

SCHOOL OF PUBLIC AFFAIRS



EXCELLENCE IN PUBLIC POLICY,
MANAGEMENT AND INTERNATIONAL AFFAIRS

UNIVERSITY OF MARYLAND

OUR VISION OF EXCELLENCE

TO MAKE A POSITIVE CONTRIBUTION TO THE NATION AND THE WORLD THROUGH THE EDUCATION OF CURRENT AND FUTURE POLICY LEADERS COMMITTED TO PUBLIC SERVICE IN THE PUBLIC, PRIVATE AND NONPROFIT SECTORS; AND THROUGH RESEARCH IN PUBLIC POLICY, MANAGEMENT AND INTERNATIONAL AFFAIRS THAT INFORMS POLICYMAKERS AND INTERESTED CITIZENS.

Table of Contents

3	Location
4	Academic Programs
10	Program Areas & Specializations
16	Teaching & Research
40	Research Centers
48	Campus Partners
52	Executive Programs
58	Student Life
64	Internships & Job Placements
66	Admissions

In Pursuit of Excellence

The University of Maryland School of Public Affairs is young, innovative and confident, daring to challenge the established expectations for a school of its kind. Founded in 1981 as a small school with big ideas, we have become a major player in a short period of time, experiencing incredible success and momentum in building our program and earning our reputation. By reaching beyond our own intellectual community, we have

created a new standard for what schools of public affairs can accomplish. The Maryland School of Public Affairs is able to offer an educational experience that is at once rigorous, versatile and comprehensive. It can also be inspiring, enlightening and fun. MSPA ranks among the premier public policy institutions in the nation; a remarkable accomplishment for a school that is only just celebrating the 20th anniversary of its founding.

To realize our vision of excellence in public policy, management and international affairs, MSPA has built (1) a community of renowned scholars and scholar-practitioners who represent the many disciplinary perspectives that must be brought to bear in the formulation and implementation of public policies, (2) a unique academic program that is at the heart of our commitment to meeting the needs of public policy practitioners throughout their careers, (3) a talented and diverse student body, and (4) high quality, high impact research centers and publications.

We have experienced tremendous growth and have earned national and international recognition as a new benchmark school of public affairs. Please join us in our continuous pursuit of excellence.





Location, Location, Location

The Maryland School of Public Affairs (MSPA) is one of the nation's leading graduate programs devoted to the study of public policy, management and international affairs. Based at the University of Maryland, College



Van Munching Hall

Park, flagship institution of the University System of Maryland, MSPA is one of many units at the university that have achieved national distinction. Located in an area of unparalleled intellectual resources for every field of study, the university is in close proximity to major government enterprises, libraries and agencies, world-class museums, outstanding cultural opportunities, renowned think-tanks, and thriving entrepreneurial business and technology communities. Major nonprofit enterprises, advocacy groups and international organizations round out the setting.

As the only truly comprehensive research university in the national capital area, the University of Maryland is exceptionally well-positioned to offer students excellent opportunities for engagement with public policy issues. Our strength across disciplines leads to cutting-edge research and teaching in most policy areas, including social and international

economic policy, national security, environmental and resource policy, and policies governing management, information technology, education, health, the media, and economic and community development. University faculty play a major role in influencing public policy locally, nationally and internationally.

In addition to the rigor of our academic programs, students and faculty of MSPA consistently cite the school's location as a primary reason for choosing this community to promote their interests in the study and application of public policy and international affairs. The school's proximity to the federal government and international organizations maximizes exposure to and participation in the real-life world of policymaking and to the rewards and challenges of careers in public service, regardless of the sector of employment or level of government. Our location in the vicinity of state and local government enterprises and a host of

nongovernmental and multinational organizations involved in the policy process makes us uniquely suited among policy schools to offer hands-on, learning-by-doing courses and internships and, as noted by *U.S. News & World Report*, to attract world-class scholar-practitioners to our faculty.

With a principal educational mission of increasing the substantive knowledge and practical skills of future local, national and international leaders, our program is structured to respond to the monumental changes occurring in the world. These changes—globalization, marketization, public-private cooperation, diversity, and the explosion of new information technologies—are having a fundamental impact on the development and implementation of public policy. We provide an ideal setting in which to accomplish our mission and to prepare a diverse and talented student body for influential jobs in every sector and nearly every field.



THE MARYLAND SCHOOL

OF PUBLIC AFFAIRS IS A GRADUATE PROFESSIONAL SCHOOL THAT OFFERS MASTER'S DEGREES IN PUBLIC POLICY (M.P.P.) AND PUBLIC MANAGEMENT (M.P.M.), AND A PH.D. IN POLICY STUDIES. EACH OF THE SCHOOL'S DEGREE PROGRAMS IS DESIGNED TO MEET THE DIVERSE ACADEMIC AND PROFESSIONAL NEEDS AND INTERESTS OF THE STUDENT BODY.

Academic Programs

Anationally recognized faculty offers these degree programs at a cost lower than many of the other top 20 programs in this country. Regardless of the degree program, the school's educational mission is to prepare a generation of leaders in their chosen area of specialization, whether it be the environment, social welfare, economic development, international peace or more effective government. Our innovative and flexible curriculum teaches our graduates how to



develop policies that work, how to “sell” them to other policy leaders and how to implement them in a rapidly changing world.

Students Matter

Graduate education in this country is increasingly comprised of individuals who hold jobs, have families, and are active in their communities. This translates into a need for graduate programs to be flexible, affordable and meaningful. In response to this growing trend, MSPA offers a comprehensive professional education at the master's and doctoral levels to those just embarking on their careers, as well as to mid-career professionals

seeking to upgrade their skills.

The University of Maryland has been cited as a model multi-racial and multi-ethnic campus, with significant campus resources devoted to increasing the number of women and minorities in graduate education. It is no wonder then that MSPA attracts an accomplished group of students, whose backgrounds are as diverse as their areas of interest.

Recent incoming students received their undergraduate degrees in fields ranging from economics, political science, and international relations to musicology, engineering and physics. They came from nearly every state and many different nations, including Bangladesh, Belgium, China, El Salvador, England, Greece, Guyana, India, Japan, Lithuania, Peru,

Russia, Saudi Arabia, Sri Lanka, Venezuela and Zimbabwe. Many students enter the school soon after completing their undergraduate degrees, while others are at later stages in their careers. Although on many levels our student body is diverse, it is a close-knit community, exceptionally talented, with a common interest in public service, whether in the public, private or nonprofit sectors. The mix of viewpoints the students bring is a rich part of the MSPA experience.

Curriculum Matters

The curriculum in each degree program builds upon the educational background and relevant work experience of the students eligible to enroll in that program. Our distinctive educational approach combines (a) substantive policy analysis tools and insights with an understanding of (b) the moral and ethical dimensions of policy choices and (c) the management, financial and leadership skills to develop and implement them. The curricular requirements emphasize the skills necessary to compete successfully in a challenging job market and to advance in an evolving policy environment and the integrative curriculum prepares students to apply these tools in an environment where

professionals increasingly move between and work across the public, nonprofit and private sectors.

U.S. News & World Report has acknowledged MSPA's state-of-the-art master's curriculum, central to which is the concept of an integrated, policy-relevant education. One of the most successful components of this curriculum is the Fall Policy Exercise. This three-day innovative seminar introduces students to the curriculum, to the faculty, and to each other. The use of policy illustrations during this exercise helps students to see the value of the core curriculum in approaching specific policy issues.

Master's Programs (M.P.P./M.P.M.)

MSPA offers a 48-credit Master of Public Policy degree program (M.P.P.) that emphasizes the tools of policy analysis in one of four general areas: environmental policy; international security and economic policy; management, finance and leadership; or social policy.

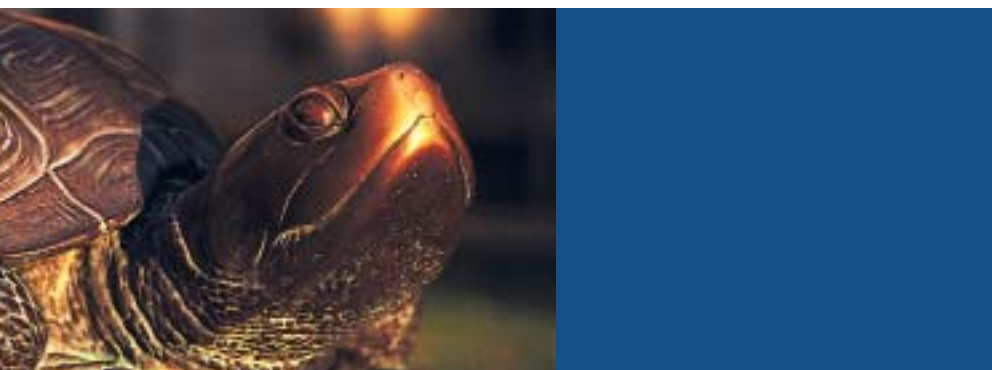
After completing 21 credits of required courses taken from the core curriculum, students typically choose one or more specializations (see examples on page 10). In addition to specialization courses, they may also choose (with per-

mission) electives from among other MSPA courses, courses offered by other University of Maryland departments, and even courses offered by other universities in the Washington area.

The 36-credit Master of Public Management degree (M.P.M.) targets professionals who have moved beyond the early stages of their careers and who want to move into positions of greater authority. These mid-career students have at least five years of work experience in policy or policy-related fields. This degree program begins with 18 credits of required core courses. Students then have the option of choosing an existing specialization or designing, with an advisor, their own program of study. Although free to take courses whenever they wish, mid-career students normally attend classes during the late afternoon and evening hours and part-time, mid-career students typically take two courses per semester to finish the program in three years (although they have up to six years to complete all requirements.)

ONE-YEAR MASTER'S ■ Some mid-career individuals who are preparing to change jobs, are eligible for a year-long sabbatical, or are working part-time have the unique opportunity to engage in full-time study. To accommodate this select group of students, MSPA offers admission to the summer session allowing them to complete the degree requirements for the M.P.M. over a 12-month period, by completing 12 credits during each of the summer, fall and spring semesters.

D.C. PROGRAM ■ MSPA offers classes in downtown Washington, eliminating for some students the travel time to and from College Park and expanding the offerings



The Maryland Terrapin (School Mascot)

to students who are juggling complicated schedules. Students interested in completing specializations in environmental policy or management, finance and leadership can complete most of their degree requirements in D.C.

MARYLAND FELLOWS PROGRAM ■ This cohort-style program draws students from Maryland state and local agencies able to extend educational opportunities to a select group of their employees. With a primary goal of improving the role and effectiveness of state and local government, this program enables students to develop meaningful relationships with and learn from their classmates at sister agencies. Admission is through a nomination process and is based on regular University of Maryland Graduate School requirements.

Joint Degrees

MSPA master's students may pursue joint degree programs with the University of Maryland Robert H. Smith School of Business (66 credit hours) or the University of Maryland School of Law in Baltimore (114 credit hours). Applicants must apply to and be admitted independently to MSPA and the other school. To facilitate application to these joint programs, MSPA accepts scores from the Graduate Management Admission Test (GMAT) or the Law School Aptitude Test (LSAT) in place of the Graduate Record Exam (GRE).

To graduate with both a master's degree from MSPA and the Smith School of Business M.B.A., students typically follow a prescribed program earning a minimum of 33 credits from the curricula of both programs. Full-time



Jeanne Kirkpatrick and Lee Hamilton debate Middle East politics in "The Middle East—What Next"

The Norman and Florence Brody Family Foundation Public Policy Forum

The Brody Public Policy Forum, established in 1995 through a generous donation to the University of Maryland by Norman and Florence Brody, brings renowned leaders and public policy experts to the university to increase discussion and awareness of topics of national and international importance. Inaugurated by General Colin Powell, USA (Ret.) speaking on "Management in Times of Crisis and Change," forums have included:

Should Vouchers be Available for Parochial School Education?—

Debated by Clint Bolick, vice president of the Institute for Justice, and Nadine Strossen, president of the American Civil Liberties Union

What is Reasonable Privacy in Modern Society?—

Debated by Amitai Etzioni, professor, George Washington University, and Nat Hentoff, columnist with the *Washington Post* and the *Village Voice*

After Enron: What Have We Learned?—

With Jodie T. Allen, Business Editor of *US News & World Report*, and Jeffrey Birnbaum, Washington bureau chief of *Fortune* magazine

The Future of American Jewry—

Debated by Elliott Abrams, Ethics and Public Policy Center, and Seymour Martin Lipset, George Mason University

The Middle East: What Next—

Debated by Jeanne Kirkpatrick, former UN Ambassador, and Congressman Lee Hamilton

Two Women of Peace: A Conversation with Lea Rabin and Jehan Sadat

Combatting International Terrorism—

Debated by Richard N. Perle, American Enterprise Institute, and Admiral Stansfield Turner, USN (Ret.) and University of Maryland

Judicial Confirmations: Have the Rules Changed?—

Paul Simon, former senator, and Robert H. Bork, nominee to the US Supreme Court

Washington Politics: Conflict or

Cooperation—Discussed by David Broder, *Washington Post* national political correspondent, and Haynes Johnson, Pulitzer Prize-winning journalist

students are able to complete the degree requirements of both programs in three years or less. Grade point averages in each program are computed separately, and students must maintain minimum standards in each area to continue in the program.

Students wanting to earn both a master's degree and a juris doctorate (J.D.), usually spend their first year completing core requirements at MSPA and their second year taking first-year law classes at the Baltimore campus. Students then divide their third- and fourth-year coursework between the two programs. Students must complete 75 credits from the School of Law and 39 credits from MSPA to graduate with both degrees. Again, grade point averages in each program are computed separately, and students must maintain minimum standards in each area to continue in the program. Students are strongly urged to undertake at least one summer of public policy-related employment.

B.A./M.P.P. ■ The joint bachelor's/master's program enables qualified University of Maryland students to earn both their BA and their master's degree in public policy in as few as five years by counting some of their public policy graduate courses towards both degrees. Most students will apply to the program at the end of their sophomore year to begin the program in their junior year. Currently the program is only available to students with an undergraduate major offered through the College of Behavioral and Social Sciences.

Doctorate in Policy Studies (Ph.D.)

The doctoral program at MSPA is designed for individuals who have received or are in the final year of a Master of Public Management or Master of Public Policy degree at the school or a comparable institution; or who have a distinguished academic record in public policy or a related field, such as econom-

ics, political science, statistics, physics or philosophy. All incoming doctoral students must have demonstrated outstanding academic promise as judged by the MSPA Ph.D. committee. Also, an MSPA faculty member with expertise in the candidate's chosen field must agree to serve as the student's academic sponsor. To facilitate the selection of a sponsor, applicants should include as part of their application a description of the general areas in which they want to study and to write their dissertation.

The school usually requires that full-time doctoral students register for at least nine credit hours in every semester until being advanced to candidacy. Students may also enroll on a part-time basis, however, no student will be permitted to take less than two courses (six credit hours) per semester during the first two years. A student will be admitted on a part-time basis only if engaged in work that is judged to be complementary to formal study. Each student must register for at least 36 credit hours as part of the Ph.D.

Large Questions, Great Debates

“Large Questions, Great Debates” is a five-part series sponsored by The Hudson Institute, the Maryland School of Public Affairs, and the Democracy Collaborative to address issues that have become increasingly salient in the wake of the September 11th terrorist attacks in New York and Washington.

The debates feature prominent thinkers and opinion leaders, who explore a range of pressing questions that help define America's relationship with the world community, including the role and impact of patriotism, Western culture, national sovereignty and the global promotion of democracy.

The series is moderated by William Galston, Saul I. Stern Professor of Civic Engagement at the Maryland School of Public Affairs; and Michael Horowitz, director

of the Project for International Religious Liberty at The Hudson Institute.

The inaugural debate featured journalist and author Andrew Sullivan and Father Richard John Neuhaus. These nationally renowned figures discussed the question: “Is the Global Spread of Religious Faith a Cause or Cure for Mass Terrorism?” Subsequent debates included:

Richard Perle and Leon Fuerth discussing the question:

Is American Leadership or Multinational Collaboration the Key to Limiting World Terrorism?

Benjamin Barber and Mark Palmer discussing the question:

Will the Global Spread of American Culture Promote or Damage American Interests and Ideals?

program. The only required courses are PUAF 798R-1 and 798R-2, (the Research Methods sequence). Each student must take 24 credit hours of course work and a minimum of 12 credit hours of dissertation research (PUAF 899). The coursework prepares students for two sets of examinations: one in the core fields (Quantitative Methods, Microeconomic Analysis, Normative Analysis, and Political Analysis) and the other in their chosen specializations. Students then prepare a dissertation prospectus and dissertation in consultation with an advisor. Completion of all degree requirements usually takes four to six years.

COMMITTEE ON POLITICS, PHILOSOPHY AND PUBLIC POLICY (CP4) ■ This interdisciplinary specialization is available for students with strong normative interests. The program is open to graduate students pursuing the Ph.D. in Government and Politics, Philosophy or Policy Studies, as well as to graduate students in other disciplines at the University of Maryland with interests spanning politics, philosophy and public policy.

Certificate Programs

12-CREDIT AND 18-CREDIT CERTIFICATE PROGRAMS ■ MSPA offers various certificate programs to mid-career public managers. The certificates are designed for highly skilled and talented professionals who are generally not pursuing one of the school's advanced degrees but wish to enhance their policy skills. Examples include certificates in environmental policy, housing policy, methods of policy analysis, national security policy, nonprofit management (expected '03) and public management. Students pursu-



ing a graduate certificate typically have an advanced degree.

Two certificate programs offered jointly with other University of Maryland units are described below.

ECOLOGICAL ECONOMICS CERTIFICATE ■ The Ecological Economics Certificate Program at the University of Maryland encourages cross-disciplinary interaction and cooperation among students and faculty, while allowing them to maintain a strong disciplinary homebase. The certificate is earned in conjunction with one of the following existing University of Maryland master's or doctoral degree programs: Marine, Estuarine and Environmental Studies; Agricultural and Resource Economics; any MSPA degree, Conservation Biology or Geography. Eighteen credits of specialized course work is required to earn this certificate. Course work may also satisfy M.P.P./M.P.M./Ph.D. course requirements.

LEADERSHIP CERTIFICATE ■ Drawing on the resources of both MSPA and the James MacGregor Burns Academy of Leadership, the Leadership Certificate program enables current and prospective leaders to obtain a firm grounding in multi-sector leadership principles and skills and their application to a variety of real-life situations. Students take two required graduate courses ("Leadership: Theory Into Practice" and "Management and Leadership in Public Organizations") and two electives from a slate of graduate leadership courses. The Leadership Certificate may be earned either independently or in conjunction with a graduate degree program on campus (with some courses often counting towards both the degree and the certificate).



Specializations

After selecting a policy program, students choose a specialization that guides their course selection. Below are examples of courses taken under existing and customized specializations.

