Poznansky Joins GSPIA as Intelligence Studies Specialist
Pitt and FBI Research Focuses on Countering Violent Extremism
Lt. Gen. H.R. McMaster Delivers Hammond Memorial Lecture
Associate Dean and Alumni Present at Stockholm Conference
Alfredson Elected to NWSA Chair Position
The New GSPIA Partnership with IE University
Ryan Grauer Publishes New Book
Kevin Kearns Receives Humanitarian Award
Max Harleman Wins Knox Memorial Award
GSPIA Alumni Share Career Advice: International Development

SCHOOL NEWS
Alumni Gatherings
Class Notes
Giving
Spring Gala
Ford Institute
Center for Metropolitan Studies
Center for Disaster Management
Johnson Institute for Responsible Leadership

Giving
Master of International Development at GSPIA

the University of Pittsburgh Graduate School of Public and International Affairs.

April 2016

The Villages, FL

Donald Goldstein Receives International Public Service Award

Now retired from Pitt, Goldy continues to live out his love of history and teaching. As principal lecturer of the World War II History Club, Goldy organizes meetings and guest speakers to debate and discuss “the most important event of the 20th century.” Dean Keeler acknowledged Goldy’s 35 years of service to the University of Pittsburgh and to GSPIA, which includes having taught thousands of students and organizing student trips to Gettysburg National Military Park and Washington, D.C. — trips that indeed brought history to life for hundreds of students.

In accepting the award, Goldy attributed his success to having “good people,” around him, starting with his wife of 50-plus years, Marianne. GSPIA is a better place for having professor Goldstein on its faculty, and we are forever grateful for his many contributions, as are the many alumni who continue to speak so warmly and favorably about their experiences with him.

To make a gift in honor of professor Goldstein, visit http://www.gspia.pitt.edu/ and, when prompted, enter the name of the fund — The Donald Goldstein Endowed Fund at GSPIA.
The cover stories of the 2016 issue of GSPIA Perspectives focus on our Master of International Development (MID) program. The MID was not launched as a degree program at GSPIA until 2001, but it is important to stress that a commitment to training specialists in international development was a central element of the blueprint for the School when it was established in 1958 by founding dean Donald Stone. Dean Stone had written his senior thesis at Colgate University on comparative colonialism and, during his long and distinguished career in public service in Washington, D.C., he had served as a U.S. representative on the Advisory Committee of Experts that helped draft the framework for the United Nations. When Stone was hired in 1957 by Chancellor Edward Litchfield to begin designing a graduate school of public affairs, perhaps his most important strategic move was to argue convincingly that “his” new school should be called the Graduate School of Public and International Affairs. Unlike most comparable schools of the late 1950s, GSPIA thus offered from the outset not only the traditional MPA program but also an MPIA (Master of Public and International Affairs) program with several majors, one of the most important of which was Economic and Social Development. For more than 40 years, therefore, scores of students earned an MPIA-ESD degree at GSPIA and fulfilled Stone’s vision by embarking on careers around the world promoting international development. All that changed in 2001 was that GSPIA faculty decided to underscore even more their commitment to the international development field by spinning the ESD major off from the MPIA program to create a separate MID program.

Perhaps ironically, the fact that I have devoted most of my professional career to research and teaching on Western Europe has enabled me to acquire a special appreciation of the ethos of the MID community of faculty, students and alumni since my move to GSPIA in 2007. I began to notice that faculty frequently spoke with admiration of the “Save the World Kids” whose dream was to travel to the poorest — and often most conflict-plagued — parts of the world and, against all odds, try to mitigate poverty, help improve fragile governance and literally save lives. As you will see in the article about MID and MPIA-ESD alumni, international development work features remarkable challenges but — for that reason — also provides unique rewards. As Emily Tanner (MID ’11) says: “There’s something about this particular field that’s almost like a higher calling. You feel very motivated, because you’re there for a deeper purpose.” More dramatically, notes Nitin Madhav (MPIA-ESD ’92) of USAID, “I’ve been held hostage. I’ve been shot at. I have been in rocket attacks. I have seen people killed at close range.” Despite all that, he feels he has had the best career he could have hoped for given the gratification that comes from such experiences as supporting health clinics in Burma, working to prevent HIV in Pakistan and — in his current job — striving to achieve stability and security in Afghanistan.

We strongly encourage prospective students who find these stories compelling to join us at GSPIA, benefit from the passion and hands-on experience of our MID faculty, become acquainted with our inspirational alumni and follow in their career paths.

Sincerely yours,

John T.S. Keeler, Dean
The MID program is one of three two-year master’s degrees at the University of Pittsburgh GSPIA, a comprehensive school with programs in international affairs, public administration and public policy. The MID program emphasizes the intellectual rigor and practical skills needed by organizations working in development, preparing students to make a difference locally, nationally and globally.
MID graduates enter a challenging and highly diverse field. They work face to face with poor and vulnerable populations in the front offices of aid agencies and in international organizations. Graduates exit the program prepared for professional work in the United Nations, public aid agencies and NGOs of all sizes. Some work in the private sector, research groups and consulting firms. “The MID program offers a comprehensive portfolio of experiences in areas related to community development foreign assistance, international development and humanitarian aid,” explained Professor Louis Picard, MID program director.

The MID degree’s roots date back to GSPIA’s founding in 1958 when the program was a major field of the MPIA degree, called Economic and Social Development. MID students focus on three objectives: Gaining a sophisticated understanding of development policy; sharpening the basic writing, speaking, analytic and teamwork skills that every workplace requires; and specializing to develop a professional skill set. Courses, working group experience within and outside of GSPIA, internships and contact with alumni and other professionals doing cutting edge development work all prepare young professionals for work ranging from human rights and global advocacy to locally-focused social services and community development.

The MID program strives to provide students with a set of skills: foundational, professional, as well as specialized expertise.

FOUNDATIONAL DEVELOPMENT SKILLS
In the MID courses in development policy and development economics, and the core course for each major field, students explore the perspectives and methods that currently shape the profession. According to Associate Professor Nuno Themudo, “The program aims to expose students to the fundamental questions of development —big theories, big pictures and critical thinking.”

The MID program offers five majors for students to prepare for a career in international development:

NONGOVERNMENTAL ORGANIZATIONS AND CIVIL SOCIETY
The Nongovernmental Organizations and Civil Society (NGOCS) major is the largest MID major and our “flagship,” noted Dr. Picard. “Its primary concern is to provide organizational and management knowledge and skills to students who are interested in working for nonprofit organizations internationally.” NGOCS prepares students to work in a world where NGOs work for social change in settings from Washington, D.C., Brussels and Geneva to villages and neighborhoods around the world. Students learn management strategies, project design and evaluation and politics; other courses explore religion and development, and NGO roles in such topics as food security, human rights, public health and advancing gender equity.

HUMAN SECURITY
Threats from conflict, climate, natural disasters, disease and starvation are surfacing rapidly and dramatically, and the Human Security major prepares students to address and prevent them. The major’s interdisciplinary approach enables students to complement the study of international development with courses on topics such as conflict and humanitarianism, human rights, governance, NGOs and civil society, and the environment. “Ours is one of only two or three Human Security majors available in the country,” explained Associate Professor Taylor Seybolt, director of the Ford Institute. “We offer theoretical grounding in the ways in which human security is related to human rights and to development projects, and then we offer students the ability to apply that knowledge through internships and research groups at the Ford Institute.”

continued on page 4
CORE PROFESSIONAL SKILLS
In GSPIA’s school-wide core curriculum and courses students sharpen their analytic skills, understanding of policy analysis, writing, oral presentations and ability to complete complex projects in teams. “Employers tell us, and experience confirms, that most often what gets graduates the first job they want is a really strong package of the basic skills that every organization needs: critical thinking, clear concise writing, interpersonal and teamwork skills, and good listening and speaking,” said Associate Dean Paul Nelson. MID students write short, concise policy-focused papers and memos using formats that are widely-used in the profession. Two MID professors in particular — Drs. Shanti Gamper-Rabindran and Müge Finkel — are known for their courses focusing on writing these policy papers or memos. Dr. Finkel’s own story of arriving at her job at the World Bank and making the shift from an academic writing style to writing short, concise policy memos, is a starting point for many MID students’ work on their own prose. “I like to think that the work we do in classes is one reason that MID students are so strongly represented in GSPIA’s Pitt Policy Journal and in other competitive publications,” said Nelson. “They work hard on their writing.”

SPECIALIZED EXPERTISE
At the same time, students build the third set of skills: a specialization in a subject, region or organizational set of skills that they will use throughout their careers. They do this by their choice of a major (see sidebar), but also by pursuing specific interests in a policy area or region.

(For more on these skills, see “Building Careers that Make a Difference,” opposite page.)
What skills and knowledge do professionals need to be successful in the field of international development, and how does GSPIA prepare students for careers? We posed these questions to GSPIA’s MID faculty. Here’s a sampling of what they had to say.

Professional Skills

GSPIA’s MID faculty have learned a lot about what students need both to get the first job and establish a career path that makes a difference, noted Associate Dean Paul Nelson. Students are encouraged to use their 16 courses at GSPIA to build a strong set of professional skills which are shaped by both the top scholarship and hands-on experiences found in and outside the classroom. Dr. Louis Picard, MID program director, noted that the skills may be in organizational management — including finance, human resources, grant-writing and managing partnerships with organizations in diverse cultures and places — project management, monitoring and evaluation. For some, it is it is a set of technical or analytical skills: economic analysis of energy or water systems, cost-benefit analysis, statistics. “Some students focus primarily on a single problem or initiative and develop deep expertise: children’s rights in the context of HIV/AIDS, education in refugee and displaced people’s camps,” explained Nelson. Others, Assistant Professor Jennifer Murtazashvili pointed out, “build on the ground experience and deep knowledge of a particular place. I think having knowledge of a certain area, and that includes learning languages, is critical. So deep immersion in a particular context allows students to understand how people in a society cope — with weak government, with corruption, even with conflict.”

continued on page 6
**Why Theory Matters**

A strong theoretical foundation becomes the basis for making countless decisions in the course of a career. “To be successful in international development students need to develop the intellectual capacities and skills needed to deal with the global complexities of development,” said Assistant Professor Lisa Alfredson. “Equally, they need the passion and commitment that it takes to persist under challenging, sometimes adverse conditions, without losing sight of the big picture, and even as they become experts zeroed in on smaller parts of that big picture.”

“People often come to the field of international development with preconceived notions about how you help people,” Dr. Murtazashvili observed. “We break down those assumptions into a set of questions. So you assume that doing a particular kind of intervention helps people, but do we actually know that’s the case? That’s why theory matters — to understand what drives development, what works and what doesn’t work.”

“Students need to grasp complex problems and think critically, be able to see the big picture, and understand the power structures within which projects happen,” said Associate Professor Nuno Themudo. “We teach students to do that by exposing them to the big theories in development, time-tested approaches to thinking about economics, sociology and politics of development.”

**Hands-On Experience**

Hands-on experience with aspects of the real work that organizations do in international development is key to being well-prepared for a rewarding career. How does a student get that experience, when they don’t have an employment record in the field? They need to demonstrate the “extra” steps they have taken to set themselves apart, according to Assistant Professor Müge Finkel. “These extras can come in the form of internships, projects they design, volunteer work in a research group, creative solutions to standard problems they designed,” she said. “They can also show that they have command of skills the field is constantly seeking — not only analysis and quantitative skills but also creative data visualization skills, mapping and others.”

Nelson agreed. “Most students who have an easy transition from grad school into jobs they love have something in common: During their GSPIA experience they did something distinctive that shows an employer something special about them — worked for a refugee resettlement agency, carried out a major group project that actually went to a development agency (see article on Working Groups at

**FACULTY**

MID faculty bring a rich and diverse set of experiences to the classroom — as both practitioners and scholars — shaping how we teach and advise students. For example: Paul Nelson worked for 13 years for development non-governmental organizations (NGOs) in Washington, D.C.; Lisa Alfredson was with the London-based Network Against Child Soldiers; Müge Finkel worked on social policy at the World Bank; and Taylor Seybolt was at the U.S. Institute for Peace. Jennifer Murtazashvili has worked extensively in Western Asia for USAID and others, while Lou Picard has done development consulting in more than a dozen African countries.

GSPIA’s adjunct faculty also bring experience from beyond the university to the classroom. For example: Andy Pugh ran the Ebola response in Sierra Leone for Save the Children and worked for Care in Africa for years; and Nick Chakos heads a national antipoverty nonprofit based in Pittsburgh, and worked internationally for years for International Orthodox Christian Charities.

“MID classes are rarely just a lecture-and-textbook experience,” said Dr. Nelson. “As advisors and teachers, we know the kinds of skills that stand out in the workplace and we convey that to our students.”
Ford Institute on page 18); designed or evaluated a project or launched a fundraising initiative. Often they come into contact with an employer through such project work. Think about it: If you’re a prospective employer, would you rather interview candidates chosen from an anonymous pile of letters and resumes; or would you prefer to bring in someone whose work you’ve been able to observe occasionally for several months, or who a friend or colleague supervised, and who you know will fit in? So our message to students is: Find a project you’re interested in and get involved.”

Or, as Professor Lou Picard often says: “Jump in!”

In the Classroom

I use my course assignments as opportunities for students to build and expand a repertoire of professional skills,” said Dr. Finkel. “In elective courses, this comes in the form of a policy paper in which students frame a policy problem in a specific context, then build recommendations based on comparative and real interventions from the field.”

“In my capstone course on Project Design and Evaluation,” Finkel continued, “students start with a real ‘project idea,’ an issue or problem they are passionate about solving. Using project design tools like log frames, I guide the students as they turn their ideas into a project proposals, which they defend at the end of the semester in front of a panel of development specialists. Students learn how projects are designed, how mistakes are made and then fixed, and how to take ‘ownership’ of an idea and bring it to reality. The experience has been rewarding to me: In two years, several in-class projects turned into real projects. A soccer project designed to give students in Cameroon leadership skills received a seed grant from FIFA and has been in the field for two years. An education project for Bedouin women in Morocco is being implemented by an NGO. A student who designed an education project for children in the refugee camps ended up working at the Za’atari refugee camp in northern Jordan with International Relief and Development.”

Associate Professor Taylor Seybolt’s capstone students also link their research to agencies in the field. “We build the skills to analyze complex problems, and communicate the analysis to specialists in the field,” he says. “In my capstone, we’ve done work for the U.S. Holocaust Memorial Museum and the Stimson Center in Washington, D.C. Students learn how to analyze complex problems, how to ask the right questions and pursue the answers systematically, and

LISA ALFREDSON
(PhD, LONDON SCHOOL OF ECONOMICS AND POLITICAL SCIENCE)
Dr. Alfredson teaches courses on the practice of human rights, NGO advocacy and human security. Her teaching and research focus on human rights politics and theory; transnational advocacy and non-state actors in world politics; globalization and international development; gender violence; refugees; and children in armed conflict. She is working on a book on contemporary slavery.

MÜGE FINKEL
(PhD, UNIVERSITY OF VIRGINIA, POLITICAL SCIENCE)
Dr. Müge Finkel teaches courses on gender and development, poverty, and a capstone seminar on project design. She also holds degrees from universities in Japan and Turkey. Prior to joining GSPIA, she worked as a social development specialist at the World Bank for the Middle East and North Africa Region, and consulted for the International Food Policy Research Institute.

SHANTI GAMPER-RABINDRAN
(PhD, MASSACHUSETTS INSTITUTE OF TECHNOLOGY, ECONOMICS)
Dr. Gamper-Rabindran teaches Global Energy, Global Environment, Global Health, Economics of Development and the Global Economy. Her teaching and research interests lie in the areas of environment, health and development economics and policy and empirical program evaluation.

continued on page 8
how to communicate the analysis to stakeholders both in writing and verbally. Through the Ford Institute, we bring in speakers that provide students with the opportunity to talk to experts in their field, and to make professional connections.”

Other classes in the curriculum also help students develop the skills for professional-grade analyses and solution building. Assistant Professor Lisa Alfredson’s courses, like many others, require students to develop comprehensive recommendations for particular sets of actors, working in a team with people from diverse backgrounds. Dr. Themudo introduces financial skills.

“I make sure that my classes have strong skills components — so in my class on financing NGOs and nonprofits, we study log frames, logical framework analysis; students get exposed to data mining, how do you select the best donors from a data set with multiple donors? That will allow them to hit the ground running in their first jobs and start managing programs from day one.”

Professors’ research can be the connection in the classroom to professional skills. Associate Professor Shanti Gamper-Rabindran presents her research — both published and ongoing — to her students in class. “These publications address persistent development questions: What interventions help improve public health? Are corporate social responsibility programs greening companies’ activities or merely greenwashing? Under what conditions do proposed development policies lead to adverse environmental consequences and how can these be prevented or mitigated?” In 2014 and 2015, she organized conferences on environment and energy, bringing top scientists and social scientists across the globe to campus to discuss the economic, environment and energy nexus, and allowed students to engage with leading analysts.

“I work on a lot of projects with development agencies,” explained Dr. Murtazashvili. “So in the classroom I’ve had students work with survey data I’ve collected from Tajikistan and Afghanistan. They work with the data to see what they find. When I talk about strengthening governance, we talk about governance in difficult environments. I have lots of examples upon which I can draw from Afghanistan, from Central Asia. As they refine their statistical skills, they hone them for particular applications like program evaluation and

### MARCELA GONZALEZ RIVAS

**PhD, UNIVERSITY OF NORTH CAROLINA, CITY AND REGIONAL PLANNING**

Dr. Gonzalez Rivas teaches courses on city and regional planning and urban issues in development and capstone seminars on project planning and resource management in Latin America. Her research focuses on regional inequalities and on inequalities in access to public services, particularly in Mexico.

### JENNIFER MURTAZASHVILI

**PhD, UNIVERSITY OF WISCONSIN-MADISON, POLITICAL SCIENCE**

Dr. Murtazashvili teaches courses on administration of public affairs, post-conflict reconstruction, political Islam and qualitative methods. Her research has focused on customary and village governance in the state-building process in Afghanistan, and the roles of local institutions in development elsewhere in Western Asia. She has managed democracy assistance for USAID in Uzbekistan and drafted legislative materials for the new Afghan Parliament as a consultant for the United Nations Development Program in Kabul.
impact evaluation. We focus on impact evaluation in our courses to give students cutting-edge skills. Many of the faculty members are involved in doing impact evaluations and experiments for aid programs.”

**Working Groups and Projects**

Dr. Seybolt stresses the role of student working groups. “We prepare students to work in human security fields by providing them with a strong grounding in analytical concepts but also a specialized knowledge of topics that are central to human security, such as the work being done by working groups at the Ford Institute on food security; preventing extreme violence in the Sahel region of Africa; the relationship between climate change, migration and conflict; and other topic areas.”

“The working group I co-lead at the Ford Institute, Gender Equity in Public Administration (GEPA), has been collaborating with the GEPA team at the United Nations Development Programme (UNDP),” said Dr. Finkel. “Students have contributed 900 research hours to the project to date, and in turn have participated in shaping the GEPA agenda in the UNDP. Experiences like this set our students apart as they compete for jobs — employers see how they can put their knowledge to use.”

The Governance Group, which includes faculty from GSPIA, Political Science and Pitt’s School of Education, has been deeply involved in a multi-year USAID-funded project to train participants in seven West African countries in techniques of project assessment and evaluation. Coordinated by Dr. Picard, the project has employed many GSPIA students and recent alumni in diverse aspects of USAID democracy and governance projects.

**Internships**

The required internship is a particular challenge and opportunity for MID students, and they seek out a rich array of international, national and local development opportunities. Dr. Picard’s engagement in consulting and humanitarian work benefits MID students directly: As a board member of the Ugandan NGO Bright Kids Uganda, he has supported GSPIA students in forming a nonprofit that raises funds for BKU, and coordinated internship positions for GSPIA students doing work as diverse as direct service provision to children, grant-writing,

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**KEVIN MORRISON**  
(PhD, DUKE UNIVERSITY, POLITICAL SCIENCE)

Dr. Morrison teaches courses on the political economy of development, as well as quantitative methods. His most recent research is on the relationship between taxation, development and political stability. Dr. Morrison is currently on medical leave.

**PAUL NELSON**  
(PhD, UNIVERSITY OF WISCONSIN, DEVELOPMENT STUDIES)

Paul Nelson is associate dean at GSPIA and was director of the International Development Program from 2007 to 2015. He teaches courses on development policy, human rights, NGOs, agriculture and food security, and religion and development. Before joining the university in 1998, he worked for 13 years as policy analyst for several NGOs. His current research is on human rights and the sustainable development goals, and the politics of the human right to water. He serves on the boards of microfinance and human rights NGOs.

**LOUIS A. PICARD**  
(PhD, UNIVERSITY OF WISCONSIN, POLITICAL SCIENCE)

Dr. Picard is the director of the International Development Division and former director of the Ford Institute for Human Security. He teaches courses on development policy, the politics of development assistance, African development and local governance. His research and consulting specializations include international development, governance, development management, local government, civil society and human resource development. His primary area of interest is Africa and he has had extensive fieldwork in Southern Africa including three years in South Africa.

*continued on page 10*
needs assessments and financial management for a micro-credit scheme. Nearly all GSPIA students who complete international internships receive travel funding from the Dean's Professional Development Fund. For more on internships, see Internship articles beginning on page 72.

Diversity, Passion and Evidence

It’s no surprise that faculty emphasize analytical skills and teaching students to anchor policy and opinion in the best available evidence. Dr. Seybolt’s classes meticulously analyze patterns of violence against civilians in many conflict situations. Dr. Gamper-Rabindran insists that students anchor their analysis and advocacy deeply in evidence. A growing number of MID students now take advanced statistics classes and courses that use advanced analytical methods with professors like Sera Linardi and Luke Condra.

But MID faculty emphasize two other themes that shape student experiences: the diversity of MID students, and the passion their instructors convey. A typical 2016 MID class of 20 included students from Argentina, Uganda, Sierra Leone, China, Vietnam and Pakistan, as well as the U. S., with challenging experiences working in Central America, West and Central Africa, and with refugee populations in Pittsburgh. That diversity means that students learn from each other every day, as Dr. Nelson’s story shows: “Many students arrive in Pittsburgh with interesting experience, and it shows up every semester in classes. One morning in class we had a discussion of ‘social mapping,’ a technique that asks residents to identify important groups and institutions in a village or neighborhood. A student in the front row was smiling as I outlined the method, and soon he spoke up to describe the process of making this kind of a map as a Peace Corps volunteer in Rwanda. Two other students had similar experiences, and different perspectives on how the mapping process worked. We had a lively discussion, and this kind of interaction isn’t the exception, it is the rule in my ID classes.”

Dr. Themudo builds on this diversity by teaching with case studies. “We’ll look at cases from Asia one week, Africa the next week, then Latin America the following

TAYLOR SEYBOLT
(PhD, MASSACHUSETTS INSTITUTE OF TECHNOLOGY, POLITICAL SCIENCE)

Dr. Seybolt, director of the Ford Institute for Human Security, teaches courses on human security, understanding and preventing mass violence, and ethics, conflict and civil war. He is the author of two books on humanitarian military intervention and on the issue of recording and estimating nonmilitary deaths in conflict. His research concerns protection of civilians in conflict zones. By understanding processes of violence that can lead to mass killing of civilians, he aims to identify ways to prevent atrocities.

NUNO THEMUDO
(PhD, LONDON SCHOOL OF ECONOMICS AND POLITICAL SCIENCE)

Dr. Themudo teaches courses on NGO and nonprofit management, finance, development policy and development economics. In addition to his PhD, he completed graduate work in energy management and environmental conservation at Middlesex University in London. His research focuses on public, nonprofit and NGO management, civil society and public affairs, environment and development policy, corruption and transnational governance, and the impact of new technologies on policy and organizations.
A week, back to the United States for a week and then start again,” he said. “The classes tend to be diverse, with students from Africa, Asia and Latin America, so through dialogue students are exposed to different viewpoints. And that’s a very important lesson for people who have perhaps not encountered that before, including U.S. students with less overseas experience.”

Similarly, in Dr. Gamper-Rabindran’s Global Energy course, student teams working on issue- and country-focused reports benefited from the cross-disciplinary and multinational makeup of the class, which includes students from China, Japan, India, Thailand, Portugal and the U.S. That diversity allowed students to discuss energy and environmental policy issues in their home countries, and to address cross-border environmental or trade conflicts or international trade conflicts.

