



FOUR ONE ONE

"Celebrating Excellence in Public Policy, Management and International Affairs"

U.S. Army Awards the Center for Public Policy and Private Enterprise and the Supply Chain Management Center \$2.5 Million to Develop Advanced Supply Chain Program

The U.S. Army has awarded \$2.5 million to the Maryland School of Public Affairs Center for Public Policy and Private Enterprise and the Robert H. Smith School of Business Supply Chain Management Center (SCMC) to design and test a supply chain management system for the military's new High Mobility Rocket Artillery System (HIMARS). HIMARS is a highly-mobile weapons system that can launch guided rockets and then move away from its location at high speed to avoid detection.



The research centers will work with the Department of Defense (DoD) and private subcontractors on the 12-month project to develop a best practice supply chain strategy, design a supply chain architecture, and build a prototype for a state-of-the-art, Web-based HIMARS supply chain portal. Researchers will design an integrated system that leverages Internet, wireless, and other portal technologies to bring together all of the HIMARS supply chain components in "real time," from those soldiers on the front line to top decision makers at the Pentagon. The objective is to develop a system that mitigates the shortcomings of the logistics and sustainment systems currently experienced by DoD weapons systems. "Current military logistics systems use

sequential processing of orders and work requests, which results in duplication, delays, inaccuracies, and added costs," said **Sandor Boyson**, co-director of the Smith School's Supply Chain Management Center, and the project's co-principal investigator. "The proposed HIMARS supply chain system will emphasize real-time links between the weapons system and key suppliers of ammunition, mechanical parts, and other materials, in order to significantly reduce supply and re-supply times, and to more accurately forecast demand for supplies."

The HIMARS supply chain will be modeled after proven private sector supply chain practices, which have shifted to automated workflows, real-time transactions, and shared databases. Like those supply chains, the

HIMARS model will employ collaborative forecasting, advanced planning, and ERP software to automatically collect data, analyze information, and predict supply needs. The entire system will be built around flexibility, security, and open standards.

"This project will enable the military to roll out a new weapons system that will be immediately supported by a supply chain strategy that takes full advantage of industry best practices," said **Jacques S. Gansler**, director of the Center for Public Policy and Private

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Excelling at Teaching and Research

As evidenced by the cover of this issue of *Four One One*, the Maryland School of Public Affairs continues to build upon the University of Maryland's mission to become a "preeminent public research university." The \$2.5 million grant from the U.S. Army is a welcome addition to the \$8.45 million in grants and contracts reported by our faculty in the new *MSPA Faculty Research* publication. The grants support research in such areas as civic education, nuclear issues and arms control, biotechnology, internet technology, environmental compliance, welfare reform, ecological economics, drug abuse, and smart growth. And built into these grants are funds that support student fellowships. For example, \$177,000 was awarded specifically to support graduate assistantships in housing and community development. With help from our Board of Visitors, alumni, friends, and research grants, the School currently supports 41% of the total student body through various levels of graduate assistantships and fellowships. This is great, but we need to aim toward an even higher percentage.

The search for a permanent dean for the School is well underway, with Journalism Dean **Thomas Kunkel** as chair of the Search Committee and strong participation by our faculty, Board of Visitors, staff, alumni, and students. We are looking forward to Susan C. Schwab's continued contributions to the School as a member of our truly outstanding faculty.

Additionally, the Smart Growth faculty position search is also in progress. The Search Committee is being co-chaired by **Gerrit Knaap**, executive director of the National Center for Smart Growth, and MSPA Professor **Steve Fetter**. So, even in these resource-constrained times, with the strong support of the Provost, we continue to grow. In fact, the School has a number of new initiatives, including a new Master's in Engineering and Public Policy degree with the Clark School of Engineering.

We will continue to keep you posted on the many exciting activities at the Maryland School of Public Affairs as we build on our tradition of excellence, and climb to even higher levels of preeminence.

Have a joyous holiday season!




I.M. "Mac" Destler

...In the Media

Professor **I.M. "Mac" Destler** appeared on *WUSA-TV's* Sunday evening 11 o'clock newscast to comment on the breach of airport security by a college student who left box cutters and other prohibited implements aboard two Southwest Airline planes. Destler also commented on *WTOP Radio* about the security of the nation's borders, and on the merger of immigration and customs functions under the Department of Homeland Security. *October 14*

Professor **Steve Fetter**, a nuclear arms expert, said, "The (Bush) administration thought they were giving one kind of lesson with (the invasion of) Iraq, but other countries may have learned quite a different one from the one we intended..." *Baltimore Sun, October 26*

Professor **William Galston**, Stern Professor of Civic Engagement discussed in detail a three point plan he has for U.S. withdrawal from Iraq on *Talk of the Nation. National Public Radio, November 6*

