Trachtenberg School Students Honored with Roback Award

By Melanie Chamberlin (MPA ’12)

Two current students, Allyson Criner and Rebecca Hinze-Pifer, were honored in 2010 as winners of the prestigious Herbert Roback Scholarship bestowed by the National Academy of Public Administration. Students are nominated for the award based on their academic performance and record of public service by the faculties in the top public policy, public administration, international affairs and political science programs from around the country. Typically one or two students win each year; this year both awardees were from the Trachtenberg School.

“We could not be more proud for the recognition given to both Allyson and Rebecca,” said Director Kathryn Newcomer. “They are both extremely deserving. Their accomplishments showcase the talents of our students and reflect beautifully on the Trachtenberg School.”

Federal Work Study: An Opportunity for Students and Alumni in Federal Government

By Paul Binkley, Director of Career Services

In early November 2010, the Merit Systems Protection Board announced that, beginning March 1, all Federal Career Internship Program (FCIP) positions would be frozen and that the program would no longer be used for hiring. The announcement, coupled with an executive order launching a new Pathways Program and the institution of a virtual government hiring freeze, has had a major impact on recruitment for graduate students and alumni. Although the next few years will be difficult for Trachtenberg School students to enter the federal government, there are bright spots.
From the Director

Dear Alumni and Friends of the Trachtenberg School,

Spring is a good time for us to celebrate accomplishments of many types, including the graduation of our new MPs, MPPs, and PhDs. Faculty colleagues have traveled around the world giving invited talks and delivering papers, as have our doctoral students. For example, Lori Brainard has been honored at recent conferences in England and Japan. For more faculty accomplishments, please see the updates in this newsletter (page 10).

Our students continue to make us proud. For example, both winners of the prestigious Herbert Rosack Award from the National Academy of Public Administration were ours this year: MPA Allyson Criner and MPP Rebecca Hinz-Pifer. Our masters students organized a superb event in March, “DIAS: Closing the Gap between Public Expectations and Responder Capabilities,” which was a strong follow-up to our remarkable fall event (“Leadership of Unprecedented Events”) and featured our newest faculty member, Admiral Thad Allen. For this special symposium, they recruited senior decision-makers from the Red Cross, FEMA, and ICMA. Our student journal, Policy Perspectives, celebrated its 20th year with an especially impressive volume, its most extensive ever. And, of utmost importance of course, our students continue to obtain very good jobs – despite the weak economy and budget-challenged government.

We are also pleased with the success of other events we have hosted for the larger GW and DC public policy community on important issues facing public servants, such as “Strengthening Evaluation Effectiveness” in January. As director of the Regulatory Studies Center, Susan Dudley has organized many valuable events for our community, including the “Noshing with Notables” luncheons that allow our students to talk with key policy-makers. And we are honored to host the 30th anniversary of the Office of Information and Regulatory Affairs (the Office of Management and Budget’s OIRA) this May. All former OIRA directors will be here to celebrate with us!

Thank you so much to the many alumni who support us and give us the ability to host significant events! We hope to welcome more of you alumni to campus to enjoy our events. Please contact us if you are not receiving your invitations.

Warmest regards,

[Signature]

Director

Reception Draws Students Past and Present

By Andrew Dumont (MPP ’12)

The Trachtenberg School, in partnership with the George Washington Alumni Association, hosted a successful evening reception on Friday, February 25, replete with distinguished alumni – not least of all the guest of honor, Dr. Demetra Nightingale (see page 10). The event was well attended by professors and many current students, who enjoyed the opportunity to network with alumni from diverse career paths and fields of interest. The presence of representatives from the wider school, including Peg Barrett, Dean of the Columbian College of Arts and Sciences, helped students and alumni to feel connected to the broader GW community. The reception and award presentation followed a productive board meeting with members of both the alumni and student boards.

Students and alumni participated in small group discussions at an advisory board meeting preceding the reception.
Allyson Criner is a second year MPA student concentrating in nonprofit management. She taught for two years through Teach For America, served as an AmeriCorps VISTA member and is currently the associate director of Teaching for Change. Regarding the award, she commented, “Winning the Roback Award is a special honor because I see public service as a lifelong charge, a call to action. To be recognized not just for the work I have done so far, but also for the passion and the potential others see in me — the experience is both humbling and incredibly encouraging.”

Rebecca Hinze-Pifer is a second year MPP student concentrating in education policy. Rebecca taught science for seven years, originally through Teach for America, before coming to the Trachtenberg School. While at the school, she has worked as a graduate assistant to President Emeritus Trachtenberg, collaborated with Dr. Conger on a chapter of an upcoming book and interned at the Pew Research Center. Rebecca plans to start a PhD program in the fall in education policy.

The Roback Scholarship was founded by the family and friends of the late Herbert Roback to memorialize his legacy as a highly respected public servant and to continue his mission of supporting “talented and promising students to consider lifetime careers in the public service.”

Admiral Thad Allen Teaches Leadership Course

By Shannon McNamee (MPA ’12)

Adm. Allen shares lessons from years of personal experience with his students this spring.

Although we hope that none of us will have to abruptly take over management of a complex crisis as devastating as Hurricane Katrina or the BP oil spill, Admiral Thad Allen is teaching a group of students how to successfully do just that — based on personal experience.

Adm. Allen, MPA ’86 and former commandant of the U.S. Coast Guard, is teaching a new course this spring titled Leadership in Complex Organizations. In the first half of the course, students learn the theory and foundation of leadership and organizational management through the lens of the Admiral’s extensive experience in both areas. With this foundation, students then work in groups to analyze complex public issues such as the September 11th terrorist attacks and the intelligence disclosures by Wikileaks.

Adm. Allen provides his students with the groundwork to successfully lead in with any situation, whether it be a major national crisis or day-to-day management. His honest and open dialogue, filled with numerous anecdotes from his experience, bring the theory of leadership to life, and his humility and eagerness to learn from students allows them to feel comfortable asking the tough questions that make the dialogue so powerful.

