



University of Maryland

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School of Public Policy

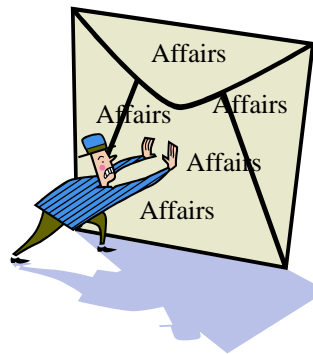
## What's In A Name? Everything!

The School of Public Affairs has changed its name to the School of Public Policy. Our new name better communicates our mission to contribute to the nation and the world through the preparation of current and future leaders committed to public service; and through the analysis of public policy issues and processes from theory through implementation. The School's faculty conducts and publishes research in numerous policy fields, including environmental policy, international security and economic policy, social policy, and public management, finance, and leadership. Our new name reflects our outreach and collaborative partnerships with the greater University of Maryland community and the policy world at large. We host the award-winning Brody Public Policy Forums, and meet the educational needs of public policy practitioners through extensive executive education programs.

When the School of Public Affairs was created in 1981, it joined a then 20 year old movement in academic circles to recruit and educate an elite cadre of public managers better prepared to deal with the sophisticated policy issues being handed to public officials. When that movement began in the 1960's, it adopted the phrase "public affairs," which at that time unambiguously meant the affairs of the public; i.e., issues of public concern. Since then, and especially in the 1980's and onward, the term "public affairs" has taken on a second meaning akin to "public relations," i.e., an organization's dealings with its public. While "public affairs" is still sometimes used

in its original sense, for most people the phrase primarily evokes the second meaning.

This changing nomenclature has caused considerable confusion for the school. At a minimum, many people have no idea what a "public affairs" school does, thus requiring us to explain that we are concerned with public policy and public management. We sometimes receive applications or inquiries from students who are clearly seeking a public relations, rather than a public policy, program.



To select a new name, the School began by surveying its alumni, students, faculty, staff, and Board of Visitors. Less than 5 percent of the 212 respondents felt the School should stick with its current name. The most popular name by far, with 31.2 percent of the votes, was "School of Public Policy." Moreover, 86 percent of the respondents favored some variation on "public policy." The SPA faculty considered these variants but overwhelmingly decided that, in the interest of conciseness, the simple "School of Public Policy" was best.

In honor of our new name we have changed our web address to [publicpolicy.umd.edu](http://publicpolicy.umd.edu).

## SPP is New Home of the Academy of Leadership

The School of Public Policy has become the new home of the James McGregor Burns Academy of Leadership, an internationally-recognized leadership training center that promotes leadership knowledge and practices in organizations and communities. Formerly located in the University of Maryland's College of Behavioral and Social Sciences (BSOS), the Academy will strengthen the School of Public Policy's Management, Finance, and Leadership program and augment the extensive services offered through the School's Office of Executive Programs.

"Since its inception in 1981, the scope, scale and focus of the Academy of Leadership has changed," said **Edward Montgomery**, dean of BSOS.

*(Continued on page 7)*

### INSIDE 411

Commencement 2004	3
Study Faults Reporting on Weapons of Mass Destruction	4
Galston Elected Fellow, National Academy of Arts and Sciences	5
Gansler Appointed VP for Research	5
<i>Leveling the Playing Field</i>	7
Local Developers Fund Graduate Assistantships	8
Kori Schake Receives Distinguished Alumnus Award	9
New Student Affairs Director Joins SPP	11

## A Really Good Year!

**I**t has been my pleasure to serve as Interim Dean of the School of Public Policy for the past year. As most of you know, President Mote has asked me to serve, for the next two years, as Vice President for Research. I will continue to hold the Roger C. Lipitz Chair and to direct the Center for Public Policy and Private Enterprise here at the School.

We have accomplished a great deal together during my short time as interim dean. The School's name was changed to the School of Public Policy which better conveys our mission. The Board of Visitors Scholarship Fund was established with a \$70,000 endowment and \$25,000 for graduate assistantships. We secured a five-year funding commitment to run the Maryland Leadership Institute at the School. The Master of Engineering and Public Policy was created in conjunction with the A. James Clark School of Engineering, to satisfy the need in the public, private and nonprofit sectors for engineers who understand and appreciate the policy context of their work. The joint Program on the Economics of Justice and Crime Policy has been created to strengthen the ties between criminology, public policy and economics in the study of crime and of criminal justice. The Roy Weston Chair in Natural Economics was established, which provides a \$1.5 million endowment and \$150,000 start-up funding to launch a new initiative in Natural Economics. Professor Matthias Ruth, director of the Environmental Policy Program, has been named the inaugural Roy F. Weston Chair of Natural Economics. The School's Management, Finance, and Leadership program has been strengthened by the acquisition of the Academy of Leadership and the joint sponsorship of the Center for Information Policy. Dr. Antonio Miguel R. Bento has joined the School as Assistant Professor and Research Scholar in the National Center for Smart Growth Research and Education; Ms. Elisabeth El'Khodary joins us as Assistant Dean and Director of Student Affairs; and Mr. David Balcom has returned to the School as our Director of Development.