Elisa Harris, senior research scholar at the Center for International and Security Studies at Maryland (CISSM) comments on the mousepox virus. "This is bigger than the original Australian work. They knew the mousepox results and deliberately set out to build upon that work in a way to create a more deadly virus..." *New York Times (Seattle Post-Intelligencer) November 1*

(Continued on page 3)

Maryland Mentor Program Kicks Off Fourth Year

The School of Public Affairs recently kicked off the fourth year of the Maryland Mentor Program with a networking event at the Ronald Reagan Building in Washington, DC. Nearly 50 second year master's students and their mentors joined Interim Dean **Jacques S. Gansler**, former dean **Susan C. Schwab**, and **C. Bryan Kempton** for this exciting professional networking event. In addition to getting to know their mentor for the upcoming year, students in attendance met other mentors from all different sectors and trades.

The Maryland Mentor Program supplements the formal master's curriculum by matching national and community leaders with current second year students who are approaching graduation. Specifically, the Maryland Mentor Program enables students to gain a greater understanding of how their coursework applies to the public policy field while they enhance their knowledge about the working world



Jocelyn Batko Richgels speaks to mentors Joe Rogers, executive vice president, Wells Fargo Home Mortgage; former Senator Joseph Tydings, now at Dickstein, Shapiro, Morin & Oshinsk; and Interim Dean Jacques Gansler.

and career opportunities. Furthermore, mentors help students develop valuable professional networks and strategies for achieving their professional goals.

Current mentors include former Senator **Joseph Tydings**, **Thelma J. Askey**, director of the U.S. Trade and Development Agency, and **Jody Olsen**, deputy director of the Peace Corps.



Sara Van Keuren (right) poses with her mentor Lisa Wood from the Brattle Group.

Want to be a Mentor?

The Maryland School of Public Affairs is looking to expand our list of mentors with MSPA alumni. If you are interested in more information about how to participate in this valuable program, please contact **C. Bryan Kempton**, associate director for Career Services and Alumni Relations at 301-405-4845 or bkempton@umd.edu.

... In the Media

(Continued from page 2)

Milton Leitenberg, senior research scholar at the Center for International and Security Studies at Maryland (CISSM), and a veteran biological arms control expert, said "Other experts worry that by deliberately engineering killer germs, even with good intentions, the U.S. government might provoke a biological arms race by feeding suspicions that the United States is covertly developing bioweapons. If we saw this work in any foreign program - if it was Iran, North Korea, Syria or Russia - we would say it's evidence of an offensive biological weapons program." *Baltimore Sun, November 1*

Mark Lopez, research director at the Center for Information and Research on Civic Learning and Engagement (CIRCLE), was interviewed on "The Marc Steiner Show" (a Baltimore NPR station) discussing the Baltimore Mayoral Primary election in which a legislative quirk has allowed 16 and 17 year olds to vote.

Professor **Robert Nelson** writes an op/ed in the *Wall Street Journal* that appears following Southern California literally burning with dead wood. "In 1998, reflecting the conclusions of earlier government reports, the General Accounting Office warned that too little was being done to address the problem of 'high levels of fuels for catastrophic fires' that were 'transforming much of the region into a tinderbox.'" *November 3*

As part of a review of what scholars think of the Bush presidency, the views of Professor **Allen Schick** are highlighted. "Mincing no words, Schick explains exactly what Bush is doing with the staggering deficits he has run up with his aggressive military spending and massive tax cuts for upper income taxpayers..." *Findlaw.com (Washington Technology), November 7*

IPPP Publishes “Genetic Prospects”



The Institute for Philosophy and Public Policy has published *Genetic Prospects: Essays on Biotechnology, Ethics, and Public Policy* (Rowman & Littlefield Publishers, 2003) edited

by **Verna V. Gehring**.

The volume considers the resources from which the needed norms and maxims might be drawn for the ongoing process of genetic science, scrutinizing carefully the contributions of common sense, religion, and moral sentiment. Taken together, the essays in this volume apply philosophical analysis to address three kinds of questions: What are the implications of genetic science for our understanding of nature? What might it influence in our conception of human nature? What challenges does genetic science pose for specific issues of private conduct or public policy?

“Gehring has assembled a comprehensive collection of the best, latest debates, in a form that is readable, short, and coherent,” said **Glenn McGee**, editor in chief, *American Journal of Bioethics*, and author of *Beyond Genetics*.

“No scholar or teacher of ethics in the new era of ‘genetic institutions’ should miss *Genetic Prospects*.”

