PROMOTING DIVERSITY AND INCLUSION
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The cover stories of the 2017 issue of GSPIA Perspectives focus on promoting diversity and inclusion. What made this important theme especially compelling now is that the 2016-2017 academic year was Pitt’s official Year of Diversity, and within GSPIA an unprecedented number of events were organized to address many facets of the issue.

Our “Roscoe Robinson Jr. Memorial Lecture Series on Diversity and Public Service,” established in 2009 to honor the distinguished GSPIA alumnus who was the first African-American to earn the rank of four-star general in the U.S. Army, included formal talks by eminent speakers such as Dr. Reuben Brigety (a former U.S. ambassador to the African Union now serving as the dean of the Elliott School of International Affairs at GWU) and GSPIA alumna Dr. Ethel Williams (the director of the School of Public Administration at the University of Nebraska–Omaha and a former president of NASPAA). Their lectures, reproduced in full in the first cover story, reflect the fact that our Year of Diversity by chance coincided with one of the most contentious and acrimonious presidential elections in American history—one that not only aroused partisan emotions but also created a political atmosphere in which issues of diversity and inclusion were in the headlines and debated in Posvar Hall on a daily basis. Two informal Roscoe Robinson events—open discussions with GSPIA students—featured Geovette Washington (now Pitt’s senior vice chancellor and chief legal officer, formerly general counsel and senior policy adviser for the Office of Management and Budget in the White House under President Barack Obama) and Ariel Armony (now Pitt’s senior director of international programs and director of UCIS, formerly director of the Center for Latin American Studies at the University of Miami). Washington discussed her experiences working for the first African-American president of the United States and addressed the broad challenges of diversity in contexts ranging from her native Georgia to the nation’s capital and Pittsburgh. Armony, originally from Argentina, discussed challenges faced by the Hispanic community and also spoke from his administrative perspective about Pitt’s efforts to assist international students in dealing with legal questions posed by the Trump administration’s travel ban.

The last Roscoe Robinson event, held in April, was jointly organized with the Pitt Law School and was also part of a University Forum on Current Issues sponsored by the Provost. Our conference on “Legislatures, Courts and Voting Rights: Developments Since the 2013 Shelby County v. Holder Decision” featured two keynote speakers—one a political scientist and the other a law professor—followed by an open discussion of the political and legal dimensions of voting rights, which I moderated. Readers will find a link to a video of the entire conference on page 15.

Aside from these faculty-organized events, the past year also featured a wide range of diversity and inclusion activities generated by GSPIA students. Sloane Davidson made remarkable contributions throughout the year in the area of refugee resettlement and immigrations assistance. Many GSPIA students have engaged in extraordinary extracurricular activities over the years, but few have managed — as Sloane did in a short span of time — to develop a website important enough to be highlighted by the New York Times, launch a nonprofit worthy of lengthy coverage in the local press and organize a host of events engaging scores of people from the university.

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and the community to discuss humanitarian concerns and receive training in assisting people in distress. Emma Wallis and other members of the Student Cabinet organized in exemplary fashion the “Continuing Conversations” program. Scores of students, faculty and staff attended these discussions stressing that diversity alone is not much of an achievement if it fails to be complemented by genuine efforts at inclusion and mutual understanding.

The students on the cover of this issue, gathered around Dr. Ethel Williams (in the pink jacket), reflect many ways in which individuals from very different backgrounds have been able to find a home at GSPIA and contribute greatly to the school. Adame Frances from Virginia Beach, Virginia, (at the extreme left of the photo) focused his academic work on Security and Intelligence Studies within the MPIA program, but also found time to serve with distinction as the vice president of the Student Cabinet. Fiona Gao from Beijing, China, (at the top of the stairs in the photo) majored in Energy and Environment within the MPA program and was driven to learn how Pittsburgh’s success in mitigating pollution could provide lessons applicable to the challenges faced by her own country. She valued the community of Chinese students she found at GSPIA, and frequently communicated with them through WeChat, but she also engaged more broadly as a member of the Student Cabinet, the president of the International Student Initiative and a student assistant in the Shale Gas Governance Center. Arwa Khadr ElBoraei from Cairo, Egypt, (on the extreme right of the photo) left her job as a program officer with the U.N.’s International Labor Organization when she received a Fulbright to study Governance and International Public Management within the MPA program at GSPIA. To meet the challenges of her first-year courses, she organized four student study groups and ultimately excelled to the point that she won the 2017 MID Program Award at graduation. Along the way she enjoyed becoming familiar with American culture, making friends with students from around the world, experiencing the four seasons — and acquiring theoretical perspectives and practical skills that would assist her in the next stage of her career. Mamadou Ndiaye Jr. from Prince George’s County, Maryland, (second from the right in the photo) majored in Nongovernmental Organizations and Civil Society within the MID program but also benefited greatly from participation in the Johnson Institute’s Leadership Portfolio Program and the African Studies Certificate Program in UCIS. One of his favorite experiences was seeing a fascinating video on a shanty town in Argentina and then realizing that he should mention it to a GSPIA friend from Argentina — from whom he gained unexpected insights in a long conversation.

Many thanks to all our faculty, staff and students who helped to advance our diversity and inclusion agenda this year. We encourage prospective students who find these stories compelling to join us here at GSPIA and build on these achievements.

Sincerely yours,

John T.S. Keeler, Dean
THE ROSCOE ROBINSON JR. MEMORIAL LECTURE SERIES ON DIVERSITY AND PUBLIC SERVICE IN PITT’S YEAR OF DIVERSITY, 2016–17

When the Pitt provost announced that academic year 2016–17 would be the “Year of Diversity” and encouraged all of the schools to develop special programs related to this theme, it seemed natural at GSPIA to organize our major events through the annual lecture series created in 2009 to honor one of our most distinguished alumni, General ROSCOE ROBINSON JR. (MPIA ’64). When Robinson was promoted to four-star general in 1982, he became the first African-American to earn that rank in the U.S. Army. He served from 1982 to 1985 as the U.S. representative to NATO’s Military Command in Brussels, Belgium. Upon his retirement in 1985, Robinson was awarded the Defense Distinguished Service Medal, and in 1993 he received West Point’s Distinguished Graduate Award. In April 2000, seven years after his death, the Thayer Auditorium at West Point — one of the academy’s most frequently used lecture facilities — was renamed in honor of General Robinson. In 2009, along with launching the lecture series in his name, GSPIA designated one of its most important classrooms the General Roscoe Robinson Jr. Room.

Professor Emeritus LEON L. HALEY — who was inspired to write a biography of Robinson after retiring from GSPIA — describes the legacies of the man for whom our Lecture Series on Diversity and Public Service is named. What follows are the 2016–17 Robinson lectures delivered by Ambassador REUBEN E. BRIGETY II, now dean of the Elliott School at George Washington University, and ETHEL WILLIAMS (MPA ’72), director of the School of Public Administration at the University of Nebraska–Omaha. The article concludes with a summary of a special Roscoe Robinson event that we cosponsored with the Pitt Law School in April 2017 — a conference on “Legislatures, Courts and Voting Rights: Developments Since the 2013 Shelby County v. Holder Decision.” Two other Roscoe Robinson events, informal discussions of diversity and inclusion with GSPIA students led by Pitt Senior Vice Chancellor GEOVETTE WASHINGTON and Professor ARIEL ARMONY, are discussed in my “Dean’s Corner” piece in the introduction to this issue (see page 1).

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Since GSPIA’s founding over 60 years ago, many of those who exited the school’s portals have become exemplary leaders in various fields of professional endeavor and, upon ending their careers, have left proud legacies. One of those in this category was Roscoe Robinson Jr., who graduated from GSPIA in 1964 with a Master of Public and International Affairs degree and would earn the historic distinction — almost 20 years later — of being the first African-American four-star general in the history of the United States Army.

Robinson’s military career, first birthed in the segregated environment of the U.S. Military Academy at West Point, spanned a period of 34 years, which included varied tours of command and combat duty in the United States, on the European Continent, in Liberia, in the Korean and Vietnam Wars, and in Okinawa, Japan. But it was always the assignment with the 82nd Airborne Division at Fort Bragg where his heart lay. In the intervening years between assignments, and when he had clearly been tapped as one with command leadership potential, Robinson was chosen to undertake advanced training at the U.S. Army and General Staff College, and the National War College. His command potential and “the growing emphasis of the military to ensure that its future leaders were prepared professionally and academically for a changing world” were why he was chosen—along with four other Army officers—to pursue graduate study at GSPIA.

When the careers of military service personnel, especially those who have achieved a high rank, end, there is always acknowledgement of the various positions they held, the military conflicts in which they were engaged, the heroic displays and examples of courage in the face of danger and even death they have exhibited, the many medals they were awarded, and their tireless and unrelenting devotion to duty and country. To be sure, these deeds are the admirable legacy they leave behind. Such was also clearly true of Roscoe Robinson Jr. when he retired from active duty in 1985.

There is, however, an even more significant and impressive legacy Robinson left behind. In the 1950s and ‘60s—the early and formative years of his career—America was, in many areas, still a racially segregated society. The same was true of the military, including prohibitions on off-duty interracial socializing. For his very first assignment


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after finishing West Point, he was assigned to an all-black battalion, but one under the command of a white officer, which was then not an uncommon practice. The 1960s were also the height of the civil rights movement, the effects of which rippled throughout society, including the army. Indeed, many African-Americans questioned whether the core principles of equality would ever apply to them.

Yet, even when his commitment to racial equality in the army was challenged by black soldiers, Robinson remained unwavering in his belief that performance—not race—was and should be the determinant of one’s progress. To be sure, he was not naïve about the role of race in American society; he simply refused to allow it to shape his outlook and his behavior toward others who were of a different race. When queried about his perspective on race, he once said: “I always wanted to be an American general who just happened to be black. Sometimes that was not the easiest thing to do. There have been some occasions, I guess, I tried to avoid the racial issues; I didn’t want to be a black general. I am black and that is fine, but I certainly didn’t feel that that was an issue that needed to be raised. It had little to do with my overall qualifications for the assignment.” Robinson simply wanted to respect all individuals and treat all with the same dignity he desired for himself. It was his courage and conviction to stand firm on these principles, especially in a racially charged environment, that is his legacy, as well, and why GSPIA has named a lecture and a classroom in his honor.

LECTURE TRANSCRIPT

DIVERSITY, EQUALITY AND THE CHALLENGES OF THE TRUMP PRESIDENCY

Ambassador Reuben E. Brigety II
Dean, Elliott School of International Affairs,
The George Washington University,
Feb. 8, 2017

It is my great honor to be here with you today at the University of Pittsburgh to deliver the General Roscoe Robinson Jr. Memorial Lecture at Pitt’s Graduate School of Public and International Affairs. General Robinson has been a hero of mine since I was a boy. As someone who aspired to a military career, the example of an African-American four-star officer who served his country with distinction was a powerful influence on me—even if he had the misfortune of attending West Point as opposed to Annapolis!

It is particularly fitting that I should be delivering this lecture in February during Black History Month. This important celebration on our national calendar has two purposes. The first is to recall the specific contributions of African-Americans to the history of our country. The second is to understand how the African-American story applies more broadly to our contemporary civic life.

I have attended many Black History Month celebrations over the years. I remember the particular joy of February 1987, celebrating Black History Month with my father’s classmates from Morehouse following the first federal recognition of their fellow “Morehouse Man” Dr. Martin Luther King Jr.’s birthday just weeks before. I recall the pride of Black History Month in February 2009, following the inauguration of Barack Obama, the nation’s first black president. And I remember the fun of Black History Month in February 2014 when, as the U.S. ambassador to the African Union, I hosted the entire diplomatic corps in Addis Ababa, Ethiopia, for an African/African-American music dance party in the U.S. Embassy, where we played everything from Teddy Afro to Teddy Pendergrass—using music to demonstrate the long and enduring links between Africa and America.
I must say frankly, however, that this Black History Month feels different. We have just concluded the most divisive and contentious presidential election in living memory. We have elected a person to the presidency who said a number of things during the campaign that, according to Speaker of the House Paul Ryan, were the “textbook definition of racism.” And we now have a president who is making good on his inaugural promise of “America First” by banning entry into the United States of people from seven Muslim majority countries and by stopping refugees’ admission from anywhere in the world. All of these developments have caused many people, myself included, to question the commitment of our president and his team to American traditional ideals of equality and our more recent national embrace of diversity.

The world has taken notice. In her speech to the 55 assembled African heads of state and government at the African Union Summit in Addis Ababa just last week, outgoing AU Chairperson Dr. Nkosazana Dlamini Zuma said, “It is clear that globally we are entering turbulent times. For example, the very country to which our people were taken as slaves during the Trans-Atlantic slave trade has now decided to ban refugees from some of our countries.” The United States of America is the former slave trading country to which she referred, while the countries affected by the refugee ban to which she alluded were Libya, Somalia and Sudan—all member states of the African Union. The British newspaper The Independent reported yesterday that Iran’s Supreme Leader Grand Ayatollah Ali Khamenei, a sworn enemy of the United States, said in Tehran of President Trump, “We actually thank this new president. We thank him because he made it easier for us to reveal the real face of the United States. Now, with everything he is doing—handcuffing a child as young as five at an airport—he is showing the reality of American human rights.” And even some of our closest friends are concerned about the turn our newly elected government is taking. In her congratulatory message to President Trump upon his election, German Chancellor Angela Merkel wrote, “Germany and America are connected by values of democracy, freedom and respect for the law and the dignity of man, independent of origin, skin color, religion, gender, sexual orientation or political views,” adding: “I offer the next president of the United States close cooperation on the basis of these values.” In diplomatic terms, the fact that the head of government of a long-standing ally would have to remind a newly elected U.S. president about the importance of fundamental values of respect for individual dignity is a stunning indication of our current national moment.