MID professors stress the passion they bring to their classes. Dr. Alfredson’s Human Security and Human Rights courses draw from her experiences as a practitioner and scholar of human rights. "Approaching development from a human rights and social justice perspective is one ‘big picture’ approach, and for me also drives my passion and commitment," she said. “Students need to find what drives them and develop the skills and flexibility to adapt to the demands of the field.”

Professor Lisa Alfredson on What Motivates Development Workers

At times, exchanges between students and faculty address the personal dimensions of working in difficult places and on disturbing problems. “I use my own research and professional experience not only to instruct students — but just as importantly to instill my courses with passion and commitment,” said Dr. Lisa Alfredson. “A student once asked me how I could spend so much time teaching about distressing, entrenched problems — human rights violations, slavery, poverty and injustice, etc.— and still convey optimism and positivity to students. I answered her that if I weren’t an optimist, I wouldn’t be in a policy school: Paths to change can generally be found, even if sometimes difficult to achieve. I teach about policy issues that I care deeply about and have devoted my life to better understanding, in the hope of developing better solutions.

“International development and human security students are a special breed: They are committed to improving the world — not just the content of their pockets. So in my classes, I share my enthusiasm for my own research and life goals, and try to guide students toward making their goals attainable.”

Jeremy Weber

(PhD, AGRICULTURAL AND APPLIED ECONOMICS, UNIVERSITY OF WISCONSIN)

Dr. Weber teaches courses on energy policy, quantitative methods and environmental economics. His recent research explores the social and economic effects of shale gas extraction in the United States; he has also published research on fair trade coffee and rural livelihoods in Mexico and South America.
GSPIA alumni oftentimes WORK BEHIND THE SCENES WITH UNDERPRIVILEGED AND VULNERABLE POPULATIONS AROUND THE GLOBE. In this issue, GSPIA alumni offer career advice to students by SHARING THEIR LIVED EXPERIENCES TO IMPROVE THE HUMAN CONDITION.
EMILY TANNER (MID ’11) is a project director for the Nigeria Regional Transition Initiative (NRTI) at Washington, D.C.-based Creative Associates International, Inc., funded by the United States Agency for International Development (USAID). USAID launched the NRTI program to support U.S. policy goals of diminishing conditions that allow the terrorist group Boko Haram to exist and flourish in Northeast Nigeria.

Drawing on her experience, Emily advises students to rethink what success looks like when considering a career in international development. “Everyone seems to think the definition of success is to move overseas and be this cool expat, living the life and traveling all over the world. That’s one tiny little piece of it,” she said. There are numerous career paths in international development that involve working in the field or in an office, she explained, including policy work, fundraising, communications, proposal writing, compliance and management, among others. Maintaining a level of open-mindedness is really key to being successful. “There’s something about this particular field and in social justice or humanitarian work that’s almost like a higher calling,” commented Emily. “You feel very motivated, because you’re there for a deeper purpose. It’s easier to feel that when you are in the field and not sitting in D.C., but you can still find that meaning at headquarters.”

She went on to describe some of the differences between international development work and humanitarian assistance or disaster relief. For those working in emergency relief, the work can be exhausting. “You are there, you are on call, in the field, at all times. If you don’t show up that day, somebody could actually die,” noted Emily. “There is an understanding that whatever is happening in the field takes priority over your personal life.” On the other hand, long-term international development work comes with stresses and strains. “You work and you work and you work and often, at the end of the day, there’s not a lot to show for it,” said Emily. “Still, for the most part, this is a group of people who are passionate about making a difference in the world and making the world better.”

continued on page 14
ASHA WILLIAMS (MID ’07) is a social protection specialist with the Social Protection and Labor Global Practice at the World Bank. Not a bank in the traditional sense, the World Bank provides financial and technical assistance to developing countries around the world in a unique partnership to reduce poverty and support development. Asha believes students preparing for a career in international development need a wide range of skills and competencies, but that people skills are the most important. “International development is really about helping people,” explained Asha. “International development requires that individuals who work in this area have compassion and drive, but that they also have a clear vision for how they want to contribute to the world.”

She also recommends that students gain financial management expertise. “A lot of nongovernmental organizations (NGOs) need to look for financing quite often in parallel to the great work they are doing, which includes securing government funding and private sector funding, as well as establishing partnerships with other agencies. So it’s quite critical that international development students who want to enter the NGO sector have some idea of basic accounting, financial management and fundraising skills. Asha suggests that, because international development is a very broad field, a masters in international development is an indication that graduates have general knowledge of the field — but that a specific sector focus is needed to excel. “Organizations are looking for specialists who are experts on different priority development topics, whether it is public health, labor, gender, at-risk youth, climate change, crime or violence,” she said. She also urges students to hone this expertise during their graduate study by doing research and writing reports and studies on topics that excite them. This, she notes, will be a great complement to any direct work experience students have on these topics, and will help them stand out in the job market.

For example, while at GSPIA, Asha wrote a capstone paper that assessed Haiti’s full inclusion in a single market economy. Her paper was published in a professional journal for the United Nations Economic Commission for Latin America and the Caribbean. She attributes landing her first job to the experience of researching and writing that paper, as well as her preparation at GSPIA, which helped her focus on relevant topics. “Expertise in a specific theme or a few key themes within international development would really help with any student’s career,”
NITIN MADHAV (MPIA '92) is the deputy director, Afghanistan, at the U.S. Agency for International Development (USAID), which is helping that country, after decades of war, move toward a more secure, stable and prosperous future.

Nitin is no longer the idealist that he used to be — and for good reason — he understands better than anyone the dangers and ugliness of implementing development activities firsthand. “I’ve been held hostage. I have been shot at. I have been in rocket attacks. I have seen people killed at close range,” reflected Nitin. “People think of international development as a kind of ‘feel good’ career — it’s not that simple.” On the other hand, despite these harrowing experiences, Nitin describes his experiences as the best career he could have hoped for. “I’ve had opportunities to do things that many of my colleagues in the Foreign Service never get — flying over the breathtaking mountains of Afghanistan in old, Russian-made planes or chugging down the Irrawaddy River in Burma in a boat to see clinics that we’re supporting. Talking about HIV prevention with commercial sex workers in Pakistan, or monitoring programs in Mongolia — it’s been a great experience.”

International development opportunities are vast and span many different sectors, such as education, health, democracy and governance, agriculture or even contracting and administrative functions, explained Nitin. “To be successful, one needs in-depth technical knowledge in an area of specialization. I think it’s important for an effective development practitioner to have both program management and social skills. You also need know about budgeting and financial management; how to effectively monitor, evaluate, understand and interpret data; and have supervision skills — especially of people who may not speak English as a first language when working overseas.”

Communication is critical in any position, but even more so in large government institutions. “Good presentation skills are important — you can either bore your audience to tears when talking about a monitoring and evaluation program, or you can make it gripping and exciting,” said Nitin. “Learn to write crisply and clearly. People reading your emails and project proposals will appreciate your efforts.” He also recommends that students develop good presentation skills, know their geography and take a few business courses. “Fundamentals of marketing would be invaluable in targeting beneficiaries to fund projects,” he said. “Learn a language, in fact, learn a few. Really try to understand the cultures of the countries you’re working in. If you lack the sociocultural skills to thrive in and understand complex dynamics, you won’t do well with an overseas career. You need to be able to read people, appreciate cultural differences and be able to interpret nuances.”

Lastly, Nitin strongly encourages students to jump into their work. “Just get out there into the field and do something — it’s the best way to learn.”

continued on page 16
Myles manages RTI’s programs related to international innovation and technology adoption in developing countries, and conducts applied research for water, sanitation and household cook-stove applications. He cites generating financial support as an important part of his job and a critical need in international development. Project development and implementation resources come with a fixed time line, so future funding is always on your mind. Effective grant and proposal writing is a part of his job. It is a skill required to enable one to work on the implementation side of international development. “It never stops. We take on significant programs, and strong performance brings renewed work, but you always have to be thinking two years ahead in funding options in order to meet evolving field challenges.”

He advises students who are considering a career in international development to gain a full understanding of the field’s complexity. “We are driven by humanitarian and altruistic motivations, but the cold reality is you have to also understand the politics of foreign aid and corporate social responsibility assistance. There are complex donor relationships and global politics at play that influence the practice of ‘doing good.’”

Myles believes that internships, mentoring arrangements and networking opportunities all are essential to gaining a sufficient understanding of the international development industry, which augmented the coursework he had at GSPIA. “We were fortunate to have several professors who were actively engaged in the international aid consulting industry and doing important international policy analysis work; by networking with them, they were able to connect me to important players in the industry that led directly to my first job,” he said. “Internships are essential and an important way that our organization recruits new personnel. Internships allow us to provide research and training opportunities for students, as well as screen and develop relationships with promising young people.”
DAWN CLOSE (MPPM ’10) is the founder of the Foundation for the Realization of Economic Empowerment (FREE), a faith-based organization committed to empowering women in Lusaka, Zambia, to rise above poverty.

Dawn, the 2015 recipient of the International Public Service Award, took a different route to international development through GSIA’s MPPM program. After working and living in southern Africa for more than 22 years, she was troubled by the widespread poverty she saw despite the availability of a wide array of natural resources and the hardworking nature of the people she met there. She returned to the U.S. to start her degree at GSPIA in 2008. Even with so much experience, she attested that GSPIA still had a lot to teach her. “What GSPIA provided for me was a framework for my dreams,” she said.

Dawn had started out in southern Africa as a missionary, but eventually wanted to create development-oriented, income-generating projects. She soon found that she didn’t have the skill-set or the know-how to go about it and that her small projects were creating dependency. Her GSPIA education, however, gave her both the concrete skills and theoretical background to make a successful return to development work.

“GSPIA really helped me define what I wanted to do,” she said. “While I was a student I did six credits of independent study in Zambia and zeroed in on the fact that I wanted to work on women’s projects.” As an example of how she applied her education, she brought up FREE’s copper jewelry project. “It’s all about value addition, and that was a concept I learned at GSPIA. Zambia is one of the world’s biggest copper producers but there is very little value added before export.”

Dawn developed the concept for FREE during her capstone seminar with Assistant Professor George Dougherty, with whom she discussed her ideas and experiences from living in Africa. She registered FREE as a nonprofit organization in Pennsylvania and, two weeks after graduation in spring 2010, she relocated to Zambia to begin her journey as the director of FREE. FREE’s handmade products are available for purchase at free-zambia.org.

Her advice to students interested in working in international development was to really get to know the society of the area they’ll be going to. “Learn about the culture and really get to know the people,” Close explained. “Learn the language and the local customs so that you can be effective and engage people in what you do.” She stressed humility and a participatory approach, skills she found lacking in American aid workers abroad. “You need to approach it saying, ‘We’re here to work together, I’ve got something to offer and I’m here to help you but I don’t have all the answers,’” she said.

Read about Dawn Close’s award on page 27.
Working Groups at Ford Institute

Enhance Influence

CLIMATE CHANGE
MIGRATION AND CONFLICT

CORPORATE
SOCIAL RESPONSIBILITY

COUNTERING VIOLENT EXTREMISM IN THE SAHEL

FOOD SECURITY

GENDER EQUALITY IN PUBLIC ADMINISTRATION
Working groups have been an important part of how the Ford Institute for Human Security has fulfilled its mission of education and research since its founding in 2003. The groups’ foci vary each year. Topics are determined by advising professors who often draw upon their contacts with government agencies and NGOs seeking support in order to form the groups’ missions and shape their deliverables. The working group experience offers students the chance to do real world research with a strong academic orientation. Faculty advisors, doctoral students and master’s-level students come together on a regular basis to collaborate professionally and develop new skills.

Working groups give students the opportunity to have their names on publications, present research findings and develop practical skills. This year, the Institute sponsored five working groups: Climate Change Migration and Conflict, Corporate Social Responsibility, Countering Violent Extremism in the Sahel, Food Security and Gender Equality in Public Administration. “It is a big coordination effort to run five research groups, but very worthwhile,” said Diane Cohen, assistant director of the Ford Institute. “Alumni from the working groups consistently report the long-term value of the skills they gained and the relationships they forged at the Ford Institute.”

continued on page 20
CLIMATE CHANGE AND MIGRATION WORKING GROUP
From left: Jennifer Bert, Professor Taylor Seybolt, Joe Hackett and Jia Yang

CORPORATE SOCIAL RESPONSIBILITY WORKING GROUP
From left: Professor Barry Mitnick, Caitlin Corrigan, Claire Kaplan and Katherine Yoon

COMBATING VIOLENT EXTREMISM WORKING GROUP
Emma Wallis and Chris Belasco
CLIMATE CHANGE MIGRATION AND CONFLICT

This year, the Climate Change Migration and Conflict group led by Associate Professor Dr. TAYLOR SEYBOLT and coordinated by JENNIFER BERT (PhD STUDENT, MPIA ’10) investigated the conditions under which climate-related migration leads to conflict or cooperation between migrants and the receiving communities. In December 2015, the working group presented a paper titled “Climate Change, Migration and Social Stress: Implication for Conflict and Cooperation” at the DuPont Summit in Washington, D.C. In the spring semester, the group focused its research on the dynamics of climate-induced migration in Bangladesh. Investigating this area proved challenging, group member JOE HACKETT (MPIA ’16) noted. “Last semester we couldn’t find much data on this subject. It’s illegal immigration, and it’s in an area of the world where it’s really hard to keep track of people going across the border.” Thus, the collaborative aspect of the working group experience is especially important. “When we hit those sorts of frustrations, we regroup and we all try to figure it out,” Hackett added. To overcome the limitations, the group turned to alternative sources of information, such as news reports.

Despite the challenges, Hackett is positive about the experience. “It’s super fun, and I know Professor Seybolt makes sure that everyone has something they can market out of the skills they’re learning, which is really nice. I’d say, for me, the best thing I get out of it is learning how to do that sort of qualitative analysis, and that’s what I’ve put on my resume.” Group member JIA YANG (MPA ’16) agreed. “In classes, when you write a paper, you also go through this process, but it’s very short. You just finish this task; you don’t need to come up with some innovative things. For the working group, we had to go through a very challenging experience to choose the method, the information, the topic and the hypothesis. You do everything from nothing. It’s very different from classes.”

CORPORATE SOCIAL RESPONSIBILITY

Even when information is available, the problems explored do not lend themselves to simple solutions, as the Corporate Social Responsibility group led by Dr. BARRY MITNICK and CAITLIN CORRIGAN (PhD ’16) found. The term corporate social responsibility (CSR) often is defined as a company’s efforts to meet legal requirements as well as the broader expectations of stakeholders in order to contribute to a better society. In many developing countries, CSR efforts often involve company attempts to fill in governance gaps in the communities where they are working.

The working group explored CSR efforts from the perspective of a “wicked-wicked problem,” using case studies of companies in three different industries in three different developing or emerging countries. “Wicked problems” arise when the process of trying to solve one set of governance issues raises new and often unforeseen problems, which in turn generate new solution attempts. The process repeats, thereby frustrating efforts to reach workable solutions. The group employed an extension of the wicked problem construct to model wicked-wicked problems in these settings. In wicked-wicked problems, moral guidance in the problem-to-solution process is also constantly changing, sometimes slowing attempts at resolution.

The group’s paper argued that certain types and patterns of moral guidance seemed to make a difference in moving wicked-wicked problems either toward or away from resolution. Exposure to these types of wicked problems gives group members a head start when similar topics come up in classes. “It was nice having background in my classes that other people didn’t have because of this — for example, talking about wicked problems in my policy class,” group member and MPA student CLAIRE KAPLAN explained.

The academic advantage complements the opportunity to do publishable research. “I was excited by the idea of doing a significant research project and getting published. I knew nothing about the process before this,” Kaplan said. Teammate Caitlin Corrigan agreed. “For me the experience was leading a group of people in a research project; taking what they learn in the classroom and what I learn in the classroom, and actually turning research into a publishable article. It’s a good experience to do this in a group setting. And this was definitely an insight into what academic publishing is like.” In April 2016, the group submitted a manuscript to an academic business ethics journal for consideration.

COUNTERING VIOLENT EXTREMISM IN THE SAHEL

Other groups seek to contribute in cases where evaluation suggests looking at new ways of implementing solutions. The U.S. Department of State, Department of Defense and Agency for International Development have developed programming to counter support for violent extremism in Africa. Implementers of the program intended to counter violent extremism to fight the influence of Boko Haram and Al Qaeda in the Islamic Maghreb among citizens can learn from successes and failures in programming. “It’s very eye-opening when you’re researching current programs, what’s actually available,” noted group member and MPA student EMMA WALLIS.

Students in the CVE group facilitated by staff associate CHRIS BELASCO are compiling a database of CVE programs in Africa that will help them understand how donors and program implementers define the goals of such programs, how they recognize the conditions that led to success and failure in CVE programming and how they identify lessons learned from implementation in the Sahel region. Again, the experience had a positive spillover effect. “It helped with understanding resources for researching in my other classes, such as looking at what programs are in place and how to find information like that, especially in the development sector,” Wallis noted.

continued on page 22
FOOD SECURITY WORKING GROUP
From left: Professor Paul Nelson, Briana Walker and Cynthia Caul

FOOD SECURITY WORKING GROUP
From left: Professor Paul Nelson, Briana Walker and Cynthia Caul

GENDER EQUALITY IN PUBLIC ADMINISTRATION WORKING GROUP
Front from left: Kathleen Euler, Chelsea Palladino, Hilary Heath, Assistant Professor Müge Finkel and Erica Karapandi, Back: J. Clay Rogers and Diane Roth Cohen

Ford Institute for Human Security

FOUNDED IN 2003 AS ONE OF THE FIRST ACADEMIC CENTERS IN THE WORLD DEVOTED TO ADVANCING THE CONCEPT OF HUMAN SECURITY.
The Institute contributes to this vibrant field of study and practice by focusing on the intersection of development and security. Affiliated faculty and graduate students conduct research that draws on development economics, security studies, human rights and governance. Current and past projects include building governance systems in countries emerging from violence; promoting human rights and gender equality; evaluating humanitarian intervention; analyzing how to prevent genocide and mass atrocities; and investigating corporate social responsibility. The Institute disseminates its findings by teaching students, publishing scholarly work and briefing policymakers. The 2015-2016 Ford working groups were composed of students from all of the International Development disciplines along with five other GSPIA majors.

FOOD SECURITY

In addition to the academic benefits, working groups give students the opportunity to expand their experience in specific fields outside the classroom. BRIANA WALKER’S (MID ’16) interest in agriculture led her to the Food Security working group directed by Dr. PAUL NELSON and coordinated by CYNTHIA CAUL (MID ’16). The group researched human rights initiatives, national strategies and the work of various development organizations to produce a practical guide on advancing women’s land rights to be used by development practitioners. The U.S.-based Global Initiative for Economic, Social and Cultural Rights (GI-ESCR) plans to use the practitioners’ guide in its ongoing discussions with development agencies about the value of human rights approaches for international development. “Doing this kind of research is particularly useful for me because I am interested in food security,” noted Walker, who contributed to the section on working with customary institutions. “Right now, I’m interning with an organization that works with Berber communities in central Morocco and the High Atlas region, and they often engage with customary institutions. So, it’s practical in that sense. I am helping develop a manual that I could take lessons from and put into my internship and eventually my professional work.”

Furthermore, the working group experience allows students to explore topics they had not previously encountered. “It allowed me to research a specific gender-related issue with which I wasn’t very familiar,” said GILLIANE MCSHANE (MID ’15). “It gave me an opportunity to learn more about gender and health, areas of development I am very interested in, so it reminded me that I can find a future career in the development field that is motivating and rewarding.

“IT was interesting to interact with students I hadn’t known before, and in a much more collaborative setting outside of a conventional classroom environment,” she added. “This allowed me to meet new people and stretch myself in an area of research in which I am passionate, and ultimately was one of the more rewarding experiences during my time at GSPIA.”

GENDER EQUALITY IN PUBLIC ADMINISTRATION

Students agree that developing practical skills is a main reason for joining a working group, but add that producing work and contributing to projects that assist organizations directly is even more rewarding. The United Nations Gender Equity in Public Administration (GEPA) working group is led by Dr. MÜGE FINKEL (GSPIA) and Dr. MELANIE HUGHES (Department of Sociology), and is coordinated by KATHLEEN EULER (MPIA ’16) and BRITTANY DUNCAN (Sociology PhD candidate). The group collects, evaluates, analyzes and visualizes data on women’s representation in public administration worldwide in partnership with the UNDP Governance and Peacebuilding team. See related story on page 62.

“These groups require students and faculty to dedicate considerable time and energy,” said Ford Institute Director TAYLOR SEYBOLT. “In return, the students get valuable experience, the faculty has an opportunity to explore new ideas and everyone builds relationships. The word seems to have gotten out: This year, we had almost 60 master’s and doctoral students and six faculty members participate.” The groups attract a variety of majors within GSPIA as well as students from Political Science, Public Health and Sociology. Though these groups are housed by Ford Institute for Human Security, the center has shown its ability to draw students from diverse backgrounds, all of whom are looking to learn more about human security and develop practical skills for academia and their future work.
Alumni Awards

Recognizing distinguished individuals whose outstanding professional accomplishments bring honor to GSPIA and make them inspiring role models for our students.

University of Pittsburgh
Graduate School of Public and International Affairs

Thomas Mathukhu Mogale (PhD ’97)

Thomas Mathukhu Mogale earned his bachelor’s in 1981 at the University of the North (now the University of Limpopo) in Sovenga, South Africa, with a major in political science, public administration and international relations. With support from a British Council Scholarship, he earned his MSc. in political economy of regions in 1987 at the University of London’s School of Oriental and African Studies.

Several years later, he moved to Pittsburgh and, with a Fulbright Scholarship, earned his PhD at GSPIA in 1997 working under the supervision of Professor Lou Picard. While completing his dissertation in 1995, he returned to South Africa and, as a lecturer and program manager, began his academic career at the Graduate School of Public and Development Management (P&D M) at the University of the Witwatersrand (“Wits”) in Johannesburg. For the last 20 years, he has taught courses there and played a major role in training graduate students in the fields of political economy and regional and local economic development.

He has co-authored two books, “Restructuring the State and Intergovernmental Relations in South Africa” (1996) and “The Limits of Democratic Governance in South Africa” (2015), and numerous articles, book chapters and reports. Over the last decade, he has held increasingly important administrative roles at Wits. In 2006, he became assistant director for academic affairs for P&D M. From 2004 to 2007, he served as assistant dean for the faculty of commerce, law and management (CLM), the broader unit that includes P&D M, and chair of CLM’s graduate studies committee. He was appointed acting director of P&D M in 2010 and then director in 2011. Soon after, P&D M was renamed the Wits School of Governance in recognition of its enhanced academic scope.

While continuing to serve as director of the School of Government, Mogale also held the position of acting dean of CLM in 2013-14. Mogale has engaged in consulting projects for a vast number of entities, including the South African Qualifications Authority, the United Nations Development Program, the Department of Trade and Industry, the Department of Water Affairs, the Ford Foundation, the National Housing Finance Corporation and the Independent Development Trust. Since 2001, he has also appeared frequently as a political analyst on various television networks and Sotho/Tswana radio stations. He currently sits on the board of an IT company and a development NGO and is also a member of National Anti-Corruption Forum.
Pandelani Thomas Mathoma (PhD '00)

Pandelani Thomas Mathoma earned his bachelor's degree in 1991 at the University of the Witwatersrand ("Wits") in Johannesburg, South Africa, with a major in international relations and history. In 1993, he earned a master's at Wits in international relations and then moved to Pittsburgh to study at GSPIA. He completed his MPIA in 1994 and his PhD in 2000. His dissertation, written under the supervision of Professor Lou Picard, focused on “Ripeness and Conflict Resolution through Direct Negotiations in South Africa 1989-1994.”

While at Pitt, he also served as the president of the African Students Organization. While studying for his degrees at Wits and Pitt, Mathoma received a Mellon Foundation Fellowship, a Fulbright Scholarship and a Ford Foundation Scholarship. He then moved back to South Africa where, from 1994 to 1999, he served as director of the Provincial Governance Program at the Graduate School of Public and Development Management (P&DM) at Wits. In 2010 he left Wits to begin a decade of government service. From 2000 to 2004, he served as chief director for Southern Africa in the Department of Foreign Affairs, Republic of South Africa. For several months during that period, he also served as acting chief director for North Africa.

