of the United States, agency heads and the private sector, the winners are selected from all areas of the federal service.

PURPOSE of the ARTHUR S. FLEMMING AWARD is to:

- recognize outstanding and meritorious achievement in working for the federal government
- encourage the highest standards of performance in the federal service
- enhance appreciation of our form of government and the opportunities and responsibilities that it presents
- attract outstanding individuals to a career in federal service

During this year's award ceremony, Dr. William D. Phillips, Nobel Laureate ('97), Flemming Award winner ('87) and current government employee at the National Institute of Standards and Technology, gave a keynote address in which he told this year's winners, "Your accomplishments, in areas ranging from basic scientific research to combating bio- and nuclear terrorism, have made you this year's superstars. But more than that, you represent both the goodness and the greatness in the government of the country we love."

This year's 13 winners (pictured below) were selected in the fields of Leadership and/or Management; Legal Achievement; Social Science, Clinical Trials and Translational Research; Applied Science and Engineering and Basic Science. The award winners were Kathryn Beers, David Bray, Gretchen Campbell, Michal Chojnacky, Kathryn Hellings, Paul Jablonski, Kathryn Macdonald, Amy O'Hara, Leticia Pibida, Timothy Persons, Philip Puxley, Francesca Ugolini and Joel Ulloa.

"These award winners are inspiring representatives of public service," said Dr. Kathryn Newcomer, director of the Trachtenberg School. "It's an honor to work with the Arthur S. Flemming Awards Commission, FMS and the National Academy of Public Administration to celebrate public service that attracts other outstanding individuals to a career in federal service."

For the winners and the attendees at the June 10 awards ceremony, Dr. Phillips explained the idea behind the awards and the years of work that went into earning them.

"All of us, whether we are scientists, administrators, attorneys, or have any of a myriad of possible job descriptions, have chosen not only a particular kind of work, we have chosen to do it in public service," he said. "We work not only for ourselves, or for our colleagues, or even for our larger professional community. We work for the people of the United States, because we believe we can make a difference. And even when what we do is not universally understood or ever appreciated by the citizens of this land, we take pride in knowing that our efforts will benefit our country, now and in the future. Those benefits may be in the spheres of industry, science, technology, national security, the economy, medicine, public health, public welfare or any of the multitude of areas of public and private life that make this such a great nation."
On September 27, the GW Regulatory Studies Center organized a conference on Capitol Hill to explore the retrospective review of regulations, particularly those aimed at reducing health, safety and environmental risk.

As President Obama has observed, “During challenging economic times... it is particularly important for agencies to conduct retrospective analyses of existing rules to examine whether they remain justified and whether they should be modified or streamlined in light of changed circumstances.” Despite efforts to look back at regulations’ effects, however, effective retrospective review of regulation remains elusive and ex ante predictions of regulatory outcomes (reductions in health risks, benefits and costs) are often not verified with empirical data ex post. To generate constructive recommendations to address this problem, RSC’s conference brought together experts to explore possible reasons for the lack of ex post evaluation and examine approaches to improve the analytical tools for measuring actual effects of risk-reducing regulation and the incentives to do so.

Susan Dudley, Director of the Regulatory Studies Center and Trachtenberg School research professor, opened the conference by reviewing past efforts to encourage retrospective review of regulations, examining why they were not more successful and offering recommendations going forward. She was joined on the first panel by Admiral Thad Allen (Ret.), who shared his experiences with regulations that supported and hindered responses to recent crises, and Penn Law Professor Cary Coglianese, who suggested immediate steps the federal government could take to improve retrospective review of regulations.

A second panel, moderated by Paul Verkuil, Chair of the Administrative Conference of the United States, addressed methodological approaches to improving measurement of regulatory outcomes. The Director of the Trachtenberg School, Dr. Kathryn Newcomer, provided a framework for how program evaluation tools and models could be applied to examine regulations. Dr. Tony Cox, statistician, applied statistical methods to determine whether observed associations between air quality and specific health effects were indeed causal. Dr. Lesa Aylward, toxicologist, presented several case studies using bio-monitoring data to measure exposure reductions and evaluate health outcomes.