It is particularly fitting that I should be delivering this lecture in February during Black History Month. This important celebration on our national calendar has two purposes. The first is to recall the specific contributions of African-Americans to the history of our country. The second is to understand how the African-American story applies more broadly to our contemporary civic life.

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Despite these serious concerns, I must say that I emphatically reject the proposition offered by some of my friends on the left that political supporters of President Trump are inherently racist and that, due to his loss of the popular vote and the interference of Russian propaganda in the election, Mr. Trump is not a legitimate president. There are many millions of decent, hard-working Americans who do not harbor racial animus and who believe that Donald Trump is the right person to lead our country. Further, absent any evidence of interference with the actual voting processes in our democracy, it is both inaccurate and inappropriate to suggest that Donald Trump did not legitimately win the presidency, fair and square.

Nevertheless, the tone of Mr. Trump’s campaign rhetoric and many of his actions and statements upon assuming the presidency have unleashed something very ugly in our country. It is an ugliness that is contrary to our most basic values. It is an ugliness that must be fought. And in our fight, it is important that we emerge as a stronger country that is both more unified and more committed to uphold our principles of equality, diversity and basic human dignity.

I believe that the story of how African-Americans have struggled for full equality in this country has something to offer in this historical moment. In particular, four important aspects of our generational struggle are worth exploring: faith, perseverance, action and love.

While individual African-Americans have adhered to a number of religious traditions, understanding the collective African-American story necessitates understanding the central role of Protestant Christianity in our collective lives. The eleventh chapter of the Book of Hebrews in the New Testament teaches, “Now faith is the substance of things hoped for, the evidence of things not seen.” It was faith that kept weary African-American hearts strong through the centuries of slavery and Jim Crow apartheid in the American south. Their faith that, like the biblical Israelites who were also held in bondage, they too would one day taste the freedom that was so brutally denied them by their slave masters. Their faith that, as Dr. King said on a steamy August afternoon on the steps of the Lincoln Memorial in 1963, their children would be judged not by the color of their skin but the content of their character. And we too, all of us, must hold fast to faith to make it through this troubling time — faith in our institutions, faith in our ideals and faith in each other. We must have faith that, regardless of our differences over policy and politics, we can recognize and respect our common humanity and our common destiny as Americans.

The late, great gospel singer Rev. James Cleveland sang a spiritual titled “No Ways Tired.” A portion of the lyrics say “Nobody told me that the road would be easy, but I don’t believe he brought me this far to leave me.” As troubling as the current state of affairs in our country may be, America has seen darker days in its past. African-Americans know this as much as anyone. We remember when our grandparents feared the burning crosses and the midnight riders clad in white sheets, spreading a particular brand of home-grown terrorism across our communities. We needed no explanation of the lyrics of Billie Holiday’s famous song “Strange Fruit.” And, as we watched the aftermath of the deaths of Emmitt, of Trayvon, of Eric, of Sandra, of Freddie, and of so many others, we wondered if the ideal of equal justice under the law would ever fully apply to us. And yet, we heeded the admonition of our forbearers “to just keep on keepin’ on.” The lyrics of Rev. Cleveland and the wisdom of our ancestors were their way to tell us...
about the importance of historical perspective, to urge us to draw strength from the struggles of the past to fight the battles of the present. What is true for African-Americans in this regard is true for us as Americans. When I think of the historical path of our country, of the battles that we have fought and won, and I reflect on where we are today, I don’t believe that He brought us this far, America, to leave us. We must persevere through this current struggle together.

Perseverance does not mean passivity. As Dr. King famously said, the moral arc of the universe is long but it bends toward justice. Yet it will not bend on its own. It must be forced. This is a lesson that so many Americans learned during the height of the civil rights movement. Men and women, blacks and whites, Jews and Gentiles, all engaged in peaceful yet provocative protests from Selma to St. Augustine, from Memphis to Montgomery, to demand that, in the words of Dr. King, “America live up to the true meaning of its creed that all men are created equal.” This is history with which many of us are well-acquainted. However, I would submit that in the last several months, we made a fundamental mistake. We assumed that once the moral arc is bent in a certain direction, it will stay that way. Instead, we now know that for the arc to stay bent, we have to stay woke. So, the current moment puts a challenge to each of us. What will we do to bend the moral arc of our country? How will we make common cause with our fellow Muslim citizens, who feel marginalized, threatened and attacked by an administration they feel is hostile to their very faith? How will we stand with our brothers and sisters of Mexican descent, who fear the break up of their families by a government intent on putting “America First?” And are we ready to stand shoulder to shoulder with the next community that will feel targeted by the policies and rhetoric of a government that doubts their place in our country? Answering these questions is not merely an academic exercise. Our answers must come in the actions that we take.

To understand the full influence of Dr. King, one must understand that, at his core, he was a preacher—a preacher of the Christian faith. In addition to the belief in the Resurrection, the most important aspect of Christianity is Jesus’ message of radical love. This had its most clear expression from his Sermon on the Mount, in which he urged his followers to “Love your enemies. Bless those who curse you. Pray for those who despitefully use you.” It was this understanding of love that Dr. King had in mind when he spoke of The Beloved Community. This was an idea that we must expand the circle of compassion and acceptance to include those who may be our adversaries today but whom we hope tomorrow will be our compatriots.

I am hopeful that we will get through this difficult historical moment. But I am deeply worried about what our society will look like on the other side. Will we be a country that can debate our policy differences while also recognizing the good-faith motives of those who disagree with us? Or will we demonize our fellow citizens as traitors who do not love America as much as we do, if at all? Will we divide ourselves between those we consider to be real Americans and those we do not, or will we embrace the idea that there are many ways to be an American, to uphold the ideals that are at the core of our national identity? In short, as we struggle to advance American ideals of diversity, equality and dignity, it matters how we do it. We must do so in a spirit of love, in a manner that expands The Beloved Community, that invites our fellow citizens who may have political differences with us to nevertheless make common cause in upholding the essential dignity of us all. The world is watching what we do. The secret to winning this struggle is love—love of each other and love of America.
LECTURE TRANSCRIPT

DIVERSITY AND PUBLIC SERVICE: CHALLENGES, FRUSTRATIONS AND FUTURE DIRECTIONS

Ethel Williams (MPA ’72), Director of the School of Public Administration, University of Nebraska–Omaha, March 23, 2017

The more things change, the more they remain the same. Diversity in America is not a new topic. Three years ago, I was at Pitt for the Social Equity Conference noting the 50th anniversary of the Voting Rights Act. I focused on the need for social equity in America then, and three years later the emphasis is the same. I ended my comments by saying that America needs to live up to the true meaning of what we continually espouse and commit ourselves to — that is the true meaning expressed in the last six words of the pledge of allegiance: “with liberty and justice for all.” Public service in the United States should be open to all, and public services should be delivered equitably for all. Historically it has not been that way and currently it is questionable.

When we talk about diversity and public service over the history of America, what we find is — the more things change, the more they remain the same. Though America continues to become more diverse, the more we are challenged to embrace all of our citizens equally.

Diversity and Public Service

Public service, simply defined, is the provision of services such as health care, education, sanitation and criminal justice. It is a key task for government. Public services provide the most common interface between people and the state, and its functioning shapes people’s sense of trust in, and expectations of, government. Those who have the task of ensuring service delivery are charged with delivering them with integrity. Public service delivery should be centered around citizens, and being responsive to their needs — particularly the needs of the most vulnerable. Public service is promoting greater transparency and enabling ordinary citizens to assess the quality, adequacy and effectiveness of basic services, and to voice their needs and preferences (Ringold et al, 2013). George Frederickson (1990) asserts that this citizen access and voice is the notion of social equity which emphasizes the following:

• equality in government services,
• responsibility for decisions and program implementation, and
• responsiveness to the needs of citizens (may I add all citizens)…. (p. 229).

America has a long history of exclusion from public service and government access. More specifically, America has yet to achieve equality in the services provided by the government; nor does it have a fully diverse voice that assumes the responsibility for programs to be implemented. It also fails to be responsive to the needs of all citizens. Access, and the opportunity to voice citizen needs and preferences, has been restricted based on a very narrow definition of the word “all” in America. “All” has purposely left out those who don’t own property, women and people of color. Recently, it also appears we have excluded those who have a faith or religion other than Christianity.

Access, and the opportunity to voice citizen needs and preferences, has not only been limited historically but continues to be limited even today. Just a few quick facts to provide some historical context on access:

• 1776: at our country’s founding, only people who owned land could vote.
• 1789: states were given the power to regulate their own voting laws.
• 1846: convention in Seneca Falls, New York, discussed universal voting rights including women and slaves.
• 1856: the vote was expanded to include all white men.
• 1868: citizenship was granted to ex-slaves; voting still limited to men.
• 1870: passage of the 15th Amendment.
• 1876: Native Americans deemed not to be citizens.
• 1887: Dawes Act granted citizenship to Indians renouncing their tribal affiliations.
• 1882: the Chinese Exclusion Act barred those of Chinese ancestry from becoming citizens.

Now moving into the 20th century:

• 1920: the right to vote was extended to white women.
• 1922: the Supreme Court ruled that individuals of Japanese ancestry were not eligible to become citizens.
• 1926: the state used violence when African-Americans tried to vote to prevent them from voting.

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• 1963: African-Americans confront barriers preventing their right to vote; response is the use of literacy tests and violence.
• 1965: the Voting Rights Act passed forbidding discriminatory restrictions.
• 2000: residents in U.S. colonies are considered citizens but cannot vote.

What these historical facts tell us is that this country has a history of denying the voices of all citizens to be heard, and this history of denial goes deeper than just the ability to exercise one’s right to vote. The denial to vote means the denial of the opportunity to elect public servants to represent your needs. Thus, there is a pervasive underrepresentation of the most vulnerable and discriminated against in public service positions.

Where are we now? Let’s look at some statistics. America in 2016 was 62.6% white, non-Hispanic; 17.6% Hispanic/Latino; 13.3% black/African-American; 5.6% Asian; and 1.2% Native American/Alaska natives. (U.S. Census Quick Facts). In 2015, according to OPM.gov, there were 2,058,021 individuals employed in the executive branch of government. Almost 1.2 million were men and just under 900,000 were women. Minorities comprised 35.4 percent of this population and whites comprised 64.6 percent. This breakdown is somewhat reflective of each group’s percentage within the American population. We pride ourselves on numbers, rejoicing on looking at how far we’ve come — from no diverse representation to a nearly representative bureaucracy. However, numbers are not always the issue — did we not have a black president for eight years? What is at issue is inclusivity. There remains a disconnect between government and hearing the voice of all of its citizens. Herein lies the problem. America’s public service has not embraced its diverse populations in a manner that is fair and just. Therefore, the impact of public decisions remains skewed.

According to my friend Susan Gooden in her book, Race and Social Equity, A Nervous Area of Government, she contends that social equity — specifically racial equity — is a nervous area of government. Over the course of history, this nervousness has stifled many individuals and organizations, thus leading to an inability to seriously advance the reduction of racial (and I add other) inequities in government. America has some catching up to do but faces several challenges to efforts to do so.

Challenges
1. Embracing all of America’s citizens. We continue to exclude individuals based on a person’s skin color, their country of origin or their religion.
2. Civic engagement. Despite the growing numerical strength of communities of color, they have not experienced proportionate growth in political strength and face an underdeveloped sense of civic engagement, both of which lead to lower levels of political participation.
3. Voter suppression. State governments are enacting laws across the country that will make it harder for people to vote. These restrictions are expected to disproportionately hurt communities of color.
4. Incarceration. Racial disparities in the criminal justice system are at an all-time high, with more than 60 percent of the prison population coming from communities of color. These disparities undermine American values of justice and fairness, and are often the result of disparate treatment in other areas, such as access to jobs, education and affordable housing (www.americanprogress.org).

Frustrations
I spent four days last week at our nation’s capital looking at its impressive monuments and reading this nation’s strong stance on democracy and inclusion. If I didn’t know better, I would think we have arrived. Even with our artifacts and testaments to liberty and justice, our challenges are clear and pervasive.

The challenges to public service diversity are not new ones. They are the same ones we faced in the 18th century at this country’s founding. They are the ones we faced in the 19th century as this country continued to grow and develop. They are the ones Americans protested, marched and fought against in the 20th century, and nearly two decades into the 21st century they still exist. To hear the same conversations without change is a great frustration.

New Directions
It is important to keep in mind that every challenge presents an opportunity and provides some direction as to how to move forward. How can we successfully address the obstacles in public service?
1. Embracing all of America’s citizens. We must move beyond the stereotypes we hold based on a person’s skin color, their country of origin or their religion.

2. Civic engagement. Renewing a commitment to civic engagement could ensure our nation’s path forward includes all communities. Just that simple. Let everyone know their voice is important and is being heard.

3. Voter suppression. Instead of making it more difficult for citizens to participate in their democracy, we need to remove such hurdles at the voting booth.

4. Incarceration. Fix the justice system — whatever it takes.

Finally, we must build multiracial coalition work to reduce interethnic tensions. Public service is not a zero-sum game. Any honest discussion about the struggles communities of color face must address racial and ethnic tensions between these communities as well. Nonetheless, there are strong examples of multiracial coalition work that unite different groups behind common interests by creating a stronger, collective political voice.