EDUCATION POLICY

Policy and Politics of Education Reform
State and Local Government Budgeting
Foundations of Social Policy
Approved courses from the College of Education

ENVIRONMENTAL POLICY

Public Policy and the Environment
Quantitative Aspects of Global Environmental Problems
Human Health and the Environment
Environmental Policy Project
Ecological Economics
Conflict, Cooperation and Strategy

FAMILY POLICY

State and Local Government Budgeting
Federal Budgeting: Policy and Process
Family Policy
Foundations of Social Policy
Family Policy Research Workshop
The Evaluation of Welfare Reform
Managing Social Services
Approved courses from the Departments of Sociology or Family Studies

INTERNATIONAL SECURITY AND ECONOMIC POLICY

U.S. Security Policy After the Cold War
American Foreign Policy Process
International Economic Policy
Global Security Studies
U.S. Trade Policy
Information Technology and Society
Terrorism and Democracy
Conflict, Cooperation and Strategy

INTERNATIONAL DEVELOPMENT POLICY

International Development Economics
Environment and Development
Development and Foreign Aid
International Economic Policy

MANAGEMENT AND LEADERSHIP

Leadership: Theory Into Practice
Managing Differences: Resolving Conflict & Negotiating Agreements
Analysis of Fiscal Conditions
State and Local Government Budgeting
Federal Budgeting: Policy and Process
Management Control of Nonprofits
Accounting

PUBLIC SECTOR FINANCIAL MANAGEMENT

Analysis of Fiscal Conditions
Financial, Managerial and Governmental Accounting
State and Local Government Budgeting
Federal Budgeting: Policy and Process
Issues in Information Policy & Technology
Management Control of Nonprofits

SOCIAL POLICY

Quantitative Analysis of Social Policy Issues
The Evaluation of Welfare Reform
Foundations of Social Policy
Management Control in Nonprofit Organizations
Managing Social Services
Philanthropy and Nonprofit Organization

Programs & Specializations



Students come to MSPA with interests in particular policy areas. After mastering a rigorous interdisciplinary curriculum that emphasizes economic and quantitative approaches to policy analysis, political analysis and institutions, public sector finance, management and leadership, and ethics, students then choose an academic program and a specialization. The school has four program areas: Environmental Policy; International Security and Economic Policy; Management, Finance and Leadership; and Social Policy.

Each of these program areas offers multiple specializations designed to enhance the educational experience and employment opportunities of our graduates.

Program Areas

ENVIRONMENTAL POLICY (EP) ■ Expanding human populations and consumption around the globe cause environmental problems that threaten both human health and the health of other species' ecosystems. Many environmental policies have been effective; others have not. As problems proliferate, it will become increasingly important to achieve the best results at the lowest cost to government. At the same time, it is vital to see the world as a set of complex global systems that affect the well being of all nations and species. Training talented individuals to design, analyze and implement policies related to these systems is part of the school's mission.

Students investigate the scientific philosophical, legal, economic and political dimensions of environmental issues. The program's interdisciplinary focus prepares students to work effectively with people from diverse academic, cultural and occupational backgrounds to find viable solutions to the world's complex environmental problems. All students in the Environmental Policy specialization first develop the core skills necessary for creating and implementing public policies. Building on these funda-

mentals, students then choose a specialization in either ecological economics, international development or other areas related to environmental investment and policy making.

Our success in this approach is grounded in the academic diversity of our faculty. Experts from the fields of law, economics, medicine, physics, ethics, religion, philosophy, ecology, mathematics, agricultural engineering, policy analysis and international relations bring their respective experiences and insights to bear on the complexities of environmental policy. Students are active participants in a climate of intellectual rigor.

As both a Land Grant and Sea Grant institution, situated close to the Chesapeake Bay, the University of Maryland has particular strengths in environmental science and environmental engineering. There are many outstanding curriculum and research opportunities

for our students in the Department of Agricultural and Natural Resource Economics, the Center for Agricultural Biotechnology, the Center for Marine Biotechnology, the Conservation Biology Program, the Marine Estuarine Environmental Studies Program, the Maryland Sea Grant College, the Coastal and Environmental Policy Program, the Environmental Finance Center, and Center for Smart Growth.

The Environmental Policy faculty includes Herman Daly, ecological economics; Steve Fetter, global environmental problems; Robert Nelson, environmental policy analysis; Matthias Ruth, geography and regional science; and Robert Sprinkle, human health and environment. Thomas Schelling teaches a highly relevant course on negotiation. Students may take courses at other universities throughout the Washington area, as well. In addition, the school offers environmental policy programs at the

Maryland Department of the Environment and the U.S. Environmental Protection Agency.

INTERNATIONAL SECURITY AND ECONOMIC POLICY (ISEP) ■

In the new millennium, rapid globalization is creating new challenges and opportunities for the United States. Economic and political decisions made in far-flung places have a direct bearing on the quality of life of Americans at home, and corporate and governmental decisions made in the United States influence the lives of citizens abroad. As peace becomes more indivisible, security questions are also becoming increasingly globalized. Even local decisions to resort to arms in an internal conflict can have a direct bearing on the security of others, as recent conflicts in Somalia, Rwanda and former Yugoslavia attest.

More importantly, international economic and security issues are becoming ever more intertwined. Efforts to promote peace and security and to combat terrorism around the world now require a thorough understanding of how international economic forces can contribute to the effort. Arms control and peacekeeping operations need to be complemented by efforts to rebuild and, where necessary, develop local economies so that the peace can be sustained by local leaders after for-



Herman E. Daly, Professor

"I see the economy as an open sub-system dependent on the ecosystem for sources (of raw materials) and sinks (of waste materials and energy). The ecosystem is finite, nongrowing, and materially closed. Our economy has become so large relative to the system that its demands threaten to overwhelm the ecosystem's natural capacities to regenerate resources and absorb wastes. To me, that means that the path of economic progress must shift from growth (quantitative expansion) to development (qualitative improvement). I am interested in the politics, technologies, institutions, ethics, and values that will be required to make this transformation."

eign forces are withdrawn. Similarly, expansion of trade and economic interdependence requires a global environment secure from threats to peace.

The United States remains a dominant actor in meeting these challenges and opportunities. As a result, America's sustained and effective engagement internationally will remain crucial to promoting a more just, secure, and prosperous future, not only for Americans, but for all the world's citizens. To meet these demands, the federal government and other major players will require new strategies, policies and institutions. People who can understand both security and economic issues and how they interrelate will be needed by governments, nonprofits and the private sector alike, along with people who can obtain agreement on the best course of action and manage the swift implementation of decisions.

Building on the school's core curriculum, the International Security and Economic Policy (ISEP) program provides students with the means both to analyze the challenges and opportunities in the new international economic and security environment and to develop the options and strategies available to the United States. ISEP focuses on the processes by which policies are formulated, debated and implemented within the American body politic. Building upon

this core, students can further emphasize in a number of different areas, including international economic policy, international security policy and international development.

The school's location enables students to observe first hand the making of U.S. national security and economic policy. Resident faculty are internationally recognized experts in their fields and have occupied senior positions in the Department of State, Department of Defense, Department of Commerce, Office of the U.S. Trade Representative, the World Bank, Central Intelligence Agency, Congress and the International Monetary Fund.

MANAGEMENT, FINANCE AND LEADERSHIP

(MFL) ■ The public demand for excellence in the management of public resources has never been stronger. Virtually every level of government faces unprecedented pressure for improved accountability, while striving to provide high levels of service at low cost. This growing challenge requires a keen understanding of complex financial mechanisms, management and leadership theories and practices, and the ability of the government to work with the private and nonprofit sectors. It also demands that public policy professionals be trained in the financial operations of

the public and private sectors. The MFL program trains graduates who pursue careers in government or in nonprofit and private firms with close ties to the public sector.

MFL students begin their training in accounting, finance and budgeting. These courses, unlike their business school counterparts, focus on public sector problems and applications. Students learn critical professional skills, including revenue forecasting, cost-benefit analysis and the analysis of governmental fiscal conditions.

The relationship of coursework to real-life problems and opportunities is explored throughout the course of study. Focusing on the principles of management and leadership, students also consider the people and money aspects of organizations, exploring topics such as the impact of information technology, downsizing and privatization. Other issues include managing and motivating a diverse workforce, measuring performance, creating a vision and articulating a mission.

Students who choose MFL solely or in combination with another area of study are exposed to in-depth coursework, experiential learning, access to all levels of government, and the promise of public-private partnerships—a combination that gives students excellent credentials in a

Carmen Reinhart, Professor

"We are living in a world of increasingly globalized financial markets. Currency and banking crises have become commonplace from Asia to Europe to Latin America. In the areas of monetary, financial sector, and exchange rate policies, researchers and policymakers have been asking: What are the best policies to cope with large fluctuations in international capital flows? Is one exchange rate regime better suited than another to deal with the challenges of globalization? What determines why one country falls victim to a financial crisis when another escapes it? Can a better early warning system be designed to tell policymakers when preemptive policy action is needed to avoid such crises? These and other related policy issues provide the foundations for my research interests."



Allen Schick, Professor

"I have been involved in budgeting in more than 40 states and at all levels of American government. Budgeting, like any other specialization, is just a home base; it takes you to many other interests. In recent years, my interest in budgeting has taken on an international flavor. It has led me to a stint as a congressional aide and to author a book on the U.S. Congress. It has also taken me to an analysis of intergovernmental relations in the United States and an exploration of the intellectual links between politics and economics."



MSPA Students participated in the Whitman Walker Clinic AIDS Walk in October 2001. Pictured here are Katie Swanson, Lesley Werthamer, Tonnye Conner-White, Shakira Edwards, and Erin Efner.

rapidly expanding job market. Graduates have found positions in the White House Office of Management and Budget (OMB), the General Accounting Office (GAO), in multiple federal agencies, at the World Bank, and with firms such as PricewaterhouseCoopers, as well as in various state and county offices. Whether a student's interest lies in housing, economic development, the environment or the budget process, our graduates are well versed in the rigors of the policy process and equipped to adjust to the changing demands of public service.

SOCIAL POLICY (SP) ■ During the half century after the New Deal, the federal government's involvement in social policy expanded dramatically in areas such as retirement security, health care, welfare, education, criminal justice, urban policy and anti-poverty programs. In recent years, however, the role of government, especially at the national level, has come under renewed scrutiny. Individuals making and implementing social policy must become more sophisticated about issues like the enlarged role for state and local authorities; new relations among the public, private and voluntary sectors; efficient management of public programs;

and systematic evaluation of the effectiveness of these programs in achieving desired public purposes.

The Social Policy program trains students to participate productively in this emerging new context. Building on the skills developed in the core curriculum, the specialization offers students a working knowledge of the history and institutions of U.S. social policy, develops their quantitative skills for program evaluation and analysis of large data sets, helps them probe the moral issues raised by social policy controversies, and gives them real-world experience in dealing with clients and producing focused analytical reports on policy problems. Social policy graduates find employment in such settings as federal, state and local social policy agencies; budget offices; and nongovernmental organizations concerned with policy analysis and advocacy.

The particular strengths of the Social Policy faculty are in education and job training; family policy; welfare and human services; and program management, implementation and evaluation. Other strengths include environmental justice, criminal justice and drug policy. Faculty in the Social Policy specialization include Douglas Besharov (child welfare and family policy, implementation of social policy, and welfare reform); Christopher Foreman (congressional pol-

William Galston, Professor

"Our young people are idealistic and eager to serve. If they are disengaged from public life, it is not they who are failing our country; it is we who are failing them, by not providing suitable opportunities for civic learning and practice, and by not sending clear messages about its importance. We believe that it is time to end a generation of neglect and to give civic education its rightful place of honor in our national life."



Douglas Besharov, Professor

"For most of my professional life, I have been concerned about the deteriorating condition of the American family. The impact of family breakdown on the well being and life prospects of children must be our primary concern, of course. But changing family structures also have a profound effect on the welfare of the adults involved, and on how we organize our society and economy. My current research focuses specifically on the implications of weakening family structure, particularly out-of-wedlock births, for welfare reform. Successful responses to this reality are the key to any real reform of welfare and a host of other social programs. These issues underlie the Maryland School of Public Affairs' offerings in family policy and implementation of social programs."

icy making, politics of health, safety and the environment, environmental justice); William Galston (education, ethics and public policy, family policy, welfare, and rural development); Mark Lopez (labor markets, and bilingual and vocational education); Robert Sprinkle (health care policy); Peter Reuter (criminal justice, drug policy); and Jacqueline Rogers (housing and community development). Faculty associated with the school's Center for Information and Research on Civic Learning and Engagement and the Institute for Philosophy and Public Policy are also often involved with this program.

Speakers, Participants, Visitors

Henry Aaron
Elliott Abrams
Madeleine Albright
Jodie Allen
Norman Augustine
Charlene Barshevsky
William Bennett
Jeff Birnbaum
Erich Bloch
Clint Bolick
Robert Bork
William Bradley
William Brock
Carol Browner
Edward Cabot
James Carville
Henry Cisneros
Benjamin Civiletti
Bill Clinton
Hillary Rodham Clinton
Edward Crane
Wayne Curry
Richard Darman
Douglas Duncan
George Eads

Susan Eisenhower
Amitai Etzioni
Betty Friedan
David Gergen
Parris Glendening
James Glassman
Peter Goldmark
Al Gore
Andrew Hacker
Morton Halperin
Lee Hamilton
Nat Hentoff
Jim Hoagland
Haynes Johnson
Kermit the Frog
Jeanne Kirkpatrick
Henry Kissinger
Nancy Kopp
Nelson Mandela
Seymour Martin Lipset
Mary Matalin
Jessica Matthews
Barry McCaffrey
John McCain
Judith McHale

Kwesi Mfume
Norman Mineta
George Munoz
Sean O'Keefe
Norman Ornstein
Richard Perle
Paul Portney
Colin Powell
Lea Rabin
Pete Rawlings
Susan Rice
Alice Rivlin
Jehan Sadat
Ellen Sauerbray
William Donald
Schaefer
Paul Simon
Nadine Strossen
Abigail Thernstrom
Kathleen Kennedy
Townsend
Christie Todd Whitman
Roger Wilkins
Juan Williams
Warren Zimmerman

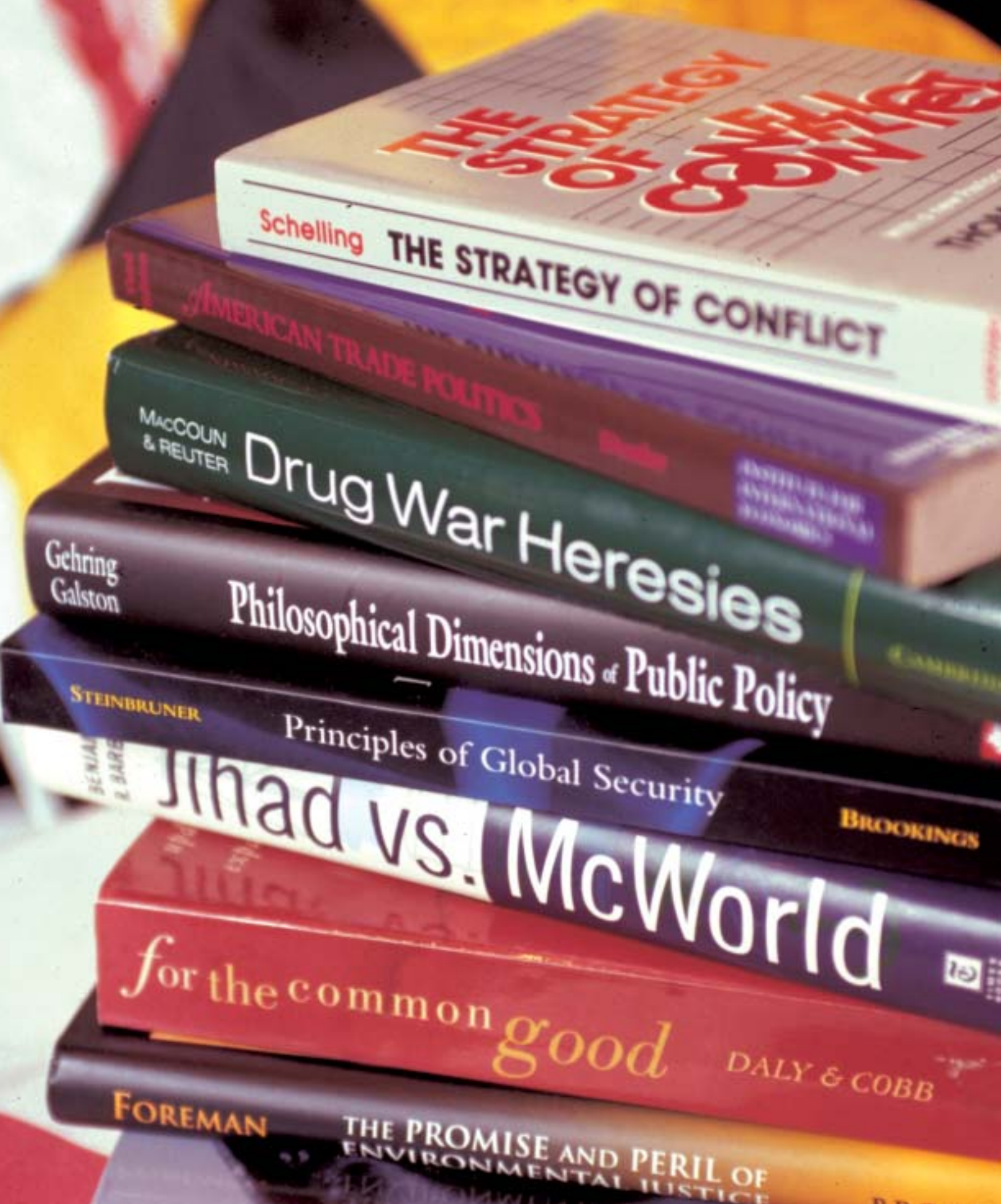
Tom Schelling, Professor

* The Marshall Plan and NATO experiences are, with the possible exception of the GATT/WTO reciprocal-trade negotiations, the only historical precedents (except in wartime) for anything involving so many countries and such magnitude of economic stakes as the likely requirements for greenhouse gas abatement. It is not an aesthetically satisfying process: no formulae were developed, just a civilized procedure of argument. The same might happen with a greenhouse regime."



Jacques Gansler, Professor

"There is no 'silver bullet' to achieving the required change in the way the government does its business to achieve the desired long-term effectiveness and efficiency. Rather a total transformation is required in many areas. Specifically, each of the four areas—How government buys? Who does the buying? What do they buy? From whom do they buy?—all require changes. And it is the sum of these, and particularly their interrelationship, that will result in the broad cultural change that is necessary."



THE STRATEGY OF CONFLICT

Schelling **THE STRATEGY OF CONFLICT**

AMERICAN TRADE POLITICS

MACCOUN
& REUTER

Drug War Heresies

Gehring
Galston

Philosophical Dimensions of Public Policy

STEINBRUNER

Principles of Global Security

BENJAMIN
S. BARRE

Jihad vs. McWorld

BROOKINGS

for the common good

DALY & COBB

FOREMAN

THE PROMISE AND PERIL OF ENVIRONMENTAL JUSTICE

The heart and strength of the Maryland School of Public Affairs is its faculty, composed of leading scholars and scholar-practitioners who understand and influence both the theory of policymaking and its real world applications. Students have access to these individuals and to their current policy initiatives and contacts through small classes that allow for intellectual exchange and the establishment of lasting personal relationships.

Because of its location, MSPA also offers students exposure to top scholars and professionals through partnerships with other University of Maryland institutions and research centers; federal, state and local agencies; private and not-for-profit organizations; and think tanks and nongovernmental organizations. Individuals in these organizations are often formally connected to the school as visiting, affiliate and adjunct professors or as practitioner or research associates and fellows.