Contributors include **Harold W. Baillie**, professor, Philosophy Department, University of Scranton; **Sara Goering**, professor, Department of Philosophy, University of Washington; **Deborah Hellman**, associate professor of law, University of Maryland Law School; **Paul B. Thompson**, Joyce and Edward E. Brewer Distinguished Professor of Philosophy, Purdue University; **Richard M. Zaner**, founder, Center for Clinical and Research Ethics, Vanderbilt Medical Center; and Institute for Philosophy and Public Policy research scholars **William A. Galston**, director; **Mark Sagoff**, **Robert Wachbroit**, and **David T. Wasserman**.

ARMY *(Continued from page 1)*



Jacques S. Gansler
Interim Dean and Director, Center for Public Policy and Private Enterprise

Enterprise, and the project’s co-principal investigator. “The supply chain system that results from our research presents a real opportunity for improved military readiness, and we believe it may well become the supply chain model for other weapons systems.”

The HIMARS project is the second major DoD supply chain effort undertaken by the Smith School’s Supply Chain Management Center. In June 2002, the center successfully demonstrated a fully inte-

grated supply chain portal for the Air Force’s GE F101 fighter jet engine. An operational test for the portal is currently under way at Tinker Air Force Base in Oklahoma.

“We know that many of the supply chain efficiencies needed within our military are currently being practiced with great success in the commercial marketplace,” said Lieutenant Colonel **Robert Stevens**, a career Army logistician.

“The Army’s participation with the University of Maryland is another great example of how we’re working with educational institutions, as well as private industry, to identify the new technologies and innovative implementations that will lead to real improvements in the efficiency of our supply chain performance.”

New Program for Business Journalists

The Office of Executive Programs and the Philip Merrill College of Journalism partnered this Fall on an innovative educational program for business journalists at United Communications Group (UCG), a Rockville-based publishing company. **Dan Brown**, UCG partner and senior publisher, approached MSPA with a vision for UCG’s editors and reporters to deepen their understanding of the unique challenges of reporting on economic, corporate finance, and regulatory issues. The resulting six-day curriculum covered the federal budget to the regulation of business and investment. OEP Senior Fellow, **Fred Feinstein**, serves as the academic director for this program.

MSPA Professors **Jacques Gansler**, **Ed DeSeve**, **Allen Schick**, and **Chris Foreman** taught in the program, as well as **Chris Callahan**, **Katherine McAdams**, **Diana Huffman** and **Ira Chinoy** from the Journalism college. Outside speakers included **Everett Ehrlich**, Senior Vice-President from the Committee for Economic Development, FTC Commissioner **Mozelle Thompson**, and Pulitzer Prize winning reporter **Sarah Cohen** from the *Washington Post*.

Air Force Staff Learn to Privatize

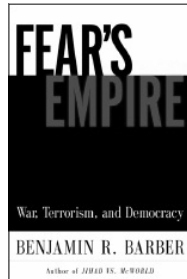
Jacqueline Rogers, OEP senior fellow, developed a series of training programs to assist the U.S. Air Force to effectively and efficiently manage their mandated housing privatization efforts.

Over fifty members of the Air Force staff from around the country came to campus to learn the art of making the deal, working with partners, and managing government loans and guarantees. The curriculum incorporated a number of specially designed case studies, as well as a field trip to the Hope VI communities in Baltimore.

FACULTY FACTS

Barber Delivers Keynote at 2003 NASPAA Conference and Publishes "Fear's Empire"

Benjamin R. Barber delivered the keynote address at the National Association of Schools of Public Affairs and Administration (NASPAA) 2003 Annual Conference in Pittsburgh.



Barber touched on ways that public affairs and administration programs can improve their collective stature.

Barber has published *Fear's Empire: War, Terror, and Democracy in an Age of Interdependence* (W.W. Norton, 2003) which will also be published in French, German, Dutch, Italian, and Japanese. The release of the book coincided with the first Interdependence Day celebrations on September 12th in Philadelphia, Budapest, and on the University of Maryland College Park campus. The celebration at the American Philosophical Society in Philadelphia included the promulgation of the Declaration of Interdependence, symposia from "Independence to Interdependence," a commissioned choral work by American composer **John Duffy** and contributions from writers, politicians, phi-

losophers, artists and spiritual leaders from around the world. Governor **Gary Rendell** of Philadelphia and former Senator **Gary Hart** participated in the event and serve on the Interdependence Day Honorary Committee.

Interdependence Day was also celebrated on the University of Maryland College Park campus through a campus wide community service project, a panel on student global citizenship, an ACLU College Freedom Tour rights panel, and a concert.