Again quoting Dr. Gooden, until this nervousness is effectively managed, public administration social equity efforts designed to reduce racial inequities cannot realize their full potential. It seems that we continue to have the same conversations regarding diversity. Perhaps, it is now necessary to dig deeper, to move beyond what we have always done and try something new.

Are We There Yet?
This country’s journey to diversity can be likened to a long car ride with children who become more agitated as the journey proceeds. Because the children keep asking “Are we there yet?” it doesn’t make the trip more pleasant; it doesn’t make the ride any shorter; and doesn’t guarantee safe arrival. We are not there yet! We have not come to the end of the journey to embrace the fullness of diversity in public service. Those who believe themselves to be left out, are, like the children in the car, becoming increasingly more impatient and increasingly more agitated.

The parallels between the current state, or lack thereof, of diversity in public service in America and the diversity in public service at the time the country was founded is great. We have made strides but we have a distance yet to travel.

Where do we go from here? Most, if not all, of us are familiar with these words spoken by President Kennedy at his 1961 inaugural address: “Ask not what your country can do for you, ask what you can do for your country.” While this quote resonates on its own, the rest of the speech is what is powerful. President Kennedy ran his election with the slogan “A time for moral leadership,” and after one of the closest elections in U.S. history he uttered these words as President:

*Now the trumpet summons us again*

*Not as a call to bear arms — though embattled we are*

*But a call to bear the burden of a long twilight struggle*

*A struggle against the common enemies of man*

*Tyranny — Poverty — Disease — And war itself…*

*The energy — The faith — The devotion*

*Which we bring to this endeavor*

*Will light our country*

*And all who serve it*

*And the glow from that fire*

*Can truly light the world…*

*With a good conscience our only sure reward*

*With history the final judge of our deeds*

*Let us go forth to lead the land we love — Asking His blessing*

*And His help — But knowing that here on earth*

*God’s work must truly be our own*

We All Have Roles to Play
As citizens, it is important to use history as our teacher, to use our visions as our direction, our voices to name our goals and our votes as the means to achieving them. President Kennedy’s inaugural speech is as relevant today as it was in 1961. It reminds us that we all have our roles to play in fighting “the common enemies of man.” Our current environment is a scary one. At the Holocaust Museum last week, there was a repeated message — that the Holocaust was the result of complicity and collaboration. As public servants, it is our job to speak up and to speak out at the policy tables against injustice. It is our job to bear the burden in the struggle against exclusivity, against tyranny, poverty, disease and war. As public servants, and as citizens, when we fail to embrace this task we become complicit in the government’s failure to treat its citizens fairly and equitably. Responding to the voices of all is no task to be taken lightly and is no task that can be overcome overnight.
The Voting Rights Act of 1965 was created to address entrenched racial discrimination in voting, "on account of race or color, [which] has for so long characterized our political and social life" (Frye v. New York, 371 U.S. 721, 725 (1962)). Section 2 of the Act, which bans an "unlawful voting practice or procedure" that "results in a denial or abridgment of the right of any citizen to vote on account of race or color" (52 U.S.C. § 20301(b)(1)), applies to voting practices in states and political subdivisions that have "a history of discriminatory voting practices" (52 U.S.C. § 20301(b)(1)(A)).

The majority opinion of the Court in the case of Shelby County v. Holder, 570 U.S. 5 (2013), upheld the portion of the Voting Rights Act that required certain states and localities with a "history of discrimination," as determined by the U.S. Attorney General, to obtain preclearance before enacting any voting changes. The decision was a 5-4 vote, with Chief Justice John Roberts, joined by Justices Antonin Scalia, Anthony Kennedy, Clarence Thomas, and Samuel Alito, siding with the majority. The dissent was penned by Justices Ruth Bader Ginsburg, joined by Justices Stephen Breyer, Sonia Sotomayor, and Elena Kagan.

Bernard Grofman, University of California–Irvine

Jessie Allen, University of Pittsburgh School of Law

Justin Levitt, Loyola Law School Los Angeles
WHAT IS THE FUTURE OF THE VOTING RIGHTS ACT, AND HOW EFFECTIVE WILL IT BE IN ENSURING THAT EVERY AMERICAN CONTINUES TO ENJOY THIS MOST FUNDAMENTAL OF RIGHTS IN OUR DEMOCRACY?

CONFERENCE ON “LEGISLATURES, COURTS AND VOTING RIGHTS: DEVELOPMENTS SINCE THE 2013 SHELBY COUNTY V. HOLDER DECISION”
April 10, 2017

The “Year of Diversity” provided an ideal setting for this conference jointly sponsored by GSPIA and the Pitt Law School on a topic of enormous importance for contemporary law and politics.

In 1965, Congress enacted the landmark Voting Rights Act. Its purpose was to combat the systematic and deliberate denial of African-Americans’ right to vote. In 2013, in the decision of Shelby County v. Holder, Chief Justice Roberts famously declared “our country has changed” and delivered an opinion on behalf of the Supreme Court that voided significant parts of the Voting Rights Act. Yet complaints respecting the denial of the right to vote continue to be raised in court on the basis of the Voting Rights Act. Such complaints have increased following voting restrictions imposed by states for the claimed purpose of limiting voter fraud.

The central question addressed in the conference was: What is the future of the Voting Rights Act, and how effective will it be in ensuring that every American continues to enjoy this most fundamental of rights in our democracy? The two keynote speakers were Justin Levitt (professor of law and former deputy assistant attorney general, Loyola Law School Los Angeles), whose talk was titled “The VRA and Beyond: The Fight After 50,” and Bernard Grofman (Jack W. Peltason endowed chair, professor of law, University of California–Irvine), who presented “Race, Law, Politics and Redistricting: A Tale of Two Interlinked Dilemmas.”

Jessie Allen (associate professor of law, University of Pittsburgh School of Law) served as the commentator, and GSPIA Dean John Keeler served as the moderator for discussion after the talks.

EDITOR’S NOTE: The entire conference may be viewed on YouTube through the link: gspia.pitt.edu/VotingRights
Most of our students follow this advice, but very few of them have pursued their special interests with the combination of dedication and entrepreneurial savvy that earned Sloane Davidson (MPPM ’17) regional and national recognition in 2017 for her extraordinary advocacy on behalf of refugees and immigrants.

“I came into GSPIA knowing I might want to start something but was not 100 percent sure what that was,” Davidson said. “The chance to step away from my working life and focus on learning really opened up my mind and brought me to the place where I had the idea for Hello Neighbor,” a nonprofit devoted to helping refugees and immigrants. Before she had even filed for 501(c)(3) status, the Hello Neighbor website she developed received national recognition in a Feb. 17 New York Times article by Ron Lieber titled “How You Can Help Refugees in the United States.” Lieber counseled readers interested in donating money to this cause to “consult the public spreadsheet that Sloane Davidson, a graduate student and part-time agency employee, has put together. She encourages other agency and nonprofit workers to suggest changes and additions to her via an online form.”

The database was—and continues to be—quite impressive (visit, http://bit.ly/2IvuDd). “Every day I get asked how people can get involved in their own community,” Davidson explained in its introduction. “I couldn’t find a national database so I decided to create one. To do that, I need your help. This form links to a public database where anyone can add nonprofits and social service agencies in their city, and anyone can find a place to contact where they live to get involved. If you know a refugee resettlement agency or a nonprofit that works with refugees or immigrants, please consider taking a minute and adding them to this list. The current list went from 20 to over 300 agencies around the country in just a few weeks. Thank you to everyone who has already helped add to this database!” The database now includes 355 agencies from all 50 states and the District of Columbia.

On March 15, the Pittsburgh City Paper published a lengthy article on Davidson’s advocacy titled “New Program Will Take on Xenophobia by Partnering Pittsburgh Natives with Foreign-Born Residents.” The full article is reprinted on page 18. That article notes that just before Davidson came to national attention in the New York
Times, she hosted a Valentine’s Day party in Pittsburgh for her cause hoping that 10 people would show up; 300 people attended, including 75 refugees, Pittsburgh Mayor Bill Peduto and two city councilors.

On April 6, Davidson organized another Hello Neighbor event, co-sponsored by the Islamic Center of Pittsburgh and GSPIA, as part of the City of Pittsburgh’s Inclusive Innovation Week. The focus of this “How to Be a Muslim Ally” training session was to “learn how to interact with Muslims in America to ensure comfort and to convey solidarity. This dynamic diversity training provides the insight and resources necessary to be an ally, and helps to alleviate misconceptions that revolve around the Islamic faith and culture today.” More than 75 people attended the event, including about 30 GSPIA students.

Davidson did all of this while pursuing her MPPM at GSPIA full-time and with a newborn baby at home. “I have always been a philanthropic do-gooder person,” Davidson said, “but there was something about having a baby, moving back to my hometown of Pittsburgh, going to graduate school and the national conversation around refugees that really propelled and motivated me. It was a perfect storm.”

In April and May, Davidson accepted applications for the Class of 2017 Hello Neighbor mentors and mentees and conducted group interviews. Acceptance letters were sent to a class of 25 American families from 22 different Pittsburgh neighborhoods and 25 refugee families from six countries (Bhutan, Myanmar, Syria, Iraq, Afghanistan and the Democratic Republic of the Congo). The total class has more than 180 participants, including 86 children under the age of 18.

On May 20, less than a month after graduation, Davidson held a “Hello Neighbor Orientation” at GSPIA for all accepted mentors that included a full day of training she created, including modules on the global refugee crisis, guest speakers and breakout sessions, and was conducted with the help of eight volunteers (all GSPIA or Pitt students!) and two summer interns (also from GSPIA and Pitt).

As one can imagine, Davidson said she was “thrilled” that her idea for a mentorship and advocacy organization has become a reality in such a short time and has taken off in such a remarkable fashion. And she expressed gratitude to the support of The Heinz Endowments, USA for UNHCR and GSPIA’s Ford Institute and Matthew B. Ridgway Center for helping her establish Hello Neighbor.

It would be hard to find a more vivid example of a GSPIA student identifying a social need and moving quickly to meet it through enthusiasm and commitment.

For more information and to become involved, visit www.helloneighbor.io.

A story on Davidson’s Hello Neighbor nonprofit recently was featured in Glamour magazine. To read the story online, visit http://bit.ly/2id4TYY.
New Program Will Take on Xenophobia by Partnering Pittsburgh Natives with Foreign-Born Residents

“Maybe no one has ever seen a group of 20 people in hijabs or Muslim attire at a Pirate game with 20 American friends.”

By Ryan Deto @RyanDeto, Pittsburgh City Paper

The lives of refugees and immigrants in Pittsburgh are little understood by most Pittsburgh natives, probably due in part to the small number of foreign-born residents living in the region. According to 2015 U.S. Census figures, of the country’s 50 largest metro areas, the Pittsburgh region has the smallest proportion of foreign-born residents, at 3.6 percent.

But even with such a small foreign-born population, Pittsburgh isn’t immune to xenophobia and anxieties about immigrants and refugees, thanks in part to the rhetoric of President Donald Trump. In the days following Trump’s Election Day victory, immigrants and refugees faced verbal and physical attacks from many Trump supporters. Pittsburgh City Paper reported back in November 2016 that Abdulkadir Chirambo, a Somali refugee and head of the United Somali Bantu of Greater Pittsburgh, said his son was bullied by other youths in Beechview two days after the election. They allegedly told Chirambo’s son, “You are going back to your country; Trump is gonna put you in the garbage.” Chirambo and his son are U.S. citizens.

In response to these kinds of incidents, one Pittsburgher knew something positive needed to be done. Sloane Davidson, of Highland Park, is creating a mentorship program that will pair immigrants and refugees with native-born Pittsburghers — sort of like a Big Brothers, Big Sisters program between native-born and foreign-born residents.

Participants will spend at least six months together, and Davidson hopes to start with 10 to 30 families and individual pairs. Called Hello Neighbor, the program is a wink at perhaps Pittsburgh’s most famous compassionate son, Fred Rogers.

“It’s a good reminder that we are the town that brought Fred Rogers to this country,” says Davidson. “We defined what it means to be a good neighbor. When I see what is happening around the country, it makes me sad. But I could feel those emotions and not do anything about it, or I could focus on something hyper-local that could make a difference.”
And Hello Neighbor is already gaining widespread support, even before its official launch. Pittsburgh city councilors are behind the effort, and people from cities like Bakersfield, California, Wichita, Kansas, and Chicago have already contacted Davidson asking for advice on how to start their own programs. Social scientists at Carnegie Mellon University (CMU) feel the concept can provide valuable research opportunities. The program was even mentioned in the New York Times.

Even in a time of growing fears toward immigrants and refugees, says Davidson, the excitement around Hello Neighbor shows there might be an equal or even stronger movement to embrace our new American neighbors.

“We are really seeing an increase in the people that want to help,” Davidson says. “This work really requires high [contact]; you can’t just drop off a bag of coats. People want to do more; they want to build deeper relationships.”

Davidson has been working with the refugee-resettlement agency at Northern Area Multi-Service Center (NAMS) since returning to Pittsburgh, her hometown, a few years ago. While there, she noticed some of the refugee families were living a fairly isolated existence. But Davidson believes that in order for refugees to successfully integrate into American life, they need to spend time with native-born Americans. She says that for Hello Neighbor to work, people need to “sign on for a real commitment.”

“That could create a real relationship between the two that could be invaluable,” says Davidson. “For the refugees, it could help them create a better life in America.” And Davidson says it can help native-born residents realize they might have more in common with immigrants than they think.

“There are certain cultural barriers that can be broken if you actually get to know someone from a different culture,” she says.