Marcus Peacock, visiting RSC scholar, examined institutional solutions to improve the incentives for regulatory evaluation and described how program assessment tools might be applied to incentivize retrospective review. Philip Howard, founder and chair of Common Good, emphasized the need for greater accountability to encourage better regulatory evaluation. Professor Ragnar Lofstedt of Kings College in London shared lessons from the independent review of British health and safety regulation he conducted for the UK government. Diana Carew of the Progressive Policy Institute recommended that a regulatory improvement commission, patterned after the Base Realignment and Closure Commission, would be a politically viable approach to regulatory reform.

Senator Angus King (I, ME) gave a keynote lunch address in which he emphasized the importance of health, safety and environmental regulation, but also the need to ensure regulations are meeting their intended goals cost-effectively.

More details on the event, including a video of the proceedings, are available on the GW Regulatory Studies Center’s website: www.RegulatoryStudies.gwu.edu.
GW'S REGULATORY STUDIES CENTER IMPROVES REGULATORY POLICY
with research, education & outreach

The scope and reach of regulation is growing as agencies act to implement landmark legislation, such as the Dodd-Frank Act and the Affordable Care Act, and Presidential priorities, such as regulation to curb greenhouse gas emissions. Because regulation spans every topic and every policy issue from gun control to climate change, the actions of regulatory agencies can have far-reaching consequences that affect the public in countless ways every day. As statutes grant agencies more authority and discretion over these wide-ranging policy areas, onlookers and policymakers—including President Obama—have been looking for regulatory reforms to improve regulatory analyses and outcomes.

The President has urged agencies to review the effects of existing regulations, to identify those that are “outmoded, ineffective, insufficient or excessively burdensome, and to modify, streamline, expand or repeal them in accordance with what has been learned.” As agencies act to implement the President’s charge, members of Congress are also seeking ways to streamline the rulemaking process. In addition to evaluating the success of agencies’ retrospective review efforts, the GW Regulatory Studies Center has created a comprehensive, up-to-date database available on our website to track developments of regulatory reform efforts on the Hill, as legislators seek to improve regulatory procedures.

As interest in sound regulatory policy grows, the Regulatory Studies Center continues to be a respected academic source of applied scholarship on regulatory policy matters, helping students and policymakers analyze and understand the potential effects of regulation. The Center serves as a hub for regulatory scholarship within the George Washington University and around the world, bringing together experts in an effort to improve how risks, benefits and costs are analyzed when developing and reviewing regulation.

The Regulatory Studies Center offers events, research and commentary to raise awareness of regulatory issues, including trends in regulatory activity, mechanisms for improving retrospective review, applications of benefit-cost analysis and the merits of current regulatory reform proposals. As game-changing new regulations are drafted, the Center’s scholars file careful analyses with agencies from a public interest perspective. Our weekly Regulation Digest keeps readers up-to-date on the latest regulatory developments in government, academia, think tanks and the media. The Center’s research informs regulators, policymakers, academics and the news outlets about the far-reaching effects of regulation and the importance of sound regulatory policy and analysis.

Learn more about regulation and the GW Regulatory Studies Center’s activities at www.RegulatoryStudies.gwu.edu, or access our regulatory reform legislative tracking database at http://research.columbian.gwu.edu/regulatorystudies/regreform. Send an email to RegulatoryStudies@gwu.edu to subscribe to our newsletters and follow the Center on Twitter @RegStudies.

(Pictured Above): Senator Angus King (I, ME) speaks with Susan Dudley and Dr. Kathryn Newcomer during the Regulatory Studies Center conference on Capitol Hill.
TRACHTENBERG SCHOOL DOCTORAL STUDENTS GAIN EXPERIENCE, recognition for excellence

by Anne Kruse, MPP ’15

The 72 credit hours required for a PhD in Public Policy and Administration represent just a portion of the energy and effort Trachtenberg School doctoral students invest in their education. During the 2012-2013 academic year, these students were featured in more than 30 publications, invited to present at conferences around the world and honored with a variety of awards and recognitions.