Mike Vega, a first year MPA student, captures student sentiment well when he describes Adm. Allen as “part academic, part practitioner, part mentor and completely fascinating,” adding that the class has been the highlight of his education at Trachtenberg School thus far.
As the U.S. government’s premier program for recruiting graduate-level talent, the Presidential Management Fellows (PMF) program is one of the best opportunities for graduates to begin a career in the federal government. Given the prestige associated with acceptance into the program, it is notable that The George Washington University has more graduates accepted than any other university in the country.

The PMF program was founded in 1977 to attract talented employees with training in planning and managing public programs and policies. Acceptance into the program includes full time employment with a government agency, but also provides a range of unique professional development experiences over a two-year period— including rotations in different federal agencies and departments.

On average, three to six graduates from the Trachtenberg School are accepted into the program each year. Recent alumni joining the PMF program include Stephanie Stone and Lauren Hoshibata, both of whom have had the opportunity to travel abroad as part of their experience.

**Stephanie Stone (MPP 2009)**

Since completing her degree in 2009, Stephanie Stone has managed a large federal investment portfolio and represented the U.S. overseas working on cultural, educational and political issues in Lithuania. Stephanie was first hired by the U.S. Department of Housing and Urban Development (HUD) in 2009. During her first year of service, she helped to lead the implementation and monitoring of the American Recovery and Reinvestment Act (ARRA) funding for public housing, working to coordinate the implementation of $4 billion in Formula and Competitive Public Housing Capital Recovery Act funding for 53 HUD field offices and over 3,000 grantees nationwide.

Stephanie is currently on rotation with the U.S. Department of State at the U.S. Embassy in Vilnius, Lithuania, where she serves in a Foreign Service position as the Assistant Public Affairs Officer and Cultural Attaché.

Stephanie notes that it can be difficult to enter into and move up the career ladder in the federal civil service, and that the PMF program helps connect motivated graduates to opportunities they might not have otherwise.

**Lauren Hoshibata (MPP 2009)**

The PMF program has given Lauren Hoshibata the opportunity to experience education policy and department budgeting firsthand, and to explore the work done in a U.S. Embassy. Lauren was hired by the Department of Education (ED) in 2009 as a management and program analyst in its budget office, where she manages two budget accounts for the department. She also works for the Budget Formulation and Execution Line of Business, an inter-agency budget group that develops ways for budget offices across government to collaborate more effectively.

Lauren was also able to complete a rotation with the State Department at the U.S. Embassy in Abuja, Nigeria. There she worked in the President’s Emergency Plan for AIDS Relief (PEPFAR) office, which manages the U.S. government’s response to HIV and AIDS in the country. Highlights from this rotation included researching and drafting key policy and strategy documents, visiting schools and hospitals that have benefited from PEPFAR funds, and attending World AIDS Day ceremonies in Nigeria, which has the third highest HIV burden in the world.

Lauren notes that she has been fortunate to have an outstanding supervisor at ED who lets her participate in other projects around the office, allowing her to explore the policy side of education and budgeting as well. Having recently returned stateside, Lauren says that she is going to miss Nigeria, but is excited to return to ED for the last five months of her fellowship.
Event Brings Together Program Evaluation Experts

By Andrew Hartsig (MPP ’12)

The Trachtenberg School is well known as a hub for research and practice related to program evaluation. The Midge Center for Evaluation Effectiveness, a research center that works to facilitate and extend knowledge about effective evaluation practices, is housed at the Trachtenberg School and serves as a focal point for thought leadership in the field. In this tradition, the school recently hosted a panel discussion titled “Strengthening Evaluation Effectiveness,” which was cosponsored by The Evaluators’ Institute, the Midge Smith Center and Washington Evaluators.

Panelists at the event, which took place on January 19, were Harry Hatry, Gary Henry, Trachtenberg School Director Kathryn Newcomer and Theodore Poister. Ann Doucette, director of The Evaluators’ Institute, moderated the event. Each panelist presented on the topic of improving evaluation effectiveness and the event concluded with a question and answer session.

Harry Hatry, director of the Public Management Program at the Urban Institute in Washington, DC, stressed the importance of helping program managers become more evidence-based and suggested that technological innovations could make this easier. Gary Henry, director of the Carolina Institute for Public Policy and senior statistician at the University of North Carolina at Chapel Hill, challenged the single-minded focus on randomized control trials as the gold standard for evaluation, and suggested the use of well-designed comparison group studies as a viable alternative. Theodore Poister, professor of public administration in the Andrew Young School of Policy Studies at Georgia State University, discussed the need for measures that tie objectives to goals in order for evaluations to be credible to stakeholders. Finally, Kathryn Newcomer addressed two central issues that evaluators face: bringing the right people to the table to develop evaluation questions and “measuring the right things right.”

All of the speakers on the panel contributed to the recently-published third edition of the Handbook of Practical Program Evaluation, which was available for purchase following the event. The book is also used in Dr. Newcomer’s program evaluation course at the Trachtenberg School. Rachel Tolbert (MPA ’12), a student in the class this spring, attended the event along with many of her classmates. She thought that the event provided “a great opportunity to learn more about the practical application of program evaluation tools,” and that the discussion included “important take-aways for students entering the professional world.”
Student Board Update

By Maria Crossman (MPA ’12) and Patrick Campbell (MPP ’12)

The newest board members of the Public Policy Student Association and Master of Public Administration Association hit the ground running in January and have been busy hosting professional development, personal enrichment and social activities for students. One of the highlights from the semester so far has been the focus on organizing volunteer events, from painting hallways and murals at a local school, to working directly with kids at the Carpenter Shelter, to participating in a 5K to raise money for pediatric cancer research. Students not only found these events meaningful, but also saw them as an excellent opportunity to build deeper connections with their classmates and the community.