From 2004 to 2007, he was South Africa's ambassador to the Republic of Mali. In recognition of his service as ambassador, in 2007 he received the National Order of the Republic of Mali. In 2010, he served as head of diplomatic training and acting head of the Policy, Research and Analysis Unit at the Department of International Relations and Cooperation. In 2010 Mathoma moved to the private sector, serving until 2013 as general manager of corporate affairs at Old Mutual, an international investment, insurance and banking company. While at Old Mutual, he also served as the deputy chairperson for the South African government's Defense Review Committee. In 2013, he became chief executive officer of PIH Investments Holdings Ltd. Over the past 15 years, he has also held a number of part-time leadership positions, including deputy chairperson of the South African National Commission for UNESCO (1998 to 2000) and member of the Branch Executive Committee for the Tshwane East Branch of the African National Congress (1998 to 2000). Mathoma also has served as a member of the GSPIA Board of Visitors.

Abdulrahman Abdullah Al-Barrak (MPA '83, PhD '89)

Abdulrahman Abdullah Al-Barrak (left) earned his bachelor's degree in 1980 at the King Saud University in Riyadh, Saudi Arabia. The next year he moved to Pittsburgh to study at GSPIA. He completed his MPA in 1983 and his PhD in 1989 with a dissertation titled “The Use of Operations Research Techniques in the Public Sector of Saudi Arabia.” After completing his doctoral degree, he returned to King Saud University where, from 1989 to 2001, he held a succession of positions of increasing responsibility: professor, chairman of the Public Administration Department, vice dean of the College of Administrative Science and deputy director for Studies and Development. His many publications while at the university included “The Predictive Validity of the Employment Examination for the Civil Services in Saudi Arabia” and “The Need for Strategic Administration in the Public Sector.”

In June 2001, he became a member of the Kingdom's Shura Council (national assembly) and served there for a decade, rising to the position of assistant speaker in 2008. At the Shura Council, he served as chairman of the Committee on Administration—Human Resources Petitions and as head of the Committee on Developing Mechanisms of Action of the Shura Council, the Committee on Living Expenses and Costs and the Committee on Media and Policy Plans for Internal and External Information. He also served as head of delegation to the meeting of the Second General Assembly of the Asian Parliament in the Islamic Republic of Iran (2007), the 13th conference of the Arab Parliamentary Union in Iraq (2008), the Arab Economic Forum in Egypt (2010) and the annual meeting of the National Conference of American States (2011). In December 2011, he was appointed to serve as minister of the Civil Service, a position he held until February 2015. During that period, he also was a member of the Council of Ministers of the Government of Saudi Arabia and, from 2012-14, served as head of the Saudi delegation to the annual meeting of the Arab Administrative Development Organization.

In 2015, Dr. Al-Barrak moved to the private sector and now serves as chief executive officer of the Al Barrak Industrial Group. Since 2015, he also has served on the GSPIA Board of Visitors.
Edwin (Ed) Daley represents the heart and soul of a true and dedicated public servant. He served in the United States Marine Corps from 1969 to 1972. He then went on to earn a bachelor’s degree from Slippery Rock University in 1973 and began working in the public sector for the city of New Castle, Pennsylvania. After graduating from GSPIA in 1975, Ed served as the Comprehensive Employment and Training Act and Human Services director for Lawrence County, Pennsylvania. Ed began his long career in city management with his appointment in 1976 as assistant city manager and community development director in Dodge City, Kansas. In 1978, he was promoted to city manager and served in that position until 1980. He then served as city manager of Fairmont, West Virginia, for six years until 1986, when he was named city manager of Winchester, Virginia, a position he held for 21 years until his appointment in 2007 as city manager of Hopewell, Virginia. Also during this time, Ed completed his doctor of public administration through the University of Southern California. Ed served the city of Hopewell for seven years, the conclusion of which marked his 40 years of service to local government.

Not one to walk away from public service in retirement, Ed has also served as assistant city manager and projects administrator for Emporia, Virginia, for the past three years. In and amongst his work as a city manager, Ed also has contributed to the professional organizations and institutions that prepare future city managers, including 42 years of membership in and service to the International City/County Managers Association (ICMA), including terms as president and regional vice president, recognition as a credentialed manager, life member and senior advisor, and member of various ICMA committees, including the International Committee, Sustainable Advisory Committee and 2015 Strategic Task Force Committee. Ed also has served as the president of the Virginia Local Government Managers Association (VLGMA) and president of the West Virginia City Management Association. Ed also maintained a 42-year membership in the American Society for Public Administration (ASPA), including service as president, Central Virginia Chapter and president, West Virginia Chapter. Ed’s professional recognitions include having been named a Fellow of the prestigious National Academy of Public Administration; as the recipient of the USC Sol Price School of Public Policy’s Distinctive Public Service Award and Distinguished USC Alumnus Award (2007); VLGMA Hero Award (2009); and numerous recognitions from ICMA.

GSPIA Alumni Featured in “Pittsburgh’s 50 Most Powerful People”

Pittsburgh Magazine recently released its list of Pittsburgh’s 50 Most Powerful People. GSPIA alumnus and Mayor of Pittsburgh BILL PEDUTO (MPPM ’11) ranked #3, while fellow alumnus PAUL HENNIGAN (MPA ’86), president of Point Park University, ranked #36. Other GSPIA connections making the list include: HEATHER ARNET, chair of the advisory board of GSPIA’s Johnson Institute for Responsible Leadership; BILL STRICKLAND, recipient of the Johnson Institute’s Exemplary Leader Award; and KAREN WOLK FEINSTEIN, member of GSPIA’s Board of Visitors.
Willys de Andrade Santos (MPIA ’06) Earns Sheth International Young Alumni Achievement Award

The University Center for International Studies (UCIS) recently announced GSPIA alumnus Willys de Andrade Santos (MPIA ’06) as the winner of the 2015-2016 Sheth International Young Alumni Achievement Award. Santos is currently the director of the Centre for Innovation and International Studies at Kwara State University in Nigeria. UCIS recognized him for his professional achievements and contributions to the international community.

Santos came to GSPIA as a Fulbright scholar with research interests in the areas of global political economy, international development, international education and anthropology. While at GSPIA, Santos also earned a certificate in Latin American Studies from UCIS.

Prior to joining KWASU, Santos worked as a lecturer and program coordinator of several study abroad programs in Brazil for students from the University of California Berkeley, Brown University, Ohio State University, Dartmouth College and others.

UCIS held an award ceremony on March 15, 2016, at the University Club. The Sheth International Young Alumni Award was established in 2012 through the generosity of Madhu and Dr. Jagdish N. Sheth (Business ’62, ’66) and the Sheth Family Foundation.

Recipients of the International Service Award included DAWN CLOSE (MPPM ’10), Founder of the Foundation for the Realization of Economic Empowerment (See page 17); ERIN FLAHERTY, (MPIA ’95), deputy director for Sanctions, Counterterrorism and Countering Violent Extremism in the Bureau of International Organization Affairs’ Office of Peace Operations, Sanctions and Counterterrorism, and GSPIA Emeritus Professor DONALD “GOLDY” GOLDSTEIN (See page 91).

KUDOS!

Ed has shared his talents with numerous civic, faith-based, governmental and educational organizations, including the Salvation Army of Winchester, Virginia (1987-2007); Kiwanis International (1980-present); the United Methodist Church; the Virginia Municipal League; the Commonwealth of Virginia, Emergency Medical Services Governor’s Advisory Board and the Criminal Justice Services Board; Regent University (2015-2016); Virginia Commonwealth University (2014-2015); Lord Fairfax Community College (2006-2007); Shenandoah University (2005-2007); West Virginia University (1982-1986), and GSPIA’s Board of Visitors (2009-2014). Ed has earned multiple professional certifications in evidence of his commitment to continuing education and professionalization of local government and city management, including the Certificate of Management (1988), ICMA; completion of the Management Excellence Program (1990), University of Virginia; Leading the Process of Change (1996), Federal Executive Institute; Certificate in Conflict Resolution (2000), Shenandoah University; and Graduate (2001), Virginia Natural Resources Leadership Institute.
GSPIA recognized the winners of the 4 Under 40 Award during the annual new student reception. The award honors alumni who have demonstrated early success and leadership potential.

JENNIFER LENTFER (MID ’02) is the director of communications at IDEX, a San Francisco-based international grant maker focused on food sovereignty, alternative economies and climate justice. Lentfer is constantly looking for ways to portray the realities of people’s lives, struggles and strengths—as well as outsiders’ roles and mistakes—in an impatient, “silver bullet solutions” world. Last year, with her students at Georgetown, she published “The Development Element: Guidelines for the Future of Communicating About the End of Global Poverty” and is currently co-editing a book featuring the growing community of small grant makers that find and fund effective grassroots leaders around the world. Lentfer has worked with more than 300 grassroots organizations in east and southern Africa over the past decade, serving with various international organizations in Zimbabwe, Malawi, Namibia and the United States, including Oxfam, Red Cross, Catholic Relief Services, UNICEF and Firelight Foundation. Throughout her career, Lentfer has displayed a professional and personal drive to place community-driven initiatives—which can be more genuinely responsive to local needs—at the forefront of international aid, philanthropy and social enterprise.

DANIEL JOHN MALIK (MPIA ’06) is a 2006 GSPIA MPIA graduate who for the past 10 years has worked in numerous counterterrorism roles within the U.S. government, to include DOD, DNI and CIA organizations. Over the past decade of government service, Malik has specialized in counterterrorism analysis and operations against Afghanistan/Pakistan-based al-Qa’ida (AQ) senior leadership and its regional affiliate groups.

RUDI NAVARRA (MID ’06) Over the last two years, Rudi Navarra has worked at the U.S. Climate Action Network on climate change and energy on a state, national and international level. He has recently focused on the EPA’s Clean Power Plan and related federal regulations to reduce greenhouse gases and promote renewable energy and energy efficiency. Navarra has led various working groups advancing equity in energy and climate, including the development of improved methods for engaging rural electric cooperatives and their rate-payers. Previously, Navarra had worked at the National Council of La Raza, People for the American Way and Common Cause. As a social entrepreneur, he is developing various for-profit and nonprofit ventures on immigration, food security and renewable energy in the U.S., Italy and his native Colombia. Navarra earned a master’s of international development degree from the University of Pittsburgh and a bachelor’s in communication studies from Duquesne University. He is proud to call Miami home. You can follow him on social media via Twitter @latinosublime.

GARY RICHARD STOFKO (MPA ’02) graduated in June 2016 with an executive level master’s degree at the Dwight D. Eisenhower School for National Security and Resourcing Strategy at National Defense University in Washington, D.C. He also holds an MPA from GSPIA and a bachelor’s degree in political science from Saint Vincent College. He is returning to his position as a program examiner in the National Security Division at the Office of Management and Budget (OMB). In this role, Stofko has management and resourcing responsibility over a vast array of Department of Veteran’s Affairs programs, most notably veteran’s benefits programs, such as disability compensation. Stofko also worked in OMB’s Office of Federal Financial Management, where he was principally responsible for implementation of the President’s Memo on Disposing of Unneeded Real Estate and moving forward federal real estate management agenda priorities. Prior to joining OMB, Stofko conducted program and financial audits at the GAO in a range of public policy areas encompassing homeland security, strategic issues and physical infrastructure issues. He is active in the community and participates in a tutoring program at Horton’s Kids, where he works with economically disadvantaged youth.
GSPIA's Board of Visitors convened on April 7-8, 2016, for a student reception and strategic planning meeting. The reception was held at the Pittsburgh Athletic Association, where students had the opportunity to network with board members. During the planning session, the board had discussions with the Dean’s Award winners Rachel Boss and Joseph “Kenny” Sobek, as well as Program Faculty Award winners Emmie Calland, Natalie Fiato and Kierstin Edwards. The board also received updates from Dean John Keeler on the overall operations of the school. Assistant Professor Jeremy Weber and MPA student Max Harleman joined Dean Keeler to update the Board on the new Shale Gas Governance Center. Associate Professor George Dougherty met with the Board to discuss the progress being made since the launch of the Master of Public Policy and Management (MPPM) online degree program.

FRONT ROW: Andrew Hoehn (MPIA ’86), Nitin Madav (MPIA ’92, MPH ’94), Abdulrahman Al-Barrak (MPA ’83, PhD ’89), Lynsey Wood Jeffries (MPA ’00), Kay Brown (MPA ’84), Ethel Williams (MPA ’72).
BACK ROW: Robin Klaus (MPIA ’67), Anthony Ruggiero (MPIA ’98), Beth Rossman (MPA ’87), Dean John T.S. Keeler, Board Chair David Chavern, Associate Dean Paul Nelson, Tom Hafer (MPIA ’78), Ken Zapinski (MPIA ’93), Dan Flaherty (MPIA ’99).

NOT PICTURED: John Campbell (MPA ’75), Sundaa Jones (MPIA ’95), Keun Namkoong (PhD ’89), P. Welles Orr (MPIA ’84), Daniel Rich (MPIA ’67), John Rogers (MPIA ’65), Smita Siddhanti (PhD ’88), Victoria Stanley (MPIA ’96), Vickie Tillman (MPIA ’76), Lawrence Velte (MPIA ’68), Jake Wheatley (MPA ’00).
SPIA has recently established a new Shale Gas Governance Center (SGGC) with the mission of promoting research, teaching and outreach on the governance issues posed in Pennsylvania, the United States and around the world by the emergence of the shale gas revolution. The SGGC is intended to complement Pitt’s Center for Energy, administered by the Swanson School of Engineering, by coordinating and publicizing the work of social scientists in this key issue area.

Dean John Keeler will serve as the director of the SGGC this year and will chair an SGGC steering committee including professors Sabina Deitrick, Shanti Gamper-Rabindran, Ilia Murtazashvili and Jeremy Weber. The SGGC office will be located in Posvar Hall 3420 and will provide space for staff support, meetings and storage of research and teaching materials related to shale gas governance. A website for the SGGC is currently under development.

Over the past decade, the development of unconventional gas has enormously enhanced natural gas production, contributed substantially to economic growth and greatly improved U.S. energy security. Around the world, from China to Europe and South Africa to Latin America, efforts are now being made to develop unconventional gas resources in an effort to emulate the success of the U.S.

However, both in the U.S. and abroad, the development of shale gas by the only technique currently available — hydraulic fracturing (“fracking”) combined with horizontal drilling — has provoked controversy and posed a unique set of challenges for government officials.

At the local level, proposals to drill for shale gas have often aroused intense opposition from residents — in an extreme version of the NIMBY problem — due to multifaceted environmental concerns. In addition, municipalities engaged in drilling have had to plan for the boom-bust cycle that shale gas drilling entails. At the national and international levels, fear that shale gas development will impair efforts to cope with climate change has also led to staunch opposition by many environmentalists advocating renewable energy sources.

Yet another issue posed for local and national governments around the world has been how to balance the desire to attract gas industry investors with the desire to raise revenue through taxes and/or impact fees on gas production. In short, the development of shale gas has generated a wide variety of governance challenges and, in line with GSPIA’s mission, the SGGC will strive to promote understanding of efforts — local to global — to meet those challenges.

GSPIA’s interdisciplinary research expertise related to shale gas governance has expanded dramatically since the School launched the new Energy & Environment major with the 2014-2018 Strategic Plan. One new specialist on this topic has been hired since then — economist Jeremy Weber — but five other faculty have added a focus on shale gas issues to their research agendas. Our GSPIA faculty currently engaged in research on various aspects of shale gas governance include two economists (Shanti Gamper-Rabindran and Weber), three political scientists (Dean John Keeler, Ilia Murtazashvili and Jennifer Murtazashvili) and one urban planning specialist (Sabina Deitrick.)
PROFILES OF THE GSPIA FACULTY AFFILIATED WITH THE SGGC

SABINA DEITRICK (ASSOCIATE PROFESSOR; PhD IN CITY AND REGIONAL PLANNING, UNIVERSITY OF CALIFORNIA – BERKELEY) recently began pursuing research on the planning implications of shale gas development in southwestern Pennsylvania and, in spring 2015, co-organized with Iliia Murtazashvili a workshop on “The Regional Impacts of Shale Gas Drilling: Understanding Economic and Governance Implications for Communities and Regions.”

SHANTI GAMPER-RABINDRAN (ASSOCIATE PROFESSOR; PhD IN ECONOMICS, MIT) began research on the shale industry several years ago and has published an article in Energy Technology which highlights the need to address gaps in information collection, access and dissemination for the formulation of evidence-based shale policies. She is also engaged in an on-going project examining regulatory gaps in the shale industry in emerging economies using U.S. laws as a benchmark. She is currently editing a book with contributions from country experts on shale policies in the U.S., China, Argentina, South Africa, the UK, France, Germany and Poland. The book describes factors that influence countries’ decisions on whether and how to pursue shale, such as their energy mix, economic profile and climate commitments, and importantly, the countries’ decision-making processes, which determine the extent to which various competing parties in the shale debate can access information and participate meaningfully in policy formulation. The book project is the outcome of international Environment and Energy conferences that she organized at the University of Pittsburgh in 2013 and 2014.

Gamper-Rabindran participated in the 2015 NSF-NERC U.S.-U.K. workshop on Improving Understanding the Potential Environmental Impacts of Hydrocarbon Development and also presented at the Natural Resources Defense Council/ Sichuan University Shale Gas Conference in 2015, which brought together U.S. and Chinese researchers working on environmental aspects of shale development. Jointly with colleagues from the U.S., Canada and China, she is working on a review article on social science perspectives on unconventional hydrocarbons. She regularly teaches courses on global energy policy and global environmental policy.

JOHN KEELER (PROFESSOR AND DEAN OF GSPIA; PhD IN POLITICAL SCIENCE, HARVARD) began doing research on the politics of shale gas and anti-fracking movements in western Europe several years ago when he realized that the two countries he had studied most, France and the United Kingdom, provided fascinating comparative case studies. France became the first country in the world to ban hydraulic fracturing in 2011 and, in sharp contrast, the U.K., under Prime Minister David Cameron, began in 2012 to pursue a “drive for shale gas” with a degree of enthusiasm unmatched outside of the United States.

Keeler has published a book chapter on the France-U.K. comparison (in William E. Hefley and Yongsheng Wang, eds., Economics of Unconventional Shale Gas Development: Case Studies and Impacts, 2016) and delivered a related paper at the (British) Political Studies Association conference in Brighton in March 2016. He recently visited the University of Nottingham, where a group of researchers conducts a periodic survey on attitudes toward shale gas development and fracking in the U.K., to discuss collaboration on topics of mutual interest. He has also met with faculty, such as Giacomo Luciani, the scientific advisor of the Master in International Energy program, at “Sciences Po” in Paris to discuss prospective collaboration. Last fall in Pittsburgh, he also discussed collaboration with a faculty representative of the University of Newcastle and, along with Professor Bruce Pitt of the Graduate School of Public Health, he met with two British officials — MP Kevin Hollinrake (Thirsk and Malton) and District Councillor Bob Gardiner (Ryedale) — to discuss the implications of prospective shale gas development in Yorkshire.

continued on page 32
ILIA MURTAZASHVILI (ASSISTANT PROFESSOR; PhD IN POLITICAL SCIENCE, UNIVERSITY OF WISCONSIN) became interested in hydraulic fracturing because it was described as a “wild West” situation and one of the major topics in his first book was conflict over minerals in the 19th century — the real wild West. His publications on fracking include a comparison of state-level responses to opportunities for hydraulic fracturing in New York and Pennsylvania (in William E. Hefley and Yongsheng Wang, eds., *Economics of Unconventional Shale Gas Development: Case Studies and Impacts*, 2016) and a comparative study of the prospects for sustainable hydraulic fracturing in South Africa and Botswana (in *Governance in Africa*, 2015). He is currently working on several projects related to shale governance, including the appropriateness of decentralized governance of fracking, which compares regulation in the U.S. and European Union; how entrepreneurs, such as land men, provide insight into the shale boom; and an investigation into the institutional foundations of the presence or absence of a shale resource curse. He has co-taught a capstone seminar on Marcellus Shale in Comparative Perspective and regularly teaches a course on Natural Resources: Governance and Management. He also co-organized, with Sabina Deitrick, a workshop on “The Regional Impacts of Shale Gas Drilling: Understanding Economic and Governance Implications for Communities and Regions.”

JENNIFER MURTAZASHVILI (ASSISTANT PROFESSOR; PhD IN POLITICAL SCIENCE, UNIVERSITY OF WISCONSIN) recently began research on the shale gas development issue in Central and South Asia and has published a book chapter that highlights the cases of India, Pakistan and Kazakhstan (in William E. Hefley and Yongsheng Wang, eds., *Economics of Unconventional Shale Gas Development: Case Studies and Impacts*, 2016). She has also co-taught a capstone seminar on “Marcellus Shale in Comparative Perspective.”

JEREMY WEBER (ASSISTANT PROFESSOR; PhD IN AGRICULTURAL AND APPLIED ECONOMICS, UNIVERSITY OF WISCONSIN) is a native of Pennsylvania and first became interested in shale development when he heard from childhood friends about growing interest in leasing land for natural gas wells. When he finished his PhD and began working in the research wing of the U.S. Department of Agriculture in Washington, D.C., large-scale development of Pennsylvania’s Marcellus Shale was just beginning, so his attention first turned to western states that had already experienced growth in drilling. Over time, his shale-related research has proliferated, covering a wide variety of topics, such as local income and employment effects, land and housing values, leasing markets and royalties, state tax policies and impacts on school finances and performance. These articles have appeared in journals such as *Resource and Energy Economics, Energy Economics, Review of Agricultural and Resource Economics* and *Economic Development Quarterly*. Two of his most recent papers focus on his home state — “When Externalities are Taxed: The Incidence and Effects of Pennsylvania’s Impact Fee on Shale Gas Wells” (with Katie Jo Black and Shawn McCoy) and a policy brief for the GSPIA Center for Metropolitan Studies on “Shale Development, Impact Fees and Municipal Finances.” Weber recently presented his research to the Pennsylvania Public Utilities Commission, which oversees the implementation of Act 13, in Harrisburg. Weber regularly teaches courses on U.S. energy policy, energy production and the local economy and environmental economics.
Max Harleman Wins Knox Memorial Award for Study of Shale Gas Policy in UK

Max Harleman’s interest in sustainability initially focused on the potential impact of climate change on the livelihoods of farmers and fishermen on a small Caribbean island. Since then, his interest has grown and, thanks to Pitt’s Nationality Rooms Summer Study Abroad scholarship program, Harleman will now travel to another island to advance his research.

As a recipient of the James W. Knox Memorial Award, Harleman, an MPA student, plans to use the scholarship to study the issues surrounding shale gas development in the U.K. Conversations with colleagues while serving as a Peace Corps volunteer in Grenada led him to apply to GSPIA. The dialogue continued when he met Dr. Jeremy Weber, an economist and faculty member of the GSPIA Shale Gas Governance Center.

“I began to encounter various scientific and political opinions suggesting that natural gas may represent a viable ‘transition fuel’ that can be utilized in the short-term as we transition to carbon-free sources,” explained Harleman. “Through my research experience and education at GSPIA, I believe that I am developing the skills necessary to contribute to this dialogue.”

The shale gas drilling boom in Pennsylvania provided the ideal backdrop for the two native Pennsylvanians — Weber and Harleman — to conduct research and co-author a policy brief titled “Shale Development, Impact Fees and Municipal Finances in Pennsylvania.” The paper examines the effect of shale gas development on municipal finances in Pennsylvania. (To access the data, go to http://bit.ly/1q2EJka.)

The project also provided Harleman with an invaluable research experience, as noted by Weber. “Max has an impressive ability to confront an intellectual or logistical challenge despite having minimal guidance on how to proceed,” he said. “His contributions to the Center for Metropolitan Studies’ policy brief on municipal finances and Pennsylvania’s impact fee were multifold and substantial, ranging from cleaning the data and generating the statistics to writing a first draft and refining the text.”

The study solidified Harleman’s research interest and advanced his analytical capacity. “This experience has really refined my research skills and my ability to critically analyze the effects of energy policies on local economies,” said Harleman.

Harleman now wants to expand his research internationally by studying the potential impact of shale gas in the U.K., where production has yet to begin. He plans to conduct a comparative analysis between the policies that affect natural gas production in the United States with the policies in the U.K. to identify and understand the divergence in policy and production between the two countries.

“This research relies on speaking with a diverse range of stakeholders face-to-face, which will help me uncover the key political and economic factors that drive divergent opinions on shale gas development,” said Harleman.