These and other endeavors led Trachtenberg doctoral students to present their research at conferences across the country and around the world, including: the International Research Society for Public Management Conference in the Czech Republic, AcademyHealth’s Annual Research Meeting, the Urban Affairs Association Conference in San Francisco, the Southeastern Conference on Public Administration in Coral Springs, Florida, the National Association of School Psychologists Annual Convention in Seattle, the ASPEN Network of Development Entrepreneurs Metrics Conference, the Southern Sociological Society Conference in Atlanta, the Federal Reserve System Community Development Research Conference and the American Evaluation Association Annual Conference.

In recognition of their research, a variety of awards and honors were bestowed upon Trachtenberg School doctoral students. Theodos was quoted as an expert in two media articles and completed a fellowship at the Mustard Seed Foundation. Poiner was invited to endorse a book and serve on the Los Angeles LGBT Expert Review Panel with the California Institute for Mental Health. Raimondo received the GW Golden Key Honors Society Award. Stokan received a scholarship for Public Policy, Public Administration, and Public Affairs to attend the Inter-University Consortium of Political and Social Research. Kurtzman was awarded a $200,000 research grant by the Robert Wood Johnson Foundation and appointed to the boards of the American Nurses Association and the American Association for Colleges of Nursing.

As these doctoral students move toward the completion of their degrees, the Trachtenberg School excitedly anticipates their success as professors, researchers and practitioners of public service.
Bill Adams
Dr. Bill Adams recently published “Wikipedia as a Tool for Teaching Policy Analysis and Improving Public Policy Content Online” (co-authored with Donna Infeld) in the Journal of Public Affairs Education—his fifth article published since 2011. He and Dr. Infeld also published another Wikipedia-related study in Educational Gerontology called “Using the Internet for Gerontology Education: Assessing and Improving Wikipedia.” During his split sabbatical, he worked extensively with AccessYouth, a juvenile justice diversion program in D.C. that provides positive alternatives to sending adolescents to jail. At AccessYouth, he worked to improve data collection with the ultimate goal of conducting credible outcome evaluations of the program. Dr. Adams toured Iraq, 14 countries in Africa and the final seven countries he had not yet visited in Europe.

Nancy Augustine
In May, Dr. Nancy Augustine presented "Regional Economic Capacity, Economic Shocks, and Economic Resilience," co-authored with Dr. Harold Wolman, Howard Wial and Mara McMillen, MFP '14, at the Building Resilient Regions Closing Symposium.

Steven Balla
In June, Dr. Steven Balla presented at the International Conference on The State-Society Relations in the New Era organized by the Fudan Institute for Advanced Study of Social Sciences in Shanghai. His talk was entitled “Demographic Characteristics, Subjective Motivations, and Citizen Feedback in Online Chinese Policymaking.” Dr. Balla also collaborated with Christopher J. Deering to publish "Police Patrols and Fire Alarms: An Empirical Examination of the Legislative Preference for Oversight" in Congress & the Presidency. He also published “Online Consultation and Citizen Feedback in Chinese Policymaking” (co-authored with Zhou Liao) in the Journal of Current Chinese Affairs.

Burt Barnow
Dr. Burt Barnow presented at various conferences throughout North America. His talks included "Improving Measures of Efficiency for Employment and Training Programs" at the American Society for Public Administration (ASPA) 2013 Annual Conference; "Developing Human Capital: Is a Comprehensive Approach Possible? A U.S. Perspective" at the Queen's International Institute on Social Policy; "Lessons for the Design of Effective Workforce Development Programs for Older Workers" at the AARP Policy Council Meeting and "Adaptation and Change in the Science and Engineering Workforce" at the Understanding Change in Science and Engineering Workshop at UC San Diego. In addition, Dr. Barnow and his team were mentioned in the Employment & Training Reporter for their work on the recovery act.