Last month, as a precursor to Hello Neighbor, Davidson held a Valentine’s Day craft party. Davidson thought “if only 10 people show up,” that would indicate there was no demand for the program. But more than 300 people came, including 75 refugees, Pittsburgh Mayor Bill Peduto and city councilors Dan Gilman and Corey O’Connor.

Hello Neighbor should launch by the end of March. Davidson is currently self-funding the program and soliciting help from foundations and private donors. “I am not letting a lack of funding stop me,” says Davidson. “I believe that launching it will provide a bigger draw for funders, since it is something I am actually doing and not something I just want to do.”

Kheir Mugwaneza, director of refugee resettlement at NAMS, is excited for Hello Neighbor to begin and believes it can provide needed help to refugee agencies.

“I think it’s a good thing. I think it is something that we have been all doing, but not in a structured way,” says Mugwaneza. “It is exciting; we are lucky to be in a community that is very supportive.”

When refugees arrive in the U.S., resettlement agencies like NAMS set them up with places to live, find them jobs and give them federal funding that amounts to about three months’ rent and food costs. Agencies also help them find English-language and assimilation classes. After 90 days, the assistance drops off significantly.

“We can use as much support as we can [get],” says Mugwaneza. “This is an area where if we have [Hello Neighbor] in a more structured way, it would be very, very helpful.”

Davidson believes Hello Neighbor can highlight cultural similarities by putting pairs of native-born residents and refugees in public. “Maybe no one has ever seen a group of 20 people in hijabs or Muslim attire at a Pirate game with 20 American friends,” says Davidson. “Think what kind of opening-opportunity that can create.”

Nichole Argo, a social-science researcher at CMU, agrees. She says that, psychologically, it’s typical for people in vulnerable situations to fear refugees and immigrants, since they perceive their livelihoods could be at risk from more competition. Argo says that in Western Pennsylvania, it’s easier for populations in hard-hit areas like Cambria and Armstrong counties to fear immigrants, since those areas suffer from high unemployment and opioid-abuse problems.

This perception can be easily perpetuated by rhetoric from leaders like Trump.

“For people that are unstable, once you start to say that this is OK to [fear immigrants], then people feel it’s easier to do it,” says Argo.

On the flip side, however, Argo says that breaking through that perception is easier than many expect, since face-to-face connections are more powerful than imagined fears. “Psychology shows such predispositions can go away relatively quickly,” says Argo. “When you meet a real person, those prejudices can drain away almost instantly.”

Argo feels Hello Neighbor can be important in shaping norms, since norms are shaped by what we see on a day-to-day basis.

continued on page 20
“People are more likely to behave for what they see as the norm in their area,” says Argo. “We are very influenced by norms.”

And Pittsburgh City Councilor Dan Gilman says establishing a new norm of friendship between native- and foreign-born Pittsburghers should be easy, given the city’s history. Pittsburgh’s immense growth in the first half of the 20th century (when it added 330,000 people during a 50-year span) was driven primarily by European immigrants from Germany, Poland, Ireland, Ukraine and Italy, as well as African-Americans moving in from the American South.

This trend actually continues today, though in much smaller numbers. Pittsburgh’s metro area actually gained about 12,000 foreign-born residents from 2010 to 2015, a time when the area lost the same amount of native-born residents. Today’s foreign-born growth is primarily driven by Chinese, Indian, Bhutanese and Central and South American immigrants.

Gilman recently introduced a package of legislation, titled the City for All agenda, to accommodate this changing population. The motions and resolutions, which passed unanimously, encourage more cooperation between city government and native-born residents, and immigrants and refugees. Gilman is proud to see Hello Neighbor start in Pittsburgh and believes it fits perfectly with the idea he was highlighting with his legislation.

“Pittsburgh was built on the backs of hardworking immigrants who first came to the city in search of better lives for themselves and their families,” Gilman wrote in an email to CP. “As a new generation of immigrants and refugees come from across the globe to Pittsburgh to learn, work and live, the City must extend the same welcoming hand it did for previous generations.”

Davidson believes Hello Neighbor’s concept can go beyond improving relations between native- and foreign-born residents. She thinks it could be applied to any vulnerable or misunderstood population.

“There is a reason why ‘refugee’ is not in the name,” says Davidson. “We will be including immigrants, too. And I think this idea can apply for seniors, for veterans and for the homeless. The idea of us wanting to have stronger communities, in a world where we are overworked and our community ties are weaker than before, there is an incredible opportunity to solve that.”
Continuing Conversations: Student Group Explores Diversity and Empathy

By Emma Wallis

Continuing Conversations is a student-run group at GSPIA and is open to all faculty, staff and students. The group began in spring 2017 after student members of the GSPIA Diversity Committee saw a need for further discussion on creating and maintaining a vibrant, supportive environment for all people. Group participants focus on understanding one another’s perspectives and experiences, while fostering their own self-awareness and capacity for empathy. Continuing Conversations are open discussions where all perspectives and experiences are explored and appreciated.

Connecting on an Intentional Level
The group also offers a setting where students have opportunities to connect with faculty and staff on a more personal and intentional level. By attending this group, faculty and staff identify themselves as allies to all diverse groups in GSPIA, and as willing partners in discussions that occasionally broach socially sensitive topics regarding diversity and inclusion. On average, about 10 faculty, staff and students regularly attended the meetings, and an additional two to four would attend as their schedules allowed. Those who did get an opportunity to attend this group enjoyed its supportive environment, where they felt free to express their experiences and perspectives without worrying about judgment.

Continuing Conversations creates a much-appreciated space for inclusion at GSPIA. Students, faculty and staff who attend regularly find that this one-hour discussion impacts the rest of their week, and often look forward to this hour every week. The group is regularly ushered out of the meeting space after the hour is up and the next class is waiting to begin.

Exploring Sensitive Topics
This semester Continuing Conversations covered seven topics over 12 weekly meetings. A small group of students—Adame Frances, Elizabeth Bell, Candence Wills and Emma Wallis—met in fall 2016 to form the Continuing Conversations Team. The Team identified a few potential topics for the group early on, but after beginning with implicit bias and introducing participants to the Harvard Implicit Association tests, discussions began to flow seamlessly from week to week. Implicit bias led to microaggressions, which led participants to ask, “So what can we do?” Following our discussion on microaggressions, we spent two weeks discussing teachable moments and bystander awareness, looking into interactions that take place in passing on the street and in many classrooms, often without a second thought.

The group continued from teachable moments and bystander awareness to discuss Kimberle Crenshaw’s concept of intersectionality. Crenshaw coined the term to describe how overlapping and intersecting identities can combine to create unique experiences that are different from experiences normally associated with any one of those identities. The group took two weeks to discuss their understanding of intersectionality, how it impacts all of our lives, and how it impacts the lives of those we interact with every day.

Additional Continuing Conversations topics included: equality vs. equity, the important distinction between integration and “separate but equal,” and poverty and homelessness—which also incorporated quite a bit about mental health and its stigma.

To wrap up the year, the Continuing Conversations group paired with Dean John Keeler in a Lunch with the Dean event to share what had been discussed during the semester with a larger group of faculty, staff and students, and to promote the group for the following year. A new group of continuing GSPIA students has volunteered to lead the group into next year. We wish them success in further enriching their lives and those of the greater GSPIA community.
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

George Cretekos (MPA ’70)

At a private dinner in sunny Sand Key, Florida, GSPIA Dean John Keeler recognized George Cretekos for his lifelong commitment to public service, noting his particular dedication to the community of Clearwater, Florida, where he has served as a member of the City Council and, since 2012, as mayor.

Cretekos grew up in Tarpon Springs, Florida, and with the exception of some years of service in Washington, D.C., has been a lifelong resident of Pinellas County. During his junior year at Davidson College, he was selected for the Washington Semester Program at American University in Washington, D.C. He earned an a bachelor’s degree in political science from Davidson College in 1969 and a Master of Public Administration degree from GSPIA in 1970.

In 1971, Cretekos began his career as a legislative staff assistant for Pinellas County’s newly elected congressman, C.W. Bill Young.
Ellen Glover (MURP ’78)

Ellen Glover earned a bachelor’s degree at Pitt in 1976 and a Master of Urban and Regional Planning degree at GSPIA in 1978. She began her career with a two-year appointment as a presidential management intern with the federal government.

In 1983, Glover joined Advanced Technology Systems, a provider of information services to the U.S. Department of Defense and civilian agencies. She quickly rose through the ranks with an appointment in 1990 as director of operations and in 1994 as president and chief operating officer. Through 2002, during her tenure as president and COO, she led the company’s growth from $28 million to $100 million and presided over what was then recognized as the 10th largest software developer.

In 2002, Glover was recruited to serve as president of Impact Innovations Group, a provider of information technology services to federal and commercial markets, where she developed a new market strategy and reorganized the business. Her leadership propelled the company from $37 million to more than $50 million in revenue. In 2004, Impact Innovations Group was acquired by Dynamics Research Corporation (DRC), a publicly traded federal professional services company. Glover was appointed vice president and general manager of a $100-million business unit, the largest in DRC, and she won more than $150 million in new contracts and led the sale of the company at a premium price of $53 million.

In 2005, Glover was named executive vice president and group leader for ICF International, a multibillion-dollar company based in Fairfax, Virginia, that provides professional services and technology-based solutions to government, commercial and international clients. She now leads the $300-million Transformation and Resiliency Solutions Group, which delivers digital solutions to improve customer engagement and learning, and offers resiliency solutions to address a broad range of threats, from climate change to cybersecurity. She led the division’s growth from $30 million to $350 million in revenue.

Glover has received numerous awards, including Federal Computer Week’s Federal 100 Eagle Award, the Janice K. Mendenhall Spirit of Leadership Award, Washington Business Journal’s Women Who Mean Business Award, and the PSC Outstanding Achievement Award. In 2015, she was elected a fellow of the National Academy of Public Administration and, in 2017, was appointed to the GSPIA Board of Visitors.
Alumni Awards

Andrew Hoehn (MPIA ’86)

Andrew Hoehn earned a bachelor’s degree in political science from Baldwin Wallace College and then a Master of Public & International Affairs degree from GSPIA in 1986. Early in his career, Hoehn served as the associate editor of the Marine Corps Gazette. He then entered government service, where he served as principal director for strategy and director for requirements in the Office of the Secretary of Defense, and was responsible for policy oversight of resource planning, material requirements, and military roles and missions. In 1998, Hoehn was appointed deputy assistant secretary of defense for strategy; he was responsible for developing and implementing U.S. defense strategy, force planning and assessments, and long-range policy planning.

Hoehn then joined the RAND Corporation as director of the Strategy and Doctrine Program in RAND’s Project AIR FORCE. In 2006, he was named vice president and director of Project AIR FORCE, and directed studies and analysis programs that focused on strategy, force employment, personnel and training, and resource management. He is currently senior vice president for research and analysis at RAND, and is responsible for all U.S.-based research and analysis, quality assurance, and recruitment and oversight of RAND’s 1,300 research staff members.

In 2004, Hoehn received the Department of Defense Distinguished Civilian Service Award. In 2005, he received the President’s Rank Award in the meritorious category. He is a member of the Council on Foreign Relations and has served on the GSPIA Board of Visitors since 2009.

Nitin Madhav (MPIA ’92)

Nitin Madhav received a bachelor’s degree from Pitt in 1990 and went on to earn two master’s degrees at Pitt, a Master of Public & International Affairs from GSPIA in 1992 and a Master of Public Health in 1994. The same year, he began a distinguished career in international development as project coordinator of Relief International in Tajikistan, where he administered refugee relief projects. His work in Tajikistan continued when he was appointed project manager for Save the Children and developed a distribution system for delivering building materials to assist returning refugees with the construction of new homes. In 1995, UNICEF tapped him to serve as technical consultant for Doctors Without Borders to train health care workers in vaccination techniques. In 1996, Madhav returned to the United States as a consultant for USAID’s Bureau for Global Health, where he was involved in strategic planning to support the expansion of the Basic Support for Institutionalizing Child Survival (BASIC) Project into additional countries.

Madhav went abroad again in 1997, serving as project director for Doctors of the World in Rwanda, where he organized public health services for refugees returning to their homes after the genocide. Shortly after he settled into his new job, rebel gunmen took Madhav and his teammates hostage. The gunmen broke into the home where Madhav was working with a doctor, a nurse and an administrator, all from Spain. The militia held the aid workers at gunpoint for several hours, then inexplicably opened fire; Madhav was the only one who survived. He returned to the United States to receive care for injuries he sustained in the attack and then, undaunted, returned to humanitarian work as operations division coordinator for the BASIC Project.

Shortly after the fall of the Taliban in Afghanistan, Madhav was appointed program development officer for Afghanistan Affairs at USAID. Most notably, he coordinated the production and distribution of 10 million textbooks across Afghanistan by airplane, truck and donkey cart. His efforts enabled schools to open on time in the war-torn nation, an accomplishment for which Madhav received recognition by President
ALEKSANDRA NAKEVA RUZIN (MPPM ’05) has served as ambassador of the Republic of Macedonia to the Kingdom of Sweden since May 2014, and has had a distinguished career in both public service and the private sector. Ambassador Ruzin received her Master of Public Policy and Management degree from GSPIA, and a bachelor’s degree in business economics from the University St. Cyril and Methodius, Faculty of Economics in Skopje, where she is currently enrolled in doctoral studies. She is passionate about the advancement of international relations, women and economic empowerment, environmental protection, and civil rights and actions. She currently lives in Stockholm with her husband, Gligor Ruzin, and their two sons, Andreja and Vojdan Hristo.