One of the benefits of serving as Interim Dean has been the opportunity to work more intimately with faculty and staff in their respective areas of teaching, research, and responsibility. It has been a productive year and I thank you for your outstanding support.

Jacques S. Gansler

## ...In the Media



*William Galston*

**William Galston**, Stern Professor of Civic Engagement, says "Maryland's children deserve much better" in his *Baltimore Sun* op/ed, June 8

Professor **Allen Schick** comments on Ronald Reagan's Tax Reform Act of 1986. "The trend these days is to go in the opposite direction of the '86 act." *Washington Post*, June 6

**Thomas Schelling**, distinguished university professor, said "Trade liberalisation is globally welfare-increasing, especially in the developing countries, so we couldn't resist the temptation of putting it on the list even though it's not a candidate for spending money," following the week-long Copenhagen Consensus conference, at which eight economists, including a number of Nobel Prize winners, were asked to prioritise how to spend an imaginary extra \$50 billion to improve the world. *Reuters*, May 29

**John Steinbruner**, director of the Center for International and Security Studies at Maryland (CISSM), was quoted on Bush's policy in Iraq. *Chicago Tribune*, June 3

With the release of the movie "The Day After Tomorrow," and its depiction of the effects of global warming, Professor **Matthias Ruth** was interviewed by "ABC News" about his research on climate change.

**William Galston**, Stern Professor of Civic Engagement, comments on the problems in Iraq. "You have people who have been pretty sure of them-

*(Continued on page 3)*

## Commencement 2004

The Maryland School of Public Policy held its commencement exercises on May 21, graduating 83 students—the largest class in the School’s 22-year history.

Interim Dean **Jacques S. Gansler** noted that this was the last class to graduate under the School of Public Affairs name. He also noted that 80% of the graduates had already secured employment!

**Susan C. Schwab**, who will be leaving the School to serve as President and CEO of the University of Maryland Foundation, was honored for the accomplishments she made during her tenure as the School’s Dean.

We were honored to have as our commencement speaker **Daniel R. Glickman**, former U.S. Secretary of Agriculture.

Glickman is currently a Lecturer in Public Policy and the Director of the Institute of Politics at the John F. Kennedy School of Government at Harvard University. As Secretary of Agriculture, he modernized food safety regulations; forged international trade agreements to expand U.S. markets; and improved its commitment to fairness and equality in civil rights, both in the treatment of its employees and in the execution of its programs. During his tenure, the department also focused extensively on improving our nation’s diet and nutrition, and on fighting hunger. Glickman led the effort to ensure that agricultural technology is governed by an effective regulatory approval process based on sound science.

Glickman shared with the graduates the wisdom he had picked up during his years in public service.

“The decision on when it’s worth rocking the boat and when it’s best to go with the flow will inevitably fall



upon your personal judgment. Don’t allow that judgment to become clouded by an aversion to risk,” Glickman advised.

“When I want to put my own personal risk taking in perspective, I find it useful to think about the sacrifices of our Founding Fathers. The 56 men who signed the Declaration of Independence did so, for the most part, from the perch of relative security and wealth. By signing their names to that document, they were committing an act of treason—punishable by death—against the most powerful king in the world. Nine of the signers would die in the Revolutionary War. Five would be captured by the British and tortured before their deaths. Two would lose their sons to Revolutionary Army service. Twelve would have their homes destroyed. The truth is that challenging authority sometimes has its costs. Failing to do so, however, when your conscience demands it almost always has consequences, and usually far greater ones. Don’t replace the risk of failure or penalty with a certainty of surrendering your fundamental convictions.”

Each year the students select a classmate to make a few remarks about their time at the School. This year’s graduates selected **Robert L. Maly**. Graduating with a Masters in Public Policy, Maly is looking forward to

## ...In the Media

(Continued from page 2)

selves up to the current moment now publicly agonizing and reflecting. One of the reasons things came unstuck in 1968 is that divisions among political elites became loud and obvious.” *Newhouse News Service*, May 28

**Benjamin Barber**, Kekst Professor of Civil Society, says “Globalization, first of all, is about the erosion of frontiers. Almost all the phenomena, almost all the problems, almost all the challenges have to do with forces operating across frontiers. And there’s no way of going back.” *Atlanta Journal-Constitution*, May 30

**Jacques Gansler**, former undersecretary of defense for acquisition, logistics and technology, tells *Purchasing* that a lot more could be achieved throughout the DoD. He estimates conservatively that 10%—or \$8 billion—could be squeezed out of the \$80 billion budget and shifted to the urgent goals of force modernization. Congress cut \$2.5 billion over the past two fiscal years from DoD’s appropriation, saying it could be made up by better procurement practices. *Purchasing Magazine*, May 20