Derick Brinkerhoff
This summer, Dr. Derick Brinkerhoff led a number of presentations at conferences around the world, including “Health Systems Strengthening and the Role of Governance: Muddles, Models, and Motivation” at the Second Annual Global Healthcare Conference, “Governance in Post-Conflict Transitions: What is it? What do we know? What can we do?” at the Hague Symposium on Post-Conflict Transitions and International Justice and “Polycentrism and Politics: The Intersection of Theory and Practice in Peacebuilding” at the International Center for Local Democracy. Dr. Brinkerhoff also published "Performance-based Public Management Reforms: Experience and Emerging Lessons from Service Delivery Improvement in Indonesia" (with Anna Wetterberg) in the International Review of Administrative Sciences and “Provincial Governance in Iraq: Councils, Contestation, and Capacity Building” (with L. Cravens) for the Research Triangle Institute.

Jennifer Brinkerhoff
Dr. Jennifer Brinkerhoff published “Passions Fueling Interests: Unraveling Motivation of First Movers from Diasporas” in How Can Talent Abroad Induce Development at Home? Towards a Pragmatic Diaspora Agenda, edited by Yevgeny Kuznetsov and published by Migration Policy Institute (2013). Dr. Brinkerhoff delivered "Diasporas as Catalysts for Institutional Reform" at the International Conference on Diasporas, Development and Governance in the Global South. She also presented "Addressing Precarity in Windows of Opportunity: The Tactical Benefits of Migration. Rural Farmers in Chad" at the Social Science Research Council Mini-Conference on Mobility, Precarity and Empowerment in African Migration. Dr. Brinkerhoff worked on her book The In-Between Advantage: Diaspora Entrepreneurs and Institutional Reform as her primary sabbatical project during the 2012–2013 academic year. Her book is currently under review.

David Brunori
Professor David Brunori served as the keynote speaker for several conferences, including the National Conference of State Tax Judges, the Wyoming Taxpayers Association and the Hartmann Institute of State Taxation. In addition, Professor Brunori recently published the third edition of his textbook, Local Tax Policy: a Federalist Perspective (Urban Institute Press).

Christopher Carrigan
In November, Dr. Chris Carrigan presented a working paper titled “What’s Wrong with the Back of the Envelope? A Call for Simple (and Timely) Cost-Benefit Analysis,” co-authored with Stuart Shapiro (Rutgers), at the APPAM Fall Research Conference. In addition, he attended and served as a commentator at a conference at Duke University titled "Recalibrating Risk." He also co-edited a book, Does Regulation Kill Jobs? (Penn Press), with Gary Cogianese and Adam Finkel. Dr. Carrigan was named a Policy Research Scholar at the George Washington Institute of Public Policy.

(continued on page 22)
Like other Trachtenberg School faculty, research professor Michael Wiseman is engaged internationally in program and policy evaluation.


In August, he was a guest at the Center for Economic Research and Instruction (CIDE) in Mexico City. CIDE is one of five Regional Centers for Learning on Evaluation and Results (CLEAR) funded by the World Bank and other organizations. The CLEAR network works to improve development results and strengthen monitoring and evaluation and performance management systems and capacities. Dr. Wiseman is part of a CIDE working group engaged in planning and promoting social program evaluations in Latin America in collaboration with the Inter-American Social Protection Network.

In September, Dr. Wiseman traveled to Budapest, Hungary to participate in planning for the EU 2014-2020 social and regional development programs. Much is at stake: What are the EU “Structural Funds” will expend over 70 billion euros (almost $100 billion) on social and economic development programs within the 28 EU Member States over the coming six years. A large share of this money goes to low-income countries on the EU periphery, including Poland, Lithuania and Hungary. In both his domestic and international work, Wiseman promotes evaluation and evidence-building as an integral part of management of social assistance programs.

Stephanie Cellini
In July, Dr. Stephanie Rieggi Cellini published “School Quality and Information Disclosure: Evidence from the Housing Market” (with Paul Carrillo and Richard Green) in the journal Economic Inquiry. She also presented her paper “Does Federal Student Aid Raise Tuition? New Evidence on For-Profit Colleges” to the U.S. Department of Education, the College Board and in a seminar at Michigan State University. In October, Dr. Cellini presented her new paper “Student Loan Borrowing at For-Profit Institutions: Trends & Implications” (co-authored with Rajeev Darolia, PhD ’12) at a conference on student loans at the Ford School, University of Michigan. Dr. Cellini also participated in several panels at the Association for Public Policy Analysis & Management (APPAM) annual conference, discussing the Obama Administration’s proposed higher education reforms and publishing for PhD students.