George W. Bush at a White House ceremony. In 2005, Madhav was appointed to a post in Islamabad, where he served as the Asia and Near East Bureau’s senior adviser to manage and design responses to natural and geopolitical crises.

In 2007, Madhav was appointed officer-in-charge, Pakistan Affairs and Tribal Areas, where he was responsible for the start-up and management of a development assistance budget of $750 million designed to deliver health, education, livelihood and public administration programs. In 2010 he was named officer-in-charge of Burma, China, Cambodia, Mongolia and Asia regional programs, and notably established the USAID Mission in Burma. Madhav was appointed acting director, Afghanistan Affairs, in 2014 and currently manages USAID’s largest bilateral program with a $6.34-billion budget and more than 300 staff members.

Madhav received GSPIA’s Volunteer Service Award in 1999 and has served as a member of the GSPIA Board of Visitors since 2012. He has mentored scores of GSPIA students over the years.
GSPIA Honors

4 Under 40 Alumni Award Winners

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.

JESSIE CRABB (MPIA ’09) is the White House liaison at the U.S. Department of Agriculture (USDA), where she is responsible for the recruitment, initial vetting, placement, professional development and retention of 248 presidential appointees in all 50 states. Prior to joining the USDA, Crabb served as the assistant to the Office of Management and Budget’s chief of staff and senior policy adviser, where she provided direct support to the director’s office for strategic planning. “I never imagined that I would work on the Hill and in the White House, meet the president, and advise Secretary Vilsack and his senior team on political hires,” she said. “The opportunities that GSPIA has provided, including the semester in Washington, D.C., and the Dean’s strong support of the alumni network, helped make that happen.” Crabb received her undergraduate degree from Lewis & Clark College in Portland, Oregon, and a Master of Public & International Affairs degree from GSPIA.

MARC ESCORCIA (MID ’13) is the vice president and relationship manager for global philanthropy with JP Morgan Chase & Co. in southeast Florida, where she manages the firm’s philanthropy portfolio for Miami-Dade, Broward and Palm Beach counties. Earlier she worked at Ashoka, an organization dedicated to supporting social entrepreneurs around the world. In addition, Escorcia served as director of South Florida, overseeing fundraising and strategic partnerships. She earned her Master of International Development degree from GSPIA, where she received a full merit scholarship from the Center for Latin American Studies, and participated in the United Nations Headquarters Internship Program in New York City, where she worked in the Office for the Coordination of Humanitarian Affairs. She holds a bachelor’s degree in psychology from Universidad de los Andes in Bogota, Colombia, and a master’s degree in psychology from Universidad Complutense de Madrid, in Madrid, Spain.

CHAD SERENA (MPIA ’98, PhD ’10) is a political scientist at the RAND Corporation, where he leads a wide range of studies primarily sponsored by the United States Army and other Department of Defense organizations. He is also an adjunct instructor at Carnegie Mellon University in the Institute for Politics and Strategy, where he teaches a course titled Concepts of War and Cyber War. He has an extensive background in cyber operations, military transformation, military intelligence, military history, security strategy, operations and tactical information operations. In addition, he has authored several books, including A Revolution in Military Adaptation: The U.S. Army in the Iraq War (Georgetown, 2011) and It Takes More than a Network: The Iraqi Insurgency and Organizational Adaptation (Stanford, 2014).

NOT PICTURED
LAURA MEIXELL (MPA ’09) is the assistant director, Performance Improvement, for the City of Pittsburgh’s Office of Innovation and Performance. Prior to that she was the analytics and strategy manager for the City of Pittsburgh’s Office of Innovation and Performance, the first person ever hired for that role. She is also the cofounder of the Western Pennsylvania Regional Data Center, the Pittsburgh region’s university-managed open data program. She previously served as a fellow with Code for America, and was a presidential management fellow and senior analyst in the U.S. Department of Housing and Urban Development, Office of Strategic Planning and Management. While at GSPIA, where she earned her Master of Public Administration degree, Meixell was a GIS research assistant for the Pittsburgh Neighborhood and Community Information System, and also the editor-in-chief of the Pitt Political Review. She earned her bachelor’s degree in political science from Pitt in 2008.
GSPIA’s Board of Visitors convened on March 30–31, 2017, for a student reception and strategic planning session at the University Club. During the meeting, board members heard from Dean’s Award winners Max Harleman and Jessica Smith; Program Faculty Award winners Emma Wallis, Kexin Shu, Arwa Elboraei and Min Ho Park; and members of the student cabinet. The board also heard from members of the Diversity and Inclusion Committee, as well as Assistant Professor Michael Kenney’s students about their experiences in GSPIA’s cybersecurity partnership with the FBI.

FRONT ROW: Beth Rossman (MPA ’87), Andrew Hoehn (MPIA ’86), Chairman David Chavern (Pitt ’83), Smita Sidhanti (PhD ’88), Dan Flaherty (MPIA ’99).

BACK ROW: Tom Hafer (MPIA ’78), Robin Klaus (MPIA ’67), Ethel Williams (MPA ’72), Anthony Ruggiero (MPIA ’98), Nitin Madhav (MPIA ’92), Orr P. Welles (MPIA ’84), Dean John Keeler, John Rogers (MPIA ’85), John Campbell (MPA ’76), Sundaa Jones (MPIA ’95).
David Hickton, former United States attorney for the Western District of Pennsylvania, has been appointed founding director of the University of Pittsburgh Institute for Cyber Law, Policy and Security.

“With the appointment of David Hickton, the University of Pittsburgh is poised to offer significant contributions to the national discussion on cyber-related issues affecting personal, national and global security and privacy,” said Pitt Chancellor Patrick Gallagher.

“In this emerging field, David Hickton will marshal Pitt’s extensive capabilities and assemble a group of leading thinkers who will enrich Pitt’s learning and research environment,” said Provost and Senior Vice Chancellor Patricia Beeson. “We have an array of very talented and motivated faculty working in the areas of cyber law, policy, security and technology, and we believe the institute and the record of accomplishment David brings will offer opportunity for a vital synergy.”

Hickton’s work is expected to spur new and innovative thinking on combating cybercrime within a dynamic digital landscape. It will involve the contributions of faculty members in the recently approved School of Computing and Information, which opened in July. To continue his diligent work in trying to curb the heroin and opioid epidemic, Hickton also has been named a fellow of Pitt’s Institute of Politics.

During his tenure as Western Pennsylvania’s U.S. attorney from 2010 until November 2016, Hickton brought several high-profile indictments, including those of five members of the Chinese People’s Liberation Army for cybertheft from several Pittsburgh companies and the United Steelworkers of America. His office also indicted Russian hacker Evgeniy Bogachev, one of the most prominent cybercriminals in the world, and dismantled the computer hacking forum known as Darkode, in which cybercriminals bought, sold, traded and shared information.

Hickton has been an advocate for cybersecurity vigilance as well as the development of methods to defend the nation’s systems infrastructure. He played an integral role in creating legal practices for cybercrime investigations and prioritized the prosecution of computer crimes throughout his tenure.

“The challenges of the digital platform and cybersecurity are real,” said Hickton. “It is the crime paradigm of this era, and to defeat it we must have the full participation of the public and private sectors, as well as the University community.”
He said that the new institute will build on Pitt’s existing strengths in the area of cybersecurity and provide a platform for innovative solutions that are critical to meeting cybercrime threats. He envisions the institute as “a magnet to attract students and others with cyber interest and proficiency to the University and to Western Pennsylvania.”

“This is broader than just law enforcement,” said Hickton. “This is about applying law to digital space and developing laws and norms and rules to apply to this open environment.”

Prior to serving as U.S. attorney, Hickton was in private practice for more than 25 years in the areas of transportation, litigation and commercial and white-collar crime. He served the Honorable Gustave Diamond, senior district judge, as a law clerk within the United States District Court for Western Pennsylvania.

Hickton is a fellow of both the American College of Trial Lawyers and the Academy of Trial Lawyers of Allegheny County. He has been admitted before the United States Supreme Court, the Pennsylvania Supreme Court, the United States District Court for the Western District of Pennsylvania and several of the U.S. Circuit Courts.

Hickton earned his Juris Doctor degree at the University of Pittsburgh School of Law in 1981 and a bachelor’s degree at The Pennsylvania State University in 1978.

GSPIA Has BIG Presence in Washington, D.C.

The Washington Center, semester programs, an annual career trip and a robust alumni network give students an advantage in the nation’s capital.

Since 2008, GSPIA has operated the University of Pittsburgh Washington Center, located just a short walk from Dupont Circle in Washington, D.C. The Washington Center features state-of-the-art videoconferencing technology that connects our Washington staff, adjunct faculty and alumni with everyone at GSPIA in Pittsburgh. Students can take advantage of interacting with experts in international affairs, international development, and public and urban affairs. GSPIA’s assistant director of alumni relations and career services, Alastair Hamilton, works full-time at the Washington Center.

GSPIA’s presence in Washington has grown enormously over the last nine years, with not only the dynamic Washington Center but also two semester programs, an annual career trip and a network of alumni working across all sectors. More than 1,000 GSPIA alumni are employed in Washington, and nearly a quarter of GSPIA students take their first job there after graduation. Many prominent Washington-based alumni serve on the GSPIA Board of Visitors, and large contingents of alumni can be found at such organizations as the U.S. Department of State, the U.S. Agency for International Development (USAID) and the Government Accountability Office (GAO).

Semester Programs

Three years ago, GSPIA launched the Lobbying, Advocacy and Public Diplomacy Spring D.C. Semester Program, which is run in conjunction with the Pitt Law School at the University of Pittsburgh Washington Center. This new program, which has greatly expanded over the past couple of years, was designed to resemble the Fall D.C. Semester Global Security and Development Program, in which students take courses and work at nearly full-time internships.
STUDENTS TAKE CAREER TRIP TO WASHINGTON, D.C.

Career Services and Alumni Relations once again hosted a successful career trip to Washington, D.C., during spring break for 28 students from various programs. Participating were one MPPM, four MPA, 10 MID and 12 MPIA students.

The students had access to alumni with a wide array of experience. Opportunities included 10 career panels involving 32 alumni, 10 site meetings involving 30 alumni, and small group or individual meetings involving 11 alumni. Some students volunteered to serve as moderators for the panels, taking time to prepare introductions and thoughtful questions.

Students were surveyed after the trip, and all who submitted a response said they would recommend the trip to others.

QUESTION: How did this trip influence your ideas about internships or potential career paths?

I think the trip gave me a better idea of what I can realistically do right out of grad school. I am also thinking about looking into consulting, which is an option I hadn’t considered before.

It gave me a clearer idea about where to start. And it made a clear point that nobody has a linear career path; [we should] feel free to start at any point when there is an opportunity.

I am definitely considering working in D.C. after this trip and have more knowledge now of the diversity of options for the type of work I’d like to do. I’m interested in FEMA and Chemonics, which I learned about on this trip. I also learned a lot from the alumni about what classes I should take before leaving GSPIA.

It connected me to people and organizations that I had no idea were so interesting (for example, GAO).

Going into the week, I was of the mindset that I was only interested in NGOs. Different alumni gave convincing arguments for the merits of both private sector and government work.
PROFESSOR NUNO THEMUDO WINS BEST BOOK AWARD

The Academy of Management, Public and Nonprofit Division, honored Associate Professor Nuno Themudo with the 2016 Best Book Award for his book *Nonprofits in Crisis: Economic Development, Risk and the Philanthropic Kuznets Curve* (Indiana University Press).

Dr. Themudo’s research asks the question: Why do some countries have a vibrant nonprofit sector while others do not? Nonprofits in Crisis explores the theory of risk as a major mechanism through which economic development influences the nonprofit sector. Dr. Themudo elaborates on this idea by focusing on Mexican nonprofit organizations, which operate and strive to survive in a risky environment. The study of these nonprofits generates broader lessons about philanthropy and the nonprofit sector that complement wider cross-national statistical analysis.

HANIFA NAKIRYOWA
Student Receives Iris Marion Young Award

Hanifa Nakiryowa (MID) received the 2016 Iris Marion Young Award for Political Engagement in November 2016. Nakiryowa is an H. J. Heinz fellow with the Global Studies Center, pursuing a master of International Development with a major in Human Security at GSPIA. She has a certificate in Global Change Leadership from Coady International Institute, Canada, and a master’s degree in economics from the University of Nairobi.

She has worked as a UNICEF-Uganda program monitoring and evaluation specialist, human rights advocate for Acid Survivors Foundation Uganda, and tutor at the Islamic University in Uganda. She founded the Centre for Rehabilitation of Survivors of Acid and Burns Violence (CERESAV), the only nongovernmental organization in Uganda advocating for zero tolerance for acid attack violence.

The Iris Marion Young Award honors members of the Pitt community who have worked on behalf of social justice and democracy. The University of Pittsburgh Gender, Sexuality and Women’s Studies Program, in conjunction with GSPIA, announced the winners of the 2016 award: Jackie Smith (faculty), Sheila Confer (staff), Nakiryowa (graduate student) and Saskia Berrios-Thomas (undergraduate).
At first, the title sounds like a pithy contradiction, *The Future of War: A History*. How could anyone write a history of the future, especially on a topic as volatile as war? If anyone were up to the task, it would be Sir Lawrence Freedman, a professor of war studies at King’s College London. Freedman presented the Fourth Annual Paul Hammond Memorial Lecture on March 22, 2017.

He explained that he was not attempting to write about the future, but was exploring the genre of invasion literature. His book is a history of authors who attempted — both in fiction and hypothetical propaganda — to predict future wars. The problem with that, he noted straightaway, is that “books about the future, what they’re normally about is the present — an attempt to persuade people about a choice they face right now.”