**Peter Levine**, research scholar in the Institute for Philosophy and Public Policy, was quoted in a *Philadelphia Inquirer* article on appropriate tributes to casualties of war. “What Koppel did wasn’t breaking news. It was ceremonial, and that was hard for people to wrap their minds around. We don’t have a great sense of how to do ceremony in this country.” Levine’s comment addressed Ted Koppel’s April 30 “Nightline” broadcast in which he recited the names of U.S. soldiers killed in the Iraq War. May 28

Professor **Robert Sprinkle**, who is a M.D., was quoted in an article about new vaccines that fight against foodborne illnesses. “The opportunity to protect people from a foodborne agent by immunizing them against the agent

(Continued on page 6)

(Continued on page 11)

# Focus on Faculty Research

## Study Faults Reporting on Weapons of Mass Destruction

A new study by the Center for International and Security Studies at Maryland (CISSM) and authored by Professor **Susan Moeller** evaluates U.S. and U.K. media coverage of weapons of mass destruction (WMD) during three periods: May 2003, in the immediate aftermath of the Iraq war; October 2002, when both Iraq and North Korea were featured in the news; and May 1998, during the South Asian nuclear tests.

In the foreword to *Media Coverage of Weapons of Mass Destruction*, **John Steinbruner**, director of CISSM and the former Director of the Foreign Policy Studies Program at the Brookings Institution from, wrote that the study makes three important observations:

“First, it documents that virtually all of the news coverage accepted without serious question the political formulation ‘weapons of mass destruction’ as a single category of threat. The very extensive objective differences in destructive potential among the various agents included in that category were barely noted.

Second, the paper analyzes the media’s habit of associating mass destruction agents with the phenomenon of terrorism. That is undoubtedly an accurate reflection of common fears, but it is not an accurate representation of established fact. No terrorist organization has yet demonstrated the capacity to perform an act of mass destruction under a strict definition of that term. There is an important difference between common fears, however prudent they might seem, and actionable threat. It is extremely important that those who wield American military power understand the difference. Media coverage did not acknowledge that distinction during the periods examined, and

that is an evident defect.

Third, the paper notes that established operating principles of the American media make it easier for the incumbent President, whoever that might be, to dominate news coverage by setting the terms of public discussion. Journalistic standards that are meant to ensure objectivity and guard against political bias had the effect of insulating the president from informed critical scrutiny. That effect was compounded during the latter periods under review by the media’s inclination to amplify what was considered to be patriotic sentiment. As a result, the American media did not play the role of checking and balancing the exercise of power that the standard theory of democracy requires.”

The study also documented differences in U.S. and U.K. coverage, finding that the British press gave greater attention to the ramifications of U.S. policy for other nations and to the work of international agencies such as the United Nations and the IAEA. “These distinctions may reflect split loyalties in the U.K. between European and U.S. allies and press conventions that favor sharper questioning of official policy,” Moeller suggests.

*Media Coverage of Weapons of Mass Destruction* is organized into three parts. The first section summarizes the key findings of the study and suggests ways the media might improve how they cover weapons of mass destruction (WMD) issues. The second section is a detailed review and

critical assessment of the coverage. The Appendices provide information about the study’s methodology and further detail on WMD reporting, plus a short guide to weapons, organizations, treaties, and countries relevant to the issue. Moeller analyzed reporting by the *Christian Science Monitor*, *Daily Telegraph*, *Guardian*, *Los Angeles Times*, *New York Times*, *Washington Post*, *Economist*, *Newsweek*, *U.S. News and World Report*, and *NPR*.

“The United States government initiated war against Iraq on the basis of an inaccurate representation of the scope and immediacy of the threat posed,” writes Steinbruner.

“So far, debate about this problem has focused largely on the Executive Branch, but Congress, the media, independent security analysts...are all implicated.” He adds that Moeller’s study is intended to contribute to a “necessary process of reflection and correction.”

The full study is available at [http://www.cissm.umd.edu/documents/WMDstudy\\_full.pdf](http://www.cissm.umd.edu/documents/WMDstudy_full.pdf)



# Faculty Facts

## The Copenhagen Consensus



Distinguished University Professor **Thomas Schelling** was one of eight leading economists to participate in a conference in Copenhagen in May that addressed the challenges facing the world's poor countries.

The Copenhagen Consensus project, headed by **Bjorn Lomborg**, director of the Environmental Assessment Institute, identified ten of the most pressing problems plaguing underdeveloped nations: climate change, communicable diseases, conflicts, education, financial instability, governance and corruption, malnutrition and hunger, population migration, sanita-

tion and water, subsidies and trade barriers. The panel of experts evaluated the challenges and recommended various policy options to correct these issues.

The panel, along with Schelling, included **Jagdish**

**N. Bhagwati**, Columbia University; **Robert W. Fogel** and **Nancy L. Stokey**, University of Chicago; **Douglass C. North**, Washington University; **Vernon Smith**, George Mason University; **Justin Yifu Lin**, Beijing University; and **Bruno S. Frey**, the University of Zurich.