Dylan Conger
Dr. Dylan Conger recently published two articles: “The Effect of Grade Placement on English Language Learners’ Academic Achievement” in the journal Educational Evaluation and Policy Analysis and “Undocumented College Students in the United States: In-State Tuition Not Enough to Ensure Four-Year Degree Completion” in Education Finance and Policy (with C. Chellman). Dr. Conger was invited to serve on the editorial board of the journal Educational Researcher, as well as on the program committee for the Association for Public Policy Analysis and Management. In addition, Dr. Conger was recently cited in the Baltimore Sun and Education Week.

Susan Dudley
Professor Susan Dudley continues to bring applied research to bear on important regulatory issues. In June, she testified before the Joint Economic Committee on legislation establishing a Congressional office to review regulations. She spoke at the EU Risk Summit in Dublin, a conference on regulation at the Progressive Policy Institute, a conference on challenges facing manufacturing at the U.S. Chamber Foundation and on a panel about the precautionary principle hosted by the Council on Agricultural Science and Technology and the Society for Risk Analysis. Her recent comments on agency rulemaking proposals and her annual report on regulatory agency budgets and staffing, coauthored with scholars at the GW Regulatory Studies Center, have been cited by several media outlets.

Jasmine McGinnis Johnson
Dr. Jasmine McGinnis Johnson has a forthcoming article in Administration & Society entitled, “Necessary but not Sufficient: The Impact of Community Input on Grantee Selection.” Dr. McGinnis Johnson also taught several workshops for the U.S. Department of State’s International Visitor Leadership Program to more than 70 NGO leaders from across the globe. In November, Dr. McGinnis Johnson presented her paper, “Philanthropic Professionalization: What Difference Does It Make?” at the Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA). This year she served as a member of the 2013 ARNOVA Conference Committee, and was also the committee chair for the 2013 ARNOVA

Stuart Kasdin
Dr. Stuart Kasdin presented “The Impact of Politics On the Design of Federal Programs: Rethinking the Purpose of Federal Grants” (co-authored with Federica Lorio) at the Association for Public Policy Analysis and Management (APPAM) annual conference, where he also served as a discussant on the panel “Government Investment Approaches.” He also presented “Overcoming Principal-Agent Goal Disparities between Congress and the Executive Using Inter-Governmental Transfers” (co-authored with Federica Lorio) at the Association for Budgeting and Financial Management conference. In addition, Dr. Kasdin presented “Normative Principals in Public Budgeting” at the annual conference of the Network of Schools of Public Policy, Affairis and Administration.

Peter Linguiti
In October, Dr. Peter Linguiti presented “R&D Portfolio Valuation: Asymmetric Project Payoffs, Project Relationships, and the Question of Whether a Portfolio is More than an Aggregation of Projects” at the American Evaluation Association Annual Conference. Dr. Linguiti was named Director of the MA Program in Environmental Resource Policy (ENRP) for the 2013-14 academic year and will continue in his role as a Visiting Professor at the Trachtenberg School. ENRP is not part of the Trachtenberg School, but is an affiliated program that offers students an in-depth focus on environmental policy.

Dr. Kathryn Newcomer
This summer, Dr. Kathryn Newcomer, Director of the Trachtenberg School, spoke at the National Cancer Institute, the Points of Light Foundation’s SERVICE UNITEs conference, and as an invited guest of the United Way of the National Capital Area. She also spoke in May at the retreat for the Performance Improvement Officers in the U.S. Department of Health and Human Services, at the Health Resources and Service Administration, and at the Pretrial Services Agency. This fall, she presented at the National Institute of Allergy and Infectious Diseases, as well as the Network of Schools of Public Affairs and Administration (NASPAA) annual conference, on topics such as “Philanthropy: Framing the Dean, Director and Department Chair Role in Development” and “Mentoring Junior Faculty.” Dr. Newcomer continues to consult on program evaluation for government agencies and to serve on the Business and Operations Advisory Committee of the National Science Foundation. She is starting work on a new National Academies of Sciences committee entitled “Department of Defense Graduate Study Needs.” She was recently elected to serve a second term on the Faculty Senate and on the Columbian College of Arts and Sciences Dean’s Council. She also chairs the Faculty Senate Committee on University and Urban Affairs, and serves as the faculty adviser for the Presidential Administrative Fellows. Dr. Newcomer’s most recent paper, “Accountability for Learning: Promising Practices from Ten Countries” (co-authored with Karol Olejniczak of the University of Warsaw), was presented at the International Conference on Public Policy.