Barber attended the Progressive Governance Conference in London with Prime Minister **Tony Blair**, President **Bill Clinton**, President **Thabo Mbeki** of South Africa, President **Luis Inacio "Lula" da Silva** of Brazil and other world leaders. He lectured for the socialist party summer workshop entitled "Political Theory in the Face of the Future" and met with General **Secretary Zapetero**, the socialist candidate for the Spanish Presidency. While in Rome, Barber had a private audience with **Pope John Paul II** and was interviewed on Radio Vatican.

Destler Identifies Primary Problems for World Hunger

Professor **I.M. Destler** was a guest speaker at the "First Annual Conference on World Hunger" held on campus Oct. 14. The conference was co-sponsored by the University of Maryland's Office of International Programs, Center for Sustainable Development, and Joint Institute for Food Safety and Applied Nutrition.

Destler participated in a panel on International Food Policies. He argued that world hunger should not be viewed primarily as either a global scarcity problem or a cyclical problem, "although from time to time, droughts

produce shortages in grain production in key countries simultaneously, driving world stocks down and prices up as in 1966 and 1974," Destler said.



He believes that world hunger is first and foremost a distributional problem.

"There is plenty of food produced, but the problem is getting it to poor countries—and to poor people within those countries who cannot pay the market price."

Destler says that world hunger is also a trade and development problem. "We need to allow domestic and international markets to work so that developing country food producers are rewarded for their work, and this will have favorable spillover for broader economic development."

Destler feels that our primary focus should be on correcting these two problems.

Foreman's 2002 Book Review Finally in Print

Professor **Christopher Foreman's** long-awaited review of Boston University Professor **Glenn Loury's** book, *The Anatomy of Racial Inequality*, has been released. The book review was banned by the U.S. Commission on Civil Rights because Foreman mentioned **Abigail Thernstrom's** 1997 book, *America in Black and White: One Nation, Indivisible*. The review has been published in the Winter 2002 issue of the *Civil Rights Journal*.



CPPPE and IPPP Host Genealogy of Governance Seminar Series



R. Scott Fosler

The Maryland School of Public Affairs Center for Public Policy and Private Enterprise and the Institute for Philosophy and Public Policy co-sponsored a series of seminars on *The Genealogy of Governance*. The seminars examined an evolutionary model of governance based on the assumption that we need to understand the basic forces that govern our lives if we are to successfully govern ourselves. That includes understanding how humans, and the circumstances in which we live today, came to be the way they are. The model draws on rapidly expanding knowledge and insights in a wide variety of fields, from biological anthropology to genetics, the cognitive sciences, and philosophy.

The series focused on research on

the concept of governance by **R. Scott Fosler**, visiting professor and Roger C. Lipitz Senior Fellow at the Center for Public Policy and Private Enterprise, and former president of the National Academy of Public Administration (NAPA).

“The concept of *governance*, broadly defined, is *the process by which ends and means are determined and pursued*,” Fosler said. “I believe it is one of the principal challenges of our time.”

The seminars ran from September to December and covered such topics as Stages, Perspectives, and Generic Governance, Biological Foundations: Cells to Primates, Early Human Governance: From Biological Evolution and Natural Selection to Cultural Evolution and Artificial Selection, Emergence of the State and the State System, The Continental State System, and The International State System and Global Governance.

MSPA is Bragging About...

The new Joint Master of Public Policy (MPP) in Environmental Policy and Master of Science (MS) in Conservation Biology and Sustainable Development Program

The University of Maryland College of Life Sciences and the School of Public Affairs have created the Joint Master’s in Public Policy and Conservation Biology Program (MPP-MS) that enables graduate students to obtain both a Master of Science in Sustainable Development & Conservation Biology (CONS) and a Master of Public Policy (MPP) degree (with a specialization in Environmental Policy) in an integrated, more attractive format.

As environmental problems become more scientifically and politically complex, employers and researchers in the environmental policy

field are increasingly looking to hire graduates who are well-grounded in the natural and life sciences; the workings of the public, private and non-profit sectors; and the use of key policy analysis tools and concepts.

The program will produce a cadre of graduates better able to tackle today’s environmental dilemmas, and is expected to draw top students from around the country and continue to build the University of Maryland’s reputation in the environmental arena.

The School of Public Affairs’ Environmental Policy Program was ranked in the top 10 by U. S. News & World Report.

Faculty Briefs

Visiting Professor **Judy Sorum Brown** has been appointed Director of Education, Training and Outreach at the National Center for Smart Growth Research and Educa-



tion. Brown teaches leadership at MSPA and also serves as senior fellow at the Center for Public Policy and Private Enterprise, and at the James MacGregor Burns Academy of Leadership.