When asked why they choose to enroll in MSPA degree programs, students cite the reputation, commitment and accessibility of our faculty second only to our location. Students learn how to influence and make policy, as well as to analyze it from individuals who have had hands-on experience facing real world problems and shaping real world solutions.

Faculty and Visiting Professors

Isher Ahluwalia (Ph.D., Economics, Massachusetts Institute of Technology) is an MSPA visiting professor. Before coming to the school she was the director and chief executive of the Indian Council for Research on International Economic Relations (ICRIER). She has also held positions as an economist at the International Monetary Fund, a fellow at the National Institute of Public Finance and Policy in New Delhi, and a research professor at the Centre for Policy Research, also in New Delhi. She has served as a consultant to the United Nations University and the Indian government. She is a member of the International Food Policy Research Institute (IFPRI) Board of Trustees, the Commission on Macroeconomics and Health—World Health Organization, the International Council—Asia Society and the Scientific Advisory Board of Transformation, Integration and Globalisation Economic Research. Ahluwalia's research focuses on industrial development and economic liberalization in India, a topic on which she has published four books and numerous articles.



Douglas Besharov



Herman E. Daly

Benjamin R. Barber (Ph.D., Political Science, Harvard University) is the Gershon and Carrol Kekst Professor of Civil Society at the University of Maryland and a principal of the Democracy Collaborative. Barber is interested in democracy and citizenship and issues of politics, culture and education in America and abroad. His 15 books include the recent international bestseller *Jihad vs. McWorld* (1995) and his book *The Truth Of Power: Intellectual Affairs in the Clinton White House* (W.W. Norton & Company, 2001). His honors include Guggenheim, Fulbright and Social Science Research fellowships, an honorary doctorate from Grinnell College; the Berlin Prize of American Academy of Berlin (2001); and the chair of American Civilization at the Ecole des Hautes Etudes in Paris. In 2001 he received the Palmes Academiques (Chevalier) from the French government. He writes frequently for *Harper's* magazine, *The New York Times*, *The Atlantic*, *The Nation*, *Le Nouvel Observateur*, *Die Zeit*, and many other scholarly and popular publications in America and Europe. He was a founding editor and for 10 years editor-in-chief of the distinguished international quarterly *Political Theory*.

Douglas J. Besharov (LL.M., New York University) is an MSPA professor and a senior scholar at the American Enterprise Institute (AEI). He was the first director of the U.S. National Center on Child Abuse and Neglect, from 1975 to 1979. With staff in Washington and each of the 10 federal regions, the national center supported research, demonstrations, training, technical assistance and service projects in all parts of the country. From 1991 to 1992, he served as the administrator of the AEI/White House Working Seminar on Integrated Services for Children and Families, a project designed to improve the delivery of services to disadvantaged children and their families. Besharov's most recent book is *Recognizing Child Abuse: A Guide for the Concerned*, which is designed to help professionals and laypersons identify and report suspected child abuse. He has written or edited 14 other books and has written more than 150 articles. He contributes regularly to the *Washington Post*, the *Wall Street Journal* and *American Enterprise* magazine.

David A. Crocker (Ph.D., Religious Studies, Yale University) is senior research scholar at the Institute for Philosophy and Public Policy and the Maryland School of Public Affairs (MSPA). Crocker specializes in applied ethics and sociopolitical philosophy, international development ethics, and transitional justice. He taught philosophy for 25 years at Colorado State University and has been a visiting professor at the University of Munich and twice a Fulbright Scholar at the University of Costa Rica. Among his publications are *Praxis and Democratic Socialism* (1983); editor (with Toby Linden), *Ethics of Consumption: The Good Life, Justice, and Global Stewardship* (1998), and *FloreCIMIENTO humano y desarrollo internacional: La nueva ética de capacidades humanas* (1998). He has completed manuscripts on international development ethics and on transitional justice. He is a founder and former president of the International Development Ethics Association (IDEA).

Herman E. Daly (Ph.D., Vanderbilt University) is an MSPA professor who came from the World Bank, where he was senior economist in the

Environment Department helping to develop policy guidelines related to sustainable development. While there he was engaged in environmental operations work in Latin America. Before joining the World Bank, Daly was Alumni Professor of Economics at Louisiana State University. He is a co-founder and associate editor of the journal, *Ecological Economics*. His interest in economic development, population, resources and environment has resulted in more than 100 articles as well as numerous books, including *Steady-State Economics* (1977; 1991), *Valuing the Earth* (1993), *Beyond Growth* (1996), and *Ecological Economics and the Ecology of Economics* (1999). He is co-author with theologian John B. Cobb, Jr. of *For the Common Good* (1989; 1994) which received the Grawemeyer Award for ideas for improving world order. He is a recipient of the Honorary Right Livelihood Award (Sweden's alternative to the Nobel Prize), the Heineken Prize for Environmental Science from the Royal Netherlands Academy of Arts and Sciences, the Sophie Prize and the Medal of the Presidency of the Italian Republic.

G. Edward DeSeve (M.G.A., Fels Center of Government, University of Pennsylvania) is Professor of the Practice and director of the school's Management, Finance and Leadership program. He also works closely with the school's Center for Public Policy and Private Enterprise. DeSeve has held senior posts at all three levels of government and in the private sector. He has served as chief financial officer of the U.S. Department of Housing and Urban Development, controller of the White House Office of Management and Budget (OMB), and in 1997, was appointed OMB's deputy director for management, the highest management position in the federal government. DeSeve's ability to work across sectors led him to KPMG Peat Marwick as a partner and national industry director, having previously served as management director of Merrill Lynch Capital Markets. He has established and led several consulting firms providing technical assistance to more than a dozen states and localities, having also served in both the state of Pennsylvania and the city of Philadelphia in budget and financial management capacities.

I. M. (Mac) Destler (Ph.D., Woodrow Wilson School, Princeton University) is an MSPA professor, senior fellow at the Center for International and Security Studies at Maryland (CISSM) and visiting fellow at the Institute for International Economics (IIE) in Washington, D.C. He wrote *American Trade Politics* (third edition, 1995), winner of the Gladys M. Kammerer Award of the American Political Science Association for the best book on U.S. national policy. He is contributing author to *Protecting the American Homeland* (Brookings Institution, 2002). Other recent (co-authored) works include *Misreading The Public: The Myth of a New Isolationism* (Brookings Press 1999) and *The New Politics of American Trade: Trade, Labor and the Environment* (IIE, 1999). He is the recipient of the University of Maryland's Distinguished International Service Award. Destler has consulted on government organization for economic and foreign policymaking at the Executive Office of the President and the Department of State. He has held senior research positions at the Institute for International Economics, the Carnegie Endowment for International Peace and the Brookings Institution. Destler teaches trade policy,



I. M. (Mac) Destler

American foreign policymaking and political institutions.

Tom Downs (M.A., Public Administration, University of Kansas) is Professor of the Practice and a former senior executive with extensive experience in transportation, home building and government. He is executive director of the National Center for Smart Growth Research and Education, a collaborative effort involving several University of Maryland colleges. The center examines the fiscal, environmental and social impacts of alternative development patterns; conducts research and evaluation of land-use programs; and develops educational programs and tools for decision-makers to enhance Smart Growth efforts in Maryland and nationwide. Downs helped the National Association of Home Builders' 200,000 member-companies develop a constructive approach to the Smart Growth movement nationally. As CEO of AMTRAK, Downs was credited with leading the prestigious national passenger rail system from insolvency to a \$2 billion capital investment fund in 1998. He has also served as commissioner of transportation in New Jersey and president of the Triborough Bridge & Tunnel

Authority. As city administrator of the District of Columbia in the 1980s, Downs oversaw the restoration of Union Station.

Steve Fetter (Ph.D., Energy and Resources, University of California, Berkeley), an MSPA professor, is a physicist whose research interests include arms control and nonproliferation, nuclear power and the health effects of radiation, and climate change and energy supply. He is vice chairman of the Federation of American Scientists and a fellow of the American Physical Society, and serves on the National Academy of Sciences' Committee on International Security and Arms Control, the Department of Energy's Nuclear Energy Research Advisory Committee, and the boards of several security and environmental NGOs. He was special assistant to the Assistant Secretary of Defense for International Security Policy in 1993–94, and has been a visiting fellow at Stanford's Center for International Security and Cooperation, the U.S. Department of State, Harvard's Center for Science and International Affairs, MIT's Plasma Fusion Center and Lawrence Livermore National Laboratory.



Steve Fetter

Christopher Foreman

Christopher Foreman (Ph.D., Political Science, Harvard University) heads the school's social policy program, teaching courses on the political challenges of equality and on political institutions and leadership. Professor Foreman came to the school from the Brookings Institution where he continues to be a nonresident senior fellow in the governmental studies program. His book *Signals from the Hill: Congressional Oversight and the Challenge of Social Regulation* (Yale University Press, 1988) won the 1989 D. B. Hardeman Prize for the best book on Congress. He is also the author of *Plagues, Products and Politics: Emergent Public Health Hazards and National Policymaking* (Brookings, 1994) and *The Promise and Peril of Environmental Justice* (Brookings, 1998). He is also the editor of *The African American Predicament* (Brookings, 1999). His interests include the pursuit of effective health policies in African-American communities and environmental reform.

William Galston (Ph.D., Political Science, University of Chicago) is the Saul I. Stern Professor of Civic Engagement, director of the Institute for Philosophy and Public Policy and founding director of the Center for

Information and Research on Civic Learning and Engagement (CIRCLE). He is a political theorist who also writes extensively on American politics and public policy. His books include *Liberal Purposes: Goods, Virtues, and Diversity in the Liberal State* (Cambridge University Press, 1991) and *Liberal Pluralism: The Implications of Value Pluralism for Political Theory and Practice* (Cambridge University Press, 2002). Galston has also participated in American politics and government, as issues director for Walter Mondale's presidential campaign (1982–1984), as senior advisor to Albert Gore Jr. during both his runs for the presidency (1988, 2000), and as the deputy assistant to President Clinton for domestic policy, 1993–1995. In addition to political theory, Galston's teaching and research interests include family policy, education, the ethical dimensions of public life, and the renewal of citizenship.

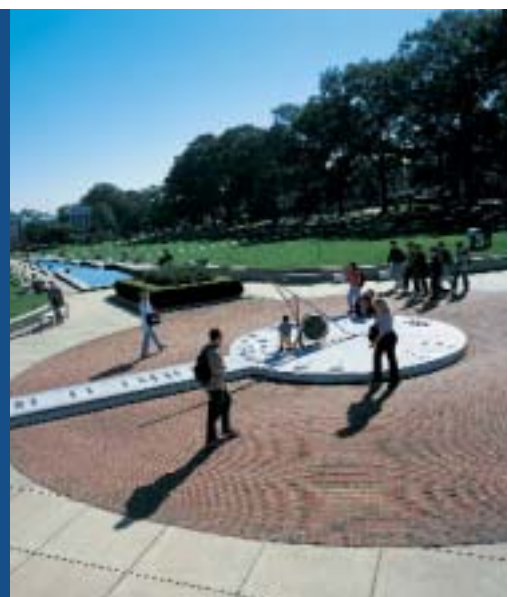
Jacques S. Gansler (Ph.D., Economics, American University), former under-secretary of defense for acquisition, technology and logistics (1997–2001), is the Roger C. Lipitz Chair in Public Policy and Private Enterprise. As the third ranking civilian at the Pentagon, Gansler was responsible for research and development, acquisition reform, logistics, advanced technology, environmental security, defense industry and other security programs. Before joining the Clinton Administration, Gansler held a variety of positions in government and the private sector, including executive vice president for TASC Inc., an applied information technology company, deputy assistant secretary of defense, assistant director of Defense Research and Engineering, and positions with the ITT, Singer and Raytheon Corporations. In February 2002 he was elected to the National Academy of Engineering. He is the author of *Defense Conversion: Transforming the Arsenal of Democracy* (MIT Press, 1995); *Affording Defense*

(MIT Press, 1989), and *The Defense Industry* (MIT Press, 1990). He has published numerous articles in *Foreign Affairs*, *Harvard Business Review*, *International Security*, *Public Affairs* and in newspapers and magazines.

Mark H. Lopez (Ph.D., Economics, Princeton University) is the director of research for the Center for Information Research on Civic Learning and Engagement and a research assistant professor at MSPA. He specializes in labor economics, the economics of education, training programs and econometrics. Lopez's research focuses on youth civic engagement, voting patterns among youth, the impact of bilingual education programs on long-term student achievement, the impact of vocational education on student achievement, estimating the returns to speaking a second language, estimating differences in child well-being between immigrant and non-immigrant children, and the neighborhood effects of immigrants on the educational achieve-

JPAM

The *Journal of Policy Analysis and Management (JPAM)* is edited by Peter Reuter, professor in the Maryland School of Public Affairs, and is published by John Wiley and Sons. It is the journal of record for the Association for Public Policy Analysis and Management (APPAM), which aspires to be the leading professional organization dedicated to blending the talents of researchers, educators and practitioners in the production, dissemination and application of analysis bearing on public concerns. Like APPAM itself, the journal's purpose is to build a professional community of scholars and practitioners devoted to more effective policy analysis and public management. *JPAM* welcomes unsolicited manuscripts from all sources.



ment of natives. He has published works in *READ Perspectives*, the *Public Interest* and the opinion section of the *Los Angeles Times*. He has also appeared on PBS's "Think Tank," NPR's "Marketplace" and WBAL's "Bruce Elliot Show." His work on the labor market impacts of bilingual education has been written about in the *Los Angeles Times*, the *San Francisco Chronicle*, *Wall Street Journal*, the *Brownsville Herald* and the *Washington Times*. Lopez has also testified before Congress about his bilingual education research. He currently teaches courses in microeconomics and advanced econometrics.

Robert H. Nelson (Ph.D., Economics, Princeton University), an MSPA professor, is an authority on land and natural resource management, with a particular emphasis on management of federally owned resources. Nelson is the author of many journal articles and six books, including *Public Lands and Private Rights: The Failure of Scientific Management* (1995); *A Burning Issue: A Case for Abolishing the U.S. Forest Service* (2000); and, most recently, *Economics as Religion: From Samuelson to Chicago and Beyond* (2001). He has written widely in publications for broader audiences, including

the *Washington Post*, *Wall Street Journal*, *Los Angeles Times*, *Forbes*, the *Weekly Standard*, and *Reason*, *Society*, and *Technology Review*. Nelson has served in the principal policy office for the U.S. Secretary of the Interior, as the senior economist of the congressionally chartered Commission on Fair Market Value Policy for Federal Coal Leasing (Linowes Commission) and as senior research manager of the President's Commission on Privatization. He has been a visiting scholar at the Brookings Institution, visiting senior fellow at the Woods Hole Oceanographic Institution, visiting scholar at the Political Economy Research Center and visiting associate of the Center for Applied Social Science at the University of Zimbabwe.

Carmen M. Reinhart (Ph.D., Economics, Columbia University) is a professor both in MSPA and the College of Behavioral and Social Sciences' Department of Economics. She currently is completing a two-year appointment as senior policy advisor in the research department of the International Monetary Fund (IMF). Reinhart is also a research associate at the National Bureau of Economic Research (NBER) and an associate editor of the *Journal of International*



Carmen Reinhart



Peter Reuter

Economics and the *World Bank Economic Review*. She is a visiting fellow at the Institute for International Economics and lecturer at the Harvard Institute for International Development. She was vice president at the investment bank Bear Stearns, where she worked as an economist and portfolio strategist for several years before joining the IMF in 1988. At the IMF, she published on a variety of topics in macroeconomics and international finance and trade including capital flows to emerging markets, capital controls, inflation stabilization, currency and banking crises, and contagion. She is published in leading scholarly journals, including the *American Economic Review*, the *Journal of Political Economy* and the *Journal of Economic Perspectives*. Her latest book (with co-authors Morris Goldstein and Graciela Kaminsky) is *Assessing Financial Vulnerability: An Early Warning System for Emerging Markets* (2000).

Peter Reuter (Ph.D., Economics, Yale University), an MSPA professor, came from the RAND Corporation, where he founded and directed its interdisciplinary Drug Policy Research Center. His book, *Disorganized Crime: The Economics of the Visible Hand* (1983), is an award-winning and widely cited

study. He is also the author (with Robert MacCoun) of *Drug War Heresies: Learning from Other Places, Times and Vices* (Cambridge University Press 2001). Other significant works include a study of the drug interdiction program, *Sealing the Borders?* and, as part of the Clinton/Gore transition team, a report on the Drug Enforcement Administration. He conducted a major Sloan Foundation-funded study of Western European drug policies and published a co-directed congressionally mandated evaluation of how funds are distributed to the states for treatment and prevention of substance abuse and mental illness. The attorney general appointed him one of five nongovernmental members of the Interagency



Task Force on Methamphetamine. Reuter teaches research methods, the foundations of social policy, and policy analysis for the criminal justice system. He is also the editor of *JPAM, the Journal of Policy Analysis and Management*.

Jacqueline H. Rogers (Ph.D., Yale University) is a senior fellow at MSPA who teaches housing, community development and finance. She served as secretary of the Maryland Department of Housing and Community Development under former Governor William Donald Schaefer, where she oversaw a budget of \$123 million, annual loan and insurance activity of between \$300 and \$400 million, and 419 employees. Rogers also served the government of Montgomery County, Md., for 15 years as director of the Office of Management and Budget, an environmental planner and director of the Department of Housing and Community Development. She has

served on numerous state commissions, including the 2020 Commission, the work of which led to the State Growth and Resource Protection Act of 1992, and the board of the African American Museum Corporation. She is an elected fellow of the National Academy of Public Administration.

Matthias Ruth (Ph.D., University of Illinois), an MSPA associate professor and a pioneer in the new field of industrial ecology, was recruited from Boston University where he served as associate professor in the Department of Geography, the Center for Energy and Environmental Studies and the Center for Transportation Studies. He brings to MSPA an interdisciplinary background in economics, geography, engineering, biology and physics. Ruth, a German National Scholarship Foundation Fellow, also held visiting scholar positions in the International Environment and Resource Policy Program at the Fletcher School of Law and Diplomacy,

National Alliance for Civic Education

William Galston, a professor in the Maryland School of Public Affairs, director of the Institute for Philosophy and Public Policy and director of the Center for Information and Research on Civic Learning and Engagement, launched the National Alliance for Civic Education (NACE) in early 2000 to promote civic education in the nation's public schools. NACE brings together 80 prominent organizations, including the National Association of Schools of Public Affairs and Administration (NAS-PAA), and distinguished leaders from education associations and universities who are devoted to civic

education and service.

Results of the National Assessment of Educational Progress 1998 Civic Assessment, the impetus for forming NACE, revealed that one-third of students in the fourth, eighth and twelfth grades have a "below basic" knowledge of civics. This lack of civic knowledge is believed to contribute to young Americans' disengagement in public life. NACE plans to work with states and localities to strengthen their commitment to civic education, and with the federal government to gather and assess information in this area more effectively.

and the Tufts Institute of the Environment at Tufts University. He is the co-author of five books on dynamic modeling and the author of numerous articles in peer-reviewed journals. His dissertation, "Integrating Economics, Ecology and Thermodynamics," was published in 1993 by Kluwer Academic Publishers, a major scientific publishing company in the Netherlands.