Marvin Phaup
In March, Dr. Marvin Phaup organized a Ferrum College Forum on “Sustainability: the Energy, Water, Food Nexus” in Roanoke, Virginia. In April, he participated in the 2013 Conference of the International Monetary Fund on “Governmental Accounting and Fiscal Transparency.” Dr. Phaup organized and chaired a panel on the “Politics and Economics of Austerity” at the 2013 Symposium of the American Association for Budget and Program Analysis, as well as at the October Conference of the Association for Budgeting and Financial Management. Dr. Phaup published the article “A Case for Adding a Long-Term Budget Constraint to the Congressional Budget Process” (co-authored with Imtiaz Bhatti, PhD ’14) in the Albany Government Law Review. Bhatti also presented their article “Budgeting for Fiscal Uncertainty” at the International Society for Research in Public Management Spring 2013 Conference in Prague.

Steve Redburn
From January to May, Dr. Steve Redburn served as a visiting faculty member for Carnegie Mellon University graduate program in Adelaide, Australia. While there, Dr. Redburn gave a presentation in Canberra, Australia, as a part of the Office of Prime Minister and Cabinet Strategy and Delivery Division speaker series. In April, Dr. Redburn traveled to Taipei, Taiwan, to address the National Academy of Civil Service on how to help public managers and leaders think and act strategically. He also presented at the Open University of Taiwan on citizen engagement and government performance.

Elizabeth Rigby
Dr. Elizabeth Rigby published two papers over the summer. The first, “Hybrid Federalism, Partisan Politics, and Early Implementation of State Health Insurance Exchanges” (co-authored with Jake Haselweder) was featured in the Annual Review issue of Publius: The Journal of Federalism and highlighted on a special panel on federalism at the Annual Meeting of the American Political Science Association. Her other paper, “Political Parties and Representation of the Poor in the American States” (co-authored with Gerald Wright) was published in the American Journal of Political Science. In the article, Rigby and Wright identify systemic under-representation of the policy preferences of low-income Americans – particularly within the Democratic Party, where income inequality is most pronounced. Recently, Dr. Rigby had two additional papers accepted for publication, one in the Journal of Health Politics, Policy and Law and the other in the journal Administration and Society.

Greg Squires
Dr. Greg Squires received the Lester F. Ward Distinguished Contribution to Applied and Clinical Sociology Award from the Association of Applied and Clinical Sociology (AACS). The award is presented to a person who has made a significant contribution to applied and clinical sociology over a period of ten or more years. Dr. Squires also presented the keynote speech at an AACS conference in Portland, Oregon. In addition, he recently published an article in the Journal of Applied Social Science.

Stephen Joel Trachtenberg
President Emeritus Dr. Stephen Joel Trachtenberg recently completed his book Presidencies Detailed (co-authored with Gerald Kauvar and Grady Boque). The book examines the fall of 50 university presidents in 2009 and 2010. In addition to this publication, he also served as keynote speaker for the Federal Education Policy Institute Symposium in January, and the Limmud Conference in April. In May, Dr. Trachtenberg traveled to Israel, where he served as a delegate on leader for the American-Israel Friendship League Delegation Study Tour for University Presidents. Dr. Trachtenberg currently serves as the chairman of both the D.C. Public School Without Walls Principal’s Task Force and the Rhodes Scholarship 2013 Selection Committee for District 5. He is also a member of the US-Japan Research Institute Advisory Board.
ALUMNUS josh lasky
RODE ACROSS COUNTRY
to PROMOTE CLIMATE CHANGE AWARENESS

Josh Lasky, MPA ’09, started a more than 4,000-mile bike ride from the steps of the U.S. Capitol to Portland, Oregon, to promote climate change awareness with the nonprofit Climate Ride.