While continuing the tradition of hosting popular spring events from previous years, such as Spring Fling—a semi-formal event where students unwind and escape from the stresses of school—the new board has also worked to bring new ones to fruition. A committee of students, led by former board member Daniela Chacon Arias, partnered with the Trachtenberg School to plan, organize and implement the Forum on Public Affairs titled, “DISASTERS: Closing the Gap between Public Expectations and Responder Capabilities.” The event brought together policy experts and practitioners in the field of disaster relief and preparedness, and focused on how graduate students will be able to apply their academic training to emerging issues in the field. The board hopes that this forum will become a legacy that future boards will continue to support for many years to come.

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Students socialize at one of the many board-organized happy hours.
**Student Board Update, continued**

Spring semester tends to be a busy time of year around the Trachtenberg School. Second and third year students are preparing to present their capstone projects and gearing up for graduation, while first year students are beginning to sink their teeth into their areas of concentration. With new adventures around the corner comes a new class of Trachtenberg School students, and the board looks forward to welcoming the class of 2013!

As we continue to plan for upcoming events and enhance the experience of Trachtenberg School students, the current board would like to thank its predecessors for their invaluable support during the transition and all of their work to make student leadership at the Trachtenberg School as strong as it is today.

**Federal Work Study, continued from cover**

Because of the difficulty of navigating the federal competitive hiring process and selectivity of the Presidential Management Fellows program, the FCIP and the Student Career Experience Program (SCEP) have historically been the best ways for Trachtenberg School students to gain appropriate experience and successfully secure a position working for the federal government. The FCIP program allowed federal agencies to fill critical needs positions in a timely manner. The SCEP program allowed students to take on paid government positions that could then be converted to noncompetitive status anywhere in the federal government upon graduating.

As of February 2011, regulations for an executive order released in December, titled “Recruiting and Hiring Students and Recent Graduates,” had not been finalized. However, a new Recent Graduates Program, intended to replace the FCIP program, appears to institute another competitive hiring process that will make it difficult for federal agencies to hire critical needs positions in a timely fashion. It may also become more difficult under this program for graduate students to compete with those who have special hiring status, such as veterans and current federal employees.

Despite the changes, there are still opportunities for Trachtenberg School students to successfully secure government positions. One critical and underutilized avenue is the Federal Work Study (FWS) program. It is important for federal agencies to realize that they can hire current graduate students through this program and that the FWS provides benefits to both students and employers. FWS students do not count toward an agency’s full time employee count and they are hired by GW, not the agency. Agencies pay only 25 percent of an FWS student’s wages and are not billed for their share until the end of the school year. FWS students can also work during the summer and can work anywhere in the United States.

Trachtenberg School alumni working in the federal government are encouraged to contact Paul Binkley at pbinkley@gwu.edu for more information on the FWS program and the current federal hiring changes. Those alumni working with private sector consulting firms are also encouraged to contact Paul for help recruiting outstanding MPP, MPA, and PhD students.

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**Stay Connected to the Trachtenberg School**

- Join the Trachtenberg School (TSPPPA) and George Washington Alumni Association LinkedIn groups.
- To become more involved with career activities and programs, contact Paul Binkley at pbinkley@gwu.edu or 202-994-8475.
- Let us know how you’re doing! Email tsnews@gwu.edu with your updates to be included in our next newsletter.
- To receive TSPPPA and GW mailings, event invitations, and news, please update your information at alumni.gwu.edu/update.
Career Development Services Update  

By Patrick Campbell (MPP ’12)

While this semester has been host to numerous recruiting and networking opportunities sponsored by Career Services, particularly for the private sector, it also saw major changes in federal hiring practices. Most noticeably, of course, was the abolition of the Federal Career Intern Program (see cover article). With pay freezes and a delayed budget impacting the federal government, internship and job opportunities in the public sector have become more difficult to navigate for students and recent graduates.

Despite some upheaval in the public sector, opportunities for students in the private sector have flourished. Consulting firms like Deloitte, LMI and PricewaterhouseCoopers hosted recruiting events at the Trachtenberg School this spring, and interviews were held for a number of first year students applying to summer internship positions.

In February and March, students participated in several prominent networking events. Many attended the annual Opportunity Knocks Career Fair, hosted on campus by the Elliot School of International Affairs. The Trachtenberg School also hosted its fifth annual Distinguished Alumni Award Presentation and Reception, where Demetra Nightingale (PhD ’98) was honored for her career in public service (see page 10). The reception gave current students, alumni, faculty and members of the school’s advisory board the opportunity to meet and connect with one another. The Trachtenberg School also sponsored student and alumni attendance at the Public Service Career Expo in New York City, held on March 10, for the third year in a row. The expo is New York City’s premier public service career fair, where hundreds of employer representatives from across the sector gather to meet and network with attendees.

On April 16, Capstone Presentation Day will bring together faculty, students and alumni to view the Trachtenberg School’s class of 2010 capstone projects, bringing these students one step closer to their graduation. We wish them all well in their future endeavors!

Alumni interested in becoming more involved with career activities, programs, or with the Trachtenberg School in general are invited to contact Paul Binkley, Director of Career Development Services, via email at pbinkley@gwu.edu or by phone at 202-994-8475.

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GRADUATES OF THE CLASS OF 2010 ARE CURRENTLY EMPLOYED BY THE FOLLOWING ORGANIZATIONS:

- AED (formerly Academy for Educational Development)
- All Arakan Students’ and Youths’ Congress
- American Institute for Cancer Research
- American Institutes for Research
- American Red Cross
- BBYO
- Booz Allen Hamilton
- Business-Community Synergies
- CRD Associates
- Deloitte (4)
- Dialysis Patient Citizens
- Editorial Projects in Education
- Energy Information Administration
- Federal Energy Regulatory Commission
- Federal Housing Finance Agency
- Food & Friends
- The George Washington University (2)
- Grantmakers for Effective Organizations
- Grant Thornton
- Institute for Security and Cooperation Studies
- Institute on Taxation and Economic Policy
- Johns Hopkins University
- KIMEP
- Maryland China Initiative
- Morse Community School
- National Aeronautics and Space Administration
- National Wildlife Federation
- National Women’s Law Center
- Office of Management and Budget (3)
- OraSure Technologies
- Oregon Employment Department
- Personalized Medicine Coalition
- Pew Research Center
- RTI International
- SNV Netherlands Development Organisation
- State of Maine
- State Planning Organization
- Torture Abolition and Survivors Support Coalition
- Turner Consulting Group
- U.S. Coast Guard (3)
- U.S. Environmental Protection Agency (4)
- U.S. General Services Administration
- U.S. Government Accountability Office (2)
- U.S. Representative Steny Hoyer
- United States Senate
- United Technologies Corporation
- World Bank
TRACHTENBERG SCHOOL OF PUBLIC POLICY AND PUBLIC ADMINISTRATION