The conference resulted in a book entitled *Global Crises, Global Solutions* (Cambridge University Press) to be published in October. A book signing party to celebrate the release of this publication will take place at the School of Public Policy in November.

## Gansler Appointed Vice President for Research

**Jacques S. Gansler** has been appointed University of Maryland Vice President for Research, effective July 1, for a period of two years. During his term as Vice President, Gansler will continue to hold the Roger C. Lipitz Chair in the School of Public Policy and serve as Director of the Center for Public Policy and Private Enterprise.

"Dr. Gansler's extensive experience in government and private industry and his academic leadership at the University make him eminently qualified to lead the University's research enterprise," said University of Maryland President C. D. Mote, Jr.

"I know that he will be a major contributor to our research enterprises."

Gansler, who served as the School of Public Policy's Interim Dean for the past year, made significant accomplishments during his tenure. Most notable was changing the School's name to the School of Public Policy. He also established the Board of Visitors Scholarship Fund, the Master of Engineering and Public Policy, the Center for Information Policy, and the Roy Weston Chair in Natural Economics. Gansler strengthened the School's Management, Finance, and Leadership specialization by acquiring the Academy of Leadership. He hired key personnel, including a faculty member for the School and the National Center for Smart Growth Research and Education and a new Assistant Dean/Director of Student Affairs.

In his new position, Gansler will be responsible for building partnerships with federal government laboratories and agencies, private industry, and the state.

## William Galston Elected Fellow of American Academy of Arts and Sciences

William Galston, Stern Professor of Civic Engagement, has been elected a Fellow of the American Academy of Arts and Sciences. The Academy honors prominent figures in scholarship, business, the arts, and public affairs. Other Academy Fellows at the School of Public Policy are Thomas Schelling and John Steinbruner.

Galston will be inducted into the 224-year-old academy at a ceremony in October in Cambridge, Mass. Admitted from the University of Maryland along with Galston are President C.D. Mote Jr. and Distinguished University Professor of History Ira Berlin. The university now boasts 38 members of the Academy.

## Center for Information Policy

**T**he School of Public Policy is now a partner with the College of Information Studies in sponsoring the Center for Information Policy (CIP), a multidisciplinary research center that analyzes and provides solutions to current policy issues relating to the convergence of information and technology.

**Lee S. Strickland**, director of CIP, brings to the Center 30 years experience with the U.S. government as a member of the Senior Intelligence Service. He has held a number of senior legal, policy, and operational positions in the fields of information technology, information management, and records access at the U.S. Central Intelligence Agency. He also served as a Special Assistant U.S. Attorney for the District of Columbia and on rotational assignment to the U.S. Marine Corps and the

Joint Special Operations Agency, Department of Defense. He was awarded the Intelligence Commendation Medal by the CIA Executive Director for especially commendable service.

The Center is committed to assisting clients in the public and private sectors with the many tactical and strategic issues arising from the creation, acquisition, dissemination, use, and preservation of information as both an essential business tool and an asset in a technology-enhanced, digital environment. Faculty from the university's various disciplines provide expertise in archival science, business, computer and information science, education, finance, international relations, knowledge management and public policy. SPP faculty **G. Edward DeSeve** and **Jacques S. Gansler** serve as Principals at the Center.

## In the Media...

decreases societal insistence that food products themselves be pure.... In other words, if everyone's immune, then do we really need to pay so much attention and spend so much money eliminating a particular organism from food products themselves?" *Health Day (Forbes.com)*, May 26

**Milton Leitenberg**, senior research scholar in the School of Public Policy, and two other arms control experts signed a statement last week protesting the creation of a biodefense lab at Frederick's Fort Detrick, which they contend would undermine the international ban on biological weapons. *Associated Press*, May 21

Professor **Robert Nelson** was quoted from his paper entitled *Collective Private Ownership of American Housing: A Social Revolution in Local Governance*. "Although regulation of such matters can obviously be intrusive, the rapidly growing numbers of people choosing to live in a neighborhood association show that many people are willing to sacrifice elements of their personal autonomy for the resulting greater control over the actions of their neighbors." The paper is part of a forthcoming book on *Private Neighborhoods: A Revolution in Local Government*. *San Francisco Chronicle*, May 22

Professor **Stansfield Turner** writes to the *Washington Post*: "It is a key principle of military discipline that superiors are responsible for the performance of their subordinates. How far up the line should discipline go? Can senior commanders reasonably be held accountable for what occurred? In the instance of the sadistic behavior of some of our military prison guards in Iraq, the perpetrators could not have gone so far out of line unless there had been an unhealthy atmosphere within their commands, an atmosphere of 'anything goes' to get intelligence out of prisoners." May 7

## FACULTY BRIEFS

**Benjamin Barber**, Kekst Professor of Civil Society, was the inaugural speaker in July for the Scholars' Seminar hosted by the Erikson Institute, the education and research component of the Austen Riggs Center. Barber discussed critical themes in current political life including the role of citizenship, civil society and civic culture in a world of global markets, terrorism, and ineffective democracies, as well as the intersection between personal psychic space, private commercial space and public civic space.