Climate Ride organizes events to raise awareness and advocate for sustainability, bike advocacy and environmental causes. The group rides support a collection of organizations that work to promote the possibility of a green economy and educate the public about environmental issues related to climate change. They also work to raise the profile of the bicycle as a form of green transportation.

“I took many things away from the trip, but if I had to choose one it would be the following: Be kind to people and people will be kind to you,” said Lasky. “Though this was a solo bike tour, I wouldn’t have finished without the tremendous support I received from family, friends, friends of friends and generous strangers. It’s hard to put yourself out there to tackle an outrageous goal, but when others see you’ve committed to a life-changing adventure, they genuinely want to see you succeed.”

Now that he’s back, Lasky started a job with the US Green Building Council as a member of the Center for Green Schools to support the greening of schools and campuses and the integration of sustainability into K-12 and higher education curriculum.

Photo Credit: Patrick Colleran
trachtenberg school SHINES AT POINTS OF LIGHT NATIONAL CONFERENCE

by Bob Reeg, MPA ‘98, Project Director of the American Legion Auxiliary Call to Service Corps

In June, the national Points of Light Conference on Volunteering and Service brought nearly 5,000 people to the Washington, D.C. convention center. Dr. Kathryn Newcomer, Director of the Trachtenberg School and two school alumni, Bob Reeg, MPA ‘98, Project Director of the American Legion Auxiliary (ALA) Call to Service Corps and Diane Mars, MPA ‘13, led participants in a workshop on performance measurement.

The workshop reviewed ALA’s system for measuring whether the capacity-building activities that Call to Service Corps AmeriCorps Members conduct at their host sites improve effectiveness in delivering programs and services to veterans, service members and their families.

Reeg had asked Dr. Newcomer’s program evaluation class to help them assess their programs’ effectiveness. Mars had been a member of the student team who developed ALA’s performance measurement system as part of her graduate coursework. During the presentation, Reeg, Newcomer and Mars were joined by Kathy Moakler of the National Military Family Association, an ALA Call to Service Corps operating site.

The workshop included a brief overview of performance measurement requirements in the nonprofit sector; a thorough description of the ALA Call to Service Corps’ performance measurement system and the science-based process undertaken by the Trachtenberg School team to develop it; and a status report on how ALA and operating sites are currently implementing the system.

FROM GEORGE WASHINGTON TO WASHINGTON STATE:

Recently, Emily Christensen, MPA ’01, was named Bellevue, Washington’s Chief of Communications. As such, she oversees external and internal communications and the marketing and branding efforts of the largest suburb of Seattle.

Christensen is part of the city’s leadership team, responsible for leading strategic priorities, driving performance management; championing the city’s vision, mission and core values; and ensuring high quality services, community value and sustainable financial performance.

“My MPA degree has proven invaluable, from budget and management to policy and politics,” she said. “As the city of Bellevue continues along its journey of a high performing organization, I hear Dr. Newcomer’s voice about the importance of robust performance measures. In addition, GW’s focus on civic engagement—understanding who the audience is, what their needs are and how we can reach them—is something I rely on each and every day, and I thank Dr. Brainard’s capstone class for helping me understand this important principle of public service.”

After spending well over a decade on the East Coast, Christensen is excited to return to her Washington roots and is proud to call Bellevue home. She said, “While I truly valued the time I spent in Washington, D.C., Utah and California, it’s good to be home. It really allows for a person to enjoy the outdoors year round. It’s a great place to call home... again.”

Prior to joining the City of Bellevue, Christensen worked in the private sector as the Director of Strategic Communications for AREVA, a global energy company, and as manager of corporate affairs for Pacific Gas and Electric Co., California’s largest private utility.