Thomas C. Schelling (Ph.D., Economics, Harvard University) is a professor in both MSPA and the Department of Economics. He came to the university after 20 years at Harvard's John F. Kennedy School of Government, where he was the Lucius N. Littauer Professor of Political Economy. He has been elected to the National Academy of Sciences, the Institute of Medicine and the American Academy of Arts and Sciences. In 1991 he was president of the American Economic Association, of which he is a Distinguished Fellow. He was the recipient of the Frank E. Seidman Distinguished Award in Political Economy and the National Academy of Sciences Award for Behavioral Research Relevant to the Prevention of Nuclear War. He served in the Economic Cooperation

Administration in Europe, and has held positions in the White House and executive office of the president, Yale University, the RAND Corporation and the Department of Economics and Center for International Affairs at Harvard University. He has published on military strategy and arms control, energy and environmental policy, climate change, nuclear proliferation, terrorism, organized crime, foreign aid, international trade, conflict and bargaining theory, racial segregation and integration, the military draft, health policy, tobacco and drug policy, and ethical issues in public policy and in business.

Allen Schick (Ph.D., Political Science, Yale University), an MSPA professor, came from the Congressional Research Service, Library of Congress, where he served as a senior specialist. His professional history includes research positions at the Urban Institute and the Brookings Institution, and teaching positions at Tufts University and Syracuse University. Schick's extensive list of publications includes *Congress and Money: Spending, Taxing, and Budgeting* (American Society for Public Administration, 1987), *The Capacity to*

Budget (1990), *The Budget Puzzle* (1993) and *Federal Budget: Politics, Policy, Process* (1995). He is founding editor of the professional journal, *Public Budgeting and Finance*. Schick consults for many organizations at federal, state and local levels. He directed a multinational study of budget practices in various industrialized countries and presently directs a study of the far-reaching reforms in the public sector in six countries: Australia, Britain, France, New Zealand, Sweden and the United States. Among Schick's awards are the Guggenheim Fellowship, the NASPAA/ASPA Distinguished Research Award, the American Society for Public Administration Waldo Prize and the American Political Science Association Merriam Award.

Susan C. Schwab (Ph.D., School of Business and Public Management, George Washington University), both the dean of MSPA and a professor, came from Motorola Inc., where she served as director of corporate business development. Prior to that appointment she was assistant secretary of commerce and director-general of the U.S. and Foreign Commercial Service, responsible for export promotion policy during the Bush Administration.



Allen Schick

Schwab spent most of the 1980s as a trade policy specialist and legislative director for Senator John Danforth (R-Mo.), playing a major role in numerous U.S. trade policy initiatives, including landmark trade legislation enacted by Congress in 1988. Previously, Schwab served in the U.S. Embassy in Tokyo and in the office of the U.S. Trade Representative in Washington. She is a member of the Council on Foreign Relations and a fellow of the National Academy of Public Administration. She serves on the board of trustees of the Council for Excellence in Government and the national selection committee of the Innovations in American Government Awards. She chairs the board of the nonprofit Public Policy and International Affairs (PPIA) program. Her book, *Trade Offs: Negotiating the Omnibus Trade and Competitiveness Act*, was published by Harvard Business School Press 1994.

Susanne V. Slater (M.B.A., Cornell University) is a lecturer who has taught finance as a member of the MSPA faculty for 15 years. Prior to joining the school, she served on the staff of the Senate Budget Committee as an advisor to Senator Daniel Patrick Moynihan (D-NY) responsible for all aspects of



Dean Susan Schwab

federal, state and local fiscal policies and for economic issues associated with federal tax reform. Slater has also served at the White House Office of Management and Budget, as advisor to the OMB director. Her articles on federal, state, local and environmental finance have been published by a variety of sources, and she has assisted the state of Maryland in analyzing its tax forecasting procedures and served as a consultant to Montgomery County, Maryland, on capital budgeting. Her recent work focuses on housing and education finance.

Robert Sprinkle (M.D. University of Cincinnati), an associate professor at the school, is a physician and public-affairs scholar and the editor-in-chief of *Politics and the Life Sciences*. He studied history at Dartmouth College and medicine at the University of Cincinnati. He trained clinically at the University of Virginia and the University of Texas Southwestern Medical Center, Dallas, and is a diplomate of both the American Board of

Family Practice and the American Board of Pediatrics. As a member of the University of Texas faculty he directed a residency training program and served as an attending physician in three disciplines. He was later a Social Science Research Council MacArthur Foundation Fellow at the Woodrow Wilson School of Public and International Affairs, Princeton University, where he earned his second doctorate, the Ph.D. He is the author of, *Profession of Conscience* (Princeton University Press, 1994), a widely reviewed intellectual history of political thought in the life sciences. He is the author or co-author of papers in clinical medicine, bioengineering, health policy, bioethics, environmental dynamics and policy, political history and philosophy, and biosecurity. He also held staff positions with the federal clinical practice guideline panels for sickle-cell disease and unstable angina. He teaches courses on health policy, environmental policy, research methods and political behavior.



John Steinbruner



Stansfield Turner

John Steinbruner (Ph.D., Political Science, Massachusetts Institute of Technology), an MSPA professor, is an expert on arms control, nuclear weapons and global security policy. He is the director of MSPA's Center for International and Security Studies at Maryland (CISSM). He served for 18 years as director of foreign policy studies at the Brookings Institution, substantially expanding the scope of the program and attracting and engaging a variety of outstanding scholars. Prior to that appointment, Steinbruner held academic positions at Harvard and the Yale School of Organization. He has written or co-written five books, including *The Cybernetic Theory of Decision*, hailed as a classic in the field of foreign policy decision making. His latest book, *Principles of Global Security*, has been labeled a "masterpiece" by reviewers. He has also published numerous articles in professional and scholarly journals. Steinbruner has served on major commissions and advisory committees, including the Defense Policy Board, the Carnegie Commission on Preventing Deadly Conflict and the National Academy of Sciences Committee on International Security and Arms Control. He is also a member of the American Academy of Arts and Sciences.

Stansfield Turner (M.A., Philosophy, Politics and Economics, Oxford University) is a long-term MSPA visiting professor and a senior research scholar at the Center for International and Security Studies at Maryland. He served as director of Central Intelligence from 1977 to 1981. As such, he headed both the intelligence community (composed of all of the foreign intelligence agencies of the United States) and the U.S. Central Intelligence Agency. He was responsible for developing new procedures for closer oversight of the intelligence community by congress and the White House, led the intelligence community in adapting to a new era of real-time photographic satellites and instituted major management reform at the CIA. As an admiral in the U.S. Navy he served as commander of the U.S. Second Fleet and NATO Striking Fleet Atlantic, and as the commander-in-chief of NATO's Southern Flank. Turner has published four books, *Secrecy and Democracy* (1985), *Terrorism and Democracy* (1991), *Caging the Nuclear Genies* (1997), and *Caging the Genies: A Workable Plan for Nuclear, Chemical and Biological Weapons* (1998).

Adjunct Faculty

Bonizella Biagini (Ph.D., Physics, University of Rome) is an environmental scholar and activist. Before moving to the United States, she served as an Italian delegate to the United Nations Commission on Sustainable Development and as a correspondent and editor of the Italian edition of *Worldwatch* magazine. She also directed the international program at Legambiente, Italy's largest grass-roots environmental organization. From 1980 to 1989, she was a journalist, reporter and producer for Italian national radio and television. Professor Biagini teaches civil society and international environmental agreements.

Judy Sorum Brown (see Center for Public Policy and Private Enterprise)

Marita B. Brown (M.A., University of Maryland) has more than 20 years of public sector budget and management experience at all levels of government. She has served as director of the Office of Management and Budget at the county level and as the Maryland Secretary of Budget and Fiscal Planning at the state level. She has

been a visiting scholar at the U.S. Congressional Budget Office and serves as a commissioner of the Washington Suburban Sanitary Commission and as chair of the Board of Retirement Trustees. She completed the JFK School of Government's Program for Senior Executives in State and Local Government.

W. Donald Campbell (M.A., Divinity and M.B.A., Harvard University) served on the staff of the U.S. Senate Budget and Banking Committees for 15 years, where he had a leading role in the formulation of federal housing legislation. Campbell served as staff director of the Senate Housing Subcommittee from 1986 to 1992, guiding efforts that shaped significant affordable housing and urban affairs legislation. Campbell also has a decade of professional experience in housing and other development activities at the neighborhood level. He teaches public finance.

Dawn M. Carpenter (M.P.M., School of Public Affairs, University of Maryland) is a founding partner of a national management consulting firm that advises some of the country's most prestigious nonprofit organizations. Ms. Carpenter's

expertise is in independent sector policy development and financial management. She holds graduate degrees from both the University of Maryland and American University. She teaches nonprofit management at MSPA.

Frances A. Dubrowski (J.D., University of Pennsylvania) teaches courses on environmental policy. She is a consultant on environmental law and policy matters for a variety of nonprofit organizations, governmental entities, and private concerns. Her practice was created to advise citizens and government agencies on effective advocacy strategies for pollution control and waste management as well as statutory and regulatory enforcement. She is former senior attorney of the Natural Resources Defense Council and co-chair of the American Bar Association's Health and Environmental Rights Committee.

Jae Edmonds (Ph.D., Economics, Duke University) is a senior staff scientist and technical leader of economic programs at the Pacific Northwest National Laboratory's (PNNL) Joint Global Change Research Institute, a collaboration with the University of Maryland, College Park. Edmonds heads an inter-

national global change research program with active collaborations in more than a dozen institutions and countries around the world. He is well known for his contributions to the field of the integrated assessment of climate change and the examination of interactions between energy, technology, policy and the environment. Edmonds has received a variety of awards including the U.S. State Department's Distinguished Service Award (2001), the Stanford Energy Modeling Forum Hall of Fame Award (2000), and the BER50 Award from the U.S. Department of Energy in recognition of his research accomplishments (1997).

David Falk (J.D., Harvard University) teaches courses in public financial management, the policy making process and, at the School of Architecture, basic real estate finance. For 15 years, he practiced law in a Washington, D.C., firm specializing in real estate finance and affordable housing. Falk also served for five years under Maryland Governor William D. Schaefer as assistant secretary for fiscal planning and director of the state's housing finance agency. Falk worked for the federal government for seven years at the Agency for



Marita Brown



David Falk

International Development and the U.S. Department of Housing and Urban Development. Falk was co-director of the Odessa Public Policy Program, which established an undergraduate public policy program at Odessa University in Ukraine.

Sharon H. Fettus (Ph.D., Accounting, University of Maryland) teaches accounting at MSPA, the University of Maryland Smith School of Business and the Department of Economics and Business at Catholic University of America. Her course work includes studies in governmental and nonprofit accounting and introduction to financial management. She is the author or co-author of numerous professional articles addressing such issues as accounting ethics, cash management and correcting accounting errors.

Robert Fullinwider (see Institute for Philosophy and Public Policy)

Verna V. Gehring (see Institute for Philosophy and Public Policy)

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William L. Helkie (Ph.D., Economics, Purdue University) has spent the past 20 years at the Board of Governors of the Federal Reserve System. He has held several positions in the Division of International Finance, currently serving as Deputy Associate Director responsible

for the Trade and Quantitative Studies Section and the International Financial Transactions Section overseeing the staff's reporting, analysis and forecasting of U.S. international transactions and net exports. Helkie has written extensively in the area of international finance in peer review journals and published numerous book chapters. He teaches macroeconomics at the school.

Peter Levine (see Institute for Philosophy and Public Policy)

David Mallino (Ph.D., Government and Politics, University of Maryland) is a partner and director of government affairs at Connerton & Ray. For some time he has also served as adjunct lecturer at the George Meany Center for Labor Studies (AFL-CIO), National Labor College. Mallino teaches courses on labor policy, lobbying, political institutions, congress and the environment.

Politics and the Life Sciences

An interdisciplinary peer-reviewed journal with a global audience. *Politics and the Life Science* (PLS) is based at the School of Public Affairs and is owned and published by the Association for Politics and the Life Sciences (APLS). The PLS topic range is exceptionally broad, addressing issues from chemical and biological terrorism to the evolution of group formation and ritualistic deception to the political economy of global environmental degradation and stewardship.





Kori Schake

Richard Moss (Ph.D., Princeton University, Woodrow Wilson School of Public and International Affairs) is executive director of the U.S. Global Change Research Program Office and staff scientist at the Joint Global Change Research Institute (Pacific Northwest National Laboratories and University of Maryland. Associated with PNNL since 1993, Moss has worked across the boundaries of the natural and social sciences in research and assessment of global environmental change. He has concentrated on integrating ecological and social science research on vulnerability to global change, and on technology assessment and transfer for climate-change mitigation. Recently he has also focused on development of approaches for improving evaluation and communication of uncertainty in assessments and on analysis and assessment of vulnerability to global environment change.

Daniel Ramey (Ph.D., Statistics, Yale University) is a manager with the U.S. Central Intelligence Agency where he has held several managerial and technical positions. He has had more than 20 years of experience applying statistical

and quantitative techniques to manufacturing, business, scientific and intelligence problems. Ramey has taught graduate and undergraduate courses in statistics, data analysis, numerical analysis and programming.

Mark Sagoff (see Institute for Philosophy and Public Policy)

Jonathan Sallett (J.D., University of Virginia) is an expert in information technology and policy with extensive experience in the private and public sectors, including the practice of law. He has served as Director of the Office of Policy & Strategic Planning at the U.S. Department of Commerce, Policy Counsel for MCI WorldCom, and as a clerk to U.S. Supreme Associate Justice Lewis Powell. He continues to consult with technology firms and teaches courses on information technology policy and politics & the policymaking process at the school.

Kori Schake (Ph.D., Government and Politics, University of Maryland) is an expert in defense issues and European affairs. She is currently director of defense strategy at the National Security Council (NSC). Schake previ-

ously worked in the Pentagon, first as the NATO expert for the chairman of the Joint Chiefs of Staff, then working on strategy issues in the Office of the Secretary of Defense. She has also taught at the University of California at San Diego and the Johns Hopkins School of Advanced International Studies. Schake earned her M.P.M. from the School of Public Affairs in 1987.

Charles L. Short (M.A., Education, The Catholic University of America) has more than 25 years of experience leading and administering local human service agencies. He is currently secretary for social concerns with the archdiocese of Washington, D.C. Short previously directed the Montgomery County Department of Health and Human Services. He has served as chairman of numerous task forces and committees addressing human service issues in Montgomery County and has represented the county executive on a variety of commissions related to government effectiveness, human services, welfare reform, preventing violence and workforce development.



Ronald Reagan International Trade Center

Robert Stearns (Ph.D., Economics, Yale University) teaches courses in economics. He is also a consultant for nonprofit environmental organizations and teaches and provides tax counseling for the elderly population of Montgomery County, Md. Prior to his current activities, he was a senior policy analyst for a number of federal government agencies, including the U.S. Coast Guard, the Federal Railroad Administration, the Transportation Systems Center, Cambridge, Mass., the U.S. Army Corps of Engineers and the Office of the Assistant Secretary of the Army (Civil Works). He retired from the position of deputy assistant secretary of the army in 1995.

Robert Wachbroit (see Institute for Philosophy and Public Policy)

Clifford Zinnes (Ph.D., International Economics, University of Pennsylvania) is director of research coordination/economic policy team of the Center for Institutional Reform and the Informal Sector (IRIS) at the University of Maryland. As an economic policy advisor specializing in the environmental sustainability of economic reform, he has worked in more

than 20 countries on five continents, currently focusing on transition economies. Formerly a lecturer in public policy at the Kennedy School of Government, Harvard University and an institute associate at the Harvard Institute for International Development, Zinnes spent five years in Romania as a senior policy advisor to the ministers of Reform, Privatization, European Integration, and Environment. He has published papers on economic instrument design, valuation, trade and the environment, the effect of ownership structure on regulatory compliance and regulatory financing.

Affiliate Faculty

Matthew Bell (M. Arch., Urban Design, Cornell University, 1989) is an associate professor in the School of Architecture, and president of the Neighborhood Design Center (NDC) in Baltimore and Prince George's County, Md. The NDC assists communities and community groups in coordinating volunteers.

Ralph D. Bennett Jr. (M.F.A., Princeton University, 1966) is a professor in the School of Architecture, where he has

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Suzanne M. Bianchi (Ph.D., University of Michigan-Ann Arbor) is a professor in the Department of Sociology in the College of Behavioral and Social Sciences. She conducts research and teaches courses on household and family demography; gender, racial inequality, and children's well-being. She is director of the Multidisciplinary Center on Population, Gender and Inequality and an affiliate professor in the Department of Women's Studies.

Julia Chang Bloch (M.A., Government and East Asia Regional Studies, Harvard University) is Ambassador-in-Residence at the University of Maryland Institute for Global Chinese Affairs. The first Asian-American to become a U.S. ambassador, Ambassador Bloch was a Peace Corps volunteer and has held two

positions by presidential appointments at the U.S. Agency for International Development. She also served as chief minority counsel to a Senate Select Committee, Senate professional staff member, and deputy director of the Office of African Affairs at USIA. Bloch has been a fellow of the Institute of Politics at the Kennedy School of Government and an associate of the U.S.-Japan Relations Program of the Center for International Affairs at Harvard. She is Starr Senior Fellow for U.S.-China Relations and holds positions at Peking University in Beijing and Fudan University in Shanghai. Bloch's private and nonprofit experience includes group executive vice president at Bank of America and President and CEO of the United States-Japan Foundation.

David Broder (M.A., University of Chicago) is a professor in the University's Philip Merrill College of Journalism and a Pulitzer Prize-winning, nationally acclaimed political reporter and a columnist for the *Washington Post*. He has covered every presidential election since 1960. He joined the *Post* in 1966 after covering national politics for the *New*

York Times, *Washington Star* and *Congressional Quarterly*. His twice-weekly syndicated column, which covers government and politics, appears worldwide in more than 300 newspapers. In addition to winning the Pulitzer Prize for Distinguished Commentary, Broder is a recipient of the National Press Club's Fourth Estate Award, the White Burkett Miller Presidential Award and the National Press Foundation's Distinguished Contributions to Journalism Award. He has written seven books, most recently *Democracy Derailed: Initiative Campaigns and the Power of Money*, and appears regularly on NBC's "Meet the Press," PBS's "Washington Week in Review" and CNN's "Inside Politics."

Suheil Badi Bushrui is a distinguished author, poet, critic, translator and media personality who is well known in the United States, the Middle East, India, Africa and the Arab world. Presently, Bushrui is the first incumbent of the Bahá'í Chair for World Peace in the College of Behavioral and Social Sciences. He is the founder and current

director of the University of Maryland's Kahlil Gibran Research and Studies Project. Well known for his seminal studies in English of the works of W. B. Yeats and for his translations of Yeats' poetry into Arabic, Bushrui is also the foremost authority on the works of Kahlil Gibran.

Shawn Bushway (Ph.D., Public Policy Analysis and Political Economy, H. John Heinz III School of Public Policy and Management, Carnegie Mellon University) is an assistant professor in the Department of Criminology and Criminal Justice, College of Behavioral and Social Sciences. His current research projects focus on explaining the process of desistance, identifying the impact of enforcement pressures on drug prices and developing statistical methods to study change in offending over time.