The Smart Growth and the Environment Lecture Series brought former MSPA Professor **Peter Brown** back to campus in November. Brown, now a professor at the McGill School of Environment

at McGill University in Montreal, spoke on the topic “Do Humans have Property in the Earth?” Other speakers in the series included **Bruce Hannon**, Jubilee Professor, College of Arts and Sciences, Department of Geography, University of Illinois, who spoke on “The Spatial Dynamics of Urban Growth;” and **Paul Kirshen, Professor and Director**, Tufts WaterSHED Center, Tufts University. The lecture series is chaired by **Matthias Ruth**, MSPA professor and director of the Environmental Policy Program.

Professor **Herman Daly** delivered the keynote address to the biennial conference of the Canadian Society for Ecological Economics on Oct. 18 in Alberta. Daly spoke on the topic “On the Path to Sustainability: Are We Making Genuine Progress?”

Distinguished University Professor **Thomas C. Schelling** received an honorary doctorate from Erasmus University, Rotterdam, Nov. 7 because of his major contributions to science.

Working to Live, Not Living to Work



Americans work too much, putting their health and families in jeopardy, say organizers of a national movement to help people realign their priorities.

"Take Back Your Time Day," observed on Oct. 24, was not anti-work, though. **Jerome Segal**, research scholar at the Institute for Philosophy and Public Policy, and a co-organizer of the day, said the focus was on getting people just to look how much time they're putting into their jobs - time that could be spent on creating more balanced lives.

Segal, author of *Graceful Simplicity: The Philosophy and Politics of the Alternative American Dream*, says the daylong observance emerged from a session at The Simplicity Forum, which promotes "simple, just and sustainable ways of life." Segal and co-chair **John de Graaf** selected the date based on a comparison with European workweeks. de Graaf also edited *Take Back Your Time*, the official handbook of the event. By their calculations, if Americans worked the same hours and had the same vacation time as Europeans, "we would've completed our work for the year by Oct. 24," says Segal.

"The main goal of Take Back Your

Time Day is to call attention to the problem and begin the public conversation about what to do about it," states the organization's Web site, www.timeday.org.

The Senate also passed a resolution declaring October National Work and Family Month. So with increased federal attention being given to the issue, Segal and his fellow organizers hope Americans on all socioeconomic levels also focus on their time.

Between 70 and 100 teach-ins were held around the country. According to Segal, several states already support efforts to educate people about maintaining a healthy life-work balance.

Segal realizes that many people, including academics like himself, may need less "escapist time" because their schedules allow for breaks. Those who have to work a lot of overtime, or who need to hold down two jobs, may need better balance, but can't achieve it. The choice to work in academia, Segal says, usually comes when people seek quality of work over income.

"What they chose is inherently rewarding."

Segal comes naturally to the movement, having penned *Graceful Simplicity* in 1999 to help him solve "the work, time, money conundrum." He spent Oct. 24 just doing "small things."

Excerpted from "Outlook" article

AmeriCorps Program Officer Joins Student Affairs Team

Tynetta

Darden Smith has joined the Maryland School of Public Affairs as Associate Director of Student Affairs and Director of the Maryland Leadership Institute.



Smith has a MPA from the Maxwell School at Syracuse and was a Woodrow Wilson National Fellow. She has over eight years of experience in public policy in such capacities as Legislative Assistant at the United Negro College Fund and as a Program Analyst at the U.S. Department of Education. Additionally, she has worked as an Assistant Director of Admissions and Coordinator of African American Student Recruitment at Northwestern University where she also managed a summer institute for students interested in business majors.

Smith's most recent position was Program Officer for AmeriCorps, where she reviewed and analyzed grant proposals submitted by state commissions in the areas of education, the environment, homeland security, public safety and other human needs. As a liaison to these governor appointed state commissions, Smith worked with 24 states in the Atlantic and South regions of the United States. Her responsibilities included assisting programs to develop leadership abilities in youth; developing strategies to empower youth through civic engagement, academic and professional training, and community service; assisting states with fiscal monitoring; and interpreting federal regulations and guidelines.

Lichtenberg Speaks Out Against the Death Penalty

Judith Lichtenberg, a research scholar at the Institute for Philosophy and Public Policy, and associate professor in the Department of Philosophy, spoke out against the death penalty at a forum sponsored by the Department of Philosophy and the First-Year Book Program. The forum, "The Death Penalty: For and Against," held on Nov. 20, was pre-



sented as part of the theme of the First-Year Book Program's 2003-2004 book selection, *Dead Man Walking*, by **Sister Helen Prejean**, CSJ.

Supporting Lichtenberg on the "Against" panel was **Mark Graber**, a professor in the Department of Government and Politics. Defending the death penalty were **Christopher Morris**, a professor in the Department of Philosophy, and **Paul Rosenzweig** of the Heritage Foundation.