Professor **Christopher H. Foreman** has published a book chapter with Martin V. Melosi in *Public History and the Environment* (Krieger Publishing Company, 2004). Foreman's chapter focuses on "Environmental Justice Policy Challenges and Public History."

Professor **Matthias Ruth** has been awarded the Manaaki Whenua Fellowship from the Government of New Zealand, which will bring him there to share his research on urban infrastructure and help launch a companion project.

Deputy Secretary of Defense Paul Wolfowitz was the discussant of **Clifford Zinnes's** presentation, "Strategy in an Era of Fragile States: An Institutional Economist's Perspective" at the annual meetings of the Society for Military History held in May. Secretary Wolfowitz applauded the methodological framework presented in the paper and was in strong agreement concerning the paper's main thesis, namely, that donors must place more attention on building "legitimacy" than is done currently in their efforts to resuscitate failing states.

## Academy of Leadership *(Continued from page 1)*



**Georgia Sorenson**  
*Founding Director*

“At this point, the Academy’s mission seems more in line with the focus and direction of the School of Public Policy.”

Dr. **Georgia Sorenson** is the Academy’s founding and current director.

The Academy brings with it several prominent programs. The African American Leadership Institute, directed by Dr. **Ronald Walters**, provides African American leaders with the skills and information resources needed to improve the overall quality of life and civic engagement of African Americans. The AALI is the only university-based leadership program of its kind in the United States.

The College Park Scholars in Public Leadership program, directed by **Nina Harris**, is a living/learning certificate program in leadership for academically-talented University of

Maryland freshmen and sophomores.

The International Leadership Association is a global network of multidisciplinary public and private sector leaders, scholars, educators and consultants who practice, study and teach leadership. Dr. **Cynthia Cherrey**, vice president for student affairs at Tulane University, and senior fellow at the Academy of Leadership, serves as executive director of ILA.

The Non-Profit Leadership Training Program is led by **Robert M. Sheehan**, director of Executive Education.

The Academy also boasts the Lucille Maurer Leadership Library which offers an extensive, non-circulating collection of leadership books and materials as well as online resources.

“Leadership is one of the fastest growing areas of research and study in the field of public policy,” said Interim Dean **Jacques S. Gansler**. “Acquiring the Academy of Leadership has greatly strengthened our role in this area.”

The Academy will remain in its current office space in Taliaferro Hall.

## Fetter Receives State Department Fellowship

Professor **Steve Fetter** was named the 2004 recipient of the American Institute of Physics’ State Department Science Fellowship. He plans to spend the 2004-05 academic year on sabbatical working in the Office of the Science and Technology Advisor at the State Department. He was also recently appointed to the University of Chicago’s Nonproliferation Advisory Committee.

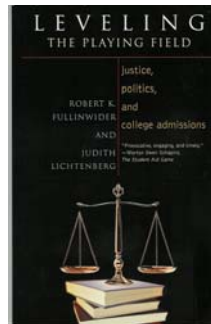
Fetter traveled to Japan in May to present the results of his monograph (co-authored with John Holdren and Matt Bunn of Harvard) on the economics of nuclear fuel-cycle alternatives. He gave presentations to the Atomic Energy Commission, the Governor of Fukushima prefecture and his energy commission, the Diet, and the Japan Bar Association. He also gave numer-

ous press briefings, including one with Japan’s most-watched TV news program.

Fetter and Frank von Hippel published an article “Does the United States Need a New Plutonium Facility” in the May issue of *Arms Control Today*. The article was sent to all Senate offices with a “Dear Colleague” letter from Dianne Feinstein.

Fetter is currently serving on two committees of the National Academy of Sciences which will release reports later this year: one on nuclear earth-penetrating weapons, which was requested by Congress, and one on monitoring nuclear weapons and nuclear explosive materials, for which he served as co-chair.

## Leveling the Playing Field



**Robert K. Fullinwider** and **Judith Lichtenberg**, senior research scholars at the Institute for Philosophy and Public Policy, have published *Leveling the Playing Field: Justice, Politics, and Col-*

*lege Admissions* (Rowman & Littlefield, 2004).

The book examines the admissions policies of contemporary American colleges and universities in light of the assumption that enhancing the educational opportunities of lower-income and minority students would make American society more just. Fullinwider and Lichtenberg ask how current admissions policies affect the prospects of such students and evaluate alternative approaches.

“We analyze the concept of merit and attempt to clarify the confusion that has surrounded this provocative idea,” they write.

“A central point is that the concept of merit cannot be understood except in terms of an institution’s missions,” which are complex and diverse. And in light of the role contemporary institutions of higher education play in distributing basic goods and the goals they have set for themselves, “the aim to produce a racially integrated and socioeconomically diverse student body is integral to the core missions of most public and many private colleges and universities.”