Harleman is grateful for the opportunity to work with Dr. Weber. “He has given me multiple opportunities to work with real data related to a salient policy issue here in Pennsylvania,” said Harleman. As Harleman looks to the future, he sees policy research playing a big role in his career, and feels the time is right to travel to the U.K. as, to date, large-scale production has not begun. “It is an excellent time to analyze proposed policies and regulations, and compare them to those in the U.S.,” explained Harleman. “This research project represents an indispensable step in my career development.”
Associate Professor Shanti Gamper-Rabindran presented at the U.S.-China Workshop on Environmental and Technical Aspects of Shale Gas Development and Regulation at Sichuan University in November 2015.

The conference was organized by the Institute of New Energy and Low-Carbon Technology, Sichuan University, and the Natural Resource Defense Council to examine the economic and environmental aspects of shale development in China and the United States. Dr. Gamper-Rabindran presented her talk on “Information Transparency and Mitigation of Shale Gas Environmental Impacts, and Global Perspectives on Shale Gas Development.”

Conference presenters were from Sichuan University, Duke University and the Research Center for Environment and Economy of the Ministry of Environmental Protection and Natural Resources Defense Council. Conference attendees’ discussions of balancing energy development with adequate environmental protection for long-term sustainable development in China continued during the social event. The visit to the Chengdu Research Base for Giant Panda Breeding, which features giant pandas and red pandas, underscored Sichuan province’s many invaluable treasures.
Louise Comfort Receives Distinguished Citizen Award

SPIA Professor Louise Comfort, director of the Center for Disaster Management, has received the Distinguished Citizen Award from Macalester College, where she received her bachelor’s degree in 1956. The Distinguished Citizen Award recognizes alumni who have exercised leadership in civic, social, religious and professional activities. It is given because the Alumni Association, the Board of Trustees and the faculty of Macalester believe that a college education should be the training and inspiration for unselfish and effective service to the community, the nation and the world. Recipients demonstrate a practical acceptance of these obligations in their lives and work.

While she was a student, Macalester professor and Dean J. Huntley Dupre suggested that she consider university teaching and research. Professors shape young people’s lives, he told the philosophy and political science major, and handed her an application for a graduate fellowship. With Dean Dupre’s support, she received the fellowship and never looked back.

Comfort’s teaching career spans 50 years — and counting. An internationally renowned expert in crisis management and disaster preparedness, Comfort teaches at GSPIA and directs the Center for Disaster Management. She is a principal investigator for several large-scale research projects and has received many grants to support her research, including fieldwork following 23 earthquake disasters in 15 countries.

Beginning as a Macalester student during her Student Project for amity Among Nations (SPAN) trip to Italy, Comfort began exploring what happens when people witness the same event but respond very differently. She focused on studying decision making under uncertainty, which led to disaster planning. In that field, she grapples with complex questions: “How does the government make decisions to protect populations from harm? When public personnel have a legal responsibility to protect the public good, how do they decide what to do in a situation they’ve never seen before? How can we improve the likelihood of making more informed decisions?”

Comfort earned a master’s degree in political science from the University of California, Berkeley, and, in the midst of teaching and raising two children, a PhD from Yale University. Today she teaches public policy analysis, information policy, and organizational theory. And that advice 60 years ago from Dean Dupre? In Comfort’s words: “I gradually discovered that he was right. Engaging students in discovery and exploring questions from multiple perspectives has been fascinating.”

JENNIFER MURTAZASHVILI

Informal Order and the State in Afghanistan

Despite vast efforts to build the state, profound political order in rural Afghanistan is maintained by self-governing, customary organizations. Assistant Professor Jennifer Murtazashvili’s new book Informal Order and the State in Afghanistan explores the rules governing these organizations to explain why they can provide public goods. Instead of withering during decades of conflict, customary authority adapted to become more responsive and deliberative. Drawing on hundreds of interviews and observations from dozens of villages across Afghanistan, and statistical analysis of nationally representative surveys, Dr. Murtazashvili demonstrates that such authority enhances citizen support for democracy, enabling the rule of law by providing citizens with a bulwark of defense against predatory state officials. Contrary to conventional wisdom, it shows that “traditional” order does not impede the development of the state because even the most independent-minded communities see a need for a central government — but question its effectiveness when it attempts to rule them directly and without substantive consultation.
The Workforce Development Global Alliance
Kevin Kearns receives Dr. Wangari Maathai Humanitarian Award

The Workforce Development Global Alliance (WDGA) honored KEVIN KEARNS for his commitment to servant leadership with the 10th Annual Dr. Wangari Maathai Humanitarian Award, in November 2015. According to WDGA’s announcement, the award recognizes Kearns’ “unprecedented levels of servant leadership, commitment and impact to mankind from local to global communities.”

Dr. Kearns is professor of public and nonprofit management at GSPIA, as well as director for the Johnson Institute for Responsible Leadership.

The WDGA is a Pittsburgh-based organization that promotes economic self-sufficiency through employment opportunities for tomorrow’s workforce — youth. Global corporate alliances and awareness provide for education, exposure, empowerment, experience and employment opportunities. WDGA operates programs in the Pittsburgh area and Kenya.

For more information visit 2STEPS2WORK.ORG.
assistent Professors Luke Condra and Sera Linardi’s paper with Mohammad Isaqzadeh of American University of Afghanistan in Kabul, “Clerics and Scriptures: Experimentally Disentangling the Influence of Religious Authority in Afghanistan,” has been selected as the best paper in comparative politics by the Midwest Political Science Association’s Kellogg/Notre Dame Award committee.

In weak states, are religious leaders better facilitators of collective action than civilian leaders due to their association with the supernatural? In what the authors believe is the first experiment involving an actual religious authority, the researchers disentangle the power of a Muslim cleric in Afghanistan to mobilize the very poor to finance a public good (a hospital). They show that the donning of clerical garments brings in new givers who contribute the minimum and crowds out givers who would have generously contributed to a civilian leader. This crowding out is driven by those who are formally educated. Quoting the Qur’an directly on reasons to give counteracts this backlash, possibly by cuing a more convincing connection to God. This paper was recently covered by the largest English-language religion website in the world.

(To read the article, go to http://goo.gl/LfIMov).

Condra earned his PhD in political science at Stanford University, and his research interests are in international security and political violence. His current work, situated in Africa, the Middle East and Central Asia, uses multiple methods to answer questions about why actors participate in political violence and how governments can build quality institutions in areas characterized by conflict.

Prior to earning her PhD in social science at the California Institute of Technology, Linardi was a computer scientist at Adobe Systems in San Jose, California, working on the PDF language. She uses behavioral and experimental methods to study organizational issues in the nonprofit and public sectors. Her published papers are in the areas of altruism, information aggregation and social services.

The award ceremony took place on April 9, 2016, at the Palmer House Hilton in Chicago during the MPSA’s annual conference.

RYAN GRAUER

Commanding Military Power

Offering a new explanation of why some armed forces are stronger than others, Assistant Professor Ryan Grauer advances a “command structure theory” which combines insights from organization theory, international relations and security studies literature to provide a unique perspective on military power. Specifically, armed forces organized to facilitate swift and accurate perception of and response to battlefield developments will cope better with war’s inherent uncertainty, use resources effectively and, quite often, win. Case studies of battles from the Russo-Japanese War, Chinese Civil War and Korean War, based on new archival research, underscore the argument, showing that even smaller and materially weaker militaries can fight effectively against and defeat larger and better-endowed adversaries when they are organizationally prepared to manage uncertainty. That organization often matters more than numbers and specific tools of war has crucial implications for both contemporary and future thinking about and efforts to improve martial strength.
GSPIANs recently triumphed in the Carnegie Museum of Art’s “Reimagining a Collection” Hackathon—a competition designed to inspire innovative thinking about the various ways data could be used to enrich the museum experience. Under the leadership of Assistant Professor Sera Linardi, the team carried off the trophy: a statuette of Rodin’s The Thinker, renamed The Code & Supply Thinker. The GSPIA team consisted of webmaster Hao Wu; R programmers Tian Tian, Le Yang and Ziqiao Chen; tableau designers Joseph Hackett and Nhung Nguyen; and STATA programmers from the fall 2015 Intermediate Quantitative Methods class, led by Jia Yang.

The weekend-long hackathon event was part of Carnegie Museums’ 120th birthday celebration and brought together folks from the arts, technology and education communities. The Carnegie Museum of Art released data on its 30,000-plus artworks in an effort to reimagine its collection. The competition was open to anyone with an interest, and included individuals, company teams and university groups.

The GSPIA team’s project allowed users to enter their birth year to find their Chinese astrological sign, and then showed a breakdown of the museum collection associated with that sign. Developing the idea was a team effort: The group thought of horoscopes as a way to help users connect personally with the data. The team eventually decided to use Chinese horoscopes, which are based on years, rather than western horoscopes, which are based on dates and months, as exact dates are lacking for many older artists and artworks.

The team faced serious competition, including a Pokémon-style card battling game, which assigned statistics and attack moves to pieces of art, and a Tinder-inspired app, which presented the user with a piece of art, recorded whether they liked it or not and then used this information to match the user with art according their preferences.

DATA ANALYSIS KEY TO WIN
The team attributed part of their victory to their experiences at GSPIA. Coming from a policy school, they were less concerned about making a game and more concerned with analyzing data, which led them to create an end product that was not only interactive and helped users personally connect with the works in the museum, but also revealed the collection in a new light of eastern philosophy.

In their final presentation, the team emphasized how their product would help the museum, and they believe that their use of all the data earned them the prize. “The Carnegie Museum of Art was super accommodating,” noted team member Joe Hackett. “They let us explore the museum while we were there and were genuinely curious about what we were learning from their data.” Although the group originally comprised only students from Intermediate Quantitative Methods, the team
realized that they were lacking people with web experience, so they reached out to all of GSPIA. Linardi noted that most of the tools the team used, such as GitHub and R, are important to know post-graduation, and if students do not gain experience now, they will most likely have to learn on the job. She acknowledged that the hackathon was a sink-or-swim situation, with teammates being thrown a lot of information all at once, but credits their GSPIA-style approach with making up for not having all the technology.

START WITH AN ORIGINAL IDEA
“it’s most important to have original idea, above your technical skills,” teammate Tian Tian agreed. “Once you have an idea, you can figure out what you need to do and learn it.”

The experience reaffirmed that GSPIA students have the capacity to do more technological projects and, indeed, they will need it later to be standout candidates. Getting involved with open data projects throughout the semester has made Linardi and the students realize that there is a huge demand for policy graduates who are comfortable performing data analysis and visualization. These skills are even more powerful when combined with the ability to work with websites. Graduates who can do simple web tasks for their organization, such as update information or, even better, display data in real time, have an advantage. Linardi noted that the hackathon experience helpfully emphasized bridging the gaps in GSPIAns’ technical knowledge, and she looks forward to further participation in web-data integration.

Moving forward, Linardi looks to encourage further GSPIA participation in data-driven projects. A primary resource is Open Pittsburgh, the Pittsburgh region’s Code for America Brigade. Open Pittsburgh holds free evening workshops that are open to the public where city employees walk participants through data and use software, learn how to get real-time data from city sources and acquire new technical skills. These skills incidentally proved crucial in the hackathon victory: Joe and Nhung learned Tableau for the first time just a few weeks prior while on the Intermediate Quantitative Methods field trip to Open Pittsburgh. Through attending Open Pittsburgh meetings, Linardi realized that many recent GSPIA alumni are involved in the city’s open data initiatives, including Tara Mathews, innovation and performance analyst for the city of Pittsburgh, and Eleanor Newman, countystat analyst at Allegheny County, both former students in Linardi’s Intermediate Quantitative Methods.

In addition, getting involved with Open Pittsburgh allowed students to work more closely with consumers of statistics and learn about their needs. Linardi aims to connect the curriculum of Intermediate Quantitative Methods with the needs of the city. Tara and Ellie came to speak to current students about their work and publicly available city data, and introduced students to the 311 data set (information collected from 311 phone calls) that Linardi incorporated into the class’s final project.

GAINING EXPERIENCE AND THE PRIZE
The team agrees that despite the hard work and occasional chaos, the hackathon experience was extremely rewarding. “I think we are the team that got the most from Hackathon, getting not only the prize but also, more importantly, experience with teamwork and data technologies,” noted team webmaster Hao Wu. “We worked hard to overcome many technical problems, such as parsing and visualizing data and designing the website. We divided our project and cooperated with each other very well. When I combined our team result and showed the team, everyone cheered like we had already won.”

“I’d say the main thing people may not realize is how fun it all was,” added team member Joe Hackett. “We woke up early and got super stressed out over the weekend, but we all did it as a team and it was a blast! Coach Linardi pushed us before the competition to learn new software skills and be creative about what we could learn from data.”
**School News**

The New GSPIA Partnership with IE University in Madrid, Spain

GSPIA’s newest partnership offering students the opportunity to study abroad for a semester is with the School of International Relations (SIR) at IE University in Madrid, an affiliate member of the Association of Professional Schools of International Affairs (APSIA). Professor Kevin Morrison took the lead in arranging this partnership, has visited the campus several times and knows a number of the faculty there.

Dean John Keeler visited the university in October 2015 to meet with Dr. Arantza de Areilza, dean of SIR, and Dr. Daniel Kselman, academic director of the master’s program in international relations and to give a presentation at a conference on “Shaping Global Citizens.” One student from Madrid is visiting GSPIA this term and GSPIA students interested in studying in Madrid are encouraged to request information from our Student Services Office. IE University offers a unique opportunity for GSPIAns to take courses on international relations in English in the heart of one of Europe’s most vibrant capital cities.

Lisa Alfredson
Elected Chair of Law & Public Policy: National Women’s Studies Association

GSPIA Assistant Professor Lisa Alfredson will chair the Law and Public Policy Interest Group of the National Women’s Studies Association (NWSA). According to the association’s website, NWSA leads the field of women’s studies in educational and social transformation. NWSA was established in 1977, and has more than 2,000 members worldwide. The association’s annual conference draws more than 1,600 attendees and is the only annual meeting in the U.S. exclusively dedicated to showcasing the latest feminist scholarship.
ASSOCIATE DEAN AND ALUMNI PRESENT AT STOCKHOLM CONFERENCE

Associate Dean PAUL NELSON, AYA OKADA (PhD ’13) and BOKGYO JONATHAN JEONG (PhD ’13) met at the International Society for Third Sector Research (ISTR) Conference in Stockholm, Sweden, in June 2016. Okada, now an associate professor at Kanazawa University’s Institute of Liberal Arts and Sciences in Kanazawa, Japan, presented her research on “Leveraging the Power of Innovative Tools? Use of Social Media among Emerging Nonprofits.” Jeong, a full-time lecturer at Kean University in Union, New Jersey, presented two research papers: a study of partnerships between NGOs and the United Nations and a study of labor unions and models of civil society. Dr. Nelson presented a paper on how NGOs, social movements and labor unions interact and influence municipal water service in low- and middle-income countries.

JEREMY WEBER

Wins “Outstanding Applied Economic Perspectives and Policy Article”

GSPIA Assistant Professor Jeremy Weber’s paper “Crop Prices, Agricultural Revenues, and the Rural Economy” was selected as the Agricultural & Applied Economics Association’s outstanding applied economic perspectives and policy article. The paper explores the popular claim that federal farm subsidies are warranted because agriculture acts as the backbone of the rural economy. Professor Weber and coauthors examine a boom in agricultural revenues in the American Heartland to find that farmers and property owners captured 94 percent of income gains from higher revenues, while laborers and non-farm workers captured only 3 percent. He argues that the rise of technological innovation in farm equipment has reduced the need for labor, severely weakening the link between crop agriculture and the rural economy. The evidence shows that while agricultural subsidies may have merits, supporting development of the rural economy is not one of them.
Bob Kitchen Provides Perspective on Syrian Refugee Crisis

By Elizabeth Moody

Bob Kitchen, director of emergency preparedness and response for the International Rescue Committee (IRC), recently visited GSPIA to share his firsthand experience of the Syrian refugee crisis and humanitarian response with students and faculty. Drawing from his extensive on-the-ground experience, Kitchen relayed the harrowing details of refugees’ journeys to Europe and the IRC’s response. He put a human face on the conflict, reminding the audience how quickly the situation had deteriorated and that until recently, Syrians led very similar lives to many Americans.

To emphasize the change in Syria over the past several years, Kitchen recounted a conversation with a colleague, an engineer who was building latrines and showers, in displaced persons camps. “I asked him what he thought of our programs and whether he enjoyed working for us,” Kitchen says. “He said, ‘Bob, in my last job, when I was inside Syria, I was building multistory car parks. I’m now digging holes in the ground.’ This shift in context from normal life — that’s what we’ve seen across the board.”

Millions of Syrian refugees have fled to neighboring countries, such as Lebanon, Jordan and Turkey, where the situation is increasingly grim. “Because of decreasing international aid and a lack of legal employment options for refugees, we’re now seeing a situation where refugees are making very difficult decisions about whether they can stay in these host countries, whether they can keep their families alive and whether the security in the host countries is substantially better than what they’ve fled from.” Kitchen notes that some refugees unable to travel to Europe have gone so far as to return to Syria, lacking other viable options. Those who can afford it continue on to coastal Turkish cities, such as Bodrum and Izmir — traditional vacation destinations which have become overwhelmed by the influx of refugees.

HOW SMUGGLERS FIND REFUGEES
According to Kitchen, smuggling refugees has become a business and transactions generally take place in local coffee shops. Those seeking to travel to the Greek islands need simply to wait in a coffee shop to be approached by smugglers, who are practiced at picking refugees out from the crowd. The smuggler then reassures the refugee that, for a reasonable price, they’ll be guaranteed safe passage on a large boat. As of early October, smugglers were charging $1,500 per person; in colder weather, that price often rises to $2,500. After reaching an agreement, the smuggler gives the refugee a phone number with instructions to wait for a call to meet near the town center, where they are loaded into a crowded van bound for the shore. Instead of the safe boat promised by the smuggler, they find a rubber dingy with an outboard motor, into which 40 to 50 people are packed. Because of the space limitations, refugees are limited to one bag per person. This scenario creates a key humanitarian bottleneck where people lose their assets before they move across the sea and the beach becomes littered with jettisoned belongings. In warmer months, refugees are instructed to slash the dingy upon arrival.

According to Kitchen, with the arrival of winter, smugglers switched to wooden boats, which cannot be destroyed, so one refugee is ordered to drive the boat while members of his family are held as ransom until he returns the boat. Those unable to afford the sea voyage have a less expensive but equally dangerous alternative: travel north, where they must pay a smuggler to guide them across Turkey’s fenced border and through Bulgaria.

The difficulties continue once refugees enter Europe. Infrastructure and registration facilities in Greece are overwhelmed and government response is slow, despite partnerships with small groups of Greek organizations that do excellent work. Greece’s policy on refugees is to keep them moving overland, a tactic Kitchen refers to as “passing the buck.” Upon entering Macedonia, refugees are greeted by row upon row of buses ready to take them directly to the northern border for 20 euros. It’s a similar situation upon entering Serbia and Croatia, until they reach central Europe.

Kitchen noted that, when it comes to a crisis of this caliber, indifference can be worse than interference. Many of the difficulties facing IRC stem from some governments’ refusals to prioritize the refugee crisis. Outdated, 1950s-era international laws further complicate the situation. There are, however, encouraging stories as well. “Our programs
in Serbia are partner-led. There’s a rich history of civil society because of the wars in the Balkans. And we’re really excited to find that, as we’ve gone back into Serbia, we’re finding organizations that we worked with in the ‘90s, organizations that we helped create, and everybody remembers us and wants to work with us.” Although more help is not necessarily better. “The influx of volunteers into Greece from other countries has been chaotic, in many cases counterproductive, because they don’t understand many things that the NGOs have worked out over the past 20 years about how not to do harm and how to deliver good aid.”

**CELEBRATING SUCCESSES**

Despite the challenges, Kitchen is proud of the work IRC has done. On the Greek islands, IRC helps towns overwhelmed with refugees increase their capacity to run essential services, such as collecting garbage and delivering water. IRC also fills in the gaps where needs have been overlooked, for example, addressing refugees’ communication needs. IRC supports young volunteers who walk around registration zones with a Wi-Fi hotspot in a backpack and a sandwich board sign reading “Internet here!” The free Wi-Fi allows refugees to talk to family and access information.

Addressing the information deficit is a top priority for Kitchen and the IRC team; he is especially proud of their [REFUGEINFO.EU](http://REFUGEINFO.EU) website, which provides information on transport, lodging, medical services, money exchange and other important factors in the journey. This initiative was not without controversy: Some claim that this assistance encourages refugees to come to Europe. In Kitchen’s view, he’s helping people navigate a failing system. “My perspective is that I’m stopping smugglers,” he says. “I’m giving people the information they need to make informed decisions about how to safely cross borders so they don’t end up paying huge amounts of money or land in a prison.”

Aid organizations like IRC face tension between the letter of the international law and the reality of the environment in which they find themselves. With 210,000 refugees arriving in October alone, the problem isn’t going away, and the IRC is dedicated to facing that reality head on.
On March 29, 2016, the Matthew B. Ridgway Center for International Security Studies sponsored the Third Annual Paul L. Hammond Memorial Lecture featuring guest speaker Lt. Gen. H.R. McMaster. The general is the director of the Army Capabilities Integration Center, as well as the deputy commanding general, Futures, U.S. Army. He delivered his lecture “Harbingers of Future War: Conflicts and Implications or Defense Strategy.” Dr. Phil Williams introduced Lt. Gen. McMaster, noting that he was, “the epitome of a soldier scholar.” Some of his experiences include notable military accomplishments in the first Gulf War, trailblazing counterinsurgency work in Iraq and holding leadership roles for counter-corruption initiatives in Afghanistan.

Lt. Gen. McMaster began his lecture by noting the importance of organizations like the Ridgway Center. “It is important for all citizens to understand the problem of future armed conflict,” he said. “The Ridgway Center is so important to help connect those who work in national security with the people in whose name we serve.” In order to successfully defend against possible threats, he stressed the importance for all citizens to have an interest in, and be aware of, the capabilities of national security. “In our democracy, you get the national security capabilities that the American people are willing to pay for,” he said. “And if citizens don’t understand or are not engaged in thinking about threats to national security, we are certain to not have what we need to deter conflict or, when necessary, respond to or resolve crises and protect our interests.”

The general then went on to identify four basic continuities in the nature of war. The first was that war is an extension of politics. The ultimate goal of war is to identify sustainable political outcomes consistent with the factors that brought the two actors into conflict in the first place. He noted that if an actor goes into a conflict without an ultimate political goal, they will be ill-prepared once the conflict seize. He drew on examples of the United States entering Afghanistan after the terror events of Sept. 11, 2001, noting that the United States did not properly prepare for the end of the Taliban regime and the super-empowered militias that began addressing their own, narrow
political agendas — which eventually morphed into criminalized networks that are detrimental to Afghanistan’s survival.

The second continuation was that war is human. Fear, honor and interest all are motivating factors for individuals to join into conflict. He went on to explain that if the opponent does not understand the motivators for people to engage in violent behavior, there is not much that can be done in terms of resolution. Lack of knowledge of the ethnic, religious and culture make-up of Afghanistan led to the introduction of inaccurate and exclusionary political policies, which caused key portions of the population to be on the outskirts. This exclusion gave the Taliban the opportunity to portray themselves as saviors and protectors to these populations, and eventually regain strength.

Lt. Gen. McMaster then noted that war is uncertain. “It is uncertain fundamentally because of the continuous interaction of your efforts and your forces with an enemy or multiple enemies in a very complex environment,” he said. Not only does the uncertainty lie within individual conflicts within larger wars, but uncertainty also exists in times of peace when states are developing future defense capabilities and policies. If future war capabilities are being developed with a narrow, linear mindset, the probability is very high that the enemy will develop techniques to make those future capabilities irrelevant.

Finally, the fourth continuity is that war is a contest of wills. Drawing on the ideology of Carl von Clausewitz, he noted that, “really winning at war is convincing your enemy that he has been defeated.” It is much easier to persuade the enemy into accepting demands if the other actor convinces the enemy that there is no other choice but coercion. He drew on examples of the 2006 humanitarian catastrophe in Iraq, stating that there was no sense of urgency or persuasion that forced the Iraqi government to make the reforms that were necessary. If there is no consequence for the adversary, it is almost impossible to exhort influence effectively.

Overall, the general offered a cohesive and grounded framework of understanding war. Neglecting the four continuities of war can have a large negative impact on the success of a state during a time of conflict. If states can recognize these four factors, preparations for future conflicts have the promise to be much more effective.