Guillermo A. Calvo (Ph.D., Economics, Yale University) is Distinguished University Professor in the Department of Economics and director of the Center for International Economics in the College of Behavioral and Social Sciences. He is currently serving as chief economist of the Inter-American





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Alex Chen (Ph.D., Urban and Regional Planning, University of Michigan) is associate professor in the Urban Studies and Planning program of the School of Architecture. He specializes in desktop mapping and computer applications of planning and neighborhood housing policy, and teaches courses in research methods, housing, and computer mapping. He is currently examining the rental housing market in South Baltimore and is investigating the relationship between state investment and neighborhood health.

James G. Cibulka (Ph.D., University of Chicago) is a professor in the Department of Education Policy and Leadership, College of Education. Cibulka's teaching and research interests include education policy, politics, finance, leadership and reform, and international political context and theoretical implications of educational reform. His interests explore the K-16

arena, policy-oriented integration of K-12 and college structures.

James Cohen (Ph.D., City and Regional Planning, Cornell University) is lecturer and director of graduate studies in the Department of Urban Studies and Planning in the School of Architecture. His specialty areas include land use planning, growth management, planning history and theory. Cohen served as interim director for the University of Maryland National Center for Smart Growth Research and Education and as co-principal investigator for the Maryland University-Community Partnership Program, funded with a \$1 million grant from the Fannie Mae Foundation, which provides technical assistance to several community-based housing organizations in Maryland. He is also associate editor of *Housing Policy Debate*.

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Maureen Cropper (Ph.D., Cornell University) is a professor in the Department of Economics in the College of Behavioral and Social Sciences. She conducts research in the fields of environmental and natural resource economics, health economics and urban economics, on such topics as valuing the health benefits of environmental programs and studies of the political economy of environmental regulation. Her recent projects include work on environmental problems in developing countries.

Zachary Green (see Adjunct Faculty)

James E. Grunig (Ph.D., Mass Communications, University of Wisconsin) is a professor of public relations in the Department of Communication, College of Arts and

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Larissa A. Grunig (Ph.D., Public Communication, University of Maryland) is a professor in the Department of Communication, College of Arts and Humanities, where

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Virginia Ann Haufler (Ph.D., Cornell University) is associate professor in the Department of Government and Politics in the College of Behavioral and Social Sciences and visiting researcher, Carnegie Endowment for International Peace. Her research interests include the political economy of multinational corporations, corporate social responsibility, international regimes and organizations and political risk. Her most recent publication is *Private Authority in International Affairs* (co-edited). She is vice president of Women In International Security.

Willis Hawley (Ph.D., Political Science, University of California-Berkeley) is a professor emeritus in the College of Education. Hawley has served as dean of the University of Maryland College of Education and the Peabody College at Vanderbilt University, and director of the Center for Education and Human Development Policy at the Vanderbilt Institute for Public Policy Studies. His teaching and research interests include educational policy, professional development, school improvement and intergroup relations.

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Policymaking in Washington, and *Multiparty Politics in America*. He also edits the book series *Real Politics in America*. He teaches courses on political parties, elections and Congress and is the recipient of several teaching awards. He has served as an American Political Science Association Congressional Fellow and worked on numerous campaigns for state and federal office.

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Haynes Johnson (M.A., University of Wisconsin) is professor and Knight Chair in the Philip Merrill College of Journalism. He is a best-selling author, national TV commentator, and Pulitzer Prize-winning former journalist with the *Washington Post* and the *Washington Star*. He is considered one of the nation's leading political journalists. In addition to teaching and advising students, Johnson is a contributing editor for *American Journalism Review*, the national monthly magazine published by the college. He is the author of a dozen books. His latest bestseller (with David Broder) is *The System: The American Way of Politics Stretched to the Breaking Point*.

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John Lampe (Ph.D., History, University of Wisconsin-Madison), a professor of history in the College of Arts and Humanities and an expert on Eastern Europe and the Balkans, appears regularly on National Public Radio and on American and Canadian television. He has chaired the Russian Area Studies Program in the College of Arts and Humanities on campus and served as director of the East European Studies program of the Woodrow Wilson International Center for Scholars in Washington, D.C.

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Nance Lucas (Ph.D., University of Maryland) is the director of the James MacGregor Burns Academy of Leadership and holds an affiliate assistant professorship in the Department of Industrial and Organizational Psychology, College of Behavioral and Social Sciences. Her research and scholarship interests focus on moral and ethical leadership and the cultural influences on leadership and values. She is the co-author of *Exploring Leadership: For College Students Who Want to Make a Difference*.

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Dennis C. Pirages (Ph.D., Stanford University) is professor in the Department of Government and Politics, College of Behavioral and Social Sciences. His expertise lies in the areas of international relations, technology and public policy, international political economy and environmental studies. His research interests include development of an ecological theory of international relations, technology and the future of international politics, the social impact and management of new technologies and cross-national comparisons of societal performance.



Harriet Presser (Ph.D., University of California-Berkeley) is Distinguished University Professor in the Department of Sociology, College of Behavioral and Social Sciences. She is also Distinguished Faculty Research Fellow of the Center on Population, Gender and Inequality. Her research interests include social demography, fertility, the interrelationship between gender and work, and family.

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Henry P. Sims, Jr. (Ph.D., Michigan State University) is professor of organizational behavior, Robert H. Smith School of Business. His research and consulting address how executive leadership can influence employee behavior, performance and satisfaction; management and organizational psychology; and self-managing teams.

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Susan Taylor (Ph.D., Industrial/Organizational Psychology, Purdue University) is a professor in the Robert H. Smith School of Business, past chair of the Academy of Management's Human Resources Division and a fellow of both the American Psychological Society and the Society of Industrial/Organizational Psychology. She is well known for her research on career mobility, staffing and performance management. Her current work examines the changing social contract between firms and their employees, the intersection of strategic human resource management and organizational justice, and the impact of the e-economy on organizational careers.

Shibley Telhami (Ph.D., Political Science, University of California-Berkeley) holds the Anwar Sadat Chair for Peace and Development in the College of



Behavioral and Social Sciences and is a non-resident senior fellow at the Brookings Institution. For the Council on Foreign Relations, he wrote reports on Persian Gulf security and on the Arab-Israeli peace process. Telhami serves on the American delegation of the Trilateral American/Israeli/Palestinian Anti-Incitement Committee mandated by the Wye River Agreement. He also has a weekly radio commentary that broadcasts throughout the Middle East and appears regularly on television and radio in the U.S.

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Ernest J. Wilson III (Ph.D., University of California-Berkeley) has wide experience in both international affairs and information/communications issues. He has served in senior positions in the White House, the U.S. Information Agency, the private sector and in the academy. Wilson is associate professor of government and politics and Afro-American studies in the College of Behavioral and Social Sciences. Wilson's scholarship focuses on international

political economy and public policy and the global information revolution. He is working on a book on the digital divide.

Harris Wofford (J.D., Howard University and Yale Law Schools) Before coming to the university, Wofford was head of the Corporation for National and Community Service. He has dedicated much of his career to making citizen service a common expectation and experience for all Americans. He has served as a U.S. Senator, Pennsylvania's Secretary of Labor and Industry and helped to launch the Peace Corps under the Kennedy Administration. Wofford played a key role in the civil rights movement with Dr. Martin Luther King. Under President Eisenhower, he was counsel to the Rev. Theodore Hesburgh of Notre Dame on the first U.S. Commission on Civil Rights. Wofford has been both a law professor and president of two colleges, the State University of New York at Old Westbury and Bryn Mawr College. He has also practiced law and authored several books, including *Of Kennedys and Kings*.

Research Scholar Associates

Ivo H. Daalder (Ph.D., Massachusetts Institute of Technology) is a senior fellow, Foreign Policy Studies, at the Brookings Institution. His research interests include arms control, crisis management, European security, European Union, foreign policy process, former Yugoslavia, military policy, national security, NATO, nuclear forces and weapons, regional conflicts, U.S. foreign policy and Western Europe.

Daniel Fallon (Ph.D., Experimental Psychology, University of Virginia) is chair of the Education Division of the Carnegie Corporation of New York. Prior to going to Carnegie, Fallon enjoyed a 27-year career in academic administration and teaching at several major universities. Fallon has written extensively on higher education issues both in Germany and the United States.

James R. Lilley (M.A., International Relations, George Washington University) is the former director of the Institute for Global Chinese Affairs at the University of Maryland. Ambassador Lilley's distinguished career

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Practitioner Associates

Paul Brophy is a principal in Brophy and Riley LLC, a Maryland-based consulting practice specializing in housing and community development. Brophy has been involved with housing and neighborhood improvement as a practitioner, an author and a professor. He was formerly president and vice chair of The Enterprise Foundation.

Eloise Foster is the secretary of the Maryland Department of Budget and Management. Foster has been a public servant for more than 20 years, and is a respected leader on state fiscal and budget matters.

Lynda Fox is secretary of the Maryland Department of Human Resources (DHR). She began her career in county government with the National

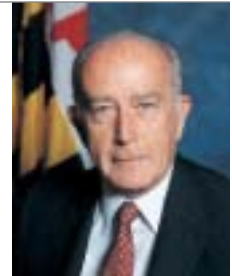
Association of Counties and prior to her current appointment held various positions in Maryland at the county and state level.

Ronald Frank is the president of Southern Management Corporation and is a member of a number of business associations including the Institute of Real Estate Management, the Apartment and Office Building Association and the Building Owners and Management Association.

Mark Friedman speaks and writes on financing human service reform, strategic planning and results-based decision making and accountability, and systems reform. He is a former senior associate at the Center for the Study of Social Policy and had a 20-year career with the Maryland Department of Human Resources.

John Griffin, the former secretary of Maryland's Department of Natural Resources, is currently general manager of the Washington Suburban Sanitary Commission. Griffin has served as chair of the Governor's Chesapeake Bay Cabinet.





William Donald Schaefer

Lisa Hall is currently a director in Multifamily Investments and Lending at Fannie Mae. She is responsible for risk management of Fannie Mae's debt and equity portfolio for multifamily affordable housing. Prior to joining Fannie Mae, Hall worked for The Enterprise Foundation, a nonprofit organization which provides financing and technical assistance to nonprofit housing developers. In her capacity as the director of local initiatives for Enterprise Social Investment Corporation, Hall was responsible for structuring and closing investments in low-income housing tax credit projects.

David Hillman is the CEO of Southern Management Corporation. Hillman has served as a director/officer on the boards of financial institutions and has often given testimony before legislative bodies including the U.S. Congress, and Virginia and Maryland legislatures.

Cindy Irving is a consultant specializing in housing and community development. Previously she was director of development for the Arlington Partnership for Affordable Housing (APAH) and was employed in a series of management positions with The Enterprise Foundation.

Dana Jones is the executive director of Southern Maryland Tri-County Community Action Committee Inc. Previously Jones held several positions with Shore Up! Inc. working with human resources, finance, early childhood and elderly program operations.

Russ Linden is a management consultant who specializes in re-engineering and other organizational change methods. Since 1980, he has helped government, nonprofit and private-sector organizations develop leadership, foster innovation and improve organizational performance.

Mary Reilly is currently a principal in Brophy & Reilly LLC, a consulting firm specializing in housing and community development, and senior advisor to Muni Mae (a real estate investment company). Virtually all of her career has been in the housing field in the public, private and nonprofit sectors. From 1996 to 1998, she was a senior vice president at Muni Mae where she headed the Lending and Acquisitions Group. From 1994 to 1996, Reilly was a senior fellow at the University of Maryland. She currently serves on the board of directors of the Enterprise Social Investment Corporation.

Catherine Riley is chair of the Maryland Public Service Commission. Prior to this appointment, she served for eight years in the Maryland General Assembly's House of Delegates and eight years in its Senate, where she chaired the Senate Finance Committee and served on the Senate Budget and Taxation Committee.

William Donald Schaefer is the comptroller and former governor of the state of Maryland. He has served Maryland for 47 consecutive years in elective office, first as city council member and mayor of Baltimore and then for two terms as governor.



Research Centers



William Galston, director of the Institute for Philosophy and Public Policy

Institute for Philosophy and Public Policy (IPPP)

William Galston, Director

The Institute for Philosophy and Public Policy (IPPP) was established in 1976 to research the values and concepts that underlie public policy. The IPPP joined MSPA in 1987. Typically, public policy research is empirical: it assesses costs, describes constituencies and gathers data in order to make predictions. Although IPPP frames its research questions by carefully examining empirical data, its own work is primarily conceptual and normative. The institute investigates the structure of arguments and the nature of values relevant to the formation, justification and criticism of public policy. Through its publications and teaching materials, IPPP seeks to clarify and con-

tribute to public discussion.

Much of the institute's research is conducted by interdisciplinary working groups of philosophers, social scientists, historians and policy analysts. IPPP members have organized conferences, commissions and collaborative book projects with the support of private foundations such as the Pew Charitable Trusts, the Bradley Foundation, the Smith Richardson Foundation and the Sloan Foundation. They also collaborate on research funded by federal agencies and programs, including the National Science Foundation, the National Endowment for the Humanities and the Human Genome Project.

In recent years, the institute has devoted considerable attention to civil society—the realm of voluntary associations conceptually distinct from the market and the state—and its role in fostering the norms, habits and attitudes that support democracy. The institute also continues to pursue philosophical issues ranging from cloning and genetic counseling to multicultural education. It has explored the themes of racial identity and discrimination in projects on affirmative action, police discretion and the racial classification scheme of the U.S. Census, and devotes considerable time to issues of human rights, development ethics and international justice. Its publications on the ethics of consumption, global stewardship, civil society and civic renewal reach a broad audience. IPPP

also publishes a quarterly newsletter that makes its research available to public officials, academics, journalists and others.

Fellows & Research Scholars

MARK SAGOFF

Senior Research Scholar

Mark Sagoff (Ph.D., Philosophy, University of Rochester) is a Pew Scholar in Conservation and the Environment, a fellow of the American Association for the Advancement of Science, a fellow of the Hastings Center, and was a fellow at the Woodrow Wilson Center. Sagoff has published widely in journals of philosophy, law, economics and public policy, including *Amicus Journal*, *Atlantic Monthly*, *EPA Journal*, *Nature Conservancy*, and *Orion*. His book, *The Economy of the Earth: Philosophy, Law, and the Environment* was published in 1988. He has also taught at Princeton University, the University of Wisconsin at Madison and Cornell University. Sagoff has received major grants from several foundations, including the National Science Foundation, the National Endowment for the Humanities and the Pew Charitable Trusts.

DAVID A. CROCKER

Senior Research Scholar

(see Faculty)

ROBERT K. FULLINWIDER
Senior Research Scholar

Robert Fullinwider (Ph.D. in Philosophy, Purdue University) came to the University of Maryland in 1979 after teaching at SUNY-Albany, Mary Washington College and Virginia Tech. Over the years he has directed research projects on topics as varied as military conscription, affirmative action and multicultural education. His present undertakings include developing research proposals on the civic effects of sports and finishing a book on multicultural education. He has been a visiting fellow in the Kennedy School at Harvard and a visiting scholar in the Department of Philosophy at the University of Melbourne. He is the author of *The Reverse Discrimination Controversy* (1980) and the editor, most recently, of *Public Education in a Multicultural Society* (1996) and *Civil Society, Democracy, and Civic Renewal* (1999). His interests—reflected in journal articles and book chapters on war, terrorism, moral education, professional codes, multiculturalism, ethical theory, racial discrimination and international justice—range widely over public concerns and political affairs. His writings have been frequently anthologized and translated into several languages.

WILLIAM GALSTON
Director

(see Faculty)

VERNA V. GEHRING
Research Scholar

Verna Gehring (Ph.D., Philosophy, Columbia University) is editor of *Philosophy & Public Policy Quarterly*, the journal of the Institute for Philosophy and Public Policy. She also teaches the School of Public Affairs' course on the

moral and ethical dimensions of public policy. She is reviewer of manuscripts for Oxford University Press, and serves as moderator for the Aspen Institute. Gehring is author of several articles, including "The American State Lottery: Sale or Swindle?" and "The Nuclear Taboo," and is she is co-author (with William A. Galston) of the anthology, *Philosophical Dimensions of Public Policy*.

PETER LEVINE
Research Scholar

Peter Levine (Ph.D., Philosophy, Oxford University) is a research scholar at the Institute for Philosophy and Public Policy and deputy director of CIRCLE, the Center for Information and Research on Civic Learning and Engagement (www.civicyouth.org). He is also an associate at the Charles Kettering Foundation. Before coming to the institute, Levine was a research associate at Common Cause. He is the author of *Nietzsche and the Modern Crisis of the Humanities* (SUNY Press, 1995); *Something to Hide*, a novel about politics (St. Martin's Press, 1996); *Living Without Philosophy: On Narrative, Rhetoric, and Morality* (SUNY Press, 1998); and *The New Progressive Era: Toward a Fair and Deliberative Democracy* (Rowman &

Littlefield, 2000). Levine regularly teaches the Proseminar in Politics, Philosophy & Public Policy. In Prince George's County, Md., he is now working with high school students to create an "Information Commons." This is an association devoted to building a state-of-the-art Web site with asset maps, news articles and other positive representations of the community.

JUDITH LICHTENBERG
Research Scholar

Judith Lichtenberg (Ph.D., City University of New York–University Center) is associate professor of philosophy in the College of Arts and Humanities, a research scholar in the Institute for Philosophy and Public Policy, and director of the Committee on Politics, Philosophy, and Public Policy (CP4). She has held visiting appointments at Dartmouth College, Harvard University, Yale University and the University of Melbourne. She has written widely on ethics and political philosophy. In addition to media ethics, her current research interests are in the areas of education, race and ethnicity, and international ethics.

the Center for Information and Research on Civic Learning and Engagement

The Center for Information and Research on Civic Learning and Engagement (CIRCLE) is a new University of Maryland enterprise funded by the Pew Charitable Trusts and directed by William Galston, a professor at MSPA. CIRCLE explores the causes of civic disengagement among young people between the ages of 15 and 25, as well as factors and initiatives that encourage their civic engagement. It serves as a key source for rigorous, impartial information and research for scholars, practitioners and policymakers.



XIAORONG LI

Research Scholar

Xiaorong Li (Ph.D., Philosophy, Stanford University) is a research scholar in the Institute for Philosophy and Public Policy and editor of *Humanity and Human Rights*, an online journal in Chinese. She has been a recipient of fellowships and research grants from the Stanford Humanities Center, the National Endowment for Humanity, the U.S. Institute of Peace and the MacArthur Foundation. She was a visiting member of the Institute for Advanced Study at Princeton in 1999–2000. She has written on a wide range of subjects including human rights, international justice, reproductive rights, women's rights, development and multiculturalism. Her current research interests are in the areas of human rights, ethics of culture, race and ethnicity, with a regional interest in corruption, the death penalty, education and rural-urban discrimination in China.

JEROME SEGAL

Research Scholar

Jerome M. Segal (M.A., Public Affairs, University of Minnesota; Ph.D., Philosophy, University of Michigan) is a leading expert on Israeli-Palestinian relations and was one of the first American Jews to meet with the leadership of the PLO. He is the author of *Creating the Palestinian State: A Strategy for Peace, and Agency and Alienation*. His numerous articles on the Israeli-Palestinian conflict have appeared in the *Los Angeles Times*, the *New York Times*, the *Washington Post* and other national publications. Segal also

works with the Center for International and Security Studies at Maryland, where he is director of the Jerusalem Project, which has tested the attitudes of Israeli Jews and Palestinians about Jerusalem in order to identify options for resolving the city's final status. His CISSM monographs on that subject, *The Status of Jerusalem in the Eyes of Israeli Jews*, *The Status of Jerusalem in the Eyes of Palestinians*, and *Is Jerusalem Negotiable?* have recently been revised and published as *Negotiating Jerusalem* (SUNY Press, 2000) with co-authors Elihu Katz, Shlomit Levy, and Nader Said. His newest book, *Graceful Simplicity: Toward a Philosophy and Politics of Simple Living* (1999) has received national acclaim.