In addition to an extensive discussion of affirmative action, including an analysis of the Supreme Court’s 2003 decisions, the book treats the significance of standardized tests, legacy preference, early decision policies, the role of athletics, and other controversial issues surrounding the overheated college admissions scene.

# Office of EXECUTIVE PROGRAMS

## Local Developers Fund Graduate Assistantships

**T**hanks to the generosity of three local developers, School of Public Policy graduate students will be provided with assistantships and valuable opportunities to conduct research on relevant social policy and housing and development issues – now and in the future.

The trio of **Willard Hackerman**, CEO and president of Whiting and Turner of Baltimore; **David Hillman**, CEO and president of Southern Management; and **John Colvin**, executive officer of Questar Properties are individually funding yearly graduate assistantships in housing and community development, while also providing for permanently endowed assistantships. Together, they have contributed more than \$275,000 to the effort. Once an endowment reaches \$250,000, it is permanently funded.

“These donors all care deeply about public affairs,” said **Jacqueline Rogers**, OEP senior fellow who secured the contributions.

“We are thrilled that through their

contributions we will be able to continue this important work well into the future.”

For the third consecutive year, Hackerman has contributed \$50,000 to the school. Of that donation \$15,000 will fund a graduate assistantship for the 04/05 school year, while the rest will go towards the endowed assistantship.

Hillman donated \$50,000 with \$15,000 dedicated to a graduate assistantship and the rest allocated to an endowment. This is the second consecutive year that Hillman has made the contribution.

Colvin, who teaches in several of the OEP’s housing programs, is following the same model and began contributing in 2001.

Recipients of past assistantships have studied a variety of housing and development related issues, including transitional housing in Baltimore, rent control in Takoma Park and school construction funding in the state of Maryland.

## Feinstein Assists With Day Laborer Legislation

**Fred Feinstein**, senior fellow in the Office of Executive Programs, and former general counsel of the National Labor Relations Board, is serving as an advisor to a consortium of day-laborer organizations and others to promote legislation and to encourage organizational development of community based groups through legislative advocacy. The consortium, composed of the National Day Labor Organizing Network, the National Employment Law Project and Casa de Maryland, has received funding from the Racial Justice Collaborative.

“Day laborers nationwide are an

increasing part of the labor market, but evidence suggests they are vulnerable to unscrupulous labor practices,” Feinstein said. “The legislation being promoted would address concerns of day laborers including training, safety, and transportation.”

According to Feinstein, the legislation is only one component of the project. Another important aspect is helping day laborer groups build organizational capacity with the hope that regardless of legislative outcomes, day-laborer organizations will emerge stronger by having worked together to promote the legislation.

## OEP Welcomes News Assistant Director

**Rick Henry** has joined the Office of Executive Programs staff as assistant director. He will focus on new business development and will be responsible for existing programs for the National Institutes of Health and the Food and Drug Administration.



Henry comes to OEP from the Brookings Institution Center for Public Policy Education where he was a Senior Program Associate. In that position, Henry designed and facilitated a variety of executive education programs on subjects such as science and technology policy, media and public policy and public leadership.

Prior to joining the Brookings Institution, Henry was director of academic seminars at the Washington Center, where he directed “Campaign 2000,” a series of academic programs related to the presidential election. These included on-site programs at the Republican National Convention in Philadelphia and the Democratic National Convention in Los Angeles.

A former journalist, Henry has a B.A. in communications from Virginia Tech and a MA Ed. in adult education from East Carolina University.

# ALUMNI NEWS

## Kori Schake Received Distinguished Alumnus Award

**Kori Schake** (MPM '87, MA '89, PhD. '96) was honored in April by the University of Maryland Alumni Association with the Distinguished Alumnus Award.

Schake has had a distinguished career as a policymaker and researcher. As director for defense strategy and requirements for the National Security Council, she advises the president, White House chief of staff and national security advisor. She is responsible for the development of presidential policy initiatives, including development of NATO's Allied Command Transformation, the NATO Response Force and the realignment of U.S. military forces and bases worldwide. Schake has taught at several colleges and universities, including Johns Hopkins University, National Defense University and the University of Maryland. From 1985-1989, Schake was a MacArthur Fellow at the Center for International



**Kori Schake with gymnast Dominick Dawes at the Alumni Awards ceremony on April 17th.**

and Security Studies at Maryland (CISSM) and earned a MacArthur Research and Writing Award in 1999. She is a member of the International Institute for Strategic Studies, Council on Foreign Relations, Pacific Council on International Policy and Women in International Security (WIIS).

## Class Notes

**Neil Bergsman** (MPM '85), the Executive Director of Budget Analysis at the Department of Budget and Management, will be taking a temporary assignment with the Department of Juvenile Services as the CFO and Strategic Planning Facilitator.

**Adam J. Hebert** (MPM '97) is Senior Editor of *Air Force* Magazine.

**Robert Maly** (MPP '04) former Graduate Assistant at the Center for Public Policy and Private Enterprise, presented a case study on the Army's Logistics Modernization Program at the Inaugural Acquisition Research Symposium at the Naval Postgraduate School in Monterey, Ca. Maly described the events, issues, and decisions surrounding the U.S. Army's initiative to outsource a major segment of its logistics management and information system.