Paul Hammond Memorial Lecture made possible by a generous gift from the Hammond family.

LT. GEN. H.R. MCMASTER is a career officer in the U.S. Army. He is known for his roles in the Gulf War, Operation Iraqi Freedom and Operation Enduring Freedom. McMaster graduated from West Point in 1984. He holds a master’s degree and a PhD in American history from the University of North Carolina at Chapel Hill, and authored a thesis critical of American strategy in the Vietnam War, which is detailed in his 1997 book Dereliction of Duty. It harshly criticizes high-ranking officers of that era, arguing that they inadequately challenged Defense Secretary McNamara and President Johnson on their Vietnam strategy. The book is widely read in Pentagon circles and is on the official reading list of the Marine Corps.

DR. PAUL HAMMOND was a retired national security policy expert and a Distinguished Service Professor Emeritus at GSPIA, retiring after 28 years at Pitt. He passed away in April 2012.
University of Pittsburgh and FBI Research Focuses on Countering Violent Extremism

Research takes many forms, but for student researchers at the University of Pittsburgh Graduate School of Public and International Affairs (GSPIA), the process took on a whole new meaning when the school partnered with the Federal Bureau of Investigation (FBI) to develop new knowledge in countering violent extremism.

Since 9/11, intelligence gathering has changed and continues to ebb and flow as law enforcement agencies look for innovative ways to thwart terrorist attacks. According to Associate Professor Michael Kenney, however, many in the intelligence community have come to realize that the war on terrorism requires “non-kinetic approaches” to combat the threat of violent extremism. This shift in thinking was in part the impetus for the FBI’s Pittsburgh office to partner with GSPIA. “While other universities and research institutes conduct research on countering violent extremism (CVE), our partnership is one of the few that systematically provides basic research on CVE for a local FBI office,” noted Dr. Kenney.

“Intelligence drives our national security resources locally and globally, and enterprise-wide,” said FBI Special Agent Ray Duda. “Everything we do is driven by intelligence. The collaboration drives the resources to add to the relevance of our mission.”

Policy-relevant Research
The foundation for the partnership developed out of the student working groups at the Matthew Ridgway Center for International Security Studies at GSPIA, under the leadership of Dr. Phil Williams, director of the center. “As a policy school, GSPIA strives to give its students experience in conducting policy-relevant research inside and outside the classroom,” explained Dr. Kenney.

continued on page 48
Countering Violent Extremism

Dr. Kenney, who is an expert on, has written extensively about and teaches courses and conducts research on terrorism and counter-terrorism, led the student working groups in reviewing the open-source literature. Students were divided into two working groups by topic — Homegrown Violent Extremism (HVE) indicators and Countering Violent Extremism (CVE) indicators. The overall goal of the project was to identify indicators and the potential risk factors for individuals to become radicalized and subsequently engage in acts of terrorism.

The two groups reviewed more than 100 articles both conceptual and empirical in nature. Research topics focused on group and community factors related to al-Qaeda, ISIS, other Islamic groups, Christian identity, anti-government and white supremacy-inspired groups. Methods in the empirical literature varied, ranging from case study, comparative analysis, interviews, quantitative analysis and surveys.

Identifying Radicalization Indicators

According to current student Elizabeth Bell, students were tasked to read as many articles as possible and list the potential risk factors found in each article. Group members created a database of these articles mapping out the radicalization indicators of individuals possibly willing to commit an act of terror, explained student Matthew Davenport. Some of the most common indicators the HVE group identified included a lack of education, previous instances of violence and, in special cases, mental health issues.

The CVE working group also reviewed the relevant literature related to best practices in the United States and abroad for countering violent extremism. One emerging theme revealed an increased interest centered on white supremacist, anti-government and Christian identity. The groups also discovered that rural areas were less likely to have programs in place to counter extremism in comparison to more suburban and urban locales. The concept “localization of strategy” emerged as another theme for policymakers to consider and emphasized the importance of community engagement that is tailored to specific environments and context, noted Kenny Sobek, student leader of the CVE working group.

Students benefited from the research in a number of ways, and presented their findings and interacted directly with FBI agents and intelligence analysts. “First and foremost, the partnership provided students with a unique opportunity to engage in real-world, policy-relevant research,” said Kenney. “This opportunity allowed them to improve their research and public speaking skills, and work together on a highly-focused team project.”

Bell found comfort in the fact that the partnership would possibly assist in preventing violent extremism and future attacks in the U.S., while preparing her for a possible career in the intelligence community.
Michael Poznansky
Intelligence Studies Specialist to Join GSPIA Faculty

This fall, GSPIA will be adding a new assistant professor in international affairs/intelligence studies—Michael Poznansky, now completing his dissertation at the University of Virginia, while serving as a Belfer Center for Science and International Affairs Predoctoral Research Fellow at Harvard’s Kennedy School of Government. Poznansky has published articles in International Studies Quarterly and the European Journal of International Relations. As a graduate student at Virginia, he won both the University Graduate Teaching Assistant Award in the Social Sciences and the Department of Politics’ Graduate Teaching Assistant Award.

Poznansky earned his bachelor’s in political science summa cum laude at the University of Delaware in 2011 and his master’s in political science at Virginia in 2013. His doctoral dissertation focuses on “Intervention and Secrecy in International Politics.” His formal training has included the Summer Workshop on the Analysis of Military Operations and Strategy (SWAMOS) at Columbia University’s Saltzman Institute for War and Peace Studies, the Summer Program in Quantitative Methods of Social Research (ICPSR) at the University of Michigan and the Summer Institute for Qualitative and Multi-Method Research (IQMR) at Syracuse University’s Maxwell School.

Poznansky’s courses for next year will include Intelligence and Foreign Policy, Drones and World Politics and Quantitative Methods.
GSPIA Students Contribute to International Development Evaluation Training Project in West Africa

Now in its fourth year, the USAID/West Africa Regional Peace and Governance Office Evaluation and Analytic Services Project is carrying out a Certificate Training Program in Program Monitoring and Evaluation skills for democracy and governance nongovernmental organization members throughout West Africa.

The project is a joint applied-research project between GSPIA and the Department of Political Science conducted in collaboration with Washington D.C.-based partner The Mitchell Group. Professor and team leader Dr. Louis A. Picard and training coordinator Dr. Chris A. Belasco (MPIA ’05, PhD ’13) have prioritized student involvement in the training process, offering hands-on learning about development program implementation and evaluation subject matter.

Through the certificate program, students have learned about the unique requirements of foreign assistance projects: project planning and administration, working in a field setting and finding ways to successfully implement a project as challenges arise. The team has adapted best practices in the use of new media technologies to suit local context in developing an online learning system for the training participants.

The goal of the program is to improve the skills base of local evaluators, researchers and project managers to enable their participation in rigorous democracy and governance program evaluations. To date, the team has delivered four training modules in evaluation skills, including: Research Methods for Program Evaluation; Democracy, Human Rights and Governance Strategy; Managing Assessments; and Basic Statistics. Participants are currently enrolled in one of the following specialized learning modules focused on: Advanced Quantitative Methods and Impact Evaluation
and Qualitative Methods and Process Evaluation. These specialized tracks combine instruction on related skills to provide in-depth knowledge about particular kinds of development evaluations conducted in the field of democracy and governance.

The training program features both in-person facilitation and online content delivery, both supported by GSPIA students. JONAS GAMSO (PhD ’16), remote content development assistant on the Advanced Quantitative and Impact Evaluation module and Anglophone lead facilitator for the Basic Statistics module, noted how connecting academic rigor and development practice aids his professional development. "Working on the project as a content developer and trainer offered me valuable teaching experience and a firmer grasp of advanced quantitative methods, as well as the unique opportunity to lead quantitative methods workshops for development specialists in Ghana,” he said. “The skills and experience I gained over the last year will assist me both as an academic and as a development practitioner.”

The training participants’ professional experience stimulates discussions of evaluation methods and adds value to GSPIA students who learn more about project implementation. DANIELLE LOUSTAU-WILLIAMS (PhD ’16), Francophone lead facilitator for the Research Methods, Basic Statistics, Qualitative and Process Evaluation, and Advanced Quantitative and Impact Evaluation modules finds the connection between participants’ experience and her facilitation efforts. “Our participants are passionate about learning the content and they bring extraordinary anecdotes into the classroom from their everyday lives,” she said. “It doesn’t get any more real than that.” Learning about evaluation has not been limited to the participants. GSPIA students participating in the content development and delivery process have credited their experience with new learning about the topics presented in the training modules. BRIANA WALKER (MID ’16) has served on the project since December 2014 as remote content development assistant. During this time, she has participated in the delivery of all of the training modules. Her work experience has intertwined with the learning experience. “It has been exciting to work on this project,” she said. “I’ve learned a lot just from listening to the course material that everyone has put together. It’s almost like I’ve gotten to take three additional classes at GSPIA for free.”

Students have developed training materials, facilitated in-person sessions, recorded online materials, carried out online tutoring and provided feedback on participant work. These efforts have allowed students to develop their facilitation and mentorship skills as well as work with new media technologies in curriculum delivery.

The training program has involved PhD student facilitators and master’s students participating in content delivery and project management. Loustau-Williams, Gamso and STEVE COULTHART (PhD ’15) have served in content developer and facilitator roles. LINDSAY ANGELO (MPA ’15) served as research and administrative assistant, learning project management skills while participating in the content development and delivery process. Other students include: GINA OMEJE (MID ’15) who served as translation assistant, and CAMILLE GOCKOWSKI (MID ’14) and SEBASTIEN GASQUET (MID ’14), who served as curriculum development assistants during the development of pilot training activities in 2014.

Efforts to improve the evaluator skills base in West Africa require learning and adaptation to participant needs. The development of a rigorous evaluation training program in the region is a product of both practitioner and student effort. GSPIA students will be able to carry the experience they acquire into their careers in the field of international development.
Susan Collin Marks and John Marks Receive 2016 Exemplary Leadership Award

Dr. Kevin Kearns, director of the Johnson Institute for Responsible Leadership, presented John Marks, founder of Search for Common Ground (SFCG), and his wife, Susan Collin Marks, peace ambassador for Search, with the Exemplary Leadership Award on April 21. SFCG is a peacebuilding NGO founded in 1982 that has grown to 600 staff with offices in 36 countries.

“For the past seven years, the Johnson Institute for Responsible Leadership has recognized leaders who have achieved remarkable things in public service,” noted Kearns. “Past winners have been people who have not only distinguished themselves through effective leadership and strategic vision, but who are committed to community engagement, inclusion, building trust and the highest standards of ethical behavior and accountability.”

“We couldn’t be more honored,” said SUSAN COLLIN MARKS on receipt of the Johnson Institute award. “The Johnson Institute is the gold standard — the blueprint for the kind of leadership we aspire to. Thank you for bringing us into this lineage of recipients.” During their acceptance speech, the Markses highlighted four projects they felt exemplified the scope and mission of Search for Common Ground and encouraged audience discussion and feedback. Each of the projects — encouraging participatory theater in Congo, promoting interethnic cooperation in Burundi, supporting conflict resolution in Morocco and funding a Nepalese television show about a female prime minister — prompted dialogue on the necessary principles of leadership and peacebuilding, and challenged the audience to think about which qualities of leadership were necessary for each situation and why they were successful. “We work to take these leadership principles out into the world,” she added. “Now let’s go out and do it!”

“The Markses were honored for their innovative and highly effective work that promotes a creative approach
to conflict resolution,” said Kearns. “They have played a significant role in teaming with people of various professional disciplines to help mediate and resolve significant conflicts at the level of communities, regions, nations and even globally.

SUSAN COLLIN MARKS is an internationally renowned peacemaker and peacebuilder. For nearly three decades, she has worked in some of the most conflictual places on the planet, including mediating in the heart of her native South Africa during its transition from apartheid, facilitating ongoing dialogue in the Middle East and establishing peacebuilding programs throughout Africa. In recent years, she has focused on coaching high-level political, institutional and civil society leaders worldwide, encouraging them to find common humanity with their opponents. In September 2014, she stepped aside after 20 years as senior vice president of Search for Common Ground and now serves in an advisory capacity. She was a Jennings Randolph Peace Fellow at the United States Institute for Peace. Her book, Watching the Wind: Conflict Resolution During South Africa’s Transition to Democracy, USIP 2000, captures the compelling story of how peace can be achieved even in the most intractable conflict. She holds a master’s in international relations from the University of Kent at Canterbury, and a bachelor’s in social anthropology from the University of Cape Town. She speaks, teaches, coaches, mentors, writes, facilitates and supports peace processes and conflict resolution programs internationally. She holds a vision of a world of peace and dignity for all. She believes that our common humanity binds us together more than our differences divide us. She works to make it so.

JOHN MARKS was, until September 2014, the president of SFGC. He also founded and headed Common Ground Productions and he remains a senior advisor to both organizations. He wrote and produced a four-part TV documentary series, called “The Shape of the Future,” that was simulcast in 2005 on Israeli and Palestinian TV, and he has executive-produced a wide variety of TV and film productions, including “Under the Same Sun,” an Israeli-Palestinian feature film, and 327 episodes in 19 countries of “The Team,” a dramatic TV series. He also is a best-selling, award-winning author, and was a U.S. foreign service officer and executive assistant for foreign policy to U.S. Senator Clifford Case. A graduate of Cornell University, he was a fellow at Harvard’s Institute of Politics and a Visiting Scholar at Harvard Law School. He is an Ashoka Senior Fellow.

John and Susan’s honors include honorary doctorates from the UN University for Peace in Costa Rica, Skoll Awards in Social Entrepreneurship, President Jimmy Carter’s Waging Peace Award and the Institute for Noetic Science’s Creative Altruism Award.
Preparing Leaders One Student at a Time

By Aileen St. Leger and Elizabeth Moody

For many years, the city of Pittsburgh was said to be suffering from “brain drain,” the phenomenon caused by students receiving a rigorous education from one of Pittsburgh’s prestigious institutions, and then leaving the city in search of better economic opportunities in other regions.

John Delano, host of The Sunday Business Page shown on Pittsburgh’s KDKA-TV, recently showcased GSPIA in a segment on the issue, lauding its efforts to prevent this phenomenon. “One institution is fighting back by providing students at the University of Pittsburgh Graduate School of Public and International Affairs with hands-on experience that helps them improve their leadership skills and credentials and make connections here for good jobs,” he said.

At GSPIA, the Johnson Institute for Responsible Leadership provides students with professional training and experience to better prepare them for becoming leaders in their careers, no matter what position they may hold. Professor Kevin Kearns, director of the Johnson Institute, visited The Sunday Business Page to discuss the benefits that the Institute can provide GSPIA students.

“We provide a select, highly qualified group of students who we believe has leadership potential, with a portfolio of leadership experiences,” noted Dr. Kearns. The Johnson Institute’s mission is to improve the quality of leadership in public service. Teaching is one tenet of that mission and accomplished in part through the Leadership Portfolio Program (LPP).

Key aspects of the program are placing students on various nonprofit boards of directors, connecting the students with mentors in the community and providing additional workshops and seminars to hone leadership skills. According to Kearns, a surprising result of this experience has been finding that the students see the various leadership opportunities available in Pittsburgh and end up staying in the area. The program is, in a small way, helping to build Pittsburgh’s younger generation into the workforce.

While the Institute’s mission with this program was not to solve the brain drain problem, it’s efforts are contributing to the retention of young talent in the region.

One of those new residents is MARINA DUANE (MID ’13), who joined Dr. Kearns on the program to speak about her experiences with the Johnson Institute and the Leadership Portfolio Program. Duane is a specialist in the Office of Data Analysis, Research and Evaluation for Allegheny County’s Department of Human Services. Originally from Ukraine, Duane described how she was first undecided on her preference between international or domestic policy, but her experiences in the LPP influenced her decision. “I joined the Leadership Portfolio Program and I would say that was instrumental in my decision to stay in Pittsburgh.” The program allowed her to become familiar with the community, as well as to network with leaders in the nonprofit sector. While in the LPP, Duane served on the board of the Heritage Community Initiatives in Braddock. “I actually realized that there is a big need here and I wanted to stay and serve the most vulnerable,” Duane remarked. “I actually never thought I would end up working for local government, and programs like the Leadership Portfolio Program are really instrumental in keeping people like me here.”

Other alumni have similar stories, crediting LPP as one of the main reasons they remained in Pittsburgh. They cite the networking opportunities, the mentoring program and bonding with other members of the cohort as not only the best aspects of the program, but the factors that made them feel connected to the community.

“I’m not from Pittsburgh and I didn’t know a lot about the city when I got here, and it would have been very easy for me to graduate and go back home,” noted alumna...
CHRYSTAL ALEXANDER (MPIA ’13), pictured above left, market research analyst for Pittsburgh Regional Alliance, who worked with the Youth Policy Council of the Three Rivers Workforce Investment Board. “The only reason I didn’t is because LPP got me so connected and afforded me so many opportunities that I could make a really great case for staying here.”

Alumnus DAVID STREETER (MPA ’15), pictured above right, manager of GPNP Public Policy at Forbes Funds, agreed. “The best part of LPP was the external opportunities that came with it,” he said. “In addition to the work placement, we had our mentor, who I still keep in touch with. Working with my mentor helped open other Doors in the community, and the other external opportunities that Dr. Kearns and Lydia McShane would pass along, those opportunities definitely helped in career development just because they pointed me in different directions in the community where I could develop relationships and make myself known. I also really liked that it was a small cohort setting. It was a welcome break from some of the larger classes at GSPIA, and it was really an opportunity to focus on us rather than a particular subject matter.”

Streeter, who is originally from California, completed an internship with the Greater Pittsburgh Nonprofit Partnership, which ultimately led to a job. “I really enjoy working at the intersection of public policy and the nonprofit sector,” he said. “I enjoy being a part of big statewide discussions of policy affecting nonprofits, determination of charitable status or the Pennsylvania budget. It’s been great to play even just a small role in those discussions. And, being someone who’s under 30, I like that I get involved in a lot of big things on a daily basis; those kinds of opportunities don’t exist everywhere.”

Alumna TARA MATTHEWS (MPA ’15), innovation and performance analyst for the city of Pittsburgh, worked with the Birmingham Foundation through the LPP. She agrees that meeting leaders in the community is one of the most valuable aspects of the program. “My favorite part of the program was having the opportunity to meet so many inspiring people,” she said. “It was fascinating to hear the experiences from Sala Udin, who is a modern Renaissance man or learn from the cautionary tale of Aaron Beam, who had a direct experience with the perils of good intentions falling prey to corruption through poor leadership.”

EVELYN GARDNER (MPA ’13), consultant on organizational development and finance for the Bayer Center for Nonprofit Management at Robert Morris University, who also worked with Three Rivers Workforce Investment Board, shared a similar perspective. “The LPP was absolutely a highlight of my time at GSPIA,” she said. “Its various program elements brought my academic experiences to life by allowing me to meaningfully interact with key leaders in nonprofits, governments, academia, and philanthropy in Pittsburgh and the southwestern Pennsylvania region. These connections offered me access to influential local networks, and the LPP program built my confidence to navigate these relationships with professionalism and integrity.

“The opportunity to learn more about board governance and then serve on a local nonprofit board of directors was one of the most influential elements of my experience,” she added. “Through LPP, I was welcomed as a full-voting board member of the United Way of Westmoreland County (now part of the United Way of SWPA) and served on the programs committee. In these roles I began to understand the broad and deep ways in which effective boards of directors can best serve as stewards of their nonprofit missions.”

Alumni agree that LPP not only provides opportunities for personal professional development and networking in the community, but it has expanded their perspective on work and service. “Previously, I had approached my career prospects and service opportunities with an ‘in the moment’ perspective — what do I get out of it right now? How can I add value immediately?”

Matthews remarked. “Being a part of LPP helped me understand that, although I might be driven by my own goals or ambitions, I should also aspire to a greater purpose, where you leave every organization you serve better off than when you joined it. Whether your impact is large or small, make sure it is a positive one.”

Alexander explained that LPP isn’t for every student. “It’s important to evaluate who you are and what your needs are. Programs like this really are a bridge between where you are now and where you want to be. You just have to be sure that where LPP will send you is where you want to be. Having a mentor in the community, sitting on a board of directors, really honing your leadership skills, you have to be doing that for a reason. You have to want to be engaged socially, and you have to want to make a difference.”

The Leadership Portfolio Program accepts approximately 15 candidates each year. Almost half of these students have settled in the region to pursue various leadership careers and opportunities after graduation. Alumni of the program work with the city and county in a variety of nonprofits and corporations in the area, as well as around the world.
KATRINA

Former FEMA Director Discusses Hurricane Katrina and Lessons Learned
Marking the 10th anniversary of one of the worst natural disasters in U.S. history, Glenn Cannon, interim co-director of the Center for Disaster Management, welcomed R. David Paulison, former FEMA director, to discuss his experience and lessons learned in the aftermath of Hurricane Katrina.

Hurricane Katrina was a Category 3 storm carrying winds upward of 125 miles per hour. The hurricane caused damage to about 93,000 square miles along the Gulf coast, resulting in approximately 1,800 fatalities. According to Paulison, the emergency response to Katrina represented a “system of sequential failures”—from local to national levels. The storm cost the economy billions of dollars in damages and reconstruction, and additional damages to the infrastructure and environment that are still being dealt with today. On a personal level, Paulison states, “For me, it affected our national pride. It simply was not our finest hour.”

Paulison, a former fire chief from Florida, was appointed by former President George W. Bush in September 2005 to replace FEMA director Michael Brown. “The people we thought were good, efficient leaders simply did not have what it took to manage the crisis successfully, and some of those people decided to move on to other things,” Paulison recounted. Immediately following his appointment, Paulison put in place a team of experts to manage the disaster and employ critical resources at every level.
SEQUENTIAL FAILURES

The disaster of Katrina started before the storm even hit land. “Evacuations were not called in a timely manner,” Paulison said. “No shelters were in place, and, if there were, there was no way for people to get there because they did not have transportation set up. There was no communication with residents telling them what to do. People were stuck in their homes and the elderly were left alone in nursing homes. So we had 1,800 people who, in my opinion, should not have died.” Additionally, the governor of Louisiana refused to deploy the National Guard before the storm made landfall. “[With the National Guard] you would have had a presence on the ground to prevent anarchy from happening in the streets, but we had armed military up and down the streets of a major city—this should not have happened.” Paulison went on to note that in the 2008 emergency of Hurricane Gustav, a storm that took the same path as Katrina, the decision was made to evacuate the city. When the hurricane made landfall in New Orleans, there was not one fatality, because no one was there. “That’s what should have happened in Katrina.”

Post Hurricane Katrina, there was no emergency management plan in place to help organize the displaced citizens amid the destruction. He noted that, “because there were no shelters in place, people just scattered out wherever they needed to go. We had no system at all of tracking people, or knowing where they were so we could bring them back quickly.” More than one million people were displaced, which was the largest emergency migration since the 1930s. Katrina also created roughly 118 million cubic yards of debris. Before the storm, there was no debris policy in place, so it cost the government millions of dollars to remove the debris.

LEASONS LEARNED

Paulison went onto explain four key lessons learned. The first: Communication is the key to success. Having a plan to inform your team and the public about a crisis is the first step that must be taken when there is an emergency. Second, Paulison stressed the importance of taking care of your employees and their families. For employees to be willing to manage the disaster, they need to know that their families are safe. Third, he stressed the importance of having experienced leaders in place before a disaster, which was not the case with FEMA during Katrina. “If you’re the leader of an organization, you have to set the example and your talk has to exemplify your walk,” he said. Finally, having proper disaster training and exercises for leaders is critical to prepare for disasters.

After the crisis, Paulison lead a team to develop a national response framework to explain precisely the responsibilities of each level of leadership in times of crisis. In addition to the framework, an incident command system was implemented to organize how resources such as operations and finance should respond to different kinds of emergencies. Paulison made it clear that his experiences are not solely linked to environmental crises. Having the basic skills of communication, leadership and preparedness builds capacity to prevent fatalities and destruction of the magnitude that we saw with Katrina.