We’re familiar with these types of stories, but usually they deal with societal issues larger than war alone (think *1984* and *Fahrenheit 451*). However, near the turn of the 19th century, fear of foreign invasion reared its head in literature. Freedman referred to “The Battle of Dorking,” a British novella written in 1871, which kicked off the genre of invasion literature in Europe and the UK. “The Battle of Dorking” tells the tale, and warns British citizens that they have become too “soft and decadent,” and are ever more susceptible to enemy invasions. In this fictional story, a group of unnamed (but notably German-speaking) invaders arrive on the shores of England. The citizens are forced to make a stand on a ridge near the town of Dorking, which is sloppy and ultimately a failure.

**ONE DECISIVE BATTLE?**

The premise of the novella, and the novels and propagandistic pamphlets that followed it, relied heavily on the notion of what Freedman calls “the knock-out blow.” The knock-out blow is a military conceptual fallacy, examples of which include Hitler’s Blitzkrieg of 1939 and Pearl Harbor — large-scale attacks that cost many lives but were, in the long term, unsuccessful. Napoleonic war theorists long promulgated the idea that through one decisive battle, a new political order could be established. However, they and their protégés, including many military leaders of World War I and World War II, failed to account for a few pitfalls.

For example, if you could not knock out your opponent in a single offensive, you were, as Freedman put it, “in for a long grind.” A war that could not be decided in one blow would become a war of attrition. Secondly, the possibility of civilian political resistance, whether immediate or gradual, posed a problem to the new order that would be instituted. And lastly, the possibility of creating alliances...
and replenishing reserves via an ally was not taken into account. The presumptive fallacy of the knock-out blow is that there won’t be a need for a second or third attack, when in reality that has consistently been the case.

After the advent of nuclear weapons, the knock-out blow became even more unattainable. Even during World War II, Japan did not surrender after the first nuclear attack. According to Freedman, once other nations acquired the technology for nuclear weapons, mutually assured destruction was not just military gobbledygook, but a real phenomenon that prevented wars between major world powers. This began the shift away from fanciful and paranoid invasion literature, and produced instead what Harvard researchers dubbed “the crystal ball effect.”

FORSEEING FUTURE WARS

“Unlike 1914 or 1939, you could look at the coming war and see what it foretold, and it was mutual destruction,” Freedman said. Even now, when we chatter nervously about cyber-attacks or attacks on critical infrastructure, such as power grids and water supplies, we fail to account for the difficulties in planning, let alone carrying out, such an attack before the target gets wind of it. Furthermore, even if such an attack were carried out, it would only be the first blow, which Freedman’s history has shown to be anything but decisive.

“The argument I’m putting forward,” Freedman said in conclusion, “is that the historical focus on the knock-out blow, the decisive battle, the short war, as a way that avoids the pain and misery of a long war, still dominates a lot of our thinking about the future of war.” If the history of future war tells us anything, it’s that the way we think about future war is mostly a reflection of our present anxieties. That a knock-out blow, whether suffered or perpetrated by a militarized nation, will not produce a new and sustainable political order, but rather will more likely result in a slow, grueling war of attrition.

MAINTAINING OPTIMISM

When asked at the end of his lecture by an audience member if it were possible to imagine a world without war, Freedman was cautiously optimistic. Referring to wars between major powers, he conceded that “despite their differences, as they have more or less for the last 70 years, they don’t want to fight.” What he found concerning were unofficial and civil wars, such as gang warfare in favelas in Brazil, and civil wars in Central Africa and former colonies around the world. Human violence is not so easily eradicated, but major war or interstate war has been, for most of history, quite rare.

Paul Hammond Memorial Lecture made possible by a generous gift from the Hammond family.
The University of Pittsburgh, in collaboration with Presidential Medal of Freedom recipient and Pitt alumna Frances Hesselbein, has established The Frances Hesselbein Leadership Forum at GSPIA.

Since 1990, Hesselbein has been at the helm of a leadership institute founded as the Peter F. Drucker Foundation for Nonprofit Management. In 2012, the organization was renamed to honor Hesselbein and her ongoing contributions. It continued its work and mission as The Frances Hesselbein Leadership Institute by providing social sector leaders with essential leadership wisdom, inspiration and resources to lead for innovation and to build vibrant social sector organizations. The Institute has chosen to transfer many of its assets to the University of Pittsburgh to establish The Frances Hesselbein Leadership Forum.

“It is the University of Pittsburgh’s great pleasure and honor to partner with a visionary who inspires leaders everywhere. The Hesselbein Forum is poised to offer significant contributions to the national and international discussion on values-based leadership. We look forward to collaborating with Frances,” said Pitt Chancellor Patrick Gallagher.

The Hesselbein Forum plans to provide a variety of opportunities for fostering and growing leadership with three primary areas of focus: developing leaders of character and competence; providing dynamic global mentorship, training and service opportunities; and engaging, informing and enhancing the leadership journey of incoming generations of leaders from around the world.

“We have an array of very talented and motivated faculty working in public policy and ethical leadership, and we believe the Hesselbein Forum — and the record of accomplishment Frances Hesselbein brings to the University — will offer opportunity for a vital synergy,” said GSPIA Dean John Keeler.

The Hesselbein Forum will be managed by Kevin Kearns, professor of Public and Nonprofit Management in GSPIA and director of the Johnson Institute for Responsible Leadership. Through the Johnson Institute’s educational programming, Kearns has demonstrated the capabilities and the capacity to both prepare young people to be leaders in their professional lives and to provide mid-career individuals with new skills and approaches that can be applied to their current professions. He also has published extensively on public and nonprofit management and leadership.
We believe the Hesselbein Forum—and the record of accomplishment Frances Hesselbein brings to the University—will offer opportunity for a vital synergy.

Plans for the Frances Hesselbein Leadership Forum at the University of Pittsburgh include support for the following initiatives:

- **Hesselbein Forum Lecture Series:** The series plans to feature proven leaders and thoughtful scholars presenting state-of-the-art ideas on leadership theory and practice, with a focus on public and nonprofit organizations.

- **Hesselbein Forum Leadership Program in International Security:** Julia Santucci, a former senior adviser in the U.S. Department of State, was chosen to design and direct an extracurricular leadership development program for GSPIA students majoring in the study of international security challenges and opportunities.

- **Hesselbein Executive-in-Residence Program:** Lindsey Anderson, a former senior adviser in the Federal Emergency Management Agency, will serve as the first executive-in-residence. Her role is to provide mentoring to GSPIA students and counsel to faculty and staff on programming and research activities in the Hesselbein Forum.

- **Publication of the award-winning Leader to Leader journal:** Leader to Leader was recognized by industry peers for the eighth consecutive year with an APEX 2016 Award of Excellence in the print category of Magazines, Journals & Tabloids — Writing.

- **Hesselbein Forum Keynote Events (in-person and virtual):** Frances Hesselbein has hosted interactive online dialogues, global in scope, attracting more than 4,000 participants representing 2,600 organizations from more than 40 countries.

In the future, the Hesselbein Forum seeks to offer graduate student fellowships; executive seminars for experienced and emerging leaders from developing countries and regions; and a leader-in-residence program for accomplished leaders to share their wisdom with students and professionals.

The Hesselbein Forum will complement the existing Hesselbein Global Academy for Student Leadership and Civic Engagement at Pitt which, each year since 2009, has hosted more than 50 highly qualified students (primarily undergraduates) with an intensive four-day learning experience on the campus of the University of Pittsburgh. Students and scholars also will be able to access Frances Hesselbein’s archives, which were donated to the University of Pittsburgh in 2013.

HesselbeinForum.org
In 2016, the Allegheny Conference on Community Development announced GSPIA alumna Rosamaria Cristello (MPPM ’17) as the inaugural recipient of the Barbara McNees Spirit of ATHENA Scholarship. Cristello is the director of the Latino Family Center in the Hazelwood neighborhood of Pittsburgh. The scholarship allows Cristello to attend—tuition-free—the 2016–2017 session of the Carnegie Mellon Leadership and Negotiation Academy for Women.

The scholarship was created to honor and extend the legacy of Barbara McNees, who retired in 2013 after 16 years as president of the Greater Pittsburgh Chamber of Commerce, an affiliate of the Allegheny Conference—one of the country’s premier civic leadership organizations since 1944. McNees was the first female president in the chamber’s 132-year history. In 1990, she cofounded the ATHENA Awards Program of Greater Pittsburgh, which recognizes female leaders who mentor other women. McNees also advocated for the creation of the ATHENA Young Professional Award for emerging female leaders.

“Rosamaria Cristello and all of the applicants for the scholarship are extraordinary young professionals with a passion and purpose to advance our region,” McNees said. “They will be fine leaders and role models. I’m pleased that the Spirit of ATHENA Scholarship will help at least one of them further sharpen already impressive skills to the benefit of the Pittsburgh region and the women—and all individuals—who call it home.”

“The Spirit of ATHENA Scholarship helps to extend Barbara’s efforts to engage and empower young women to take their place at decision-making tables across the Pittsburgh region,” said Janel Skelley, chief financial officer at the Allegheny Conference.

“I am honored to have been nominated and selected as the first recipient of the Barbara McNees Spirit of ATHENA Scholarship,” commented Cristello upon receiving the scholarship. “All of the work done by strong women leaders before me to create both the Leadership and Negotiation Academy for Women and the scholarship is humbling. I plan to take what I learn from the academy and do my part to continue advancing and supporting women leaders.”
Weber Named to National Academy of Sciences Committee

Associate Professor Jeremy Weber has been selected to serve on a panel of the National Academy of Sciences Committee on National Statistics. The ad hoc panel reviews, assesses and makes recommendations on effective methods for collecting data and reporting information for the National Agricultural Statistics Service and the Economic Research Service of the USDA.

Weber will serve with other experts from universities across the country, including the University of Chicago, University of Connecticut, Iowa State University, Kansas State University, University of Wisconsin-Madison, Ohio State University and Colorado State University.

According to the USDA, the vast majority of American farms are operated by a single operator or spousal partners and produce a substantial percentage of the nation's food. Over the years, the business operating structures of these farms have become increasingly complex. The project “Improving Data Collection and Reporting about Agriculture with Increasingly Complex Farm Business Structures” will examine the effect that any changes in concepts and data collection practices could have on the number of farms, and the reliability of sector finance and performance indicators.

Weber's research focuses on energy, natural resources and agricultural economics. He has published more than 20 articles in journals such as the American Journal of Agricultural Economics; the Journal of Policy Analysis and Management; the Journal of the Association of Environmental, Resource and Energy Economics; World Development; and Land Economics. He holds a PhD in agricultural and applied economics from the University of Wisconsin-Madison. To see his inaugural entry in the GSPIA Energy & Environment blog, see page 38.

Sera Linardi and Social Work Colleagues Awarded Research Grant

GSPIA Assistant Professor Sera Linardi and several co-investigators were recently awarded a grant as part of the university’s Integrative Social Science Research Initiative from the provost’s office. The project, “From Barely Making It To...? Effects of Raising Wages Among Low-Wage Workers,” seeks to develop a new interdisciplinary research collaboration focused on the effects of wage increases on low-wage workers and their families.

The project has two main components. The first is a mixed-methods study of the effects of wage increases on low-wage hospital workers and their families in Pittsburgh, Pennsylvania. This will include qualitative interviews as well as a survey to collect quantitative evidence. The second component is a two-day workshop bringing together local and national scholars, leaders and policy-makers to discuss the state of research on the effects of wage increases and other policy reforms on low-wage workers and their families.

The principal investigator is Jeffrey Shook, associate professor and doctoral program director, School of Social Work. In addition to Linardi, co-investigators include Waverly Duck, assistant professor, Department of Sociology; Rafael Engel, associate professor, School of Social Work; Sara Goodkind, associate professor, School of Social Work, Department of Sociology, and Gender, Sexuality and Women’s Studies program; and Rachel Fusco, associate professor, School of Social Work, Clinical and Translational Science Institute, and Direct Practice Concentration chair.

The Integrative Social Science Research Initiative seeks to expand Pitt social scientists’ involvement in research that uses integrative approaches from multiple disciplines. Funding is awarded for new collaborations, up to $50,000 per project.
About the blog:
The GSPIA Energy and Environment blog provides commentary and analysis of E&E issues of public interest. Its primary contributors are GSPIA faculty and students. Find it at gspia.pitt.edu/e-e/Blog.
The inaugural post, January 1, 2017, discusses emerging and fading energy industries. Excerpts from that post follow. To read the full post and see other posts, go to gspia.pitt.edu/e-e/Blog.

**Energy Production and Policy: Quickly Changing; Increasingly Relevant**

By Associate Professor Jeremy Weber

A look at energy data and news shows that U.S. energy production and policy are changing rapidly, with growing relevance. Consider the changes in U.S. energy production in the last decade. From January 2006 to January 2016, natural gas production increased by 43 percent and oil production increased by 82 percent (see Figure 1). By contrast, coal production fell by one third. Because the U.S. was a leading global producer of all three commodities in 2006, the percentage changes represent large economic shifts. Pennsylvania’s economy in particular is intertwined with the trends in natural gas and coal. The state has long been a major coal producer and has therefore felt the effects of declining production. At the same time, the state has contributed more to the growth in national natural gas production than any other state.

The percentage change in the consumption of wind, solar and biofuel energy was still greater, with increases of 631 percent, 758 percent and 213 percent respectively. The large percentage increases are not merely due to little initial consumption of renewables. The absolute increases are large enough to matter. In 2015 and 2016, the Energy Information Administration reports that renewable generation capacity accounted for about two-thirds of all capacity added in the U.S.