Regulatory Studies Center Update

By Susan Dudley, Director of the Regulatory Studies Center

The GW Regulatory Studies Center continues to raise awareness of regulations’ effects and improve regulatory policy through research, education and outreach. On May 20, the center will host a conference commemorating the 30th anniversary of the Office of Information and Regulatory Affairs, which reviews all executive branch agencies’ regulations. All former administrators of the office, from every presidential administration since Reagan, will discuss the key regulatory issues during their tenures. Visit www.RegulatoryStudies.gwu.edu or the Trachtenberg School website for details.

The center’s monthly “Noshing with Notables” lunches provide an opportunity for TSPPPA students to meet and engage with successful policy practitioners in an informal setting. The “notables” are public policy experts from the government, private sector, academia and non-profit entities. These events are open to the GW community and alumni are welcome! Recent guests in this series have included Kameran L. Onley, Director of U.S. Marine Policy at The Nature Conservancy, and Dan Beck, Director External & Advocacy Communications at the Boeing Company. Be sure to check the center’s website for a list of future “Noshes.”

MPA Student Receives Luce Scholarship

Compiled by Meghan McHugh (MPA ’12)

Current Trachtenberg School student Kanika Metre (MPA ’11) was recently selected as a recipient of the prestigious Luce Scholarship for 2011–2012. The scholarship is awarded to only fifteen students nationally, and provides a year-long experience abroad in Asia. Candidates are evaluated on their leadership ability, academic achievement and demonstration of “mature and clearly defined career interests with evidence of potential for professional accomplishments.” In addition to this honor, Kanika has also been nominated for the Amsterdam Outstanding Teaching Assistants award by the Women's Leadership Program in International Arts & Culture at GW.

Kanika is pursuing a concentration in International Development Management within the MPA program. She earned a BA in International Affairs and Women’s Studies from GW in May 2009. Her past experiences abroad have included studying at the London School of Economics, studying Spanish in Spain, researching grassroots development NGOs in India, traveling and doing volunteer work in Peru and taking documentary filmmaking classes in Cuba. She has also spent time traveling through Brazil, Kenya and Morocco.

Focusing largely on microfinance, Kanika has conducted research on women’s savings groups in India, interned at microfinance organization ACCION International and is currently publishing a paper for the Trachtenberg School’s journal Policy Perspectives on how cross-sector collaboration in mobile banking can best be used to expand access to financial services among the unbanked poor. Kanika also has experience researching and working in the areas of housing, infrastructure, gender equity and human and labor rights. She hopes to use her experience in Asia to enable her to become a better advocate for culturally-appropriate and effective tools for empowering the poor both abroad and in the United States. Additionally, while in Asia, Kanika looks forward to exploring her passion for the outdoors and filmmaking in a new geographical and cultural context and also hopes to share with others her favorite sport—ultimate frisbee.
Demetra Nightingale: Trachtenberg School’s Distinguished Alumna of 2011

By Ethan Palmer (MPA ’12)

Dr. Nightingale is also a senior research affiliate with the Poverty Center at the University of Michigan, and a senior research consultant with the World Bank. She is the author or co-author of dozens of publications and five books, most recently Repairing the U.S. Social Safety Net, with Martha Burt (2009), and Reshaping the American Workforce in a Changing Economy, co-edited by Harry Holzer (2007).

After completing her undergraduate degree at GW and making her mark in the field for more than 15 years, Dr. Nightingale decided to return to her alma mater for a PhD in Public Policy. She said that she appreciated the program’s cross-disciplinary approach, emphasizing political science and economics as well as sociological, organizational, and philosophical points of view. Additionally, Dr. Nightingale credits the PhD program with introducing her to the world of teaching.

“Before finishing the PhD program I had never thought about teaching. Since I got my degree I have taught every year and I found that I truly love working with students,” she commented. “The doctoral program at GW opened up new options for me that I had never even considered.”

For students pursuing studies in public policy and administration, Dr. Nightingale offered some words of advice. “Become an expert in a particular area of public policy and combine both quantitative analysis and more qualitative, interpretative approaches,” she suggested. If her inspiring career in public policy is any indication, these are words that students would do well to follow.

Faculty/Staff Accomplishments

Compiled by Carli Wulff (MPP ’12)

Bill Adams


This spring, Professor Adams and Joan Dudik-Gayoso are the new professors for the MPP capstone, and they are looking forward to consulting on the ambitious projects being planned by the teams. If your organization has a suitable MPP research project for next year, please contact Bill (adams@gwu.edu).
Steve Balla

Steve Balla joined the editorial board of the *Journal of Public Administration*. He also appeared live on China Radio International to discuss the state of political discourse in the United States in the aftermath of the Tucson, AZ shootings.

Burt Barnow


Additionally, Dr. Barnow is beginning the second round of a project funded by the U.S. Department of Labor to evaluate the implementation of Recovery Act funds for workforce programs and will also begin evaluations of two New York City programs—one providing training and the other seeking to improve recertification of food stamp recipients.

Lori Brainard

Lori Brainard (MPA Program Director) published “Virtual Government - Citizen Relations: Informational, Transactional, or Collaborative?” in *Administration & Society* in December. She attended an invitation-only conference on the topic of “Democracy and the Power of the Individual” at Ditchley Estate, in Oxford, England in February 2011. Additionally, Dr. Brainard gave the keynote presentation at a conference of the heads of Japanese MPA/MPP programs in Kyoto, Japan (February–March). Professor Brainard was also invited to serve on a committee of the American Society for Public Administration (ASPA). The committee’s role is to find ways to use technology to engage ASPA members and influence the broader community.