KEY LESSONS LEARNED:
1. Communication is the key to success
2. Take care of your employees and their families
3. Have experienced leaders in place before a disaster
4. Have proper disaster training and exercises for leaders
In 2015, the Center for Metropolitan Studies began the publication of a new series of policy briefs titled “Innovative Solutions to Regional Issues.” Authored by Center staff and expert guest authors, the series highlights challenges that face the Western Pennsylvania region, and proposes solutions and recommendations to address said challenges. The third in the series, “Shale Development, Impact Fees, and Municipal Finances in Pennsylvania” by Professor Jeremy Weber and MPA student Max Harleman highlights how Pennsylvania’s impact fee on natural gas wells helps municipalities address the local costs of shale development. “Through this series we’re addressing a wide variety of policy concerns that affect multiple municipalities and go beyond municipal borders,” said Dr. David Miller, director of the Center for Metropolitan Studies. “This paper provides vital information toward understanding how the growing shale industry is affecting municipal governments and their ability to provide services to their residents.”

The four-part inaugural 2015-2016 series covered commute patterns, infrastructure repair coordination, enhanced intergovernmental collaboration around cities and the communities that border them, and shale.

“Shale Development, Impact Fees, and Municipal Finances in Pennsylvania” takes a closer look at how widespread drilling for natural gas in Marcellus and Utica Shale formations have impacted the communities where the drilling takes place. Although drilling can create jobs and income, it also brings public costs, especially for jurisdictions where drilling occurs. As a result, local governments in shale formations around the U.S. have experienced greater expenditures with more drilling.

Pennsylvania Act 13 was signed into law in 2012 and introduced a fee, called the “impact fee,” on unconventional natural gas wells. The fee is distributed to local governments and is intended to offset the public costs associated with shale gas development. The brief examines how municipal finances have changed over time based on drilling activity or proximity to it. Relative to the baseline period of 2006-2008, we find that:

- Shale development contributed little to municipal tax revenues.
- Municipalities with substantial drilling (High Drilling municipalities) experienced:
  - A doubling of non-tax revenues due to the Impact Fee.
  - A 30 percent increase in total expenditures, most of which was spent on roads.
  - A more than doubling of the fund balance (financial reserves), indicating that roughly half of Impact Fee revenue was saved.

Although our analysis does not permit determining if the Impact Fee covers the local public costs of shale development, under reasonable assumptions we find that in absence of the Impact Fee revenues, the typical High Drilling municipality would exhaust its initial fund balance in three years.
The first dimension concerns the relationship between certain conditions, such as rapid unplanned urbanization, governance deficits, fragile states and the emergence of violent armed groups. The second concerns the variety of relationships between criminal organizations on the one side and terrorists, insurgents and other violent armed groups on the other.

Pitt political science Professor Charles Gozman and GSPIA Professor Phil Williams organized the conference; it was funded by the University of Pittsburgh Global Studies Program. The Centro de Investigación y Docencia Económicas (CIDE) in Mexico City, represented by Professor Dr. Jorge Chabat, and the Institute for Conflict, Cooperation and Security at the University of Birmingham in the U.K., represented by its director, Professor Nicholas J. Wheeler, were the international partners.

The conference brought together a collection of leading scholars, researchers, journalists and analysts. The group contained scholars who believed in convergence and others who were more skeptical. The exchanges were both frank and friendly. The conference also featured three prestigious keynote speakers: The first was Stewart Patrick, senior fellow and director of the International Institutions and Global Governance Program at the Council of Foreign Relations and the author of Weak Links: Fragile States, Global Threats, and International Security. Patrick perfectly framed the key issues in ways that facilitated the subsequent discussions. The second keynote speaker was Nicholas J. Wheeler, professor of international relations and director of the Institute for Conflict, Cooperation and Security, who provided a novel dimension to the discussion with his presentation on trust. Finally, John De Boer, a senior policy adviser at the United Nations University Center for Policy Research, examined the relationship between organized crime and conflict, highlighting how organized crime benefited from conflict while often perpetuating it. In addition to the three keynote presentations, the proceedings also included five panels and concluded with a round-table discussion among the participants.

Conditions and Armed Actors
The first panel looked at the interplay between conditions and various kinds of armed actors. Michael Miklautyc, director of research, information and publications at the Center for Complex Operations (CCO) at National Defense University, made a strong case for this form of convergence, while Colin Clarke (PhD ’12), an associate political scientist at the RAND Corporation, focused on the instability and insecurity associated with rapid urbanization. Dr. Margaret Hermann, professor of political science and director of the Moynihan Institute of Global Affairs at the Maxwell School of Citizenship and Public Affairs at Syracuse University, elucidated the notion of black spots — areas where criminals or insurgents provide what, in effect, are alternative forms of governance.

Organizations, Key Roles and Labels
The second panel, with James Cockayne, head of the United Nations University office at the U.N., Douglas Farah president of national security consulting firm, IBI Consultants, and Peter Thompson, associate professor, Department of International Security Studies at National Defense University, looked at the relationships between...
different kinds of entities. Cockayne emphasized that criminal organizations often compete with states in terms of providing governmentality; Farah identified the key roles played by fixers and facilitators; and Thompson highlighted conceptual and labeling issues that complicated the debate, while also offering ways of effectively working through these difficulties.

Hybrid Actors and Organizations
Panel three focused on the notion of hybrid actors, with SHARAD JOSHI, assistant professor, nonproliferation and terrorism studies at Middlebury Institute of International Studies at Monterey, identifying Dawood Ibrahim’s D-Company as a hybrid criminal and terrorist organization. Although acknowledging that some groups had multiple objectives, LAWRENCE CLINE, a contract instructor with the Counterterrorism Fellowship Program, Center for Civil-Military Relations, Naval Postgraduate School, argued that there is a continuum between criminal and political activities and that what really matters is the direction of the movement along this continuum. Similarly, drawing on his research on Afghanistan, LUKE CONDRA, GSPIA associate professor, focused on the changing nature of insurgencies.

Violence and Crime in Mexico
The fourth panel focused on Mexico with PAUL KAN, professor of National Security Studies at the U.S. Army War College, arguing that the drug-related violence is best understood as high-intensity crime rather than low-intensity conflict or a criminal insurgency. BRIAN PHILLIPS, assistant professor at CIDE, however, contended that the vigilantes in Michoacán represented mini-insurgencies that, ironically, were seeking to wrest back control of municipalities for the Mexican state. Dr. Chabat compellingly argued that the Mexican state itself was “possessed” by organized crime and drug traffickers, and then identified the key attributes of this kind of possession.

WMD and Nuclear Material Smuggling
The fifth panel revolved around the worst case scenario of threat convergence—criminal organizations helping terrorists smuggle WMD or nuclear materials into the United States. GARY ACKERMAN, director of the Unconventional Weapons and Technology Division at the University of Maryland’s National Consortium for the Study or Terrorism and Response to Terrorism (START), highlighted ways to identify particularly dangerous organizations and named some of these, while retired GEN. RUSSELL HOWARD, director of Terrorism Research and Education Program at Middlebury, provided an overall assessment of the WMD threat to the United States. Finally, SCOTT SMALL, a current MPIA student, examined vulnerabilities in the supply chain, with a focus on how these have been contained and might be further reduced.

Key Policy Recommendations
A final round table discussion highlighted key policy recommendations that emerged from the preceding discussions. Overall, the conference provided a rewarding experience for all who attended. The caliber of speakers as well as the attentive and lively audience made for a highly successful conference. The conference concluded with a warm round of applause for SANDY PRIGG-MONTERVERDE, the Ridgway Center administrator who had handled all the logistics and made everything run smoothly.
The GEPA working group, led by Dr. Müge Finkel of GSPIA and Dr. Melanie Hughes of Sociology, was one of the Ford Institute working groups in 2015-16 and brought together a multidisciplinary team of students. Working with the Governance and Peacebuilding Cluster of United Nations Development Programme (UNDP) over the past year, students collected and analyzed raw data on women’s representation in public administrations globally, and contributed to the second phase of the GEPA work undertaken by the UNDP.

The primary goal of the GEPA project from its outset in 2011 has been to bring attention to public administration globally as an essential sphere of policymaking, where gender equality in positions of leadership is understated and understudied. In response to the need to better understand the current status of women in public administration, the UNDP initiated the first phase of the GEPA project, the results of which led to the 2014 UNDP Global Report on Gender Equality in Public Administration that included 13 country case studies. The GSPIA working group teamed up with the UNDP cluster for the second phase of the GEPA project and expanded the search for better sex-segregated data in public administrations to include both Organisation for Economic Co-Operation Development (OECD) member and non-OECD countries.

The working group has followed a rather unconventional process, from its reach to other schools and departments for interested graduate students, to its very close collaboration with the UNDP cluster, which provided unrestricted access to raw and processed data they collected from their member states. It also provided students with hard skills in raw data manipulation and visualization, along with professional mentorship within the UN system. J. Clay Rogers (MID ’16), a returned Peace Corps volunteer, noted that the commitment from and the partnership with the UNDP cluster has been most valuable for his learning. “It was a great experience to work alongside the UNDP cluster and get their perspectives on the research as we were doing it,” he said. “The team communicated to us how our research was feeding into and shaping new policy documents in real time in the country offices. Their support and appreciation made our efforts more meaningful.”

The initial work during the fall semester focused on the quality and availability of sex-segregated data and tracking systems in the civil service in economically developing countries where UNDP focuses its work. Students self-selected into regional groupings, took on countries of interest and searched for publicly available data on women’s participation and leadership in civil service. By the end of the first semester, more than 650 hours of coding produced a pretty dim picture for non-OECD countries. Most of the countries researched had little or no publicly available data.
For countries that reported having accessible data, retrieving it proved exhausting. And when data was available, it usually wasn’t of high quality. The group’s initially gloomy picture of how few countries are ably keeping track of gender-disaggregated data also allowed a few countries to shine. MID student \textbf{A.J. Stephens} and \textbf{Neal Walker (MID ‘16)}, who worked on Dominican Republic, reported that the Dominican Republic provided a “jackpot” of data. \textbf{Shivani Rampersad (MID ‘16)} and MID student \textbf{Donghe Li}, who worked on Sri Lanka, noted the impressive level of detail on sex-segregated data that was being recorded. “It has been really interesting to see how policies are enacted or implemented across countries,” said PhD candidate \textbf{Chelsea Pallatino (MPH ‘13, BS/BPhil ‘11)}, a member of the working group. “I think we often make a general assumption that the ‘developed’ countries have it all figured out, but we’ve seen a lot of interesting cases where policies work better in some of these non-OECD countries.”

The close working relationship the group established with the two core members of the UNDP Governance and Peacebuilding Cluster — Pelle Lutken (policy specialist) and Ciara Lee (international consultant) — made the work a true partnership. In addition to being available via Skype for bimonthly meetings of the working group to give comments and answer questions, Lutken and Lee visited the Ford Institute on Dec. 9, 2015, for a one-day workshop. The workshop, the first of the deliverables, was planned as an opportunity for working group researchers to meet and network with the UNDP cluster, present their preliminary findings, receive feedback and strategize for the next phase of the project. Data visualizations, along with the regional best practices presented, were well-received by the UNDP cluster and were consequently circulated to the UNDP regional offices for comments and feedback.

In the spirit of aligning the GEPA work with the Sustainable Development Goals adopted by the U.N. in September 2015 toward the 2030 agenda, the working group spent the spring semester delving into OECD countries to see how their tracking systems and sex-segregated data on civil service compared. The spring semester produced a clearer pattern, which the researchers titled “the Goldilocks Standard.” The research demonstrated that most countries — 95% of non-OECD countries and 71% of OECD countries — collect “too little” sex-segregated data; 1% of non-OECD and 9% of OECD and countries collect “too much” data; and only 3% of non-OECD and 20% of OECD countries collect the “just right” amount of data.
The working group presented these findings at a meeting at the UN Headquarters in New York on May 3, 2016. The presentation was cohosted by the Embassy of Dominican Republic, and was followed by a panel discussion chaired by Sarah Poole, deputy director of the UNDP Bureau for Policy and Programme Support, and included representatives from U.N. Women, the Wilson Center, the Clinton Foundation and the Council on Foreign Relations. The working group was applauded for bringing timely, accessible and relevant research to a diverse set of efforts already seeking gender equality.

The composition of the multidisciplinary working group, which was intended to bring creative approaches to the problem analysis, was an experiment which Pallatino, a PhD student in the Graduate School of Public Health, affirms has paid off. “It’s been an interesting experience just because the student researchers bring so many different things to the table,” she said. “We have people from political science, from sociology and from GSPIA who have a whole range of interests in policy. The working group created an engaging dialogue where we learned from each other.”

J. CLAY ROGERS (MID ’16) added that participating in this working group was “a fantastic opportunity to become more of a researcher than just a student. Learning to conduct research with raw data and presenting analysis that can be accessed and consumed easily for policymaking purposes are skills that I hope to utilize in the future.”

The working group’s partnership with the UNDP cluster has shaped and increased expectations on both sides. The UNDP cluster continues to incorporate the working group’s outputs into institutional deliverables that support gender equality. The presentations in Pittsburgh and New York have opened up further professional venues for researchers. Three of the working group members are waiting for final approvals on their UNDP/GEPA internships over the summer that will place them in UNDP regional hubs in Bangkok, Istanbul and Amman. Two other researchers will have UNDP internship opportunities to work first in Pittsburgh and then at the UNDP headquarters in New York as they continue to analyze the collected data, highlight the remaining gaps and help UNDP identify research priorities for the next academic year. This year’s group has most certainly helped draw a comprehensive picture of what needs to be done. When the group reconvenes with new researchers in the fall, it will take on new questions.

“I THINK WE OFTEN MAKE A GENERAL ASSUMPTION THAT THE ‘DEVELOPED’ COUNTRIES HAVE IT ALL FIGURED OUT, BUT WE’VE SEEN A LOT OF INTERESTING CASES WHERE POLICIES WORK BETTER IN SOME OF THESE NON-OECD COUNTRIES.”
THE FORD INSTITUTE FOR HUMAN SECURITY

Winner of First Annual Simon Reich Human Security Writing Award Announced

By Cynthia Caul

The Ford Institute for Human Security has awarded the Simon Reich Human Security Writing Award for the best student paper on a human security topic to Tara Devezin (MID '16).

Devezin’s paper focused on improving women’s health in the East African countries of Malawi and Uganda. She identified specific measures that Jhpiego, a nonprofit affiliate of Johns Hopkins University, could undertake to improve women’s health and well-being. Devezin suggested a strategy to reduce cervical cancer rates in low-resource districts in Malawi by expanding screening services. In Uganda, she demonstrated the probable benefits of increasing access to family planning information among adolescents by using mobile phones. Both proposals speak to the human security emphasis on building healthy, resilient communities.

Dr. Shanti Gamper-Rabindran, who nominated the paper, praised Devezin’s research and community work at GSPIA over the past two years. “It is always impossible to choose one paper among the many excellent papers among my students, but Tara has written solidly researched, clearly communicated policy recommendations,” she said. “Additionally, her social commitment and her community work with those less fortunate than her is truly remarkable.”

“Upon receiving the email that I had won the award, I was not sure that I even stood a chance of winning,” Devizin said. “Having Dr. Gamper-Rabindran push me to go above and beyond my comfort zone allowed me to excel in an area I might not have otherwise pursued. Winning this award has enabled me to work harder, explore new ventures and be confident in my ability to provide effective solutions to addressing global health issues within developing countries.”

This is the first time the Ford Institute has given what is to become the Institute’s annual award, named in honor of the founding director of the Ford Institute, Dr. Simon Reich. The award is intended to promote high-quality research and writing among GSPIA students in the field of human security.

The paper is available on the Ford Institute website at FORDINSTITUTE.PITT.EDU.
Tara Devezin (MID ’16)
Jhpiego, Baltimore

I recently completed my Master’s of International Development degree in Development Planning and Environmental Sustainability.

Over summer 2015, I completed an internship at Jhpiego, a nonprofit headquartered in Baltimore. Jhpiego’s mission is to improve the health of women and families in low-resource developing countries. During my internship within the Global Learning Office, I was exposed to how to best improve maternal birthing clinical care outcomes and also how to engage African youth in the best practices to improve their health. During the internship, I was able to gain hands-on experience that would provide me the opportunity to win the 2016 Simon Reich Human Security Writing Award.

As an MID candidate, courses such as Global Health Policy and Capstone: Poverty, Inequality and Development enabled me to learn how to best tackle the most pressing development challenges and opportunities. In these courses, I was able to think critically about how development workers must address these issues via exploration into already established policies and programs and well-established research.

In my Global Health Policy course, I was challenged by Associate Professor Shanti Gamper-Rabindran to think about how to best address some of the most challenging public health development issues. I used my knowledge of Jhpiego’s initiatives to write policies that would improve the health of women and families in sub-Saharan Africa. After submitting two of my research papers to the 2016 Simon Reich Human Security Writing Award, my paper titled, “Improving Women’s Health in East Africa by Expanding Services and Access” was chosen as the winner.

Additionally, during my second year at GSPIA, I completed a year-long fellowship project as an Albert Schweitzer Fellow. For this project, I co-partnered a project with a University of Pittsburgh medical student. We worked with both young men and women in Pittsburgh’s Hill District on professionalism, self-esteem and improving educational attainment. Here, I was able to address development issues within the Pittsburgh community and utilize my GSPIA course-learned skills to provide a service to an underserved population in the western Pennsylvania region.

I believe that GSPIA enabled me to be an effective development worker and to understand all of the complexities when working with low-resourced and vulnerable populations. My experience at GSPIA allowed me to connect with like-minded colleagues and staff that pushed me to think analytically to solve public and international affairs issues. From my experience at GSPIA, I feel that I have received the foundation I need to be a successful development advocate and practitioner.
Pittsburgh has an exceedingly rich history of philanthropy, but many people are unaware of philanthropy’s role in the area. Kathleen Buechel, director of the Pittsburgh Philanthropy Forum at GSPIA, wanted to expand the popular conception of philanthropy from something that is practiced solely by the wealthy through foundations to the many acts of voluntary engagement and generosity evidenced throughout the region. “In some ways what we’re trying to do is democratize our understanding of philanthropy to show that philanthropy was practiced extensively over time in Pittsburgh, in many ways, by all types of people committed to serving their neighbors and the greater good of this community,” she explained. Founded by Buechel in 2008, the Forum originally consisted of a lecture series and a GSPIA course (Matching Money with Mission), but has grown to include a documentary, oral history project, book and website.

The lecture series has grown to feature some of the biggest names in philanthropic thought, including Jean Case of the Case Foundation, which invests in social innovation and entrepreneurship around the country. After giving a lecture, touring the city and meeting with students and community figures, Case wrote an article for Forbes Magazine about Pittsburgh’s renaissance and new reputation as a city of innovation,” recalled Anne Marie Toccket (MID ’11), project coordinator and GSPIA alumna. “It was a really proud moment because it seemed to me that we had successfully taken our work here in an academic setting and brought it not only to the community but to the larger national audience”

INTERVIEWING PHILANTHROPISTS

Buechel’s research into the characteristics of philanthropy in Pittsburgh led her to reach out to local philanthropists, practitioners and civic leaders for interviews. With the help of GSPIA students, she recorded 45 oral histories from individuals instrumental in the practice of philanthropy in Pittsburgh and whose work had been transformative in the region. These oral histories became the foundation of the documentary Reflections on Philanthropy in Pittsburgh and a book project about organized philanthropy, but Buechel soon realized there was more potential for the material.

“I became convinced that we needed to use the interactive capability of websites to really invite people into the story of philanthropy and to allow them to explore the themes and the threads that they find most interesting,” recalled Buechel. This led to the Forum's most innovative project to date, the Pittsburgh Philanthropy Project, a website which allows visitors to explore the story of giving and those who give using multimedia. The platform is a dynamic tool that incorporates interactive timelines, oral histories recorded by the Pittsburgh Philanthropy Project, historical documents and supporting data to impart the user with an understanding of the practice and impacts of philanthropy in Pittsburgh, as practiced by all kinds of Pittsburghers.

“The website lets you to search by a theme, location or word, and it takes you through various types of content.
The technology enables you to have a little bit of information if that’s all you want—a taste—or to drill down and go much more deeply into a topic, either on the site or through the resource links that we provide. We think it’s both an explorational and an educational tool,” explained Buechel. “GSPIA has a real opportunity to be a thought leader in philanthropy, and Pittsburgh is unique because it has a rich philanthropic history. The tools we’re producing are a fun interactive way to get a handle on something that otherwise might be inaccessible,” Toccket added.

**THEMATIC NARRATIVE**
The pioneering element of the design is the “storyline,” a thematic narrative that uses data and multimedia elements to tell one story of the transformational role of philanthropy in the region. The project has created a series of storylines to provide thematic windows on philanthropy’s work in Pittsburgh. Visitors to the site can follow storylines of personal interest on subjects as wide ranging as the Greening of Pittsburgh, Philanthropy in the African American Community and the Revitalization of Pittsburgh’s Economy through Tech and Innovation Ventures. “A lot of the storyline topics emerged naturally; others were stories we thought needed to be told,” explained Toccket. “For example, many people are unaware of the historically active role of the African American community in Pittsburgh. Sharing that story, which doesn’t get told and isn’t necessarily recorded anywhere, was really important and useful in understanding who the actors are in Pittsburgh. The ultimate goal of the website is to help normal people like us think about ourselves as philanthropists—not just people who have a lot of money and can make big gifts.”

After 17 years at the helm, Carol Brown retired, leaving the next phase of Cultural Trust programming, gallery, performance and real estate development to new president Kevin McMahon, who arrived from the Kennedy Center in Washington, D.C. With parks and public art efforts moving forward, the Cultural Trust developed exhibition and performance spaces and administrative support for smaller arts groups to foster additional economic activity. The push for residential housing also marks the Cultural Trust’s development in this decade.

**MORE RESOURCES**

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The website’s mixture of numbers and narrative paired with its interactive interface make it a groundbreaking educational tool—the first of its kind in the study of place-based philanthropy. As Pittsburgh’s philanthropic story continues to evolve with different approaches, increasing challenges, fresh leaders and new entrants shaping the region’s social investments, the project is designed to grow to reflect this living history.

“Philanthropy in Pittsburgh has taken many different forms,” Buechel said. “We believe that our storylines can raise appreciation for the diversity and the breadth and depth of how philanthropy has evolved here over time. We’re hoping that people will see themselves among those practitioners in our storylines and will understand that they’re part of this important tradition of generosity, commitment to one another and community-building.”

The website emphasizes how important philanthropy has been in the Pittsburgh context. “Pittsburgh is a veritable teaching and learning laboratory about the field of philanthropy,” said Buechel. “We’re known for our public-private partnerships, we’re thought to be a place where philanthropic institutions collaborate much more effectively and extensively than they do in other cities, and so part of our storyline approach is to show examples of those kinds of threads, where Pittsburgh is perceived to have a tradition that supports those kinds of things.”

“Other regions have looked to Pittsburgh to see if transformative models that worked here could be applied elsewhere,” remarked Toccket. MPA student Emmie Calland, who helped with research for the project, shared what she had learned: “The history of philanthropy in Pittsburgh, particularly recent philanthropic history, really has not been chronicled in a holistic way outside of this website. The work of professor Buechel and her team is innovative. Because of that, I hope others view the website as unique way to capture philanthropy in western Pennsylvania in a way that is accessible to the public. The website is an extremely valuable resource both for the school and the community.”

The site’s storylines are also used as case studies in the Matching Money with Mission course at GSPIA.

In summer 2016, the Philanthropy Forum team will partner with GrantCraft, a service of the Foundation Center, to publicize and distribute its website to an international audience of philanthropic practitioners, nonprofit sector leaders and students of the field. “Having Grantcraft partner with us in expanding the reach of this content is an important endorsement for our approach because it shows the value of examining how philanthropic practice takes place and what lessons can be learned,” Buechel explained. “We want to make the most of these philanthropic resources; we don’t want to repeat mistakes that have been made in the past, nor do we want to ignore things on which we can build. By taking you inside the story of philanthropy, we hope the website both inspires and enables people to build on it in their own work and philanthropy.”

The storyline that chronicles the revitalization of Pittsburgh’s Cultural District exemplifies this intersection of civil leaders, philanthropists, local government and businesspeople in bringing a project to life.

More information on this storyline and many others can be found at the Pittsburgh Philanthropy Project website at HTTP://STORYLINE.GSPIA.PITT.EDU/
STUDENT EXPERIENCES

Heinz History Center
2016
STUDENT CABINET
SPRING GALA
Friday, April 1
I spent summer 2015 interning with UNICEF in Kyiv, the capital and largest city of Ukraine, located in the north central part of the country on the Dnieper River, primarily monitoring and evaluating one project: community protection centers (CPC).