Major changes also occurred in the policy arena. Here are a few:

- **2007:** The Energy Independence and Security Act greatly expands the Renewable Portfolio Standard for the use of biofuels in the transportation sector.
- **2009, 2013, 2014 and 2016:** The Renewable Electricity Production Tax Credit is extended.
- **2015:** The ban on crude oil exports from the U.S. is lifted.
- **2015:** President Obama announces the Clean Power Plan.
- **2016:** The Paris Agreement on climate change is signed.

The implications of the changes in Figure 1 and the policies associated with them are extensive. The growth in oil and gas production has reduced imports, increased exports and redrawn the global energy trade. Faced with more competition from U.S. producers and lower prices, governments in many energy-producing countries struggle to maintain public spending as oil revenues fall. Domestically, growing production has created hundreds of thousands of jobs for workers and tens of billions of dollars in income for owners of oil and gas rights. Locally, new or expanded oil and gas drilling near residential areas has led to increased truck traffic, noise and concerns about air and water quality. The growth in natural gas production stimulated the decline in coal production and use, helping to reduce greenhouse gas emissions nationally. Politically, the state of the coal industry surfaced in the presidential election, with Trump and Clinton taking markedly different stances on policies related to the industry.

**FIGURE 1: CHANGES IN THE U.S. ENERGY LANDSCAPE, 2006–2016**

![Graph showing changes in the U.S. energy landscape, 2006-2016](source: Energy Information Administration, U.S. Department of Energy, with elaboration by the author. The changes in fossil fuels are based on production; the changes for renewables are based on consumption.)
Reflections Across the Years:
GSPIA 1984-2017

By Professor Louise Comfort

It all began with a rooster, glaring down at me from the garish wallpaper in my room at the Hilton Garden Inn on Feb. 12, 1984. I had arrived in Pittsburgh to interview for a faculty position at GSPIA, and I anticipated a full schedule of appointments and a guest lecture to faculty the next day. Wary of this fierce creature glowering with raised beak, I buried my head in a pillow to escape his stern glance. When morning broke, the rooster was still there but transformed by the morning light into a hotel manager’s benign notion of a silent wake-up call.

A petite, gracious woman named CHRISTINE ALtenBURGER waited for me at the hotel registration desk, and we drove a few blocks to what was then called Forbes Quadrangle, a massive building with perpetually running escalators, echoing brick walls and long hallways. That day, Feb. 13, 1984, began an adventure in meeting new colleagues, engaging with students, exploring ideas and puzzling over recurring dilemmas of risk, decision-making and collective action that continued for the next 33 years.

The mid-1980s proved to be a tumultuous time at GSPIA, a textbook example of an organization undergoing change at multiple levels while seeking to serve different goals. One segment of the faculty and students was committed to goals from the 1960s, focused on international development and training public managers for administrative positions in developing countries. A second segment was thoroughly committed to winning the Cold War and ensuring national security, looking over a virtual shoulder to stave off potential threats. A third segment had developed a new curricular program called Public Policy Research and Analysis that focused on bringing mathematical rigor to the study of complex policy problems.

Yet, most interesting in this small graduate school of 34 to 36 faculty members was the remarkable opportunity to cross jurisdictional boundaries in public policy and administration. One could discuss the role of municipal secretaries in Allegheny County’s 130 municipalities with Chris Altenburger, who taught local government; or venture into the labyrinth of bureaucratic politics in trying to understand the new federal agencies of Education and the Federal Emergency Management Agency; or cross the Atlantic to focus on the role of NATO in its relationship with a faltering Soviet Union and the ensuing implications for global security. Administrative practices in GSPIA were also changing, and the school struggled to find stable leadership through a series of short-term administrators. The process itself was a classic study of a small organization seeking to define its distinctive mission, but trying on different intellectual hats along the way.
Louise Comfort

Developing a New Program
Finding my way in this remarkable intellectual environment was indeed a challenge. I had come to GSPIA with an invitation to develop a program in the nascent field of emergency management. The intent was to explore the process of decision-making by public managers who had legal responsibility to protect the citizens of their communities from hazardous events. Yet, in practice, public managers confronted damaging events in situations they had never seen before; they did not know what to do, but they had to do something. Exploring how managers grappled with this decision process in real time under constraints of limited time and resources, and tracing the consequences of their decisions that shaped the trajectory of the next sequence of events, became a continuing challenge. Decision-making under uncertainty had fascinated me since grad school at Berkeley and Yale, but the context for studying such dilemmas at GSPIA was also changing. Given the rapid succession of administrators in the 1980s and early 1990s, the initial interest in developing a curricular program in emergency management at GSPIA to explore these issues found little administrative support.

Although a relatively small school when viewed as a single institution, GSPIA is set within the larger context of the University research community. I quickly discovered the value of the University Center for Social and Urban Research (UCSUR) and the University Center for International Studies (UCIS), two research centers that played important roles in the development of research on decision-making that almost always crossed jurisdictional lines. The early directors of those centers, VIJAY SINGH at UCSUR and BURKHART HOLZNER at UCIS, were welcoming, encouraging and supportive as I sought to develop a fledgling research program. At the University level, first WILFRED DAENHICK then GEORGE KLINZING, vice provosts for research, created opportunities and offered advice as I sought to develop a research program around the design of information systems to support public managers operating in urgent, dynamic conditions. I was grateful to UCSUR for offering me a small research lab to house my varied research efforts under the awkward title Interactive, Intelligent, Spatial Information Systems (IISIS) through the 1990s. Yet when the aging UCSUR building overheated once too often and irretrievably damaged our cherished server, I accepted an invitation from Interim Dean DAVID MILLER to move our modest IISIS Lab to GSPIA in 2006, as Posvar Hall had a safer, more reliable heating and cooling system. In 2009, GSPIA Dean JOHN KEELER proposed establishing a Center for Disaster Management, which created both an easier acronym, CDM, and a simpler, clearer framework for research and teaching in reference to disaster risk reduction.

Interacting with Students
The real joy of GSPIA, however, lies in the interaction with students; puzzling over ideas in the classroom, conducting field work in degraded disaster environments, and writing professional papers together and presenting them at conferences. Most importantly, there is the gratification of watching students develop their own careers, and celebrating with them as they become managers or analysts or professors. I could not have carried out the range of research activities undertaken over these 33 years, including field studies following 23 earthquake disasters in 15 countries, without the GSPIA students who have served as translators in local languages, guides in distant lands, skilled researchers in complex problems and scholars who have graduated to become colleagues in a continuing search for ever-elusive insights into managing risk and complex adaptive systems.

Equally, I owe a large debt of gratitude to my longtime colleagues on the faculty and to younger colleagues who have entered GSPIA with fresh ideas, rigorous methods and clear goals. I thank the GSPIA staff who keep the school running, who have retrieved my lost keys on many occasions, and who have managed the intricacies of budgets and arrangements for visiting scholars with grace and professional skill. Importantly, I owe a very special thanks to John Keeler, who as dean understood and supported the mission of CDM as a center for collaborative research and study in both local and global settings.

That fierce rooster at the Hilton Garden Inn awakened me to new opportunities at GSPIA in 1984. In 2017, a new generation of students, scholars and administrators is rising, and GSPIA’s mission continues, extending a vision of professional excellence in a global world.

I remember the first Commencement when I became dean of GSPIA. As I stood there resplendent in my Stanford robes, I wondered what those in the audience assumed about me. Probably they assumed that I had had a straight-line career path in which success followed success, leading to the lofty (well, semi-lofty) position as dean.

In writing honestly about my career as a roller-coaster ride, I am particularly addressing those of you who are still struggling to find your niche even some years after graduating from GSPIA or who have hit a rough patch and face the need to go in a different direction. So I want to share with you just a brief outline of a decidedly non-traditional career path and then tell you about the challenge of coming to GSPIA as dean, as well as the pleasures of life as a former dean.

I certainly did not grow up saying that I wanted to study human resources (HR). Briefly, I received my master’s in Russian studies from Harvard and my PhD from Stanford in political science, and my first teaching job, at The Ohio State University, was in the Political Science Department. For a variety of reasons, I concluded that academic political science was not a fit and moved to Washington, D.C., where I worked first in a small consulting firm and then a large accounting and consulting firm, where I learned a lot about management of large-scale research projects and which gave me a wealth of great stories about how not to manage, which I have shared with my students. And then I was recruited to join the U.S. Office of Personnel Management (OPM), not because I was an HR expert but because I knew how to do evaluation research, and there I discovered that, in fact, HR, far from being a dry technical subject, was addressing many of the most pressing issues of the day.

I thought then that I had found my niche and would have a long career in government, but I didn’t count on Ronald Reagan winning the 1980 presidential campaign. His appointee to head OPM closed all the research divisions, and we were all laid off. Since I could see this coming, I decided to apply for jobs back in academia, but this time in public administration, where my practical experience was valued, and where students actually applied what they learned. And so I was called by the dean at the State University at Albany and offered a job at 4 p.m. my last day on the job at OPM. I started again at the bottom of the ladder and took a major pay cut because I thought it was the right move. It certainly had its challenges, but also its rewards, and I became director of their MPA program.

After 14 years, when I was going through the process of promotion to full professor, I decided to look around, and I had my eye on GSPIA as my first choice, but when I saw the ad for the deanship, I said, “Damn! That’s the perfect job for me, but it’s a year too early. No one will hire an associate professor as dean.” So I didn’t apply until...
I got a letter from the search committee soliciting my application. I certainly was a long shot for the job, but my varied positions in government, the private sector and academia; my management experience; and my background spanning domestic and international issues apparently made me a plausible candidate.

Taking the helm as GPSIA’s dean in 1997 was the biggest challenge I have faced, because the school had been through some tough times. I focused first on a school-wide strategic planning process, involving the faculty in charting the course for the future, building cohesion and increasing optimism. I then worked with the faculty to review our degree programs, closing one degree that was struggling and moving what had been a major to separate degree status as international development. At the same time, faculty designed majors for each degree program, which has helped strengthen and focus our programs.

Over the 10 years I served, I continued to work closely with faculty, hiring half of the faculty (some of whom are now in leadership positions in the school), strengthening academic programs, helping to create new research centers and building our endowment. Meeting with alumni worldwide and particularly working closely with those who wished to make major contributions to the school was a real pleasure.

What I did not announce when I arrived was that I knew that this would not be a lifetime appointment. I have long thought that one of the biggest mistakes leaders make is to overstay their welcome, and I had always intended to return to teaching and research while I still had the energy to make that transition successfully.

So after 10 years, I returned to the faculty. I had been teaching one course a year almost every year as dean, so I remained up to date in my field. But after 30 years of research, I didn’t have a lot more to say about the federal government and really wanted a new research challenge. Pitt’s strength in studies of the European Union made it possible for me to reinvent myself as a specialist on the internal management of the European Commission (the bureaucracy of the EU). It is a complex and very interesting organization, and spending first a full year and then parts of every year since in Brussels has been a real pleasure, as has been developing and teaching a class on the management of international organizations.

Now I am facing yet another major transition: to retirement. I officially retired as of May 1, 2017, but as I just said to a colleague who asked how I am enjoying retirement, actually it doesn’t feel very different. I am maintaining an office at GSPIA, at least for a few years; just got back from my annual visit to Brussels; and am continuing to conduct research and to stay in touch with current and former students.

In sum, the positive sides of having a non-straight-line career path (or a checkered past) are, first, that one gains the resilience to adapt to change, but also that one can learn to embrace change as an opportunity for learning and growth.

For information about the Carolyn Ban Fund, see page 93.
GSPIA Staffer
Joyce Valiquette Recognized for 40 Years of Service

Longtime Administrative Assistant Joyce Valiquette was recently recognized for her 40 years of service to the University of Pittsburgh by GSPIA Dean John Keeler and Pitt Chancellor Patrick Gallagher. She started working at GSPIA on June 26, 1976, and has spent her entire career at Pitt.

Over the years, Valiquette has worked in various programs, including public and urban affairs, public administration, public policy and management, and the dean’s office, as well as in several undergraduate programs for the College of General Studies.

Professor Leon Haley, who was the associate dean who hired Valiquette, commended her efforts: “I never had a faculty complaint about her work, as she always exhibited concern for ensuring that materials were produced on a very timely basis and with quality.”

Valiquette has worked with a number of deans, faculty and staff, and said she counts many of them as her closest friends. She has also served countless students and still keeps in touch with many of them. “I have enjoyed my 40 years of work and feel very fortunate to have been able to spend all of that time at GSPIA,” she said.

Assistant Professor George Dougherty, director of the MPPM Program, expressed his gratitude for her support: “Joyce is a joy to work with! In addition to being kind, fun and professional, she goes out of her way to help GSPIA and the faculty she works with shine.”

“Joyce is a friendly and engaging person, and likes to interact with people,” Dr. Haley added. “She has remained solidly committed to the school.”

From left: GSPIA Dean Keeler, Joyce Valiquette and Pitt Chancellor Gallagher
Professor William Dunn Named Honorary Member of NISPAcee

William Dunn, PhD, former associate dean of GSPIA, has been named an honorary member of the Network of Institutes and Schools of Public Administration in Central and Eastern Europe (NISPAcee). The award is given to recipients of the Alisa Brunovska Award for Teaching Excellence in Public Administration, and to former NISPAcee presidents and executive directors. NISPAcee strives to share the knowledge and skills and unite the effort to cope with present and future challenges in the field.