Jeff Brand-Ballard

Jeff Brand-Ballard published a review of Ronald C. Den Otter’s book, *Judicial Review in an Age of Moral Pluralism* in *Ethics*. He was also the recipient of a 2010 Bender Teaching Award from GW.

Jennifer Brinkerhoff

Jennifer Brinkerhoff recently published the article “Maximizing the Effectiveness of Microenterprise Development: The Partnership Option,” which appeared in a micro-finance special issue of the *Spanda Journal*.

Additionally, Dr. Brinkerhoff presented at the Association for Researchers on Nonprofit Organizations and Voluntary Action (ARNOVA) annual conference in Alexandria, VA in November, speaking on “Diaspora Generosity: Tracing the Effects of Policy and the Migration Experience, The Case of the Netherlands.” She also gave a presentation on “Passions Fueling Interests: Unraveling Motivation of First Movers from Diasporas” at the World Bank’s “How Can Talent Abroad Support Growth, Innovation and Institutional Development at Home? Towards a New Diaspora Agenda” conference in January. Finally, Professor Brinkerhoff was selected as a delegate to the Civil Society Days of the Global Forum on Migration and Development 2010 in Puerto Vallarta, Mexico in November.

David Brunori

David Brunori edited *The Property Tax and Local Autonomy* (with Michael Bell and J. Youngman) in 2010. In addition, he contributed the following chapters to the book: “Property Taxes and Local Autonomy: An Overview,” “Comparing Local Autonomy Across States” (with Hal Wolman, Robert McManmon and Michael Bell), and “Are State and Local Finances Becoming More or Less Decentralized and Should We Care?” (with Katrina Connolly).

Professor Brunori gave keynote addresses at the American Conference of State Tax Court Judges in St. Paul, MN in September and at the Virginia Municipal League annual meeting in Hampton Roads, VA in October. He was a speaker at the Tax Foundation Annual Meeting in Washington, DC in September.

Dylan Conger

Dylan Conger recently published “Determinants of High School Course Offerings” (with P. Iatarola and M.C. Long), which is forthcoming in *Educational Evaluation and Policy Analysis*. Her article “The Effects of Immigrant Communities on Foreign-born Student Achievement” (with L. Stiefel and A.E. Schwartz) is forthcoming in *International Migration Review*. Professor Conger presented “Do Universities Practice Gender Sensitive Admissions?” at the American University Department of Public Administration and Policy’s research seminar series in October and the Association for Public Policy Analysis and Management in Boston, MA in November. This spring, Dr. Conger is on sabbatical with a visiting appointment at the University of California, Berkeley.
Joseph Cordes

Joe Cordes (Associate Director of the Trachtenberg School) was recently elected vice president of the Society for Benefit Cost Analysis and will become president in 2012. Professor Cordes presented papers on “Return Free Income Tax Filing” at the February issue of Engage, she examined the prospects for regulatory reform in 2011. Last summer, she interviewed Alfred Kahn, father of airline deregulation, as part of the Regulatory Studies Center’s oral history of the scholars and policy entrepreneurs responsible for the economic deregulation of the 1970s and 1980s. It was to be his last interview as Dr. Kahn passed away in December, and Professor Dudley’s tribute to the great man will appear in the spring issue of Regulation.

The Regulatory Studies Center continues to grow, attracting funding from diverse sources, conducting applied research, offering student fellowships and research positions, and hosting speakers and discussions on a wide range of regulatory topics.

Susan Dudley

Susan Dudley, Director of GW’s Regulatory Studies Center, is increasingly being tapped to provide advice and testimony as President Obama and Congress continue to express interest in regulatory reform. Her research has recently been cited in the Economist, Forbes, and Bloomberg Business, among other publications. In the February issue of Engage, she examined the prospects for regulatory reform in 2011. Last summer, she interviewed Alfred Kahn, father of airline deregulation, as part of the Regulatory Studies Center’s oral history of the scholars and policy entrepreneurs responsible for the economic deregulation of the 1970s and 1980s. It was to be his last interview as Dr. Kahn passed away in December, and Professor Dudley’s tribute to the great man will appear in the spring issue of Regulation.

In December, Professor Phaup completed an 18-month appointment as director of the Pew Charitable Trusts’ Federal Budget Reform Initiative where his primary responsibility was supporting the work of the Peterson-Pew Commission on Budget Reform. The Commission produced two reports, “Red Ink Rising” (on the foreboding fiscal outlook) and “Back in the Black” (recommending a series of reforms to the budget process), in November. Additionally, he served on the Federal Accounting Standards Advisory Board’s Reporting Model Task Force. The “Report of the Task Force” issued in December recommended that the Board adopt a dynamic, web-based reporting model for the federal government as a replacement for the current static, paper-based approach. Phaup continues as a member of the Board of Public Financial Publications, publishers of Public Budgeting & Finance.

Kathryn Newcomer

Kathryn Newcomer (Director of the Trachtenberg School) published the Handbook of Practical Program Evaluation, 3rd Edition in 2010 with co-editors Joe Wholey and Harry Hatry. In November at the Association for Public Policy Analysis and Management, Dr. Newcomer presented a paper entitled “Expectations and Capacity in Monitoring and Evaluation of NGOs in the Development Context: Voices from Egypt and Colombia” (with co-authors Laila El Barade and Sandra Garcia). She delivered three presentations at November’s Annual Conference of the American Evaluation Association, held in San Antonio, including one entitled “Producing High Impact Results: Where Do You Start?” She also delivered four presentations at the Annual Conference of the National Association of Schools of Public Affairs and Administration in Las Vegas, including one entitled “A Research Agenda on Accountability in Government.”
Visiting Cairo in December, Professor Newcomer co-led a workshop on performance management for employees of the Egyptian national government with Laila El Baradei, of the American University in Cairo, School of Global Affairs and Public Policy.