UNICEF built 16 of these CPCs in five eastern regions of Ukraine: Donetsk, Luhansk, Zaporizhia, Dnipropetrovsk and Kharkiv. My job was to visit and evaluate each site; the initial goal was to see all 16 but in the time available I was only able to visit 10.

The two weeks prior to the first site visit were spent doing research on best practices gained from CPCs built by other organizations around the world. For example, a CPC program in Sri Lanka had built a similar type of project, so their documents were used as a model for the Ukraine program. There was a checklist with about 20 different points for evaluating the centers, including, for example, whether there was an evacuation route, what they do in case of security threat, whether they had a relationship with a local police station, etc. Through my research, I also learned about the more theoretical aspects of CPCs; the goal was to figure out what made other CPCs successful in terms of the quality of work that they did at each of the sites.
A CPC is a very qualitative project because it involves working with individual children. I used the research to form a model for what I wanted to see at each of the centers and create a checklist, as the UNICEF program had none preexisting. I was working with the protection cluster, which was in charge of the CPC program. UNICEF Ukraine had experience working in similar situations with children considered internally displaced persons (IDPs), but — within Ukraine at least — they had not previously allocated centralized sites for the specific purpose that the CPCs met. UNICEF subcontracted local NGOs to run and maintain the CPCs. These groups essentially ramped up existing community spaces to work as safe places for IDP children to come in after school or during the summer months. Parents could drop children off if they needed to job search in the area, or they could be there with the kids if they just wanted to have a safe space to relax. Each one of the centers was built in a city that had a fairly high number of IDPs coming in from the east. The first one I visited was in Sviatohirsk. The town had about 8,000 people, but at one point the number of IDPs was 33,000 just in that town. At each of the 10 centers I visited, I spent about an hour and a half conducting interviews with a translator, and an hour and a half walking around the site to see whether it complied with my checklist.

At the end of my nine weeks, I produced a 20-page evaluation document that I then presented to UNICEF. Essentially, it was a monitoring and evaluation report — I covered what areas they needed to work on and what areas they were strong in, and recommended areas on which to focus. On the side, I wrote a few human interest stories about families I had photographed and talked to through a translator. One of the stories was tweeted by UNICEF’s global Twitter account, and another one was featured on the UNICEF regional website, which was pretty cool.

GSPIA helped me build a foundation for the experience. I took a class with Adjunct Professor Andy Pugh the semester before I went called Humanitarian Crisis and Intervention; the class did a lot of simulations in post-conflict type situations. The class was helpful in terms of setting up what the context in these areas would be like because, although I didn’t go into the non-government controlled areas of Donetsk or Luhansk, I was very close to the contact line. I’d been to places like that before, but never in a professional context, so the class I had taken with Dr. Pugh was very helpful in understanding the kind of interpersonal things that can go into conflict resolution.

I had worked in development before coming to GSPIA, but I wasn’t familiar with a lot of the theoretical and academic concepts, so Development Policy and Administration with Associate Dean Paul Nelson was really helpful. Having the background knowledge from Dr. Nelson’s class helped me shape my research in the two-week period leading up to the site visits. After coming back, I took Program Evaluation and was able to apply what I’d done over the summer.

There were a lot of interesting situations. For example, I was in Sviatohirsk, a tiny town about 20 miles from the contact line and the site of the third holiest site in Ukraine, according to the Ukrainian Russian Orthodox Church. UNICEF was having a fair day for kids in the area, including IDP kids, in the public park, which was across the river from the holy site. The archbishop of the church was unhappy because the day of the UNICEF fair was a holy day in the Russian Orthodox Church. So the archbishop agreed that it would be okay to proceed with the fair so long as we didn’t play rock and roll music.
Divya Nawale (MPPM student)

Augmenting Skills to Enhance a Career in Policies for Sustainable Development

Over my five-year stint in sustainability management across Asia, Europe and North America, as well as corporate social responsibility (including environmental conservation and disaster management) in India, I developed a keen interest in energy and environment regulations, as well as an understanding about policy-making in this space.

With the aim of shifting to the public policy sector, I launched a search for graduate-level courses, even though it would mean a two-year break in my career. I decided to undertake the Master’s in Public Policy and Management (MPPM) degree to augment my business skills with more public policy skills, to pursue a career in the public policy arena. As compared to other programs, the MPPM recognized my work experience and saved a year’s worth of grad school, while providing me extra flexibility to choose courses I wanted to specialize in.

Since starting at GSPIA in January 2016, I have taken a number of courses that have helped me learn about global and U.S. energy policies in detail, complemented by other courses that have further helped build my skills in policy writing. One of the most influential courses for me has been the Global Energy course, taught by Associate Professor Shanti Gamper-Rabindran, with its focus on energy policies in various parts of the world. In addition to the global reach, the course also cut across topics such as shale gas development and fracking regulations, review of carbon pricing systems, cap and trade mechanisms, as well as numerous case studies on renewable energy implementation, such as Smart Grids. The coursework was analytical, skill-focused and practical, with focus on learning about current policies and designing more effective policy recommendations using sustainable approaches.
In the classroom, I enjoyed working with students from the policy, business and engineering schools bringing in their diverse perspectives to the conversations. My peers from Thailand, China, Japan and Brazil gave firsthand accounts of energy and environmental issues in their home countries. We also were provided the opportunity to visit wind farms, shale well pads or one of various innovation labs in the Pittsburgh region. I chose to visit the National Energy Technology Laboratory (NETL) where I learned about various projects undertaken by the U.S. government for improving cement quality in shale well casing, and Carbon Capture and Storage (CCS).

Extensive interaction with policy experts and team presentations has been the highlight of my experience here at GSPIA. Building on Dr. Gamper-Rabindran’s research on Smart Cities, particularly comparisons between Vienna and Pittsburgh, my team chose to focus on Smart Transportation, which aims to increase the use of public transit in order to reduce traffic congestion and improve air quality. We reached out to several organizations across Europe and the U.S. that provided their data and shared their experiences. We met the very receptive Alex Pazuchanics, the transportation policy advisor at the office of the mayor of Pittsburgh and, based on our research, presented a number of suggestions as the cCity prepared its second-round proposal for the U.S. Department of Transportation (DOT) Smart City Challenge 2016, for which Pittsburgh is a finalist.

Over the summer, I will continue to conduct research with Dr. Gamper-Rabindran on Smart Cities, aimed at identifying lessons for Pittsburgh (e.g., smartphone apps that provide users with the ability for multimodal public transit planning with real-time crowdsourcing info on congestion), as well as assisting with her edited book project on countries’ decision-making process on whether or not to pursue shale development.

The MPPM program definitely has been a great springboard to launch into a career in the public policy arena. In addition to honing my academic skills, the program has helped me create an extensive network of peers and experts and potential collaborators in the private, non-profit and government sectors.

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**STUDENT EXPERIENCES**

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GSPIA Students Win Innovation Institute’s Blast Furnace Competition

By Mike Yeomans

Nearly 50 Pitt students of all levels, who spent eight weeks putting their business ideas through a rigorous development process overseen by an experienced mentor, pitched their ideas to a panel of judges from the Pittsburgh startup community at the William Pitt Union. The best presentation as selected by the judges was uTranslated, a team composed of three GSPIA students: Nicole Xu, Lujing Gao and John Frazier. The aim of the team is to be the Uber of language translation services, matching freelance translators with clients.

The uTranslated team came together in October 2015 during a Startup PittBlitz event, at which students from across the university with entrepreneurial aspirations converge at the Blast Furnace space at the Pitt Innovation Institute on a Friday evening, and work over the next 24 hours to form teams and flesh out business ideas, culminating with investor pitches the following afternoon.

“The Blast Furnace program gave us fantastic connections and insight from mentors who have helped us tremendously in bringing uTranslated to life,” said Frazier, who served as CEO. “We plan to move forward with this business, incorporating and applying to local accelerator programs. We want to keep this momentum going and build a successful business right here in Pittsburgh. The startup community in this city is vibrant and brotherly.”

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uTranslated

From left: Nicole Xu, Lujing Gao, John Frazier and Greg Coticchia, Blast Furnace director
In summer 2015, I worked with the nonprofit Rios Nete in the Peruvian Amazon as a community development intern. In that role, I was given the opportunity to design my own community project in the village of Huapo, Peru. Rios Nete’s vision is to protect the Amazon by promoting global understanding of the tangible value that it holds. They are in the process of building a medicinal clinic that will conduct research and treat patients with traditional medicine and its healing properties.

My community development project focused on conducting research to ascertain how the community uses traditional medicine to better coordinate and propose future Rios Nete projects. I was given an amazing opportunity to design my own qualitative research tool and conduct field research in the community. It was a great way to put my GSPIA skills to the test and to see the things I was learning in the classroom be utilized in rural Peru. After research was collected, I put together a project proposal to submit to Rios Nete. Learning the project design process with very little resources was difficult, yet so rewarding!

Coming back to GSPIA in the fall, I continued to work on my project proposal and analyze my research. I am in the process of writing a draft for a traditional medicine handbook that is organized by reported health ailments. Also, in the fall semester, I took a Capstone on Project Design Proposals through which I finalized my project proposal for the creation of a community garden project in the community of Huapo Peru.

My experience solidified my passion for international development. It also gave me the invaluable experience to see that I had learned skills at GSPIA that gave me an edge while in Peru. I had the right background and understanding of project design and was able to hone in on different skills while I was abroad. My time in Huapo was amazing, and I am truly grateful for the internship opportunity that was provided by Rios Nete.

For more information about the amazing work that Rios Nete is doing please check out: http://goo.gl/ID7aKu.
Crystal Christophe (MPA ’16)
Amizade, Pittsburgh

One of the great things about GSPIA is the required internship of at least 300 hours. I first came across Amizade when exploring options for going to Brazil. Amizade is a nonprofit organization that sends groups on fair trade learning experiences in developing communities abroad. It also hosts educational and service opportunities domestically. I met Amizade’s project director, Nathan Darity, at a GSPIA activities fair in the fall term. He mentioned that Amizade was looking for interns and that I should consider applying. It wasn’t until the end of the term when an intern was leaving that I decided to apply. Speaking with the outgoing intern really fueled my desire to apply.

I initially applied for the position of operations intern and I had a wonderful interview. I knew when I left the interview that if they were to offer me the position, I would accept. A couple of days later, I received an email saying that their operations intern decided to extend her stay but my name had been referred to the program manager who needed help. The program manager, Sara Wood, was in Ghana at the time and had spotty internet service. She ended up calling me directly for the interview, and I was eventually hired!

She and other key staff members were out of town by the time I started. As a result, I was trained remotely using Google Hangout. I had never used SalesForce, which was their system for managing participants in their programs. My supervisor patiently trained me on the system and gave me tasks to complete on my own. She was accessible via WhatsApp if I had any questions. After a few days of basic training, I was on my own. I loved that I was trusted to handle participant applications and communication. My supervisor thought that the tasks might be too mundane, but I enjoyed them because they were the backbone of the programs.

Eventually, all key staff members were back in the office and the environment was warm and friendly. I enjoyed going to work every day. I especially loved working with my supervisor in person. My role as program management intern was to manage internal systems using SalesForce and Google Drive, build reports, research and establish connections with community partners and prepare groups for pre- and post-programming. Much of what I did was done on my computer, but I did have to communicate by phone with venues and community partners. There were also weekly staff meetings during which I would give updates relevant to programming. Sometimes I would need to be persistent with applicants about getting their paperwork submitted in a timely manner. I also was responsible for registering participants in international programs with the appropriate U.S. embassy.

I loved every moment of my internship and I see why former interns loved their experience so much. I learned a lot and I ended up writing about Amizade and the concept of global service learning for a strategic management class in the fall. I believe that skills I learned at GSPIA, such as being familiar with collaborating and not being afraid to ask questions, helped me succeed. The internship made me think about program management and possibly project management as a future professional focus.

After working at Amizade, I decided to seek experience in local government and I took on an internship with the Housing Authority of the city of Pittsburgh in the fall. I spoke fondly of my experience at Amizade in the interview and how I was ready, at that point, to cover the “public” half of my degree with a local government internship. I encourage everyone to get more than one internship if they can so that they can have those different perspectives. After doing public and nonprofit internships, I know that an organization like Amizade would be most fitting place for me to work.
Over summer 2015, I had the opportunity to intern with City of Asylum Pittsburgh in the city’s North Side neighborhood. The organization maintains a mission of creating a thriving community for writers, readers and neighbors. More specifically, they foster this thriving community by providing refuge to endangered literary writers, offering a variety of literary and multicultural programming and bolstering economic development in the area by transforming neglected properties into beautiful community spaces to house their activities. As part of my internship, I assisted with City of Asylum’s Summer on Sampsonia program. The program comprises a wide variety of events designed to facilitate community development through multicultural exchange.

On my first day, I attended a staff meeting with the co-founder. He discussed his vision for the future growth of the organization. Inclusivity was a major focal point of this discussion — how to ensure that the organization’s programming was relevant to and inclusive of the entire North Side community. As a recent recipient of a Community Infrastructure and Tourism Fund (CITF) grant, which is enabling City of Asylum to transform the former Masonic Temple into a community literary center in the North Side’s dilapidated Garden Theatre Block as a part of the Federal-North Redevelopment project, the organization is consistently engaged in the delicate dance of making positive contributions to the neighborhood while preserving its current integrity and indigenous population.

As such, with each event throughout the summer, the target audience shifted from families with children to young hipsters to retirees and all of the cultural diversity found within. For each target, our planning adjusted accordingly. We would strategize, implement, evaluate and repeat, using our evaluation to inform the next targeting strategy. My coursework at GSPIA prepared me for this program-planning and enabled me to contribute to the process.

City of Asylum’s role in Pittsburgh, and more specifically the North Side, is multi-faceted and ever-evolving in response to the shifting social and political context in which the organization is situated. To illustrate this, a quote from “Stoop is a Verb,” a performance piece devised from focus group sessions the organization coordinated with local community members about North Side culture and the current redevelopment of the area:

But the new people have more resources and more capacity. They are very disrespectful of the indigenous, homegrown people in the community and it causes a lot of culture clash…Culture clash not getting support to make the coalition stronger, instead, help is going to foreign writers.
GSPIANS NAMED PRESIDENTIAL MANAGEMENT FINALISTS

The U.S. Office of Personnel Management recently announced the finalists for the 2016 Presidential Management Fellows (PMF) program, including GSPIAns CARRIE HALLUM (MPA '16), KATHERINE TERRELL (MPIA '16) and ALLISON VARRICCHIO (MID '15).

“I feel very honored to be selected as a finalist for the program,” expressed Carrie Hallum. “It is somewhat surreal to be among such qualified candidates and to have this opportunity to pursue a career in the federal government, which is something I had never seriously considered before coming to GSPIA.”

“The Presidential Management Fellows program is a great opportunity for students to begin their careers in public service,” explained Emmy Griffith, associate director of career services at GSPIA. “The program serves as not only a pathway into the federal sector, but in many cases, opens the door for a lifelong career as a public servant.”

GSPIA’s office of career services provides ongoing support for students interested in applying to the program. Each fall, career services hosts a PMF Boot Camp simulating group exercises and interviews that semi-finalists face when in Washington, D.C., for the in-person assessment. The Boot Camp consists of several components, including a group exercise that simulates a day in the life of a PMF and a behavioral interview that allows students an opportunity to demonstrate the core competencies of a PMF.

“The PMF Boot Camp was invaluable in my preparation for the in-person assessment,” said Hallum. “I was quite nervous about the whole application process and unsure about my chances of advancement, but the Boot Camp set me up nicely for the types of questions and scenarios that would be given to me at the assessment. I was able to go into the assessment feeling confident and prepared.”

The PMF program received 6,050 initial applicants, of which 808 were selected as semi-finalists and 455 were named finalists. To apply, applicants must complete an online application and submit an essay for consideration.

“GSPIA strongly encourages all students who qualify to apply for this prestigious program, as many of our alums who were named as Fellows have gone on to build successful careers and often credit the program for their success,” added Griffith.

During the performance, the words sparked a knowing laughter in the audience comprising founders, board members, staff and the interviewed neighbors themselves—the elephant in the room unveiled. As an organization committed to promoting the understanding of all cultures, City of Asylum Pittsburgh does not shy away from these difficult conversations. And, perhaps that was the most valuable take-away from my internship—having the opportunity to watch and learn how a community-based organization with a globally-minded mission evolves to meet the needs of the local community it seeks to benefit. As an MID candidate, majoring in NGOs and civil society, I am familiar with the complex ways in which community-based organizations interact with and evolve alongside the communities in which they work. My experience working with City of Asylum allowed me to witness these processes firsthand.

STUDENT EXPERIENCES

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Prior to the opening processional of the GSPIA 2016 Honors and Graduation Ceremony, another celebration took place on the steps of the Soldiers and Sailors Memorial Museum. With the class of 2016 gathered for a photograph, Dean John Keeler asked Xuejiao Liu of Beijing, China, (MPA ’16) to step forward. Unbeknownst to Liu, her longtime boyfriend, Yifeng Pan, a project engineer from Ohio, emerged from the crowd. He handed Dean Keeler a decorated sign, knelt down on one knee and asked Liu for her hand in marriage — setting the tone for the many speeches and accolades to come.

Desire to make a difference and perseverance were central themes resonating from the various speeches of the day. “We are of many backgrounds, have different aspirations, and will eventually play many different roles in the years to come,” noted Dean’s Award winner Kenny Sobek (MPIA ’16). “Over the past two years, I have seen how hard students and faculty have worked to make a difference, whether in academia, the private sector or through public service. And I believe that everyone here today is driven by a passion and a desire to make the world a better place, which is no small task. I am not always an optimist, but nothing has given me greater hope for the future of this world than the impressive individuals I have had the privilege to work with.”

Dean’s Award winner Rachael Boss (MPA ’16) built on this sentiment, sharing an anecdote about confronting seemingly impossible tasks. “A teacher once asked his young students to draw a picture of whatever they liked. Seeing that one of his pupils was scribbling away intently, he asked her what she was drawing. ‘I’m drawing God’ was her response. So the teacher says ‘But no one knows what God looks like.’ To which the student

“We are of many backgrounds, have different aspirations, and will eventually play many different roles in the years to come.”

DEAN’S AWARD WINNER KENNY SOBEK (MPIA ’16)
replied, ‘Well, they will in a minute.’

There were certainly times at GSPIA when I felt like I’d been tasked with drawing God, when I tasked myself with drawing God. Times when I and my peers attempted to come up with policy solutions to problems that are complex beyond my ability to understand them entirely. I’m sure that some of our work was ill-informed, despite rigorous research, naïve despite sophisticated methods of analysis, or culturally inappropriate, despite serious attempts to be sympathetic.”

Boss praised GSPIA as a challenging and extremely rewarding experience, and encouraged her classmates. “I hope that, in reflecting back on this experience at GSPIA, you recognize your own capacity to take on the big and daunting tasks—to draw God, if you will, and that you run at this next phase of your life with confidence and vigor. The world we inhabit is complex beyond our ability to understand it. But that doesn’t mean that we shouldn’t strive to make it a better place.”

This idea of striving toward success carried on with the student recognitions, with awards going to those who had gone extra lengths to help students aim higher. 2015 Student Cabinet Vice President Luke J. West presented the Staff Award to Emmy Griffith, assistant director of career services, and the Goldstein Teacher of the Year Award to Kevin Kearns, professor and director of the Johnson Institute for Responsible Leadership.

Selecting the Sergeant James “Rip” Taylor Memorial Endowment Fund Award winner proved especially challenging this year, as there was a wealth of worthy candidates. “We went around and around in the decision process, until we had an epiphany and realized they all deserved it,” explained Dean Keeler. The award was presented to an unprecedented four students: Diana Angelo Bucco, Maxwell L. Cercone, Andrew Paul McClusky and Godfreyb Ssekajja. Dean Keeler went on to present the graduation awards to the following students: Caitlin Corrigan, Doctoral Program Faculty Award; Charles Scott McAllister, International Affairs Program Faculty Award; Natalie Ruth Fiato, International Development Program Faculty Award; and others.

“If you can do this, you can do anything.”

COMMENCEMENT SPEAKER AND PITTSBURGH MAYOR WILLIAM M. PEDUTO (MPPM ’11)
Student Awards

Dean’s, Program and Endowed Awards

Student awards were presented to the graduates with the most distinguished records of academic achievement and service to the school in their programs of study. They were:

Dean’s Award: Rachel E. Boss and Joseph Kenton Sobek.

Program Awards: Caitlin Corrigan, Doctoral Program; Charles Scott McAlister, International Affairs; Natalie Ruth Fiato, International Development; Mary Calland, Public Administration, Kierstin Raylene Edwards, Public Policy and Management.

Endowed Awards: Abigail Cherie Wolensky, Gloria Fitzgibbons Memorial Award Fund; Diana Angelo Bucco, Maxwell L. Cercone, Andrew Paul McClusky, and Godfrey Ssekajja, Sergeant James “Rip” Taylor Memorial Endowment Fund Award; Huan Li, Taraknath Das Foundation Prize Fund; Hao Wu, David E. Oeler Award; Tara L. Devezin, Simon Reich Human Security Writing Award.

Faculty Award; Mary Calland, Public Administration Program Faculty Award; Kierstin Raylene Edwards, Public Policy and Management Program Faculty Award; and Rachel E. Boss and Joseph Kenton Sobek, Dean’s Award.

The ceremony culminated in a commencement address given by GSPIA alumnus and Pittsburgh Mayor William M. Peduto (MPPM ’11). Mayor Peduto spoke of Pittsburgh’s struggle and renaissance, and of the qualities of hard work, community, perseverance and innovation that enabled this city to not only survive, but flourish. To hearten the graduates on their journey, he read Dr. Seuss’s Oh the Places You’ll Go, with emphasis on the portion, “On and on you will hike, and I know you’ll hike far, and face up to your problems, whatever they are.” Mayor Peduto’s inspiring closing words best summed up the ceremony’s message of embracing challenge: “If you can do this, you can do anything.”
On Wednesday, April 27, 2016, the Graduate School of Public and International Affairs held its annual Graduation Luncheon to commemorate the graduating class of 2016.

Ali Bonebrake acted as the keynote speaker at the luncheon, where she shared her experience of beginning her career at the Social Security Administration (SSA), and eventually acting as a key player in the passing of the Affordable Care Act. “If you would have told me that the highlight of my career would be working on enacting health care reform, I would have thought you were crazy,” she recalls. “And yet, every day I come into my office and see a copy of the Affordable Care Act, signed by President Obama, hanging on my wall.”

Ali earned her Master of Public Administration degree from GSPIA in 1999 and went on to begin her career as a Presidential Management Fellow for the Social Security Administration. She has also served three U.S. senators, worked in large government organizations, served as an executive in consultancy and lobbied for nonprofits. In addition to her professional career, Ali continues to serve GSPIA as an adjunct instructor and key advisor to GSPIA’s Law, Lobbying and Advocacy Program in Washington, D.C. She also was awarded GSPIA’s 4 Under 40 Award in 2010.

Accept Change
During her speech, Ali highlighted the importance of accepting change in a professional career. “When I was in GSPIA, I loved environmental economics and urban planning,” she recalls. “Given those interests, I should be running a local water department right now. But that was not my career path.” Rather than follow what she thought her career should be, she went on to gain experience in fiscal and economic policy, retirement and income security, and healthcare, which allowed her to become a part of the most significant piece of legislation to be passed in the last decade — the Affordable Care Act.

Be Adaptable
Ali went on to share a few pieces of advice for the graduating class. “Be adaptable in your career — be open to new possibilities. Whether it’s moving to a new place or trying a new role. Change is scary, but I found that the jobs I was most afraid of have also been the most rewarding.” She also touched on the importance of being ready to say “yes” and not being offended if a task seems menial. “Do the work that no one else wants to do and soon you’ll find yourself leading the work.”

Overcome Fear
She also advised the class to never let the fear of not knowing how to do something dictate the future. “Early in my career, I traveled the country doing town halls with members of Congress discussing the perils of Social Security privatization,” she says. “I was there to answer the hard questions that members couldn’t. I was always terrified of making a mistake that would be quoted in the media. But I didn’t let that fear stop me.”

“Do the work that no one else wants to do and soon you’ll find yourself leading the work.”

Ali Bonebrake (MPA ’99)
Finally, she told the class to not be afraid to specialize in an issue area—even if it does not seem the most interesting at the time. “As a 23-year-old graduate, I can honestly say that working at the SSA was not my first choice. But SSA let me do a detail on Capitol Hill and, as it turns out, retirement policy is fascinating! I developed skills that led me to my future jobs in different issue areas.”