ROBERT WACHBROIT

Research Scholar

Robert Wachbroit (Ph.D., Philosophy, University of California-Berkeley) joined the institute in 1986 after teaching several years in the philosophy department at the University of Pennsylvania. From 1987 to 1991 he held a joint appointment with the Institute for Philosophy and Public Policy and the Maryland Biotechnology Institute's Center for Public Issues in Biotechnology. Currently he is also an adjunct associate professor of OB/GYN in the university's School of Medicine. Wachbroit has written numerous articles in the areas of science and technology policy, philosophy of science and medical ethics, including articles on the principles of disease classification, the challenges of genetic testing and diagnosis, the problems inherent in risk characterization and risk communication, the changing relationships between experts and the public, and the impact of the Internet on civil society.

DAVID WASSERMAN

Research Scholar

David Wasserman (J.D., University of Michigan) joined the institute in 1989 after several years of legal practice, research and teaching. He has written on criminal law and procedure; discrimination, affirmative action and racial classification; the preservation of places and cultures; and issues in procedural and distributive justice. His current research focuses on disability, reproductive and genetic technologies, and other topics at the interface of bioethics and social policy. In addition to many articles and book chapters, he has published *A Sword for the Convicted: Representing Indigent Defendants on Appeal* (Greenwood, 1990). He has co-authored *Disability, Difference, Discrimination* with Anita Silvers and Mary Mahowald (Rowman and Littlefield, 1998), and co-edited *Genetics and Criminal Behavior: Methods, Meanings, and Morals* with Robert Wachbroit (Cambridge, 2001).

The Center for International and Security Studies at Maryland (CISSM)

John Steinbruner, Director

The Center for International and Security Studies at Maryland (CISSM) pursues policy-oriented scholarship on major issues facing the United States in the global arena. Established in 1987, CISSM seeks to enliven and broaden the campus debate on international issues by involving faculty, students, and visiting scholars from a wide range of disciplines, and by sponsoring lectures and the CISSM Forum. CISSM also reaches beyond the university to the policy world, working through its research, conferences and publications to

improve communications between scholars and practitioners.

Since the center's founding, its research agenda has encompassed a range of issues, including the use of traditional security instruments—such as arms control, peacekeeping and the use of force—in the post-Cold War context; the nexus between international economics and security; cooperation and conflict between the United States and its allies; and the process of foreign policymaking, including the role of particular institutions and the impact of public attitudes. Over the years, CISSM has sponsored such research projects as the Nuclear History Program; Economics and National Security; the Project on Rethinking Arms Control; the Maryland-Tsukuba Project on U.S.-Japan Relations; and the Project on Foreign Policy and

the Public. Current projects include the National Security Council and U.S. Foreign Policymaking; the National Intelligence Council Project on the Evolution of the Nation-State; the Jerusalem Project; and the Project on a New U.S.-European Dialogue. CISSM provides an academic base for the Program on International Policy Attitudes (PIPA), which is a joint program of CISSM and the Center on Policy Attitudes (COPA). PIPA undertakes research on American attitudes toward a variety of international and foreign policy issues. Recent reports have examined public attitudes on U.S.-European relations, Bosnia and Kosovo, UN dues, peacekeeping, and foreign assistance.

In addition to research programs, CISSM runs substantive training and educational programs for other institutions, including government agencies. At the weekly CISSM Forum, the center sponsors a discussion among faculty, students and researchers on current international issues such as economic development, arms control and disarmament, national missile defense, and conflict management in Africa. The center also hosts visiting researchers from the United States and around the world. Past fellows have studied nonproliferation, ethnic conflict, congressional-executive relations in the foreign policy arena, U.S. security policy toward Asia, Korean unification, NATO enlargement and many other topics.

JOHN STEINBRUNER

Director

(see Faculty)

NANCY GALLAGHER

Associate Director for Research

Nancy Gallagher (Ph.D., Political Science, University of Illinois) is the associate director for research at CISSM. Her research has examined how interests, ideas, scientific debates and domestic politics have combined to shape the negotiation and ratification of arms control agreements. In her current position, she co-directs the Advanced Methods of Cooperative Security Program, an interdisciplinary effort to address the security implications of globalization by developing more refined rules of behavior and more comprehensive transparency arrangements. Gallagher has held positions as the executive director of the Comprehensive Test Ban Treaty Task Force and worked closely with the Special Advisor to the President and Secretary of State on recommendations to build bipartisan support for U.S. ratification; as an arms control specialist in the State Department and a Foster fellow in the Arms Control and Disarmament Agency and as a member of the government department at Wesleyan University. She is the author of *The Politics of Verification* (Johns Hopkins University Press, 1999) and the editor of *Arms Control: New Approaches to Theory and Policy* (Frank Cass, 1998).

WILLIAM J. LAHNEMAN

Program Coordinator

William Lahneman is program coordinator for the National Intelligence Council (NIC) Project at CISSM. The NIC Project serves as a portal between the National Intelligence Council and academia. The project's goal is to make the U.S. intelligence community aware of the leading academic research on future security threats to the United States, with



Time Capsule

In a March 1990 ceremony, 150 organizations and individuals representing Maryland and beyond contributed a product, a prediction or both for placement in a stainless steel time capsule. Among the artifacts were stock certificates and magazines. The capsule rests under the state seal, shown below, in the entrance courtyard to Van Munching Hall, home of the Maryland School of Public Affairs and the Robert H. Smith School of Business.

the aim of enhancing U.S. intelligence gathering and analysis. Lahneman has held academic positions at the U.S. Naval Academy and at Towson University. He has consulted on energy and environmental security issues for the World Bank, the U.S. government and multinational corporations.

A former career naval officer and nuclear engineer, Commander Lahneman, U.S. Navy (Ret.), served in a number of combatant ships in both the Pacific and Atlantic fleets. Lahneman holds a Ph.D. in international relations (Johns Hopkins University's School of Advanced International Studies), an M.A. from the Naval Postgraduate School, and a B.S. with Distinction from the U.S. Naval Academy.

Fellows and Research Scholars

AVNER COHEN

Senior Research Fellow

Cohen is a senior research fellow at CISSM and an independent consultant on nuclear proliferation and the Middle East. Previously, he has been a senior fellow at the National Security Archives and the U.S. Institute of Peace, working on issues related to weapons of mass destruction in the Middle East. He was also co-director of the Project on Nuclear Arms Control in the Middle East at MIT, and a research fellow at Harvard University's Kennedy School of Government, where he developed the notion of "opaque" nuclear proliferation. His most recent book, *Israel and the Bomb* (1998), is a study of the political history of the Israeli nuclear program. Cohen has published articles in many academic journals such as *Ethics, Survival, Security Studies, The Bulletin of the Atomic Scientists, The Washington Quarterly, the Middle East*

Journal and Israel Studies, and op-eds in many U.S. and Israeli newspapers.

I.M. DESTLER

Senior Fellow

(see Faculty)

STEVE FETTER

Senior Fellow

(see Faculty)

ELISA HARRIS

Senior Research Scholar

Elisa D. Harris (M.Phil., International Relations, Oxford University) is a research fellow at CISSM. Before coming to the university, she was director for nonproliferation and export controls on the National Security Council staff, where she had primary responsibility for coordinating U.S. policy on chemical, biological and missile proliferation issues. Harris has held a number of research positions, including in the foreign policy studies program at the Brookings Institution, the Royal United Services Institute for Defence Studies in London and the Center for Science and International Affairs at Harvard University. She is a former SSRC-MacArthur Foundation Fellow in International Peace and Security Studies and staff consultant to the Committee on Foreign Affairs, U.S. House of Representatives. Harris is the author of numerous publications on chemical and biological weapons issues and has testified on such issues before the U.S. Congress.

BEN KREMENAK

Distinguished International Executive

Ben Kremenak has been a distinguished international executive at the university since 1991. He has extensive experience in development and refugee relief, having worked for the International Rescue Committee in Vietnam and the Asia Foundation in Bangladesh and Korea. At CISSM, he has continued to explore his interest in northeast Asia, focusing on the interplay among the burgeoning economies of the region, rising democratic expectations and nationalistic sentiments. He is the author of the CISSM paper, "Korea's Road to Unification" (1997).

STEVEN KULL

Research Scholar

Director of the Program on International Policy Attitudes, Steve Kull is a leading scholar on public opinion toward U.S. international engagement after the Cold War. His in-depth polling results have been prominently reported and influential in the national debate. He was also co-director (with Mac Destler) of CISSM's Project on Foreign Policy and the Public and (also with Destler) co-author of *Misreading the Public: The Myth of a New Isolationism* (1999). Kull is a political psychologist whose other books include *Minds at War: Nuclear Reality and the Inner Conflicts of Defense Policy Makers*.

MILTON LEITENBERG

Senior Research Scholar

Milton Leitenberg, trained as a scientist, moved into the field of arms control in 1966. In 1968, Leitenberg was the first American to work at the Stockholm International Peace Research Institute (SIPRI). He also worked with the

Swedish Institute of International Affairs and the Center for International Studies' Peace Studies Program at Cornell University. His research is widely published. He has authored two major studies at CISSM, *Biological Weapons Arms Control* (1996) and *Participation of Japanese Military Forces in UN Peacekeeping Operations* (1996). He is currently writing a book on armed humanitarian intervention in wars and conflicts and is also involved in a study of the Soviet and Russian biological weapons program.

CLAY RAMSAY

Senior Research Fellow

Ramsay is the director of research at the Program on International Policy Attitudes. His work has focused primarily on the study of ideology and mass psychology. He received his Ph.D. in history from Stanford University and has taught at Oberlin College. Ramsay is also the author of *The Ideology of the Great Fear* (1992) and, more recently "Challenging U.S. Policymakers' Image of an Isolationist Public" (with Steven Kull, *International Studies Perspective*, 2000).

JEROME SEGAL

Senior Research Scholar

(see Institute for Philosophy and Public Policy)

STANSFIELD TURNER

(see Faculty)

JAY WINIK

Senior Fellow

Jay Winik (Ph.D., Political Science, Yale University) has held several defense and national security staff positions in the U.S. Congress and the executive branch. He was a member of the staff of the Senate Foreign Relations and House Armed Services committees, and a senior adviser to congressman and former chairman Les Aspin. Winik's nationally acclaimed book on the end of the Cold War, *On the Brink*, was nominated for the Pulitzer Prize and the National Book Award, and is the basis of a PBS documentary of the same name. His latest book, *April 1865*, is on the U.S. Civil War. His numerous writings have appeared in the *New York Times*, *Wall Street Journal*, *Washington Post* and other major publications, and he is a frequent commentator on public policy issues for television and radio talk shows.

MONICA WOLFORD

CISSM Fellow

Wolford is a senior research fellow with the Program in International Policy Attitudes, where she is the lead statistical analyst. Wolford has worked on survey

research for more than 10 years. Her articles have appeared in *American Statistical Association Proceedings* and *National Political Science Review*.

The Center for Public Policy and Private Enterprise (C3PE)

Jacques S. Gansler, Director and Roger C. Lipitz

Chair in Public Policy and Private Enterprise

Kimberly Ross, Executive Director

The Center for Public Policy and Private Enterprise (C3PE) was created to help "reinvent" the relationships between business, government and the nonprofit sector in the United States and within the state of Maryland through research, teaching and education of government and business leaders. The center explores the changing relationship between the public and private sectors and works to improve the capacity of both sectors to promote the public interest in this changing environment. C3PE's primary goal is to provide a research and teaching venue in which MSPA can keep pace with rapid changes occurring within the public policy field related to business and government. The center develops courses, case studies and teaching materials in business concepts, finance and management practices for current and future

Aerial shot of the University of Maryland, College Park campus



public policy professionals.

The center's activities include symposia, lectures and conferences focusing on key policy issues involving business and government interaction; and executive training for senior government managers or select groups of government, business and nonprofit executives. The center also serves as an integral part of the MSPA curriculum, offering classes in public policy and private enterprise to increase students' understanding of and ability to function in the new paradigm of public/private cooperation in the context of specific policy fields such as health care, development, defense and technology policy.

KIM ROSS

Executive Director

Kim Ross (M.P.P., School of Public Affairs, University of Maryland) became Executive Director of the Center for Public Policy and Private Enterprise after serving in a variety of roles with the White House Domestic Policy Office, the White House Office of Intergovernmental Affairs, and the U.S. Department of Education (Office of Intergovernmental and Interagency Affairs and the Division of Community Services and Partnerships). As Director of the Information Resource Center at the U.S.

Department of Education, Ms. Ross played a key role in the After School Alliance, the Partnership for Family Involvement in Education, the America Reads Challenge and other public-private partnerships. Prior to moving to the nation's capital, Ms. Ross focused on her environmental interests through research and writing for Oregon's Department of Land Conservation and Development, teaching natural resources in Oregon's Outdoor School, and providing ecological and geographical information in Yellowstone National Park.

JACQUES S. GANSLER

Director

(see Faculty)

R. SCOTT FOSLER

Visiting Professor and Senior Fellow

Scott Fosler (M.P.A., Woodrow Wilson School of Public and International Affairs, Princeton University), a leader in innovations in governance, is a visiting professor and the first Roger C. Lipitz Senior Fellow in the Center for Public Policy and Private Enterprise. Before joining MSPA, Fosler served as president of the National Academy of Public Administration (NAPA), a nonpartisan organization chartered by Congress to

help improve the American system of governance. With expertise in fostering public/private partnerships, Fosler has held several positions in the public and private sectors and in academia, including vice president and director of government studies for the Committee for Economic Development (CED), and senior staff positions with the Institute of Public Administration of New York, and the U.S. National Commission on Productivity. Fosler was also elected to two terms on the County Council of Montgomery County. He currently chairs the board of directors of the National Civic League. Among his publications, he co-edited *The Challenge to New Governance in the Twenty-First Century: Achieving Effective Central-Local Relations and Public-Private Partnership in American Cities*.

JUDY SORUM BROWN

Senior Fellow

Judy Sorum Brown (Ph.D., Michigan State University) began her service to the University of Maryland in the early '80s as assistant dean and director of executive programs in the R. H. Smith School of Business. Her expertise is in leadership and the nature of change, and its impact on individuals and organizations. As senior fellow and vice president of The Aspen Institute, Brown led seminars for CEOs, upper level management and government leaders. Brown was a White House Fellow and served as special assistant to the Secretary of Labor. She has published several articles on leadership and change and is author of *The Choice* (Conari, 1995), a book about the emotional experience of loss through assisted-suicide.

APSIA

The School of Public Affairs became the headquarters of the Association of Professional Schools of International Affairs (APSIA) in January 2002, when Dean Susan Schwab assumed the presidency of the association. APSIA is a nonprofit association of 28 leading graduate schools of international affairs in the United States and abroad, as well as a number of affiliate institutions, that offer professionally oriented graduate education in the fields related to international affairs.



Campus Partners

The James MacGregor Burns Academy of Leadership, located in the College of Behavioral and Social Sciences, fosters principled leadership through scholarship, education and training, with special attention to advancing the leadership of groups historically underrepresented in public life. Based on the belief that there is leadership capability in every person, the academy studies, trains and teaches leaders from different places and of all ages to cross boundaries between theory and practice, business and government, and majority and minority groups, as well as among cultures and nations. The academy is committed to preparing leaders capable of creating and sustaining civil societies and leaders who will solve some of society's most pressing problems.

The Center on Aging is a universitywide, interdisciplinary center designed to foster basic, applied and policy research, education and public service in the areas of health promotion, disease prevention and human aging. It utilizes a multidisciplinary team approach to improve the quality of life and health status of America's elderly population. Among the myriad issues the center addresses are the costs and liabilities of private insurance coverage for long-term care, the problems of older women, the needs of elderly with lifelong disabilities, the accessibility, quality and efficiency of services to the elderly, and the needs of families providing care to elderly members.

The Center for American Politics and Citizenship (CAPC) provides citizens and policy makers with research on critical issues related to the nation's political institutions, processes, and policies. CAPC is a bipartisan, nonprofit research institution within the Department of Government and Politics of the College of Behavioral and Social Sciences. The center works to advance understanding of the interplay between government, citizens, and politics utilizing research, education, publications, and outreach to magnify and enhance the contribution of the academic community, and specifically the University of Maryland, to the conduct of American politics. CAPC's core concept, which was popularized by the Progressive Movement, is that academic research should be of service to the state and the general public.



The Center for Institutional Reform and the Informal Sector (IRIS) is an internationally recognized source of research and advisory expertise for addressing economic growth and governance issues in transition and developing countries. It is based in the Department of Economics of the College of Behavioral and Social Studies. It has published research in more than 300 working papers and country reports and 15 books, has carried out over 190 advisory projects in more than 70 countries, and has disseminated ideas via more than 300 conferences and workshops on a myriad of topics, ranging from anti-corruption reform to capital markets development. IRIS maintains project offices around the world, including the former Soviet Union, Eastern Europe, the Balkans, Africa and Asia.

The Center for International Development and Conflict Management (CIDCM) is dedicated to a civil society built on a foundation of sustainable peace, social justice, equitable human development and ethics. CIDCM members focus on all aspects of the conflict process and conduct a uniquely comprehensive program of research, policy analysis, citizen's diplomacy and education on behalf of peoples in protracted communal civil conflicts. Special areas of expertise include ethnic conflict and minorities; state failure and global events data analysis; human rights, repression and religious tolerance; and the relationship between information technology, social equity and development.

CIDCM is a research unit of the Department of Government and Politics in the College of Behavioral and Social Sciences.

The Center on Population, Gender, and Social Inequality is located in the Department of Sociology in the College of Behavioral and Social Sciences. It is unique among population training centers in its focus on issues of gender. The center supports interdisciplinary research that expands our knowledge of the determinants and consequences of demographic structure and change with a special focus on the interrelationships among population, gender, and social inequality. The focus of research and expertise of faculty is both on the United States and on developing regions of the world, particularly Asia. The center also provides graduate education (at both the M.A. and Ph.D. levels).

The Civil Society/Community Building Initiative at the University of Maryland is a joint project with the College of Behavioral and Social Sciences. Concerned with the revitalization of democracy in the new era of globalization, the initiative's work is focused on improving the economic and social health of local communities. The initiative's initial undertakings include a speakers series of eminent scholars and thinkers concerned with civil society issues, a working papers publication program and a research Web site (NonProfit Pathfinder) developed in partnership with the Independent Sector. Future activities include a series of research projects, national conferences and the establishment of a research and training institute.

The Democracy Collaborative, a major initiative that has emerged from the Civil

Society Initiative brings together an international consortium of more than 20 of the world's leading academic centers and citizen engagement organizations. It is hosted and sponsored by the University of Maryland. Through programs of theoretical and practical research, teaching, training and community action, the collaborative works to strengthen democracy and civil society locally, nationally and globally.