WHAT'S NEWS AT CISSM

Center for International and Security Studies at Maryland

CISSM Hosts Russian Delegation



Sergey Rogov
ISKRAN's
Director

The Center for International and Security Studies at Maryland (CISSM) hosted a delegation of faculty and staff from the Moscow-based Institute for USA and Canada Studies (ISKRAN), Sept. 29–Oct. 3.

The delegation was part of CISSM's Collaborative Education and Cooperative Security project, a joint effort by CISSM and ISKRAN to help educate the next generation of security experts.

The group attended a workshop on Outer Space and International Security, and two members of the delegation, Director **Sergey Rogov** and Dep-

uty Director **Viktor Supyan**, also spoke about U.S. and Russian economic security at the CISSM Forum on October 2. A group of faculty and Ph.D. students from CISSM made a reciprocal visit to ISKRAN Nov. 10–15. Those in the CISSM delegation were **Nancy Gallagher**, associate director for research at CISSM; **Thomas C. Schelling**, distinguished university professor; and Ph.D. students **Jeffrey Lewis**, **Stacy Gunther**, **Chuck Thornton** and **Robert Lamb**.

Students in Professor **John Steinbruner's** two courses, "International Security" and "Problems of Global Security," interacted with students from ISKRAN via videoconferences during the fall and spring semesters, and CISSM has hosted an exchange student from ISKRAN for the past two years.

CISSM Welcomes Visiting Scholars

CISSM welcomes two new visiting scholars this fall, Lieutenant Colonel **Guy T. Cosentino** and **Svetlana Babich**.

Cosentino is a career U.S. Army officer, who has served in a variety of operational and strategic assignments both in the United States and abroad. His most recent assignment was as a Strategic Planner for the Army Directorate of Strategic Plans & Policy. He will be an Army Strategic Fellow at CISSM through the summer of 2004. He has an MA in International Relations from Georgetown University, and a MA in National Strategic and Security Studies from the Naval War College. He is currently enrolled as a PhD student in Policy Studies at MSPA.

Babich comes to CISSM from the Institute for USA and Canada Studies (ISKRAN) in Moscow where she is a research fellow. Since 1998 she has been a personal assistant to the Director of the ISKRAN, and since 2000, a PhD student on International Relations researching U.S. taxation reform. She is also an assistant-manager of the Joint CISSM-ISKRAN Curriculum Project. While at CISSM, Babich will be working on CISSM's Collaborative Education and Cooperative Security Project.

Lahneman Publishes in Intelligence Journal

William Lahneman, program coordinator for the National Intelligence Council Project at CISSM, recently contributed an article to the *International Journal of Intelligence and CounterIntelligence* entitled "Outsourcing the IC's Stovepipes?" The article surveys the business literature on outsourcing and determines why businesses continue to expand their use of this tool despite initial disappointments. Next, the needs and constraints of businesses are compared and contrasted with those of intelligence organizations, with the finding that both types of organizations have many of the same needs for both security and knowledge sharing. The article outlines the elements of the intelligence process that are candidates for outsourcing, argues that increased outsourcing would improve intelligence analysis, and offers a strategy for expanding outsourcing within the intelligence community.



Harris and Daalder Publish Op-Ed on Weapons Intelligence

Elisa D. Harris, senior research scholar at CISSM and coordinator of the Controlling Dangerous Pathogens Project, recently co-authored an op-ed with **Ivo H. Daalder**, former associate professor at MSPA, that appeared in the *San Jose Mercury News*. The piece, entitled "What's missing," addresses weapons intelligence and other policy issues related to the war with Iraq.

ALUMNI NEWS

Ph.D. Grad Receives NASPAA Dissertation Award



Andrea Hetling (Ph.D. '03) is the recipient of the National Association of Schools of Public Affairs and Administration (NASPAA) 2003 Annual Dissertation Award. NASPAA

recognizes significant research that has been completed by a doctoral candidate in the field of public administration and public affairs. Hetling-Wernyj was honored for her dissertation entitled "Has the Family Violence Option Benefited Abused Women?"

The dissertation assessed the implementation and impact of the Family Violence Option, a state level option of the 1996 welfare legislation which aims to prevent reforms from adversely affecting domestic violence victims who are receiving cash assistance. Using Maryland as a case study, the research examined what difference local FVO practices have made on domestic violence disclosures and documentation, FVO waiver utilization, and the achievement of self-sufficiency.

The award included a plaque and \$500.

Kevin Jones (MPP '03) is a Ph.D. student, Maryland School of Public Affairs.

Jane Kim (MPM '03) is an analyst, U.S. General Accounting Office.

Jeremiah Knight (MPM '03) is a Fellow, U.S. Department of State.