Professor Newcomer’s daughter, Sarah, was married in Brighton, England in December in a small family-only ceremony. Sarah is a GW alumna (BA ’05) and was a member of the Peace Corps from 2006–2008.

Steve Redburn

Steve Redburn presented his paper on the politics of budget reform at the 6th Transatlantic Dialogue held in Siena, Italy in June. Additionally, he served as project director for the Peterson-Pew Commission on Budget Reform and worked with former budget directors, members of Congress, and other budget experts in partnership with the Committee for a Responsible Federal Budget to develop comprehensive recommendations to reform the federal budget process and make it more disciplined, forward-looking, and transparent. Professor Redburn presented the Commission’s December report, “Getting Back in the Black.”

Elizabeth Rigby


Professor Rigby presented “Who Cares if the Bucket Leaks? Sensitivity to Efficiency Loss in Redistributive Politics” at the American Political Science Association in Washington, DC in August.

Gregory D. Squires

Gregory D. Squires recently published “Social Insecurity: The Roller Coaster Ride of America’s Middle Class” in the *Notre Dame Journal of Law, Ethics, and Public Policy*. Two of his articles were published on the *Huffington Post*: “Segregation: The Invisible Elephant in the Foreclosure Debate” (with Douglas S. Massey) in November and “Mistrust and Betrayal: The Far Deeper Costs of the Foreclosure Crisis” (with Lauren M. Ross) in January.

Professor Squires participated in a number of conferences, with presentations including: “There is No Such Thing as a Natural Disaster: Race, Class, and Hurricane Katrina” at the 11th Annual Lewis Mumford Lecture at the Center for Social and Demographic Analysis at the University at Albany—State University of New York in October; “The Integration Debate: Competing Futures for American Cities” at the Reginald F. Lewis Museum of Maryland African American History and Culture in Baltimore in January; and “Cybersegregation: Is Neil a More Desirable Tenant than Tyrone or Jorge?” (with Samantha Friedman and Chris Galvan) at the 17th Annual Critical Geography Conference held at the University of Wisconsin-Milwaukee in November.

Stephen Joel Trachtenberg

Stephen Joel Trachtenberg (President Emeritus) published “Mystery of Leadership: You Can’t Learn to Dance by Practicing with a Broom” in *Leadership Excellence Magazine* in September 2010. With Gerald Kauvar, his article “Free for All: Alternative Paths to College Degrees” appeared in *The Link Magazine*. He also published “Leadership Advice from Grade School” in the Korn/Ferry Institute’s *Briefings on Talent and Leadership* magazine.

Since September, President Emeritus Trachtenberg participated as a panelist or speaker at the following conferences and forums: The Century Foundation Forum, NBC Education Nation, Bahrain Education Project, GW Colonials Weekend, TIAA/CREF Annual Meeting, and the PSO Middle East Dialogue—Roundtable of University Presidents. He gave the keynote address for the Ithaca College Board Retreat, TCS Education System, Global City in World Affairs PISA Program, NACUA Annual Dinner, American Association of Colleges of Pharmacy, College Communicators Association of VA, JCAAA Executive Leadership Seminar, and Japan’s Waseda University Seminar. In October, President Emeritus Trachtenberg was awarded the *Moment* Magazine Award, and in December he was appointed to (then) Mayor-Elect Gray’s transition team as co-chair of the Economic Development Committee.

President Emeritus Trachtenberg is teaching an honors course this spring entitled Leadership Theory and Practice. Of his personal life, he says, “My family is terrific. My grandsons are growing and forming their very own little personalities. Life is good.”
Alumni Spotlights
Compiled by Meghan McHugh (MPA ’12)

Barry Epstein (MPA 1983)
Exploration Requirements Manager, NASA Headquarters

Two-time GW alumnus Barry Epstein returned to campus in October for a Student Association reunion held during GW’s Alumni Weekend, where he delivered a speech recounting his efforts as an undergraduate to reestablish student government at the university after it had been abolished in 1970. Mr. Epstein received his BS in Electrical Engineering from GW in 1978 and his MPA from the school in 1983. He has spent most of his career at NASA supporting scientific research and human exploration.

At the October event, Mr. Epstein captured the excitement and upheaval of his time as a student working to reinstitute student leadership on campus. “Even now, more than 30 years later, I feel both exhausted and elated just thinking about it,” said Epstein. “I remember the sense of community we created, as we won the battle for legitimacy and made our dream of student government at GW a reality.”

Referring to himself as “an idealist in many ways,” Mr. Epstein said that he was later drawn to the MPA program because of a strong belief that people can affect change and advance progress through government. “I have often found that the engineering and public administration that I learned at GW have greatly complemented each other and supported me well,” he said.

U.S. Coast Guard

Zeita Merchant is a lieutenant commander in the U.S. Coast Guard currently assigned as a Congressional Fellow to the Coast Guard and Marine Transportation Subcommittees in the U.S. House of Representatives. Over the last two years, she had done extensive work with the White House Initiative on Historically Black Colleges and Universities (HBCUs), which resulted in executive level Coast Guard participation. In September, Lt. Cmdr. Merchant was recognized for her achievements and support of HBCUs at ESPN’s Mid-Eastern Athletic Conference and Southwestern Athletic Conference’s Challenge Legends Reception, where she received a HBCU Trailblazer Award in recognition of her impact on her career and community.

Born in Chicago and raised in Jackson, MS, Lt. Cmdr. Merchant is a graduate of Tougaloo College, and holds a Master of Quality Systems Management from the National Graduate School as well as an MPA in Environmental and Emergency Management from the Trachtenberg School. She is currently pursuing a Doctorate in Business Administration. In addition to her work in the Coast Guard, Lt. Cmdr. Merchant is an avid volunteer and has organized numerous community service initiatives with organizations such as The RIPPLE Institute, Partnership in Education and Habitat for Humanity.
Richard Ryan (MPP 2002)
U.S. & Foreign Commercial Service
International Trade Administration, U.S. Department of Commerce

Richard Ryan is spending this spring working with the North Texas Export Assistance Center helping U.S. companies explore new markets overseas as part of the Obama administration’s National Export Initiative. Mr. Ryan entered public service in 2002 after a career in the private sector. Before beginning his work in Texas, he served as Policy Officer for the Advocacy Center, Liaison for Associations and Trade Promotion, and with the U.S. & Foreign Commercial Service’s Strategic Planning Office.