**Debbie Mirman** (MPM '01) married Dan Stillman, a science writer for the Institute for Global Environmental Strategies, on May 23, 2004 in Chevy Chase. The School of Public Policy Class of 2001 was well-represented at the wedding by bridesmaids **Amanda Lopez, Stephanie Robinson Tignor,** and **Khushali Shah**. Also joining in the celebration were fellow SPP alumni **Kate Besleme** ('01), **Susanna Jech Paul** ('04), **Addison Ricks** ('01), and **Lesley Werthamer Ziman** ('02). Mirman is currently working as the Associate Director of Washington Operations for the National Council of Jewish Women (NCJW). The couple resides in Rockville.

**Adelita Orefice** (MPM '92) has been appointed Director of the State of Rhode Island Department of Labor and Training.

## 2004

### SCHAEFER AWARD RECIPIENTS

Carrie Cook

*United Way of Central Maryland/Maryland State Association of United Ways*

Jennifer El Marji

*Surface Transportation Policy Project*

Christopher Evans

*Justice Policy Institute*

Steven Greidinger

*State of Maryland Office of Budget Analysis*

Tina Hodges

*The Maryland-National Capitol Park and Planning Commission*

Svetlana Krainak

*International Business Initiatives*

Zheng Li

*Montgomery County (MD) Department of Economic Development*

Jonathan Martin

*Montgomery County (MD) Department of Housing and Community Affairs*

Kimberlee Moore

*Youth Service America*

Amber Simco

*Community Wealth Ventures, Inc*

Michelle Sinkgraven

*U.S. Department of Housing and Urban Development*

*The William Donald Schaefer Internship Program enables SPP students to receive compensation for unpaid internships and expands students' opportunities for experienced-based learning in nonprofit, community-based, and governmental organizations.*

# WHAT'S NEWS AT CISSM

*Center for International and Security Studies at Maryland*

## Russian Delegation Visits CISSM

CISSM hosted a group of faculty and students from Moscow's Institute of U.S. and Canadian Studies (ISKRAN) in April. ISKRAN is part of the Russian Academy of Sciences and home to the School of World Politics and International Security. Under grants from the John D. and Catherine T. MacArthur Foundation and the Nuclear Threat Initiative, CISSM and ISKRAN have partnered in the Collaborative Education and Cooperative Security Project. The project brings together American and Russian security experts to develop a joint curriculum and interactive teaching techniques that are being used to educate the new generation about the dangers posed by prevailing patterns of nuclear weapons deployment and the increased mutual security that could be achieved by shifting from deterrence to reassurance as the organizing principle for operational policies.

Maryland and ISKRAN students had the opportunity to participate in the Collaborative Student Project. The goal

of the project was for current students and future leaders of both nations to jointly analyze the current global security threats posed by North Korea and Iran, and to suggest policy responses to concerns about the development of nuclear arms programs in these countries.

Preliminary interactions through frequent e-mail exchanges and video conferences allowed students to get to know each other, to familiarize themselves with the situations in Iran and North Korea, and to develop some preliminary policy recommendations. During the visit to the University of Maryland, time was allocated for Maryland and ISKRAN students to work together, refine their ideas, and present their preliminary findings to a board of experts that included Ambassador **James Goodby**, CISSM Director **John Steinbruner**, and **Nancy Gallagher**, CISSM's Associate Director for Research.

## The Intelligence Analyst of the 21<sup>st</sup> Century



*John Steinbruner*

CISSM was recently granted a contract to investigate the recruitment, education, training, and retention of future intelligence analysts. CISSM Director **John Steinbruner**; **Jacques Gansler**, vice president for Research; and **Ernest Wilson**, affiliate faculty member at SPP and professor in the Department of Government and Politics, are co-directing the project. **William Lahnenman** is the executive director.

Sponsored by the Deputy Director of Central Intelligence for Analysis and Production, the eighteen-month effort will conduct interviews and hold a series of quarterly workshops to explore different aspects of the "analyst life cycle" and make recommendations for improvement. Because of its interdisciplinary nature, the project will involve a wide range of non-government experts from a number of disciplines, including education, information technology, knowledge management, human resources, international relations, and security studies.

The project's summary report will be showcased in a one-day conference for members of the intelligence community.

## CISSM Publishes New Book on Military Intervention

CISSM has published *Military Intervention: Cases in Context for the Twenty-First Century* (Rowman and Littlefield, 2004).

The volume contains chapters by **John Steinbruner** and **William Lahnenman**, and was derived from CISSM's National Intelligence Council Project. The book thoroughly reviews the literature on intervention in internal conflict and derives a series of putative guidelines for initiating, conducting and terminating this complex undertaking. It evaluates the validity of these guidelines by analyzing seven recent cases of military intervention – Somalia, Bosnia, Rwanda, Haiti, Cambodia, East Timor, and Sierra Leone. The volume concludes by offering lessons about why, when and how to conduct military invention, including recommendations for Afghanistan and Iraq. By identifying common pitfalls, it also explains why most military interventions fall short of expectations.