Jason Kolaczowski (MPM '03) is a Consultant, Canal Bridge Consulting.

Sarah Latterner (MPM '03) is a Fellow, Capital City Fellows Program.

Cynthia Lesniewski (MPP '02) is Acting Director, Division of Information Technology and Portfolio Management, Maryland Department of Housing and Community Development.

Jennifer Lindsey (MPM '03) is an analyst, Department of Homeland Security.

Jianbo Ma (MPP '03) is a Ph.D. student, Maryland School of Public Affairs.

Jennifer Moughalian (B/MPM '02) is a Consultant, The Advisory Board Company.

Marjorie Nesbitt (MPP '02) is Human Resources Administrator, Maryland Transportation Authority.

Merriam Norris (MPM '03) is Environmental Management Fellow, Chesapeake Research.

Scott Pestridge (MPP '02) is Program Manager, Office of Juvenile Justice and Delinquency Prevention, U.S. Department of Justice.

Recent Grads Join the Alumni Pool

Maha Armush (MPM '03) is an Evaluations Analyst at the U.S. Trade and Development Agency.

Rene Bartholomew (MPM '03) has accepted a position with the Capital Area Food Bank.

Joseph Beavers (L/MPM '03) is an attorney at Miles & Stockbridge, P.C.

Stephen Bocian (MPP '02) is Chief, Criminal Justice Division for the Alcohol and Drug Abuse Administration, Maryland Department of Health and Mental Hygiene.

Kathy Chavis (MPP '02) is Special Assistant to the Director of the AIDS Administration, Maryland Department of Health and Mental Hygiene

Sang-Dae Choi (MPP '02) is Senior Deputy Director, Ministry of Planning and Budget in South Korea.

Peter deFries (MPP '02) is Chief, Office of Health Services, Division of Administration and Support Services, Maryland Department of Health and Mental Hygiene.

Erin Efner (MPP '03) is an Environmental Planner at EIP Associates.

Michael Golden (MPP '02) is Deputy Director of Communications, Comptroller of Maryland.

Andrea Hetling-Wernyj (PHD '03) is Assistant Research Director, Family Welfare Research and Training Group, University of Maryland, School of Social Work.

Yasemin Hurcan (MPP '03) is an analyst, The Undersecretariat of Treasury in Turkey.

Anna Hurd (MPP '03) is an analyst, U.S. Department of Education.

Preston Jacobs (MPM '03) has accepted a position at the Social Security Administration.

Puja Jawahar (MPM '03) is a Research Assistant, Resources for the Future.

Wesley Johnson (MPM '02) is an analyst, U.S. General Accounting Office.



Fear the Turtle.

MSPA Alumni Association Hosts Tailgate Picnic

The Maryland School of Public Affairs Alumni Association recently hosted a tailgate picnic for students, alumni and friends before the Terps v. WVU football game on Sept. 20. Over



Courtney Workman and friends.

fifty people attended the event before heading over to cheer on the Terps at Byrd Stadium. Attendees were also treated to a raffle and door prizes with **Courtney Workman** (MSPA '01) winning the grand prize—2 seats in a Comcast Center suite for a Maryland Terrapins basketball game! Building from last year's celebration of the 20th anniversary of the Maryland School of Public Affairs and this year's tremendous turnout, the MSPA Alumni Association plans to carry on the tradition next year.

For information on upcoming events visit the Alumni Information website at <http://www.puaf.umd.edu/alumni/Alumni.html> or e-mail mspa-alumni@umail.umd.edu.



Debra Mirman (center) with fiancé Dan Campbell, Shushali Shah, Scott Macomber, Robert Sandoli, Pete Floros, Lesley Werthamer, Melissa Gallagher Rogers, and Jennifer Forshey.



MSPA is proud to announce that our six Presidential Management Interns have been placed!

Julie Turner (MPM '03)
U.S. Department of State

Courtney Workman (MPM '03)
Administration for Children and Families, U.S. Department of Health and Human Services

Cory O'Hara (L/MPM '03)
Defense Threat Reduction Agency

Michael Olander (MPP '03)
Counterterrorism Division, Federal Bureau of Investigation

Joanna Patterson (MPM '03)
U.S. Air Force

David Schneider (MPP '03)
Office of Civil Rights, Federal Transit Administration

New Alums (cont'd)

James Price (MPP '02) is Patuxent Superintendent, Washington Suburban Sanitary Commission.

Amanda Reyes (MPM '03) is a Fellow, Emerging Leaders Program, Department of Health and Human Services.

Michael Robbins (B/MPM '02) is Director of Operations, For Inspiration and Recognition of Science and Technology.