**Tackle Big Problems**

She concluded her speech by saying that today’s generation deserves a higher level of political discourse. “I challenge you to do your part to strengthen our democracy. Volunteer for a candidate. Lobby your member of Congress on issues you care about. Or maybe run for office one day. The stakes are simply too high for us to accept mediocrity in government.” She went on to say that the graduates of GSPIA are among the elite, and she encouraged them to tackle the big problems that plague our world today.

**Pi Alpha Alpha**

Following Bonebrake’s speech, GSPIA recognized the new members of Pi Alpha Alpha, a global honor society recognizing outstanding scholarship and accomplishments in public affairs and administration, to induct new members into the organization. The society also promotes the advancement of education and practice in the art and science of public affairs and administration, as well as fosters professionalism and creativity in the conduct of public service activities.

This year, nine GSPIA students were inducted into the University of Pittsburgh Chapter, which also marked the 16th Induction Ceremony. The new members of Pi Alpha Alpha are: Rachel E. Boss, Mary E. Calland, Maxwell L. Cercone, Michael C. Duane, Patrick D. Eberz, Xuejiao Liu, Andrew C. O’Rourke, Suzanne M. Ramirez and Abigail Cherie Wolensky.

The Graduation Luncheon preceded the Graduation Commencement Ceremony that was held on Thursday, April 28, 2016—which concluded the celebration and recognition of the outstanding, talent graduates who have made their mark on GSPIA.
Alumni Fellows: The Best of the Best!

Each year, hundreds of GSPIA’s alumni and friends give to the GSPIA Annual Giving Fund. Although the name of the fund is rather generic, one of its purposes is very specific: to provide substantial support for one or two students who will be designated as GSPIA Alumni Fellows.

A committee of faculty and staff reviews the top candidates—based on exceptional academic accomplishments, letters of reference, essays and experience—and selects one or two students who are considered to be the all-around strongest candidates.

This year’s Alumni Fellows are EMILY FRANCIS and MAX HARLEMEN. Take a moment to read their stories, opposite. Both demonstrate an exceptional commitment to academic excellence, leadership and the GSPIA community. We think you will agree, as the committee did, that both are worthy of support.

When you make a gift to GSPIA, you are helping students, like Emily and Max, achieve their goals of building a better world—for all of us.

For more information about making a gift of any size to GSPIA, now or down the road via an estate or planned gift, please contact Jean Hale, director of development and alumni relations, at jean.hale@pitt.edu or 412-624-6660. Thank you!
MAX HARLEMAN
MASTER OF PUBLIC ADMINISTRATION, POLICY RESEARCH AND ANALYSIS

As I am a native of Pennsylvania and an alumnus of Pitt, it was a deep honor to be awarded the Alumni Fellowship. I returned to Pittsburgh after serving as a Peace Corps Volunteer in Grenada. This experience deepened my interest in sustainable development and energy policy, and I decided to attend GSPIA to acquire the tools necessary for evaluating and implementing solutions in these fields.

I knew that the MPA program would equip me with the quantitative, analytical and management skills that I was seeking. What I did not anticipate were the numerous experiential learning opportunities I would receive as a Fellow. Along with Dr. Jeremy Weber, I coauthored a policy brief on natural gas development policies and municipal finances. Additionally, with the Philanthropy Forum, I authored a literature review on early 20th century social welfare programs to assist with a chapter in the upcoming book Reflections on Philanthropy in Pittsburgh.

I want to extend my deepest gratitude to all of the contributing alumni. Your support has allowed me to attend GSPIA, to grow both inside and outside of the classroom and to take an important step towards a career in policy research and analysis.

EMILY FRANCIS
MASTER OF INTERNATIONAL DEVELOPMENT, NONGOVERNMENTAL ORGANIZATIONS AND CIVIL SOCIETY

I would like to express my sincerest gratitude to GSPIA Alumni and friends for their support which made possible the Alumni Fellows Award. However, a simple “thank you” is not enough; I believe the best way to show my appreciation for the incredible honor I feel for receiving this award is giving back to the GSPIA community to the best of my ability.

Since enrolling at GSPIA, I have joined the Ford Institute for Human Security as a member of a working group, been elected as the Master of International Development (MID) Degree Program Representative for the 2016 GSPIA Student Cabinet, joined the new MID student organization and was selected to complete an internship with Bright Kids Uganda this summer.

As a major in Nongovernmental Organizations and Civil Society, I am constantly looking for ways to better understand and improve systems in order to benefit populations. I chose GSPIA because I recognized it as a community that also has the ability to improve my life, and I am happy to report that it has.

I am grateful for the award and am immeasurably fortunate that it comes with the opportunity to be a part of such a dynamic group of accomplished individuals. Thank you.

Read about Max Harleman’s shale gas award on page 33.
2010s

Nosheen Ahmad (MID ’10) has been promoted to a project manager role at FH1360.

Ryan Ambrose (MPA ’11) now works for the Massachusetts Department of Housing and Community Development as a program representative.

Anthony Asciolla (MPA ’13), code enforcement officer for Baldwin Borough, was featured in the Tribune Review.

Lindsay Bingaman (MID ’14) is now a client relationship assistant.

Economics called Population at the National Research in a new program in Russia is now a full-time MA student at Apple.

has been working as the Downtown Partnership. Transportation at the Pittsburgh (MPA ’14)

Kazakhstan. has been named chief of the Office of Military Cooperation. has been promoted to a project representative.

Community Development as a program representative.

is the neighborhood engagement coordinator for the City of Seattle, working with the “Love Your Block” grant program.

Kayla Branch (MPA ’15) is working in Alcoa’s Global Government Affairs division.

Robert Brewer (MPPPM ’11) has been named chief of the Office of Military Cooperation at the U.S. Embassy in Astana, Kazakhstan.

Phoebe Campbell Downey (MPA ’14) is program manager, Envision Downtown and Transportation at the Pittsburgh Downtown Partnership.

Elise De Santis (MID ’14) has been working as the AppleCare advisor for Mac+ at Apple.

Adam Dyal (MPIA ’13) is now a client relationship associate at Vanguard.

Thomas Espy (MPIA ’15) is now a full-time MA student in a new program in Russia at the National Research University Higher School of Economics called Population and Development, where he also works as an editor and research assistant.

Meredith Fahey (MPIA ’15) has joined Deloitte’s federal consulting practice in Washington, D.C.

Ashley Fitzgerald (MPIA ’12) is an international security analyst and works for the city of Seattle, Washington.

Sarah Freeman (MPIA ’12) is with the Idaho National Laboratory in Idaho Falls.

Matthew Gemberling (MPA ’13) is now the manager, finance transformation & enterprise cost management for the City of Pittsburgh.

Marissa Germain (MID ’12) received the International Executive Service Corps’ 2015 Dynamo Award, given to a junior staff member who has made a significant contribution to the mission through superior performance, dedication and work ethic, for her outstanding work on assignment in Kabul and at headquarters in Washington, D.C.

Kimberly Goody (MPA ’14) is now working for iSIGHT Partners as a threat intelligence analyst in Chantilly, Virginia.

Harrison Grafos (PhD ’13) was recently appointed a presidential management fellow at the U.S. Department of the Treasury in Washington, D.C.

Alex Heit (MPA ’14) is senior data analyst at NeighborWorks America.

Taylor Hennessee (MPA ’14) is now case manager at Northern Area Multiservice Center, Community Assistance and Refugee Resettlement.

Xiaotang Huang (MPA ’12) has been promoted to program manager at Asian American Refugee Resettlement.


Zinat Naderi (MPA ’12) is a real estate developer with the Mon Valley Initiative.

Sarah Phillips (MPIA ’13) is an agreements administrator with the National Democratic Institute in Washington, D.C.

Hallie Powell (MID ’13) is the executive director of the National Vietnam Veterans Foundation in Washington, D.C.

Gavin King (MPIA ’14) is with Alain Charles Publishing’s international sales unit in London.

Jessica Kuntz (MPIA ’15) has accepted a position with Deloitte Consulting’s federal practice in Washington, D.C.

Kara Leffelman (MPA ’14) has begun working as a project associate for Europe and Eurasia at Chemonics.

Tim Lessick (MID ’14) is editorial and executive assistant for communications at American Jewish World Service in New York.

Alexandra Mace (MPIA ’10) is special advisor to the assistant secretary at the U.S. Department of Homeland Security Office of Cybersecurity and Communications.

Tomas Malina (MPIA ’11) is a security coordination center specialist at Bechtel Corporation based in Washington, D.C.

Nathaniel Markowitz (MPIA ’11) is a fundraising associate at Erickson & Company based in Washington, D.C.

Julia Marsili (MPA ’14) is the director of development for the ALS Association, Western PA Chapter.

Kathryn McCaffrey (MPA ’11) is an organizational strategy consultant at Booz Allen Hamilton in Washington, D.C.


Jamie Reese (MPA ’15) is with Fourth Economy Consulting.

Matt Richmond (MID ’12) has been selected for the Fulbright U.S. Scholar Program; beginning next month, he will conduct research on public service reform commission in Malawi.

Angela Rizzo (MPIA ’10) is the executive director of the Bottles Works Ethnic Art Center in Johnstown, Pa.

Alissa Robinson (MID ’15) is program coordinator at Conquer Cancer Foundation of the American Society of Clinical Oncology, based in Alexandria, Va.

Craig Robinson (MPIA ’14) has been promoted to a management role with Bloomberg LP in New York as the fixed income team leader.

Wesley Speary (MPA ’15) has accepted a judicial clerkship with the Pike County Court of Common Pleas in Milford, Pa.

Charity Sperringer (MID ’11) is an associate, Global Public Sector, at Grant Thornton LLP.

Suzi Tart (MID ’14) is serving as a consultant with the OECD on the #COP21 communications strategy; she is based in Paris.

Sofia Trivelli (MID ’15) is the operations associate for Citizens of the World Charter School based in New York.

Guillermo Vazquez del Mercado (MPPM ’11) is director of technical operations of the Program for Coexistence, USAID, in Mexico City.

Christine Waller (MPIA ’11) has been promoted to the position of vice president and chief of staff, Office of the CEO, at Mylan, Inc. in Canonsburg, Pa.

Linghui Zhu (MPA ’15) is now with the World Bank.
2000s

Athena Aardweg (MPA/MSW ’07) accepted a new position as the executive director of the Northern Columbia Community & Cultural Center, located in Benton, Pa.

Roozbeh Aliabadi (MPIA ’08) was featured in the September 15, 2015, issue of the Wall Street Journal as one of a handful of Iranian-Americans who has returned to Iran to serve as a bridge between their ancestral home and Western businesses. His work took on new urgency after the passage of July’s Iranian nuclear deal that promises to pull back sanctions. “What I’d like to achieve is to make this country, Iran, be more competitive in a transparent way; I want to be part of the upgrade,” said Mr. Aliabadi, according to the article.

Andrew Aurand (PhD ’07) is the vice president for research at the National Low Income Housing Coalition in Washington, D.C.

Amy Camp (MPA ’01) recently celebrated two years in business. Her consulting practice, Cycle Forward, focuses on how trails and tourism contribute to vibrant communities. She offers related workshops, facilitation, research and tourism planning.

Rachel Felver (MPA ’05) joined the marketing team at the National Aquarium in Baltimore, Md., as a strategic communications specialist.

Jacqueline Gichinga (MID ’07) has returned to Kenya following her service as the project coordinator for the ABA-UNDP International Legal Resource Center (ILRC), providing communications, research and administrative support.

Whitney Grespin (MPIA ’09) was awarded a studentship position to complete her PhD with King’s College London’s Defense Studies Department, including teaching responsibilities at the UK Joint Services Command and Staff College.

Andrew Henderson (MPIA ’09) is a member of the staff of Admiral Michael S. Rogers, commander of United States Cyber Command, director of the National Security Agency and chief of Central Security Service.

Shobha Mittal (MPPPM ’03) has been working as director of quality at Allegheny County Department of Human Services Area Agency on Aging since 2013.

Michael Pehur (MID ’04) has been working as the development finance consulting Director for Duane Morris Government Strategies and recently became a part of the consulting team selected to complete the Uptown EcoInnovation District study for the city of Pittsburgh.

Aspasia Rigopoulou-Melcher (MPIA ’87, PhD ’00) is a professor in the Department of Community Studies, Program in Community Development, at St. Cloud State University in Minnesota.

Mirellise Vazquez (MPIA ’00) was named executive director of the Tauck Family Foundation in February 2015. The foundation invests in the development of social and emotional skills of children from Bridgeport, Connecticut.

Charles Yhap (MID ’09) is the chief operating officer for CleanRobotics.

Sha Zhao (MPIA ’02) is the national accounts manager for Pittsburgh Forest Products.

1990s

Emile Ahoe (MPIA ’89, PhD ’92) is director, Sub-Regional Office for Central Africa, United Nations Economic Commission for Africa.

Ali Bonebrake (MPA ’99) has recently started a new position as director, Health Policy for Sandoz Inc. in Washington, D.C.

Fred Gordon (MPIA ’93) is department chair of politics, philosophy and public administration at Columbus State University, Columbus, Ga.

Michael Midden (MPIA ’95) is the head of Power and Renewables for Energy & Infrastructure Capital, Stamford, Ct.

John Rinello (MPIA ’93) is group vice president, Executive Programs, Gartner, Stamford, Ct.

Brent Rondon (MPA ’94) received the MDCP grant from the U.S. Department of Commerce, International Trade Administration, to assist U.S. manufacturers to trade with the Pacific Alliance countries of Latin America, including Mexico, Colombia, Peru and Chile. He participated at the EXPOMIN show in Santiago, Chile, in April 2016.

Danielle Roziewski (MPIA ’94) is a program officer for the Center of Excellence for Democracy, Human Rights and Governance, at USAID.

Anthony Ruggiero (MPIA ’98) has accepted a new role as the Brookings LEGIS Fellow in the Office of Senator Marco Rubio working on foreign policy.

1980s

James P. Finch Jr. (MPA ’86) is finance director for the Town of Branford, Ct.

Michael Ringler (MPIA ’87) is now the senior director for federal relations at the University of Pittsburgh. After beginning his career as a financial manager for the Bureau of Educational and Cultural Affairs division of the U.S. Information Agency, Ringler has held a staff appointment on the U.S. House of Representatives Committee on Appropriations since 1997.

Michael Sabath (PhD ’85) is now the associate vice president and campus executive officer for Northern Arizona University, Yuma.

Eric Wittenberg (MPIA ’87) has won the 2014 Gettysburg Civil War Roundtable Book Award for his book, “The Devil’s to Pay”: John Buford at Gettysburg: A History and Walking Tour. The book was selected for being well-researched, well-written and bringing new knowledge and understanding to its subject.

1970s

Richard Acquaah-Harrison (MPIA ’73) is now a conference speaker and a writer. He is currently writing a book on spatial planning and economic development in Ghana. He formerly practiced as a private planning consultant in Toronto and later joined UN-HABITAT. He retired as a senior human settlements advisor in 1993 and settled back in Ghana. He has undertaken many consulting assignments for government ministries and agencies in urban planning and management.

J. Scott Miller (MPA ’74) has retired from local government city management after 42 years (with almost 40 years as a city manager with various cities; the last eight years as city manager, city of Leavenworth, Kansas).

1960s

Richard Nygard (MPIA ’65) retired from USAID.
ALUMNI VOLUNTEERS

THANKS TO THE FOLLOWING ALUMNI WHO SHARED CAREER ADVICE WITH STUDENTS...

ON CAMPUS

Arus Asciolla (MPIA '13), Baldwin Borough; Patrick Cornell (MPIA '15), City of Pittsburgh; Kevin Flannery (MPIA '85), Borough of Sewickley; Chris Lochner (MPA '82), Hampton Township; Ellie Newman (MPA '15), Allegheny County; Doug Sample (MPA '03), Ross Township; Katie Stringent (MPA '09), Upper St. Clair; Kyle Thuvette (MPA '13), West Homestead Borough; George Zboyovski (MPIA '00), Brentwood Borough. Emile Ahone (MPIA '89 PhD '92), director, Sub-Regional Office for Central Africa, United States Economic Commission for Africa; Jim Sloss (MPA '00), deputy director of administration, Pittsburgh Department of Innovation and Performance; David Mora (MPIA '71), retired local government (California) administrator; Jim Price (MID '11), sustainable community coordinator, Sustainable Pittsburgh; Ken Zapinski (MPA '93), senior vice president, Allegheny Conference on Community Development; Kristina Nikiforova (MPIA '13), senior environmental specialist, GAI Consultants; Katherine Camp (MID '12), green infrastructure program manager, Pittsburgh Water & Sewer Authority.

IN WASHINGTON, D.C.

Lynsey Wood Jeffries (MPA '00), national CEO, Higher Achievement, gave the keynote address on How to Position Yourself across Sectors in the D.C. Job Market. Jeff Babinowich (MPIA '08), analyst, Department of Defense; Ed Kobeski (MPIA '12), cyber analyst, Department of Defense; Alexandra Mace (MPIA '10), special advisor to the assistant secretary, Office of Cybersecurity & Communications, U.S. Department of Homeland Security; and Kevin Newak (MPIA '09), analyst, Department of Defense, spoke on a panel about careers in security and intelligence. Michael Byers (MPIA '15), business services coordinator, United Nations Foundation; and Bill McShane (MPIA '12), program officer, Institute of International Education, spoke on a panel about careers at nonprofits and NGOs. Lindsey Anderson (MPIA '09), senior advisor to the associate administrator of Response and Recovery, FEMA; Jamie Berryhill (MPA '09), chief of policy, budget and communications–Office of Management & Budget; Mike Carrigan (MPIA '03), project officer, HIV/AIDS Bureau (Health Resources & Services Administration); Harrison Grafos (PhD '13), presidential management fellow, U.S. Department of Treasury; and Alexandra Mace (MPIA '10), special advisor to the assistant secretary, Office of Cybersecurity & Communications, U.S. Department of Homeland Security, spoke on a panel about careers in the federal sector.

Joel Gallihue (MURP '95), manager of school planning, Howard County Schools; Alex Heit (MPA '14), senior data analyst, NeighborWorks America; and David Street (MPA '14), management analyst, Loudoun County Government, spoke on a panel about careers in urban affairs and community development. Ken Duckworth (MPIA '94), principal commercial officer, U.S. Commercial Service; Desi Jordanoff (MPIA/MBA '99), country manager/desk officer, U.S. Commercial Service, Western Hemisphere; and Aurica Balmus (MID '08), consultant, International Finance Corporation, spoke on a panel about careers in international trade and commerce. Laura Barry (MID '14), associate, Barbaricum; and Mikhail King (MPIA '14), business strategist, MITRE Corporation, spoke on a panel for recent alumni about transitioning to a career in D.C. Kenneth Polsky (MPIA '98), director, Resource Mobilization for Hunger and Livelihoods, Save the Children; Marissa Germain (MID '12), program associate, Capacity Building and Change Movement Program, International Executive Service Corps; Erin Rudiegeair (MPIA '15), international project coordinator, Education Development Center; and Ali Schlemmer Cardone (MID '12), project manager, Chemonics, spoke on a panel about careers in international development. Eamonn Berry (MPIA '14), business operations manager, MAXIMUS; Daniel Carik (MPIA '09), associate, Booz Allen Hamilton; Jason Dury (MPIA '94), global security risk management, Preval Services Group; Meredith Fahey (MPIA '12), senior consultant, Deloitte; Candice Ruiz (MID '14), project coordinator, KPMG; and Tony Gorga (MPIA '12), business development specialist, NuAxis Innovations, spoke on a panel about careers in consulting and government contracting. Whitney Grespin (MPIA '09), director, government relations, Precision Integrated Programs; Darren Hedlund (MPIA '15), operations manager/legislative side; U.S. Senator Mike Rounds; and Ron Painter (MPIA '98), CEO, National Association of Workforce Boards, spoke on a panel about careers in government relations and policy research. Lauren Ackerman (MPIA '11), principal analyst (Strategic Planning), Federal Housing Finance Agency spoke with students on their site visit to the Federal Housing Finance Agency. Nosheen Ahmad (MID '10), project manager, FHI 360 and Bijan Manavizadeh (MID '10) program officer, Global Public-Private Partnership for Handwashing, FHI 360, spoke with students on their site visit to FHI 360. John Rogers (MPIA '85), chief financial officer, Urban Institute, spoke with students on their site visit to the Urban Institute. Douglas Cortinovis (MPIA '06), consulor, U.S. Department of State; Jennifer McElveen (MPIA '98), senior analyst, Bureau of Intelligence & Research, U.S. Department of State; and Lynn Roche (MPIA '88), foreign service officer, U.S. Department of State, spoke with students during their site visit to the U.S. Department of State. Sarka Sengezener (MPIA '00), senior director–youth and economic empowerment, Plan International USA spoke with students during their site visit to Plan International USA. Jerome Brown (MPIA '04), defense analyst, GAO; Kay Brown (MPA '84), director, education, workforce and income security, GAO; Amanda Kolling (MPIA '07), senior analyst, GAO; Caitlin Rice (MPIA '11), international affairs and trade analyst, GAO; David Wise (MPA '76), director, GAO; Natalie Swabb (MPIA '13), analyst, GAO; and Daniel Webb (MPIA '08), senior analyst, GAO, spoke with students on their site visit to the U.S. Government Accountability Office (GAO).
Larry Veitl (MFA ’04) spoke with students on their site visit to the National Defense University. Settina Cunningham (MFA ’14), Voice of America; Zengqi Gu (MFA ’15), Earth Day Network; and Qi Zhang (MFA ’13), The International Fund for China’s Environment, spoke to students about the unique issues and challenges facing international students in the job market. Alissa Rappaport (MFA ’04), corporate responsibility lead, PricewaterhouseCoopers; Dalton Armstrong (MFA ’15), contractor, NASA; and Kaifan Sabur (MFA ’15), business technology analyst, Deloitte, separately spoke to students over coffee about careers in consulting and government contracting. Gary Stoffel (MFA ’02), Office of Management and Budget and Hartman Grafton (PhD ’13), presidential management fellow, U.S. Department of Treasury, separately spoke to students over coffee about careers in the federal sector. Bee Barnett (MPP ’13), U.S. Capitol Historical Society and Luc Rogers (MPPA ’13), legislative analyst, Williams & Jensen, separately spoke to students over coffee about careers on Capitol Hill and in government relations; Michael Byros (MPPA ’15), business services coordinator, United Nations Foundation, spoke to students over coffee about careers in international trade and commerce; Qi Zhang (MFA ’13), The International Fund for China’s Environment, spoke to students over coffee about careers in the energy/environment field. Erin Rodugian (MID ’15), international project coordinator, Education Development Center; Rebecca Joulin (MPPA ’14), Chemnitz; and Kara Leffman (MPPA ’14), Chemnitz spoke to students over coffee about careers in international trade and commerce. Alx Heit (MFA ’14), senior data analyst, Nightworks America, spoke to students over coffee about careers in urban affairs and community development. Al Bremel (MFA ’99), director of government relations, Sandef; Billy Berry (MFA ’98), senior legislative representative, American Public Transportation Association; Colleen Berry (MFA ’14), professional staff member, Senate Homeland Security and Governmental Affairs Committee.

Donald Goldstein Receives International Public Service Award

Dean Keeler presented the International Public Service Award to our beloved and well-known Professor Emeritus DONALD GOLDSTEIN at an event in The Villages, Florida. Dean Keeler praised “Goldy,” as he is known to so many, for his dedication and commitment to keeping alive the lessons learned from World War II. Goldy’s prolific writings continue to inform audiences around the world, and his status as the “go-to” authority on the bombing of Pearl Harbor has him in high demand for those seeking to understand what led to, and what resulted from, that “day of infamy” in 1941.

Now retired from Pitt, Goldy continues to live out his love of history and teaching: As principal lecturer under the University of Pittsburgh Graduate School of Public and International Affairs, Goldy coordinates guest lectures in The Villages, Florida. Professor Goldstein organizes meetings and guest speakers to debate “the most important event of the 20th century.”

In accepting the award, Goldy attributed his success to having “good people,” around him, starting with history classes that indeed brought history to life for hundreds of students. Goldy organizes meetings and guest speakers to debate “the most important event of the 20th century.”

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To make a gift in honor of professor Goldstein, visit http://www.giveto.pitt.edu/ and, when prompted, enter the name of the fund — The Donald Goldstein Endowed Fund at GSPIA.
GSPIA Celebrates 2016 Graduation