## Commencement 2004 *(continued from page 3)*

getting involved with a public-private development partnership in his home city of Cincinnati.

The faculty speaker was **Carmen Reinhart**, a professor both in the School of Public Affairs and the College of Behavioral and Social Sciences' Department of Economics. Her expertise is in the fields of international finance and trade, including capital flows to emerging markets, capital controls, inflation stabilization, currency and banking crises. She recently completed a two-year appointment as a senior policy advisor in the research department of the International Monetary Fund. Among her many other professional responsibilities, she is a research associate at the National Bureau of Economic Research, an associate editor of the *Journal of International Economics* and the *World Bank Economic Review*, visiting fellow at the Institute for International Economics and lecturer at the Harvard Institute for International Development.

Many of MSPA graduates were the recipients of special awards or honors. The recipients of a named Fellowship were **Felicia Lavette Butler, Madelyn L. Carpenter, Soumy Chatapathyay, Lanourra La Ray Gillmaster, Erin Elizabeth Johansson, Ryan M. Kaldahl, Ian M. Kennedy, Jennifer Claire Leser, Kismet Amanda Little, David Edmond Marroni, and Krista Megan Schmitt.**

The Pi Alpha Alpha national honor society encourages and recognizes outstanding scholarship and accomplishment in public affairs and administration education, as well as integrity, professionalism, and effective performance in the conduct of government and related public service activities. Only students and graduates meeting the highest academic standards are invited into Pi Alpha Alpha. Those honored from the Maryland School of Public Affairs were **Greg Brinkman, Made-**



*Interim Dean Jacques S. Gansler and Pi Alpha Alpha recipient Russell Lundberg*

**lyn Carpenter, Er Chen, Ren Chen, Amalea Hajar, Chris Kloss, Jen Lassar, Zheng Li, Yang Lu, Russell Lundberg, David Marroni, Brett Marvin, Jocelyn Batko Richgels, Krista Schmitt, Mia Sealey, Sara VanKeuren, and Jie Zhang.**

The Presidential Management Fellows Program (formerly the Presidential Management Internship Program) was established by Executive Order in 1977 to attract to the federal service outstanding individuals from a wide variety of academic disciplines who are particularly skilled in the analysis and management of public policies and programs. Fellows are selected through a highly competitive national process. This year's graduating class boasted five Presidential Management Fellows: **Douglas Belling, Madelyn Carpenter, Kathryn Insley, Brett Marvin and Margo Siemer.**

The Excellence in Scholarship award recognizes the achievement of the students graduating with the highest grade point average in their class. This year's recipients were **Robert Phillip Hoffman, Erin Elizabeth Johansson, and Ian M. Kennedy.**

Professor **I.M. "Mac" Destler**, director of the Ph.D. Program, and Professor **Matthias Ruth**, honored the School's sole Ph.D. graduate, **Anthony Amato**, who unfortunately was unable to attend the ceremony.

## New Student Affairs Director Joins SPP

**E**lisabeth El'Khodary has been appointed Assistant Dean and Director of Student Affairs. She is responsible for managing all facets of graduate students' involvement with the School of Public Policy, including the creation, execution and evaluation of a comprehensive marketing plan to prospective students; the recruitment and admission of students; orientation, academic advising and support services; counseling and student development; and all other areas of student services.

El'Khodary comes to SPP from the University of Maryland's Department of Electrical and Computer Engineering, where she served as Graduate Director. She was also instrumental in the design of the Maryland Student Applicant Database (MSAD) that tracks graduate students' academic and administrative progress from admission to graduation. Tracking is accomplished through linking campus information sources as well as staff and student entered data through a consistent, secure, user-friendly web interface. In 2003, MSAD was adopted by the College of Engineering, bringing on board 13 other departments. The campus is currently conducting a pilot study to assess the feasibility of offering the system to all graduate programs on campus. Approximately one-third of the campus graduate population is involved in the pilot.

El'Khodary's academic background includes a Master's degree from Princeton University in Near Eastern Studies, a Fulbright Fellowship to Egypt, and a BA from Goucher College in Communications. Prior to coming to the University in 1997, she served as the Manager of Events and Special Projects for the American Heart Association, an assistant to the U.S. Executive Director at the World Bank, Senior Program Coordinator for The Washington Center, and an Employee Development Officer for the U.S. Information Agency.

FOUR ONE ONE



# Looking for Alums

Please provide the School of Public Policy with information about yourself (or other SPP graduates) so we can keep in touch. Include any news you want to share with the SPP 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](mailto:rae@umd.edu)

**FOUR ONE ONE** is published by the School of Public Policy, a nationally and internationally recognized graduate school of policy analysis, management, and international affairs at the University of Maryland.

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