Andrew Royle (MPM '03) is Second Lieutenant, U.S. Air Force.

Chunli Shen (MPM '03) is a Ph.D. student, Maryland School of Public Affairs.

David Shoffner (MPM '03) is Social Science Research Analyst, Office of Retirement Policy, Social Security Administration.

Anthony Smith (MPP '02) is a Lieutenant, Maryland State Police.

Katherine Swanson (MPP '03) is an Intelligence Analyst, Defense Intelligence Agency.

Horacio Tablada (MPP '02) is Deputy Director, Waste Management Administration, Maryland Department of the Environment.

Samjhana Thapa (MPP '03) is a consultant, The World Bank.

Brian Tyler (MPP '02) is a Captain, U.S. Air Force.

Joseph Waggoner (MPP '02) is Director, Division of Strategic Development, Maryland Department of Transportation.

Kathleen Ward (MPP '02) has accepted a position at the Maryland Department of Human Resources.

Terri Ware (MPP '02) is Contract Administrator, Prince George's County (MD) Government.

Dwayne Wright (MPM '03) is Associate Analyst, Congressional Budget Office.

On the

STUDENT FRONT

Belling Helps Launch New EPA Pilot Program



Douglas Belling, a second year MPM student graduating this December, was instrumental in launching Environmental Education for the Compliance of Auto Repair Shops (EE-CARS). This project was developed by the District of Columbia Department of Health (DOH) with an EPA grant. EE-CARS is based on EPA's Environmental Results Program, which focuses on difficult to regulate small business sectors. The DC pilot is being done in Ward 5 to improve compliance with environmental and safety regulations.

Belling first learned of EE-CARS while interning in the summer of 2002 at the Environmental Protection Agency's Office of Policy, Economics, and Innovation, in the agency's Washington headquarters.

"I was assigned to do a "lessons learned" mid-course report to glean what keys to success could be passed on to states adopting the Environmental Results Program, a new approach to small business environmental compliance developed by the EPA and the Massachusetts Department of Environmental Protection

(MA DEP)," Belling said.

As Belling began to talk to states that had started ERP-based programs, he was able to determine the resources needed to make ERP work.

"There wasn't much history to work from, since MA DEP only started ERP with dry cleaners in 1997, and other states (including DC) and industries only started getting on board in 2000."

"DOH was thrilled that I offered to help, but they couldn't pay me. EPA was happy to put someone very familiar with ERP on-site for DC's implementation of EE-CARS."

Belling was so intrigued by the EE-CARS project that, as his EPA internship ended, he volunteered his services to DC DOH. At the same time, he convinced EPA to find funding to pay for his work. He assisted with project management, data analysis, and program implementation, and worked with business owners, community leaders, and trade organizations to engage all the stakeholders.

"I have done everything from making copies to organizing interagency meetings, and presenting EE-CARS to trade organizations and DC agencies," Belling said.

"I created a database for the project, and have been deeply involved in the development of a compliance workbook and the other regulatory tools that EE-CARS will use to track the environmental performance of auto repair shops."

The initial phase of the project was completed in October 2002, and DOH expects EE-CARS to complete its final phase by year end. If the pilot is successful, EE-CARS may be adopted in other wards of DC.

Air Force Academy Fellow Makes Top 10 for NCAA Woman of the Year Award



Elia Burrill, a first year Air Force Academy Fellow, was one of 10 finalists for the 2003 NCAA Woman of the Year Award. The award recognizes young women in intercollegiate athletics for their outstanding achievements in athletics, academics and community service, and is the NCAA's most prestigious honor. The awards ceremony aired on ESPN2 on Dec 5.

Burrill was recognized for her fencing ability which earned her a NCAA postgraduate scholarship for her participation as captain of the 2001-2003 women's fencing team. She is the Air Force Academy's first female fencer to receive this scholarship. She is also a three-time MVP and was a member of the USA team at two World Cups in Cuba and Australia. She led her team to first-place finishes at the Western Region Championships in 2002 and 2003.

Burrill's academic achievements include graduating 19th in the Overall Order of Merit for cadet performance, an outstanding summer research award, membership in the 2003 Who's Who Among College Scholars, and being selected for the 2003 Verizon Academic All-District VII.

Compiled from AFA and NCAA press releases

FOUR ONE ONE



Looking for Alums

Please provide MSPA with information about yourself (or other MSPA graduates) so we can keep in touch. Include any news you want to share with the MSPA community.

Name _____ Degree/Year _____
Home Address _____
Home Telephone _____ Work Telephone _____
Organization _____
Address _____
Title _____ E-mail Address _____
Other information _____

Please fax to Rae Williamson at 301-403-4675, or e-mail rae@umd.edu

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