The Texas export initiative, called “Trade-Texas Style,” is focused on creating a public-private partnership to help Texas’ small and medium-sized business succeed in the global marketplace. In May 2011, Texas, FedEx, the Commercial Service, Exim Bank, the Small Business Administration, and other public and private organizations will officially announce the start of the partnership, whereby public and private organizations will come together to guide Texas businesses along the path to successful exporting.

“Texas is one of the largest exporting states,” says Mr. Ryan. “To reach the National Export Initiative’s goal of doubling exports in 5 years, Texas will need to lead the charge.”

Bill Vantine (MPA 1987)
President, ARES Corporation

Bill Vantine was promoted to President of ARES Corporation in October of 2010. Dr. Vantine joined ARES eleven years ago and during that time has served in a number of important roles within the company, including president of the Risk and Technology Solutions Division and most recently president of the Software Solutions Division.

Dr. Vantine has spearheaded ARES’ growth in the aerospace, defense, security, and commercial markets. According to Dr. Richard J. Stuart, company founder, CEO, chairman of the board and former president, Dr. Vantine has “consistently delivered outstanding performance, strong customer satisfaction and excellent team relations.” He holds a PhD from Virginia Tech in addition to his undergraduate and graduate degrees from GW.

ARES Corporation is a premier risk and project management software and services business providing solutions to the nuclear, space, and defense markets. ARES’ clients include government agencies, government contractors, and Fortune 1000 companies. ARES has over 700 employees in more than 20 offices.
Alumni Updates

Compiled by Meghan McHugh (MPA ’12)

Howard Borgstrom (PhD 1992)
Howard Borgstrom has been appointed Department of Energy chair (visiting faculty) at the National Defense University at Fort McNair. He is teaching in the CFO Academy within the iCollege, where he works with Geoff Seaver (also PhD ’92).

Eric A. Johnson (MPA 1997)
Eric Johnson just completed his doctoral program in public administration at Hamline University in St. Paul, MN. His dissertation, entitled “Evaluating the Impacts of Televising City Council Meetings on Accountability, Public Participation and Transparency in Minnesota Local Government - An Exploratory Study,” examines the values and possible pitfalls associated with televising city council meetings. Since 2003 Eric has served as the city administrator for the City of Oak Park Heights, a suburb of St. Paul.

Paul J. Pomeroy (MPA 1998)
Paul Pomeroy is managing partner at Aloysius Butler & Clark, a full-service advertising agency with offices in Philadelphia, PA and Wilmington, DE, along with satellite offices in three other cities. Paul is currently in the middle of serving his third term as an elected member of the city council in his home municipality. He enjoys spending time on a variety of professional and community boards, but he most enjoys spending time with his two kids — both of whom love visiting DC and the GW campus.

Jeffrey Levi (PhD 1999)
Jeffrey Levi was recently appointed by President Obama to serve as a member of the Advisory Group on Prevention, Health Promotion, and Integrative and Public Health. Jeffrey is currently executive director of Trust for America’s Health (TFAH), a non-profit, non-partisan organization dedicated to making disease prevention a national priority. In his role, Jeffrey leads the organization’s efforts to advance a modernized public health system. He is also a professor of health policy at GW’s School of Public Health and Health Services, where he teaches courses in health policy and has conducted research on HIV/AIDS, Medicaid, integrating public health, and the health care delivery system. Prior to joining academia, Jeffrey was deputy director of the White House Office of National AIDS Policy (1994–1996). Before that, he served as an associate editor of the American Journal of Public Health. Jeffrey has been engaged in HIV policy work since the beginning of the epidemic and is widely recognized as a leading national advocate for gay-lesbian and HIV-related issues.

David J. Bernstein (PhD 2000, MPA 1983)
David Bernstein has returned to Montgomery County, MD after telecommuting from Pennsylvania for four years. David is a senior study director with Westat, an employee-owned social science research company based in Rockville, MD. David’s clients have included the Rehabilitation Services Administration (U.S. Department of Education), Energy Information Administration (U.S. Department of Energy), National Institutes of Health, and numerous others. He is currently leading an evaluation of the Helen Keller National Center for Deaf-Blind Youths and Adults. Having moved back to the DC area, David is looking forward to catching up with old friends and colleagues, including GW alumni and faculty.

Kate France Smiles (MPP 2005)
Kate France Smiles continues to enjoy a lively professional and personal life in Denver. On the professional front, Kate was recently promoted to the position of advanced researcher at the OMNI Institute, a non-profit social science research firm based in Denver. Kate leads a series of evaluation projects with clients in the education arena, including work with the Colorado Department of Education evaluating multiple No Child Left Behind programs, as well as work with a local school district exploring its current structure of strategic compensation of teachers. Kate also leads the organization’s philanthropic arm, which provides free and low-cost evaluation resources to non-profit and public sector organizations throughout Colorado. In her “free” time, Kate is the busy mother of two boys (Caleb, 30 months; and Zachary, 15 months). They are the most rewarding and the most challenging part of her life at the moment!

Kathleen A. Coulombe (MPP 2006)
Kathleen Coulombe added a new member to her family on December 31, 2009. His name is Christopher Joseph Woodford.

Christopher Joseph Woodford, son of Kathleen Coulombe, class of ’06
Meghan McPherson (MPP 2006)
Meghan McPherson is the grants manager and program manager for Energy Assurance in the New Hampshire Office of Energy and Planning. She manages the flow of federal funds, including the recent influx of stimulus dollars, into the state for various projects. She also ran the census for the state, and the program received an award for being one of the “Top Ten” in the region. This year Meghan was named to the New Hampshire Union Leader’s “40 Under 40” list.