The Demography of Inequality Project expands on the work being done at the University of Maryland's Center on Population, Gender and Social Inequality. This multidisciplinary project is a partnership between the departments of sociology and economics, the Maryland School of Public Affairs and the universitywide Consortium on Race, Gender, and Ethnicity. Collaboration across these units is designed to advance research on demographic issues and to affect public policy on a national scale. Among the project's areas of interest are gender segregation and discrimination in employment, the timing and spacing of fertility including teenage childbearing, and childcare and women's employment.

Education Policy and Leadership Studies in the College of Education

■ The Center for Education Policy and Leadership (CEPAL) focuses on critical issues in education policy and leadership through research projects, colloquia, poli-

cy briefs and occasional papers. This center currently has four funded research projects: Project on Learning Communities, Project on Reconstitution Schools, The 21st Century Schools Study and the National Partnership for Excellence and Accountability in Teaching (NPEAT).

■ The International Center for the Study of Education Policy and Human Values focuses on the study of intercultural issues in education policy, planning, and practice through research, publications, evaluation studies and intercultural programs, mainly between Japan and the United States.

The Environmental Science and Policy Program is a broadly interdisciplinary undergraduate major, drawing courses and faculty from 20 departments and four colleges (Agriculture and Natural Resources; Behavioral and Social Sciences; Computer, Mathematical, and Physical Sciences; and Life Sciences). There are 13 areas of concentration within the major, most of which are also cross-disciplinary: agroecology; biodiversity and conservation biology; earth surface processes; environmental economics; environmental management; environmental mapping and data management; environmental plant protection; environmental politics and policy; land use; landscape ecology; society and environmental issues; soil, water, and land resources; and wildlife resources and conservation.



The Joint Global Change Research Institute, initiated in early 2001, brings together the intersecting interests of Pacific Northwest National Laboratory and the University of Maryland. The Joint Global Change Research Institute houses an interdisciplinary team dedicated to understanding the problems of global climate change and their potential solutions. Joint Institute staff bring decades of experience and expertise to bear in science, technology, economics, and policy and they are focused on developing new opportunities to train university students in these interdisciplinary areas. One of the strengths of the Joint Institute is a network of domestic and international collaborators that encourages the development of global and equitable solutions to the climate change problem.

The Joint Program on Survey Methodology (JPSM) blends together faculty with diverse disciplinary backgrounds, all devoted to teaching state-of-the-art practices in the statistical and methodological

aspects of surveys. The program's faculty come primarily from the University of Maryland, University of Michigan, and Westat Inc., supplemented by instructors from the National Opinion Research Center and a number of federal statistical agencies. Drawing on theories and practices in probability and statistics, psychology, sociology, computer science and economics, the mission of JPSM is to offer graduate degrees and other educational programs to increase the expertise of the technical staff in federal statistical agencies as well as to enrich the technical stock of the entire field.

The Marine-Estuarine-Environmental Sciences (MEES) Program is an interdisciplinary environmental sciences program comprised of faculty members from several units within the University System of Maryland (USM). The interests of faculty and students within the MEES Program have led to six formally defined areas of specialization (AOSs) from which a student may choose. The AOSs are: ecology, environmental chemistry, environmental

molecular biology and biotechnology, environmental science, fisheries science and oceanography.

The Sustainable Development and Conservation Biology (CONS) Program emphasizes an interdisciplinary and experiential approach to the problems of biological conservation in relation to economic development necessary to meet human needs. The program's objectives are to provide broad, multidisciplinary training in the core areas of biological conservation, resource economics and policy analysis, and explicitly link sound conservation of natural resources with sustainable development to meet human needs. The program fosters the maturation of new research initiatives in the area of conservation and sustainable development by involving diverse faculty in the supervision of integrated, multidisciplinary training.

the National Center for Smart Growth Research and Education

The National Center for Smart Growth Research and Education is a cooperative venture between the University of Maryland School of Public Affairs, School of Architecture, the College of Agriculture and Natural Resources and the A. James Clark School of Engineering. The state of Maryland is a national leader in the "smart growth" arena, and the Center aggressively tackles the broad range of growth, preservation, and development issues necessary to move beyond the rhetoric of "sprawl" vs. "smart growth" to develop research useful to decision makers at the national, state

and local levels. The Center is co-directed by Professor Tom Downs, who holds appointments in MSPA and the School of Architecture, and Professor Gerrit Knaap (Ph.D., Economics, University of Oregon). The School of Public Affairs is responsible for many of the Center's education and outreach activities and offers the Maryland Smart Growth Leadership Program for elected officials, policymakers and program managers who seek the critical skills and knowledge necessary to lead and facilitate change in land-use planning and smart growth.



THE OFFICE OF EXECUTIVE

PROGRAMS (OEP) AT THE MARYLAND SCHOOL OF PUBLIC AFFAIRS PARTNERS WITH GOVERNMENT AGENCIES, FIRMS AND COMMUNITIES COMMITTED TO IMPROVING, THROUGH EDUCATION, THE CAPACITY OF MID-CAREER PROFESSIONALS AND LEADERS TO SERVE THE PUBLIC EFFECTIVELY.

Executive Programs

Executive education is central to the Maryland School of Public Affairs' mission of developing leaders who make a difference. The Office of Executive Programs (OEP) draws upon the school's outstanding research knowledge base and its talented faculty in developing and delivering outstanding executive education programming. The wide range of

curriculum offerings highlight OEP's flexibility and versatility in meeting the unique needs of our partners and participants.

OEP creates and delivers innovative programs that address the complex challenges confronting leaders in the public, private and nonprofit sectors. OEP conducts executive education programs for mid-career and senior level professionals with the explicit goal of improving both personal and organizational effectiveness. OEP offers more than 20 specialized programs incorporating cutting-edge ideas and applications in public policy and management education. OEP offers education in many relevant public policy areas including:

- Leadership and Management
- Human Resources Strategy
- Housing and Community Development

- Environmental Policy
- Labor Policy
- Public Sector Financial Management

OEP's programs are intense and interactive learning experiences where participants explore both the latest theories and dynamic real world applications. Programs are designed to generate synergy between case studies, simulations, discussions, group exercises and expert presentations. Many programs also incorporate distance learning components via the World Wide Web.

The programs that OEP offers vary widely in terms of duration and type to suit the diverse needs of busy policy professionals. They run the spectrum from short-term noncredit workshops to programs longer in duration resulting in the awarding of a specialized master's degree. Programs can often be taken for undergraduate or graduate academic credit.

Programs are offered on-campus as well as off-campus at various client sites around the greater Washington, D.C., region. Close interaction with program faculty is fostered and encouraged in all courses. Peer interaction is also an integral part of our executive education learning experiences.

Program Descriptions

HOUSING AND COMMUNITY DEVELOPMENT PROGRAM ■ Housing professionals from all levels of government and the private sector join together in this program to prepare themselves for the changes in the affordable housing industry. To date, the two-week Housing and Community Development (HCD) program has educated more than 2,000 professionals. The challenging curriculum addresses the core skill areas of Housing Finance, Community Development, and Asset Management. The HCD program has been awarded the first HUD Secretary's Award and the Maryland Association of Higher Education award for educational excellence.

NIH SENIOR LEADERSHIP PROGRAM ■ Under a grant from the National Institutes of Health (NIH), OEP offers a nine-day program on leadership and management for teams of senior NIH scientific and administrative staff. The program focuses on skill building in areas of results-based management, organizational change,

building coalitions and personal leadership styles. The senior leadership program is part of the establishment of the NIH Institute of Leadership and Management.

ENVIRONMENTAL COMPLIANCE CONSORTIUM

■ OEP runs the Environmental Compliance Consortium in cooperation with the Environmental Law Institute and the National Academy of Public Administration. The ECC is a collaborative effort among state environmental agencies to develop better ways to measure and manage the environmental and compliance performance of regulated entities. The ECC seeks to test a new approach to collaborative governance that could prove invaluable for improving government effectiveness in a federalist system, and surmount one of the most persistent barriers inhibiting innovation in environmental management, the pervasive reliance on “enforcement beans” as an indicator of environmental program effectiveness. The Pew Charitable Trusts and the Joyce Foundation fund the ECC project.

SMART GROWTH LEADERSHIP PROGRAMS ■

In conjunction with the National Center for Smart Growth Education and Research at the University of Maryland, OEP offers both national and Maryland smart growth leadership programs. These programs are designed to provide critical skills and knowledge to a diverse audience of interests relating to smart growth. The curriculum focuses on the role of community development, understanding environmental systems and management, leadership principles and change agency, and infrastructure planning. It provides critical skills and knowledge to career officials, policy makers and program managers to enable them to lead changes in policy and culture in land use planning and smart growth.

MARYLAND GOVERNMENT EXECUTIVE

INSTITUTE ■ The Government Executive Institute is a leadership program originated in 1986 with the cooperative effort of the Robert H. Smith School of Business and the School of Public Affairs. The program’s goal is to increase the leadership and management effec-

tiveness of the Maryland public executive with a broader framework within which to make decisions. The classes, involvement with experts, and interaction with other executives are all designed to contribute to increased leadership skills, change management and results-driven processes that are highlights of this program breadth. Maryland government executives at state, county and local levels benefit from the program.

PARTNERING WITH THE PRIVATE SECTOR FOR BETTER MILITARY FAMILY HOUSING ■

OEP offers a four-course certificate program for the Department of Defense designed to facilitate its housing privatization initiative. Participants are equipped with the tools necessary to make this \$20 billion endeavor a success. The curriculum focuses on leadership, housing finance, local governance and land use, and asset management. More than 200 employees have participated in this intensive three-week program. The Department of Defense now requires this curriculum for personnel involved in its housing privatization initiatives.

NIH Institute of Leadership and Management

In cooperation with the University of Maryland Office of Continuing and Extended Education, the school’s Office of Executive Programs was awarded a grant from the National Institutes of Health to establish the NIH Institute of Leadership and Management.

Designed for NIH’s mid- to senior-level staff (approximately 3,500), the institute offers customized educational programs that develop expertise in general management, supervision and leadership. The courses will be interactive in nature using traditional academic formats, experiential exercises, small group interactions and case studies.

In addition to content areas specific to NIH, the courses incorporate the U.S. Office of Personnel Management’s Senior Executive Service’s Executive Core Qualifications (ECQs). The ECQs were developed to insure strong leadership with solid management skills to produce optimum results within the federal government. The ECQs focus on leading change, leading people, results driven planning, business acumen, building coalitions and communications.

Phil Lee, MSPA senior fellow, and Janet Germano-Medina of the Office of Continuing and Extended Education are the program directors for this initiative.

MARYLAND DEPARTMENT OF THE ENVIRONMENT ■ OEP offers a professional education certificate program at the Maryland Department of the Environment. Participants take advanced seminars in environmental policy taught at MDE headquarters in Baltimore to increase their understandings of environmental issues and improve their abilities to work in environmental policy arenas. The program is a six-course program of study.

THE CENTRAL INTELLIGENCE AGENCY ■ OEP offers a certificate in public sector financial management for students of the School of Management and Leadership, Information Technology University (an educational arm of the Central Intelligence Agency) The program permits personnel at the CIA and other federal agencies to earn an M.B.A. degree from the University of Baltimore's Merrick School of Business.

THE LABOR POLICY PROGRAM ■ OEP offers a Certificate in Labor Policy for students associated with the George Meany Center for Labor Studies, the AFL-CIO and its affiliate unions. The program provides education in labor policy, labor and employment history, international labor rights, and labor and the environment. The program permits union members and staff to earn a four-course certificate that can then be used to complete an M.B.A., M.P.A. or another degree with an emphasis on labor policy through the National Labor College.

Executive Programs Staff

DIRECTOR ■ **Thomas Kennedy** (M.P.M., University of Maryland) has oversight for the management, development and

implementation of professional educational programs. His background is in affordable housing and community development, with prior professional experience at the Maryland Department of Housing and Community Development and Habitat for Humanity. He has taught the seminar in housing and community development, macroeconomics and finance at the school, is co-creator of the MSPA case study series and author of numerous case studies and other teaching materials in housing and community development.

ASSISTANT DIRECTOR ■ **Faye Anderson** (M.S., Purdue University) is responsible for program development and delivery for curricula in the areas of leadership and organizational transformation and environmental policy. She has an interdisciplinary background in economic and environmental policy, and has studied social and organizational change. Prior to joining MSPA, she worked for various environmental associations for more than seven years.

Senior Fellows

Marita B. Brown
(see Adjunct Faculty)

Judy Sorum Brown
(see Center for Public Policy and Private Enterprise)

John Colvin (B.S., Business, University of Maryland) is a regional partner in Berkshire Realty Company Inc., a New York Stock Exchange REIT, and executive officer for Questar real estate development companies where he has been active in the development, con-



struction and management of multi-family residential apartment complexes, suburban office buildings and strip shopping centers. He is past president of the Maryland Builders Association and the Home Builders Association of Maryland, as well as a past director of the Greater Baltimore Board of Realtors. He was selected by Governor Schaefer to represent the housing industry on the Governor's Commission on Growth in the Chesapeake Bay Region (20/20 Commission), and was appointed to the Governor's Economic Growth, Resource Protection, and Planning Commission. He was appointed by Mayor Schmoke to the "Friends of the Watersheds" Commission and was reappointed by Governor Glendening to the Lead Poisoning Prevention Commission. He is a member of the steering committee for 1,000 Friends of Maryland and, in 1997, was appointed by the governor to represent business on the Rural Legacy Advisory Board and the state Housing Finance Review Committee.

Tom Downs
(see Faculty)

Fred Feinstein (J.D., Rutgers University Law School), former general counsel of the National Labor Relations Board, is a visiting professor and senior fellow at MSPA. He conducts research and writes on labor issues and develops executive education programs on such subjects as the challenge of adapting labor policy to new work environments. During his nearly six-year tenure as general counsel, Feinstein was recognized for efforts to improve the administration of the National Labor Relations Act. Before his appointment by President Clinton in 1994, Feinstein served for 17 years as chief labor counsel and staff director of the U.S. House of Representatives Labor-Management Relations Subcommittee. Responsible for directing the consideration of labor legislation, Feinstein was lead staffer on the Family and Medical Leave Act, the Worker Adjustment and Retraining Notification (WARN) Act, and several efforts to amend the NLRA.

Charles Field (Ph.D., City and Regional Planning, Harvard University) is a senior research fellow at MSPA. His responsibilities include teaching negotiation on the graduate level in both MSPA's degree programs and Office of Executive Programs. He participated on the teaching staff at the Harvard University Law School Program on Negotiation and was affiliated with the Conflict Management Group serving public and private sector clients. Field was formerly staff vice president and regulatory counsel for the National Association of Home Builders, and has served in the general counsel offices at the Department of Housing

and Urban Development, Environmental Protection Agency and Department of Energy. He has written extensively on housing, housing policy, regulatory policy and negotiation/joint problem solving.

Daniel P. Henson III (B.S., History and Political Science, Morgan State University) is a senior fellow at MSPA. Henson is president of the Henson Development Company Inc., a development company that specializes in planning and building new communities to replace distressed housing developments. He was formerly commissioner of housing and executive director of the Housing Authority of Baltimore City, one of the nation's largest public housing authorities. He has received numerous awards for his work in small business and community development, and has written on housing and community empowerment issues. He currently serves as chairman of the board for the National Organization of African Americans in Housing and recently completed an assignment for HUD on the board of commissioners for the Housing Authority of New Orleans.

Philip Lee (J.D., University of Maryland School of Law and M.P.M., University of Maryland) is a senior fellow at MSPA responsible for the design and teaching of executive programs for government agencies, nonprofits and other organizations primarily in areas of leadership, organizational development, skilled collaboration and results-based accountability. Lee is also a consultant to the Joint Committee on Children, Youth and Families of the Maryland General Assembly. Formerly, he practiced corporate law at the international law firm Arent, Fox, Kintner, Plotkin & Kahn, where he received the 1994 Albert E.

Arent Pro Bono Award for outstanding contributions to the public interest. Lee's commitment to children, youth and families, health and human services, system reforms and violence prevention is demonstrated through his work at the state level. Lee is a graduate of MSPA, earning an M.P.M. degree in the area of public sector financial management. He also completed a certificate program in negotiation at the Harvard Program for Lawyers.

Shelley H. Metzenbaum (Ph.D., Public Policy, Kennedy School of Government, Harvard University) is a visiting professor and senior fellow at MSPA where she heads the Environmental Compliance Consortium. Metzenbaum came to MSPA from the U.S. Environmental Protection Agency, where she served as associate administrator for regional operations and state/local relations. Prior to her work at EPA, she served as undersecretary of the Massachusetts Executive Office of Environmental Affairs. In this position, she initiated several program reform efforts that have since been replicated around the country. Her other experience includes director of capital budgeting for Massachusetts and, more recently, leading an executive session at the Kennedy School of Government on public sector performance measurement and management. Her recent writings focus on management reforms to the environmental protection system and government performance measurement. Her earlier writing on investing pension funds for social objectives, *Investing in Ourselves* (1979), was widely used in the early 1980's as a handbook on practical ways to invest publicly controlled assets for higher social return.

Richard Y. Nelson, Jr. (J.D., Temple University) is a senior fellow at MSPA. Nelson was employed by the National Association of Housing and Redevelopment Officials (NAHRO) for more than 31 years. NAHRO is the premier national organization representing the interests of housing and community development organizations and officials. He was the organization's executive director from 1987 through 2001. During his tenure at NAHRO, Nelson served in various other capacities including deputy executive director, legislative counsel, director of housing and community development services and director of professional development. Nelson's professional memberships include vice chair of the Housing Opportunities Commission of Montgomery County (Md.); board member and vice chair of the Camp Hill Square Housing Development Corporation; emeritus board member of the Housing and Development Law Institute; advisory board member of Housing and Development Reporter; life director of the National Housing Conference; and board member of the Town Center Housing Corporation.

Jacqueline Rogers
(see Faculty)

Susanne Slater
(see Faculty)

David Smith (B.A., Harvard University) is the founder and president of Recapitalization Advisors Inc., a firm specializing in the finance of existing affordable housing which represents about 100 owner groups on properties totaling 51,500 apartments in 39 states coast-to-coast. Throughout his 21 years

in the field of affordable housing finance, Smith has a track record of designing and implementing innovative but rigorously sound financial transactions, including workouts, refinancings, rescyndications, sales, preservation recapitalizations, prepayments and debt restructurings. He has been a prolific author and a frequent and sought-after speaker on affordable housing finance, with more than 40 published articles and a textbook, including *The Resyndication Opportunity* and the article "Appraising Subsidized Housing," co-authored with David S. Kirk, published in the *Appraisal Journal* and winner of the Robert H. Armstrong Prize.

Charles Wilkins (B.A., University of North Carolina at Chapel Hill) is presently a senior fellow at MSPA and a consultant with multifamily housing owners, managers, capital sources and regulatory agencies on issues including legislative and regulatory policy, finance, asset management and property management. He served as the senior vice president of the National Corporation for Housing Partnerships (NCHP) from September 1988 to July 1997 where he was responsible for NCHP's relationships with HUD and Congress. He served as one of eight members of a stakeholder advisory group resulting in the widely supported S.513 legislation providing for Section 8 contract renewal and debt restructuring in privately owned federal assisted housing for the Senate Banking Committee Working Group on Mark to Market. From 1979 to 1988, Wilkins was the senior vice president for property management of the Westminster Company, a subsidiary of Weyerhaeuser Real Estate Company. He is author of the book *Shelter from the Storm*.