Christensen also has experience working in government at the state and national level, serving as press secretary for former Sen. Bob Bennett and as public information officer for the Utah State Legislature.
John Topinka, MPA ’83
After 25 years of working in government, John Topinka graduated with a PhD in public management from Florida International University and accepted a full-time, tenure-track position as Assistant Professor in the Division of Public and Nonprofit Management at the University of Memphis. He is proud to announce that his youngest daughter graduated from Loyola University and his older daughter is an architect in NYC who will be married this fall.

Joe Frech, MPA ’92
Joe Frech is currently in Singapore, participating in the Civil Air Patrol, U.S. Air Force Auxiliary, International Air Cadet Exchange program.

Marco Cercone, MPA ’99
Marco Cercone was nominated to the 2013 Legal Elite of Western New York, a distinction awarded by the publication Business First of Buffalo. Cercone, a partner at Rupp, Baase, Pfalzgraf, Cunningham & Coppola LLC, said he was “very humbled to be nominated.” Recalling the message of one of his law school professors, he noted, “This profession is so important because lawyers have the ability to advocate for those who are unable to advocate for themselves.”

Peter Troedsson, MPA ’99
Captain Peter Troedsson, Military Fellow, U.S. Coast Guard, recently published an article for the Council on Foreign Relations on the importance of a Coast Guard presence in the emerging Arctic.

Amanda Converse, MPA ’05
Amanda Converse lives on Cape Cod and owns an eco-boutique. She does green consulting, publishes a small fashion magazine, and helps produce an online community lifestyle guide. Additionally, she sits on a few Boards of Directors for some local organizations including the Cape Cod Young Professionals.

Holly Mead, PhD ’05
Since graduating with a PhD in gender and social policy, Holly Mead has worked as an assistant professor of health policy at GW’s School of Public Health and Health Sciences. Dr. Mead recently received a $2.1 million, three-year research award from the Patient-Centered Outcomes Research Institute to evaluate cancer survivorship care models. As principal investigator on this project, Dr. Mead said her team is “excited to be working with leading survivor and community cancer organizations to ensure that cancer survivorship care meets the needs of patients.”

Whitney Owen, MPA ’06
Whitney Owen was named the 2013 Outstanding Young Alumna at the Georgia Tech awards, which recognizes Georgia Tech graduates under 40 who have contributed to their careers, communities and Georgia Tech. Owen is serving a three-year position on the Georgia Tech Alumni Association Board of Trustees.

Robin Ghermner, MPP ’10
Robin Ghermner was recently featured in the Washington Post for his research at the Corporation for National and Community Service on the relationship between volunteering and employment. Alan Krueger, Chairman of the Council of Economic Advisers, praised Ghermner’s work for providing strong evidence for volunteering.

Rajeev Darolia, PhD ’12
Rajeev Darolia won this year’s Jean Flanigan Outstanding Dissertation Award from the Association for Education Finance and Policy. Shortly after graduating from the Trachtenberg School, Darolia joined the faculty of the Truman School of Public Affairs at the University of Missouri.

Erin Fitzgerald, MPA ’13
Erin Fitzgerald accepted the prestigious Public Policy Fellowship at the Williams Institute at the UCLA School of Law. Fitzgerald will be working under Lee Badgett and Jody Herman, PhD ’10, performing original data research, data analysis and economic impact studies.

Sarah Grantham, PhD ’13
Sarah Grantham recently worked on a paper with two professors of the George Washington University. The Journal of Cardiovascular Nursing recently published their paper, “Improving Cardiovascular Care Through Outpatient Cardiac Rehabilitation: An Analysis of Payment Mocels That Would Improve Quality and Promote Use.”

Garrett Jackson, MPP ’13
Garrett Jackson published an article for the Federal Reserve Bank of St. Louis about innovative state partnerships that influenced the creation of more efficient certificate programs. In the summer of 2012, Jackson worked at the Board of Governors of the Federal Reserve System in the Division of Consumer and Community Affairs, studying the Independent Foreclosure Review and serving as a contributor to the signature Policy Scan info-database. Additionally, he recently completed a six-month internship with the National Governors Association, researching state workforce development, economic development and human services trends for state policy advisers.

Got an update to share? Email us: tspppa@gwu.edu
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