Dr. Cynthia G. Pierre (PhD 2006)
Cynthia Pierre currently works as an adjunct professor at the University of Maryland University College teaching a course in intercultural communications and leadership. In her day job, she is regional director for the U.S. Department of Education’s Office for Civil Rights, which provides civil rights protections to students and parents in elementary, secondary, and post-secondary educational institutions in Alabama, Florida, Georgia, and Tennessee.

Meghan (Birch) Taylor (MPP 2006)
Meghan Taylor and her husband Bryan are pleased to announce the birth of their son Malachy. He was born in May 2010.

Richard Timme (MPA 2006)
Commander Richard Timme of the U.S. Coast Guard served in the Coast Guard’s Office of Budget and Programs as a program reviewer and budget coordinator after graduating from the MPA program. There he focused on the development of the annual capital budget for ships and aircraft. In 2009 he moved to Pittsburgh to head up the Marine Safety Unit on the Three Rivers, and was immediately plunged into preparing for the G-20 Summit which would see President Obama and world leaders converge there. In June 2010 Richard was deployed to Mobile, AL as a member of the incident command team for the Deepwater Horizon response. From June 17 to August 18, 2010, he served as a Coast Guard Deputy Incident Commander and Federal On-Scene Coordinator Representative for the state of Alabama. Under the Incident Commander, he oversaw federal, state and private sector actions for oil spill response and removal operations. Richard also served as a liaison with White House/Administration staff, as well as Congressional, federal, State of Alabama, municipal government, industry and community stakeholders. At the peak Richard was dealing with over 8,000 USCG, BP, contractor, National Guard and volunteers as well as 1,500 Vessels of Opportunity (VOO), barges, skimmers and support vessels.

Carrie Blusin (MPA 2007)
Carrie Blusin is the director of the Government Sector for the American Society for Training and Development and the publisher of The Public Manager, for which several GW professors have written. The Public Manager is a quarterly journal published by The Bureaucrat, Inc., a not-for-profit organization chartered and devoted to furthering knowledge and best practice at all levels of government. It is the only journal of its kind—an opportunity for public managers and executives to write and share ideas about critical public management issues. The website can be viewed at: www.thepublicmanager.org

Garrett Kephart (MPP 2007)
Garrett Kephart just got married to Amy Lansdale Kephart on June 11, 2010. Amy is a senior associate at Environ International Corporation. Garrett was just promoted to manager at Deloitte Consulting in its Federal Energy Management and Sustainability practice.

Eric Sandegren (MPP 2007)
Eric Sandegren is an international policy officer in the U.S. Department of Defense. He recently returned from serving in Afghanistan as an embedded analyst with a military task force. Upon his return, he was promoted and selected for his current position.

Jessica (Clark) Smith (MPA 2007)
Jessica Smith got married in June 2010. A few short months after their wedding, her husband Frank was offered a job with the regional office of Peace Corps in Bangkok, Thailand. Jessica left her position at the U.S. Department of Education and is exploring new professional opportunities in Thailand. Jessica writes about cooking and foodie adventures in Southeast Asia on her blog, “The Inquiring Chef:” www.inquiringchef.com
Alumni Updates, continued from page 17

Brittany Richards (MPP 2008)
Brittany Richards and her husband Greg welcomed their daughter Adelaide Elizabeth Richards on October 13, 2010, in Orlando, Florida. Adelaide was 8 pounds, 3 ounces and is the first child for the couple.

Carl Davis (MPP 2009)
Carl Davis was published in State Tax Notes in October 2010. His article, “How to Enact (and Maintain) Tax Reform,” discusses ways to better scrutinize state tax breaks. Carl also wrote two related opinion pieces that were reprinted in twenty newspapers including the Atlanta Journal-Constitution, the Providence Journal, and The Cleveland Plain Dealer. He has worked at Citizens for Tax Justice since January 2008.

Kristen Warms and Daniel Honker (both MPA 2009)
Kristen Warms and Daniel Honker got engaged in October 2010. They will be getting married in November 2011 and owe their introduction to the Trachtenberg School!

Jacleen Mowery (MPP 2010)
Jacleen Mowery spent the summer working for the United States Institute of Peace (USIP). In December, a brief that she authored, entitled “Conflict and Post-Conflict Governance: The Stakeholder Perspective,” was featured on the USIP website and can be accessed on their “publications” page.

Anna Zimbrick (MPA 2010)
Anna Zimbrick recently moved to Quito, Ecuador, to work as a business development advisor in the Latin America regional office of SNV Netherlands Development Organisation. SNV is an international NGO that builds the capacity of public, private, and nonprofit organizations in order to increase employment opportunities and access to quality basic services for low-income populations. Anna started working with SNV in the DC office during her second year of the MPA program. Her new role in Quito is focused on coordinating proposals and establishing new partnerships to support SNV’s work in ten countries in Central and South America.

Josh Lasky (MPA 2009)
Josh Lasky was appointed sustainability manager at the University of the District of Columbia (UDC) in August 2010, where he works to establish the university’s sustainability program including academics, facilities and operations, and outreach and engagement. He also became an adjunct professor this spring within UDC’s College of Agriculture, Urban Sustainability, and Environmental Sciences. Josh will be presenting a session on change management and sustainability program development at the “Smart and Sustainable Campuses” conference at the University of Maryland in April.

Mandy Honn (MPP 2010)
Mandy Honn recently accepted a position as a consultant with LMI.

Thank You For Your Support!
The Trachtenberg School expresses its deep gratitude to the following individuals and organizations for their generous contributions (October 2010–February 2011). The support of alumni and friends of the Trachtenberg School is essential to achieve excellence in education and programming.

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**Bronze Club (Under $50)**

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- By mailing your check, made out to The George Washington University and with “Trachtenberg School of Public Policy and Public Administration” in the memo line, to: The George Washington University, 2100 M Street NW, Suite 301, Washington, DC 20052.
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SOUTH 2011

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