Welfare Reform Academy

The Maryland School of Public Affairs has created an academy directed by Professor Doug Besharov to help state and local officials, private social service providers, and other interested parties implement welfare reform legislation. The primary goal of the academy is to create a cadre of managers and planners who can take full advantage of the challenges and opportunities presented by the welfare system of block grants. Through hands-on training in program design, implementation and evaluation, the academy equips participants with the skills necessary to reshape social welfare programs according to state and local needs and priorities. The Welfare Reform Academy provides training in program design, implementation and evaluation for the new Temporary Assistance for Needy Families (TANF), Food Stamp, Medicaid, job training, child care, child welfare and child support programs.

STUDENTS

ATTRACTED TO THE
MARYLAND SCHOOL OF
PUBLIC AFFAIRS ARE INTER-
ESTED IN BECOMING PART
OF A SMALL, INTIMATE
COMMUNITY THAT OFFERS
A RIGOROUS, VERSATILE
AND COMPREHENSIVE EDU-
CATIONAL EXPERIENCE.



Student Life

MSPA students are interested in studying at a location that guarantees opportunities for internships, networking and hands-on experience. They expect to be taught by nationally recognized scholars and scholar-practitioners who bring their experience with government and private enterprise into the classroom. In turn, they are expected to contribute to the policy debate in and outside of the classroom and to serve the

public good regardless of their area of interest or sector of employment.

MSPA students serve on administrative boards and strategic planning committees, run for elected office and organize rallies, submit policy recommendations to state and local agencies, and co-author books and journal articles. Many engage in these activities while completing course requirements, holding full-time jobs and/or taking care of family responsibilities. These students are bright, committed and share our vision to make a difference in the world.

Leadership Opportunities

The MSPA experience combines a strong academic focus with opportunities

that strengthen and highlight the leadership development of our students. These efforts emphasize knowledge acquisition through interaction with individuals, communities and professional organizations. Some activities are initiated by the faculty and staff of MSPA, while others are led by the students themselves; all involve reaching out to the greater policy community.

The Development Circle is a group of MSPA students and faculty that seeks to understand and promote just and sustainable development in both poor and rich countries. Of special concern are the ethical dimensions of development theory and practice. Each semester a biweekly seminar series is held at the school and is open to the entire university community. The seminars are co-sponsored by the



Current Student Profile

Master's:
150 full-time, 66 part-time

Ph.D.: 37

Women: 55%, Men: 45%

Students of Color: 20%

International Students: 20%

Average GPA: 3.5

Average GRE Scores

Verbal: 600

Quantitative: 650

Minimum TOEFL Score: 600
(for non-native English speakers)

Maryland Mentors 2001-2002



Mentor Gary Alexander with MSPA student Brian Matteson

Gary Alexander

Partner
Alexander & Cleaver

Dale Robinson Anglin

*Director of External Relations and
Resource Development*
New Community Corporation

The Hon. Thelma Askey

Director
U.S. Trade and Development Agency

Merribel Ayres

President
Lighthouse Energy Group, LLC

Cora Prifold Beebe

Former Vice President
Jefferson Consulting Group

Phyllis O. Bonanno

President
Cross Street Trade, Inc.

K. David Boyer, Jr.

Chairman and CEO
MacKenzie Associates

Carole Brookins

U.S. Executive Director
World Bank

Dan Brown

Partner and Senior Publisher
UCG, Inc.

Patrick Butler

Vice President
The Washington Post

Mark Cannon

Deputy Executive Director
National Association for
College Admission Counseling

Jim Carr

Senior Vice President
Fannie Mae Foundation

Brian Dabson

President
Corporation for Enterprise Development

Paula Dobriansky, Ph.D.

Under Secretary
U.S. Department of State

Joan Edwards

Director for Investment Services
Overseas Private Investment Corporation

John Erickson

Chairman
Erickson Retirement Communities

Jane Fawcett-Hoover

*Vice President, National Government
Relations*
Procter & Gamble

Marc Fleischaker

Partner and Chairman
Arent, Fox, Kintner, Plotkin & Kahn

Peter S. Fox-Penner, Ph.D.

Principal
The Brattle Group

Johnnie E. Frazier

Inspector General
U. S. Department of Commerce

Brian Hochheimer, Esq.

Director, Global Accounting Operations
KPMG Consulting, Inc.

Henrietta Holsman Fore

Director
Bureau of the Mint

Larry Jensen

Deputy Director General
U.S. Department of Commerce

Bryan Kanefield

Fannie Mae Foundation

The Hon. Nancy K. Kopp

Maryland State Treasurer

The Hon. Jeffrey Lang

Partner
Wilmer, Cutler and Pickering

Raymond G. LaPlaca

Partner
Knight, Manzi, Nussbaum & LaPlaca,
P.A.

Gale Mattox, Ph.D.

Professor
U.S. Naval Academy

Mike Mazarr

Professor, National Security Strategy
U.S. National War College

Shelley H Metzenbaum, Ph.D.

Senior Research Fellow
Maryland School of Public Affairs

Alexander Netchvolodoff

Senior Vice President of Public Policy
COX Enterprises, Inc.

Jody Olson, Ph.D.

Deputy Director
Peace Corps

Bob Perciasepe

Vice President for Public Policy
National Audubon Society

Perry D. Quick, Ph.D.

National Director
Ernst & Young LLP

Marilyn Quinn

Supervisory Special Agent
FBI

Timothy Regan

*Vice President and Director of
Worldwide Government Affairs*
Corning, Inc.

John J. Roberts

Senior Advisor
American International Group, Inc.

Joe W. Rogers

Executive Vice President
Wells Fargo Home Mortgage

Charles L. Short

Secretary for Social Concerns
Archdiocese of Washington, DC

The Hon. Thomas J. Tauke

Senior Vice President
Government Relations, Verizon

Sandra Taylor

*Director of Public Affairs & Vice
President*
Eastman Kodak Company

The Hon. Joseph Tydings

Partner
Dickstein, Shapiro, Morin & Oshinsky

Lyn Withey

Vice President, Public Affairs
International Paper Company

Ira Wolf

*Staff Director, Congressional-Executive
Commission on China*
U.S. Senate

William Wolfe

President and CEO
First Washington Realty Trust

R. James Woolsey

Partner
Shea & Gardner

International Development Ethics Association (IDEA), a membership association devoted to understanding and promoting ethically based development.

The Joint Doctoral Student-Faculty

Research Forum is an initiative serving the broad goal of sustaining and improving the research component of the Ph.D. program at MSPA. The research forum provides opportunities for doctoral students to present and critique research, and fosters a sense of community and collegial rapport among Ph.D. students and faculty. The specific goals of the research forum are to:

- Expose faculty to the interests and abilities of the doctoral students;
- Expose doctoral students to the interests and research work of the faculty;
- Encourage collaboration among and between students and faculty; and
- Provide valuable presentation experience.

The **Maryland Mentor Program** supplements the formal curriculum by matching community and national leaders and other role models with talented graduate students considering careers in public service. Sound advice and counsel from people with more experience can add immeasurably to students' opportu-

nities for finding positions consistent with their aspirations and training. This program serves as an integral part of the intellectual, managerial and leadership training of our students.

Pi Alpha Alpha is the national honor society formed to recognize and promote excellence in the study and practice of public affairs and administration. PAA membership identifies those with the highest performance levels in educational programs preparing them for public service careers. PAA honorary membership identifies those whose careers have best advanced the ideals of "integrity, professionalism and creative performance" in public service. MSPA recipients are recognized during the spring commencement exercises.

Graduate Women in Public Policy (GWIPP), was established at the Maryland School of Public Affairs to enhance the sense of community among alumni, current students and incoming students and to build a network of female students and alumni that allow for personal and professional connections. The organization also endeavors to promote the visibility of women in public policy.

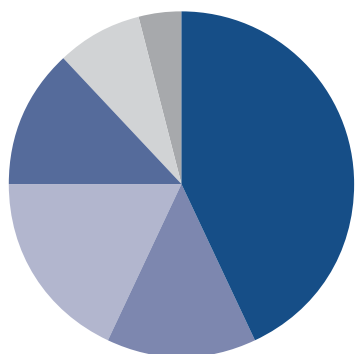
Internship Opportunities

The students at MSPA are actively engaged in public policy outside the classroom. A professional internship between the first and second year of study is strongly encouraged for all full-time students, even those with significant work experience. Internships are a valuable educational tool; students can put into practice some of the theories they have learned in their first year, try out career goals without making a permanent commitment, and help an organization meet a significant short-term need. Internships are available in all segments of the public, private and non-profit sectors and often lead to full-time jobs after graduation. Some funding is available for nonprofit and community-based internships through the Schaefer Internship Program.

Career Services

The Maryland School of Public Affairs' Office of Career Services provides one-on-one counseling and assistance to students and alumni in planning their careers and developing successful internship and job search strategies. Assistance is also given to employers wanting to disseminate information on job and

Graduate Employment



- Federal Government 43%
- Private 18%
- State & Local Government 14%
- Nonprofit 13%
- International Organizations 8%
- Further Education 4%



internship opportunities available to students and alumni, to arrange on-campus recruiting visits; and to access information on graduating students.

The school's ideal location, well-connected faculty and top-notch career resources generally ensure all graduates receive job offers before or soon after they complete their degree. MSPA graduates accept positions in public, private and nonprofit organizations. Among the resources to assist them are:

■ **MSPA Career Networking Night.** Each year, MSPA sponsors a Career Networking Night that provides current students the opportunity to meet prospective employers offering internships and full-time jobs and alumni working at organizations or on projects similar to those that pique their interests.

■ **Career Workshops and Panels.** These discussions expose students to the nuts and bolts of the career development process. Policy professionals talk about their work, how they got there and opportunities for the future. MSPA students are

made aware of the nature of the current job market and how they can best prepare for the job search process.

■ **The Alumni Bulletin Board.** MSPA alumni post their business cards on our bulletin board to provide a means for current students to identify career possibilities. Many alumni offer direct contact to current students who would like to learn about a particular job, agency or employment opportunity.

■ **eRecruiting.** The Office of Career Services uses eRecruiting.com to coordinate the on-campus job posting and interviewing process. Employers can use the system to edit their company profile, post job descriptions, view MSPA student résumés and cover letters, make interview selections, view interview schedules, gather statistical information and access résumé books.

■ **PMI Program.** The Presidential Management Intern program, established by Executive Order in 1977, is designed to attract to the Federal service outstand-

ing individuals from a wide variety of academic disciplines. Eligible individuals are graduate students who are completing or expect to complete a master's or doctoral-level degree and have a commitment to a career in public policy. Many MSPA graduates received these internships. Finalists receive an initial two-year appointment and may be eligible for a permanent government position and further promotional opportunities. All cabinet departments and more than 50 federal agencies hire PMIs.



Tonnye Conner-White with her mentor Under Secretary of State Paula Dobriansky

Schaefer Internship Program

The William Donald Schaefer Chair and Internship Program provides financial awards enabling recipients to be compensated for otherwise unpaid internship assignments. These internship awards offer opportunities for experience-based learning in non profit, community-based and governmental organizations. Master's degree students spend up to one academic year working part time, or one summer working full time, on projects that allow them to apply the analytical skills they are gaining in class to real world situations.





BUILDING ON EXCELLENCE:

Illustrative Internships & Job Placements List

- AFL-CIO
- American Association for the Advancement of Science
- American Enterprise Institute
- Arms Control Association
- Baltimore City Mayor's Office
- Bank of America
- BBC News
- Booz, Allen & Hamilton
- Brookings Institution
- Center for Strategic and International Studies
- Center for Clean Air Policy
- Chesapeake Bay Foundation
- Coalition for Immigrant and Refugee Rights
- Congressional Black Caucus
- Congressional Budget Office
- Congressional Research Service
- Democratic National Committee
- Deutsche Bank Alex Brown
- DFI International
- District of Columbia Youth Services Administration
- Eastern Research Group
- Eastern Shore Land Conservancy
- Embassy of the Republic of Belarus
- Environmental Defense Fund
- Federal Bureau of Investigation
- Federal Savings and Loan Corporation
- First Chicago Bank
- Ford Motor Company
- General Electric Corporation
- Hewlett Packard
- Hispanic Committee of Virginia
- IBM Corporation
- Intel Corporation
- International Monetary Fund
- Library of Congress
- Los Alamos National Laboratory
- Maryland Department of Budget and Management
- Maryland Department of Education
- Maryland Department of Housing and Community Development
- Maryland Department of the Environment
- Maryland Department of Transportation
- Maryland General Assembly
- Maryland Governor's Office
- Maryland Highway Administration
- Mathematica Policy Research Inc
- Merrill Lynch
- Montgomery County Government
- NAACP Legal Defense Fund
- National Alliance for the Mentally Ill
- National Coalition against Domestic Violence
- Ogilvy PR Worldwide
- Organization for Economic Cooperation and Development
- Organization for Security and Cooperation in Europe
- PricewaterhouseCoopers
- Prince George's County Department of Public Works and Transportation
- RAND Corporation
- Sarasota Herald Tribune
- Science Applications International Corporation
- Sierra Club
- Smithsonian Institution
- U.S. Agency for International Development
- U.S. Army Corps of Engineers
- U. S. Central Intelligence Agency
- U.S. CIA
- U.S. Department of Agriculture
- U.S. Department of Commerce
- U.S. Department of Defense
- U.S. Department of Energy
- U.S. Department of Health and Human Services
- U.S. Department of Housing and Urban Development
- U.S. Department of Justice
- U.S. Department of State
- U.S. Environmental Protection Agency
- U.S. Federal Aviation Administration
- U.S. General Accounting Office
- U.S. Geological Survey
- U.S. House of Representatives
- U.S. Information Agency
- U.S. National Aeronautics and Space Administration
- U.S. National Oceanic and Atmospheric Administration
- U.S. Nuclear Regulatory Commission
- U.S. Office of Management and Budget
- U.S. Senate
- United Nations
- Urban Institute
- Wells Fargo Bank
- White House
- World Bank
- World Wildlife Foundation





MSPA faculty conduct a campus-wide "teach-in" following the events of September 11th.

THE QUALITY OF EDUCATION

OFFERED AT THE UNIVERSITY OF MARYLAND HAS HAD A DIRECT IMPACT ON THE QUALITY AND QUANTITY OF STUDENTS APPLYING TO OUR PROGRAMS. DURING THE LAST TWO YEARS, THE NUMBER OF APPLICATIONS TO THE SCHOOL OF PUBLIC AFFAIRS HAS MORE THAN DOUBLED. WHILE ADMISSION IS COMPETITIVE, THE FACULTY WORKS DILIGENTLY TO ADMIT A TALENTED, ENGAGED AND DIVERSE STUDENT BODY. IF YOU WANT TO MAKE A POSITIVE CONTRIBUTION TO THE NATION AND THE WORLD THROUGH PUBLIC POLICY, MANAGEMENT OR INTERNATIONAL AFFAIRS, PLEASE JOIN US IN OUR CONTINUOUS PURSUIT OF EXCELLENCE.

Admissions

Applying to the School

A faculty admissions committee selects, from a highly competitive applicant pool, the best candidates for a limited number of spaces in its master's, Ph.D., and certificate programs. The committee's decision to accept an applicant is based on the candidate's scholarship, experience, recommendations and academic interests. This decision also supports the university's goal of achieving excellence, diversity and equal opportunity for all applicants, regardless of their race, creed, gender or sexual orientation. The number of students that the school can enroll each year to the Ph.D. program is very limited (between five and seven); hence the admissions process for that program is particularly competitive.

Applicants must submit the following items to be considered for admission to MSPA:

- Completed application form available in the "Application for Graduate Admission" booklet or online at www.gradschool.umd.edu.
- Two official academic transcripts from each college or university previously attended. One transcript should be sent to the MSPA, along with the yellow copy of the application form. The other should be sent to the university's Graduate Admissions Office, along with the white copy of the application.

- Standardized Test Scores: The GRE is required of all applicants to the 48-credit early-career master's and the doctoral programs. The GRE requirement is waived for those applying to the 36-credit mid-career program who have at least a 3.0 undergraduate GPA. Joint degree applicants may submit either the GRE, GMAT or LSAT. International applicants must submit scores from the TOEFL exam.
- Three letters of recommendation to confirm academic and professional abilities.
- Written statement to assess writing skills and compatibility of applicant's interests with MSPA course offerings.
- Résumé (mid-career applicants).

A formal interview is not required for admissions; however, all prospective students are welcome to visit the campus and meet with the school's faculty, staff and students.

For more information, or to request an application packet, call the Maryland School of Public Affairs at (301) 405-6331, or write to Admissions, Maryland School of Public Affairs, 2101 Van Munching Hall, University of Maryland, College Park, MD 20742-1821.

Applying for Financial Assistance

MSPA offers several types of fellowship assistance primarily to incoming, full-time students, although there are some funds available regardless of enrollment status. These fellowships are merit based and are distributed by a faculty selection committee. Applicants who submit their applications by January 1 have the best opportunity to compete for fellowship support.

The university's Office of Student Financial Aid (0102 Lee Building) oversees other forms of financial assistance programs, including loan and work-study programs (e.g. National Direct Student Loans and Guaranteed Student Loans). That office may be reached by phone at (301) 314-9000. Students who are interested in Work-Study and/or NDSL assistance must file a Free Application for Student Aid (FAFSA) with the College Scholarship Service in Princeton, NJ. In addition, the University Graduate Admissions Office has a fellowship information service in 2125 Lee Building. Call (301) 405-4207 for more information.

Examples of fellowships, scholarships and assistantships available to students:

GRADUATE SCHOOL FELLOWSHIPS

The school selects a limited number of students for one-year fellowships funded by the university's Graduate School and

research centers. These awards may provide up to 12 credits of tuition remission each semester and a stipend of more than \$10,000 over the academic year.

PUBLIC AFFAIRS FELLOWSHIPS

The school awards several fellowships to particularly promising students. A typical fellowship provides \$5,000 over the first academic year and five credits of tuition remission for each of the first two semesters.

GRADUATE SCHOOL TUITION SCHOLARSHIPS

Maryland residents with an undergraduate GPA of at least 3.75 may be nominated by the school to have a portion of their tuition waived.

OTHER FELLOWSHIPS AND ASSISTANTSHIPS

An additional six to 10 fellowships are awarded each year to returning students who excel at the school, as evidenced primarily by their GPA approximately

half-way through the degree program. The stipends for these fellowships range up to \$12,000 and usually are accompanied by five to 10 credits of tuition waivers each semester. Full-time students who are mid-way through their programs can also apply at the school and across campus for half- and full-graduate assistantships. In exchange for 10 to 20 hours of work each week, these assistantships provide an annual stipend of up to \$12,000, tuition remission of five to 10 credits per semester, in-state tuition status for the remaining credits, and access to the university's health plan.

Tuition and Fees

Students receive a quality education at a top-notch research university at an affordable cost. Tuition and general fees are adjusted annually by the Maryland legislature. Call or see our Web site,

www.pual.umd.edu, for the current in-state and out-of-state rates. Other costs that students incur may include the following: enrollment fee, room and board, personal/transportation expenses, books, supplies and computers.

Housing Opportunities

The campus has a limited number of on-campus residences designed to accommodate graduate students. For information about on-campus housing, call the Office of Resident Life at (301) 314-2100. Most MSPA students reside in off-campus units. Comprehensive information about off-campus housing is provided by the Commuter Affairs Office at www.inform.umd.edu/OCA.



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