Dr. Dunn also recently received the University of Pittsburgh Provost’s Award for Excellence in Mentoring. The Provost’s Award recognizes faculty for their outstanding mentoring of graduate students. Faculty mentors provide intellectual and personal leadership that helps to support, encourage and promote the personal and professional development of his or her students. This relationship is expected to provide a foundation for a student’s career long after the degree has been earned.

Dr. Dunn is the author of the 5th edition of *Public Policy Analysis* (2012), which is the most widely cited book on the subject.

DEAN KEELER AND CHANCELLOR GALLAGHER
Pitt Seeks Further Collaboration with Colombia

GSPIA Dean John Keeler recently traveled to Colombia with Pitt Chancellor Patrick Gallagher, members from the University Center for International Studies and representatives of UPMC to meet with Colombia President Juan Manuel Santos, as well as representatives from the Universidad de Los Andes, to form a deeper partnership in education and health care.

GSPIA currently has a partnership with the Department of Political Science at the Universidad de Los Andes, one of Latin America’s leading institutions. This program provides GSPIA students with the opportunity to earn credits toward their GSPIA degree by taking courses in Bogota, Colombia.

GSPIA is now planning to host a delegation from the Uniandes School of Government at Pitt in October. The hope is to plan the Colombian delegation’s trip concurrently with a visit from leaders of South Korea’s Seoul National University’s Graduate School of Public Administration, continuing to build on existing ties and establishing a trilateral partnership centered on public policy and global affairs.
SPIA welcomes LINDSEY ANDERSON, former senior adviser to the associate administrator in the Office of Response and Recovery at the Federal Emergency Management Agency (FEMA) in Washington, D.C., who will serve as a visiting senior lecturer in Public Affairs for 2017–2018. Anderson will also serve as interim director of GSPIA’s Center for Disaster Management and as Executive in Residence for the new Frances Hesselbein Leadership Forum.

Anderson earned a bachelor of arts summa cum laude in English writing and Spanish at Pitt in 2006 and then an MPIA degree in 2009 from GSPIA. She received the GSPIA Dean’s Award at graduation, was selected as a presidential management fellow and worked at both the U.S. Agency for International Development (based in the Office of U.S. Foreign Disaster Assistance) and FEMA’s Office of Response & Recovery. In 2011, she was appointed policy adviser in the Office of the Assistant Administrator for Response at FEMA, where she deployed to Hurricane Sandy and later served as directorate lead on the Hurricane Sandy after-action process. From 2013 to 2016, she served as policy unit chief and senior policy adviser in the Office of Policy and Doctrine of the Response Directorate, managing a team of nine analysts responsible for portfolios in operations, planning, emergency communications, the disaster workforce and external affairs; establishing an analytics capability to determine whether response programs were meeting established standards; and overseeing day-to-day management of the Emergency Support Function Leadership Group, which includes senior representatives from major interagency partners.

In 2016, she moved to her most recent position, where she served as representative of the associate administrator across FEMA and with federal partners; provided counsel during major disasters and exercises (including Hurricane Matthew and Louisiana floods); established a peer group of advisers to share best practices and resolve cross-component challenges; and facilitated an innovative initiative to support spontaneous volunteers and emergent behavior in disasters.

See related article on the Frances Hesselbein Leadership Forum on page 34.
Julia Santucci to Join GSPIA Faculty as Senior Lecturer in Intelligence Studies

Julia Santucci, who just stepped down as senior adviser to the U.S. Ambassador-at-Large for Global Women’s Issues at the U.S. Department of State, will be joining the GSPIA faculty in fall 2017 as a senior lecturer in Intelligence Studies. She will also serve as director of the new Hesselbein Forum Leadership Program in International Security.

Santucci earned a bachelor of arts in history summa cum laude at the University of Dayton in 2001 and a master of arts in Near Eastern studies at the University of Arizona in 2004. She also studied Arabic at both Middlebury College and the American University in Cairo, Egypt. From 2005 to 2015, Santucci worked as an analyst for the Central Intelligence Agency, communicating analysis of political developments, emerging threats and crises through written assessments and oral briefings for the president, his cabinet, members of Congress, congressional staff and other senior U.S. officials. Her areas of expertise included countering violent extremism, political Islam, political upheaval during and after the Arab Spring, human rights, the rights of women and religious minorities in the Middle East and regional developments related to the rise of the Islamic State in Iraq and the Levant (ISIL).

In 2009, she was seconded to the U.S. Department of State in Washington, D.C., where she served as Egypt desk officer and developed and coordinated Egypt policy. She also prepared the secretary of state and other senior State Department officials for meetings with foreign leaders, civil society activists, members of Congress and business leaders by drafting written assessments and providing oral presentations on developments in Egypt, and recommending talking points for use during their meetings. In addition, she met with Egyptian officials and nongovernmental leaders to convey U.S. policy toward Egypt.

In 2014, Santucci was seconded to the National Security Council Staff at the White House, where she served as director for Egypt, providing strategic advice and policy recommendations to the president and national security adviser during the most tumultuous period in Egypt’s modern history. She recommended policy options that allowed senior officials to balance U.S. military and security cooperation with Egypt with concerns over the country’s long-term stability. She initiated and led an in-depth review of U.S. assistance to Egypt, which involved significant coordination across the interagency and required the resolution of major conflicts. This review resulted in a new foreign assistance strategy for Egypt, which realigned military assistance to meet shared objectives, particularly for countering terrorism and providing border security. She also represented the White House in meetings with senior Egyptian military and civilian leaders, representatives from the business community in Egypt and civil society activists. She received a letter of commendation from President Obama noting that she “worked in one of our nation’s most demanding environments with impressive skill.”

In 2015, Santucci moved to the U.S. State Department, where she worked to advance gender equality as a core U.S. foreign policy priority by providing advice and recommendations to senior officials. She developed a strong network with key stakeholders representing foreign governments, multilateral institutions and civil society organizations. She managed a team of five policy advisers working across global portfolios, overseeing the development and implementation of strategic plans for advancing women’s full participation and combating gender-based violence in South Asia and the Middle East; integrating women into U.S. efforts to counter violent extremism; advancing initiatives on women’s economic empowerment in the Asia-Pacific Economic Cooperation (APEC); supporting women entrepreneurs globally; and harnessing the influence of religious leaders and faith-based actors to promote girls’ education and combat violence against women and girls.
Harvey White Delivers Donald C. Stone Lecture

On Sunday, March 19, 2017, GSPIA alumni, friends, faculty and others attending the American Society for Public Administration (ASPA) Annual Conference met for an informal reception. GSPIA Dean John Keeler acknowledged Paul Dancyk (PhD ’08) as the new vice president of ASPA. Dancyk is the director of executive education at the Sol Price School of Public Policy, University of Southern California.

The following day, GSPIA Associate Professor Emeritus Harvey White delivered the well-attended Donald C. Stone Lecture to a captivated audience. Professor White offered a compelling argument for raising the visibility and awareness of the broad impact of the public administration profession across sectors. With skillfully selected examples, he revealed that many in the field of public administration are likely unaware of the contributions of numerous professionals trained in public administration — and if educators don’t know, prospective students don’t know either and may not be attracted to the field. Following the lecture, Professor White received the Donald C. Stone Service Award from ASPA President Susan Gooden, in recognition of his outstanding contributions to the field of public administration and for his past service as president of ASPA.

Professor White’s contributions as a member of GSPIA are well-known, and his commitment continues. In 2013, he established the Harvey White Endowed Student Resource Fund, which provides financial support for students enrolled at GSPIA to defray the cost of books, travel, fees and other educational expenses.

To support this fund, visit http://www.giveto.pitt.edu/WRF.
For the last two years, Assistant Professor Müge Finkel has been co-leading the Gender Equality in Public Administration Working Group with her colleague Associate Professor Melanie Hughes from Sociology. This working group of the Ford Institute for Human Security was initially formed in 2015 to assist the United National Development Program’s agenda of building and supporting representative and inclusive public institutions. During the 2015-16 academic year, the working group evaluated the quality of sex-disaggregated public administration data that was publicly available, for civil service employment worldwide. This year, the group dove into the expressions of inclusiveness and diversity that reach beyond sex-segregated data in public administration. The goal is to help UNDP partners find ways to assess the progress toward Sustainable Development Goal 16, with its particular target 16.7 and its indicator 16.7.1.

In support of her research on the Gender Equality in Public Administration, the University Center for International Studies’ Global Studies Center has named Finkel to be the Global Studies Center Faculty Fellow for the upcoming academic year. Through her fellowship, Finkel will work to bring greater attention to the study of gender equality in public institutions, while bridging Pitt’s existing strengths in gender and governance studies and complementing nascent plans to leverage the UN Sustainable Development Goals as a pedagogical tool for interdisciplinary dialogue across the university. As the Global Studies Center Faculty Fellow, Finkel is bringing together a select group of academics with high-level policymakers from the UNDP and national agencies in a workshop that is tentatively titled “Gender Equality in Public Administrations and Monitoring Progress: Opportunities and Challenges.” The workshop is planned to take place from Nov. 8–10, 2017, at the University Pittsburgh, and will provide the University community and policy-oriented students a chance to discuss with practitioners the linkages between data, analysis and policy input, where gender equality is concerned in public administrations.

In addition, Finkel and Hughes have been awarded a Jean Monnet European Union Center of Excellence Faculty Research Grant to support their research on Gender Equality in Public Administration: Learning from Global Leaders. Finkel and Hughes have studied gendered data collection and its use in gendered policy design and implementation during summer 2017 in three countries leading the world in gender equality outcomes: Denmark, Norway and Sweden. The culminating event through this grant was a workshop at the UNDP Governance Center in Oslo, Norway, on June 22, where Finkel and Hughes discussed gendered data issues with policymakers from the National Statistics Office of Norway, Foreign Ministry, and select academics whose work on data has been illuminating for gender policy.

In July 2017, Finkel and Hughes were also awarded a Central Research Development Funds (CRDF) grant of $16,000 by the University Research Council toward their proposal to focus on public administration in conflict-affected countries. The grant will enable Finkel and Hughes to recruit a PhD student and an undergraduate student to work with them on data collection and analysis.
Addressing Local and Global Environment and Energy Challenges

For SHANTI GAMPER-RABINDRAN, PhD, associate professor at GSPIA, this has been another productive year for research, teaching and outreach on environment and energy issues ranging from participating in panels at Pitt, to delivering a keynote address in Italy, to publishing a forthcoming edited volume, *The Shale Dilemma: A Global Perspective on Fracking and Shale Development*.

*The Shale Dilemma*, poised for release by the University of Pittsburgh Press in October 2017, has won early praise from global energy and environment experts (see sidebar, page 53). The volume, which brings together country experts on environment and energy issues, examines why and how countries decide whether to pursue, postpone or eschew shale altogether. Anchored in research, but written in an accessible way for the general public, the book examines decisions in eight countries located on four continents. Acknowledging the rewards and risks from shale, it recommends a few practical steps countries can take to improve their decision-making processes to be more transparent, inclusive and evidence-based. International conferences on environment and energy, organized by Gamper-Rabindran at Pitt and funded by centers across Pitt, provided the venues for authors to meet and present their ongoing research. Gamper-Rabindran set the research questions and common framework for analyses; authored the U.S. chapters, and the chapters on the comparative analyses; and edited the volume.

In reaching out to the general public, Gamper-Rabindran authored an op-ed on the Pittsburgh Post-Gazette on the Pennsylvania Supreme Court decision that rules in favor of transparency, a critical ingredient for shale and public policies. Another shale project with colleagues in the U.S., Canada, UK and China, led by Professor Kate Neville at the University of Toronto, culminated in an article titled “Debating Unconventional Energy” in the journal *Annual Review of the Environment and Resources*. 
In recognition of her contributions to sustainability, the University of Pittsburgh Office of the Provost and Mascaro Center for Sustainable Innovation named her one of the three Faculty Fellows in Sustainability in 2017. Gamper-Rabindran, along with the two other Fellows, Professor ALEX JONES and Professor EMILY ELLIOT, will teach courses on sustainability this coming academic year, designed for the new university-wide undergraduate and graduate certificates in sustainability.

Gamper-Rabindran’s lectures examine the challenge of transitioning the energy system toward greater shares of low-carbon fuels. At Pitt’s Greenspeakeasy series, a forum for faculty, students and the public, she presented a lecture on renewable energy. She discussed how wind and solar have become financially competitive and privately profitable in a number of markets, but highlighted challenges that remain in financing the “public goods” aspects of the infrastructure needed in some localities for greater adoption of renewable energy.

Gamper-Rabindran participated in a day-long conference on the EU and development hosted by Pitt’s European Studies Center. The panel on “EU Development Policy and Latin America and the Caribbean,” featured Gamper-Rabindran; guest speaker Renate Hahlen, the minister counselor of development at the delegation of the EU to the U.S.; and Professor SCOTT MORGENSTERN from the Department of Political Science. While acknowledging that Latin America countries are ultimately responsible for enacting policies to ensure companies do not externalize environmental and social costs, Gamper-Rabindran queried Hahlen about companies that are headquartered in France and Germany (countries that have not permitted shale extract domestically), but are active in shale operations in Argentina. Hahlen suggested that the EU can potentially play a productive role by providing technical and policy assistance in reforming the regulatory structure governing shale operations in Argentina.

The Shale Dilemma brings together leading energy experts to take stock of the multifaceted reasons for why countries decide to (or not) develop their shale gas reserves. Drawing on the U.S. experience, the impressive collection of case studies from across the globe capably examines debates surrounding energy security, economic development, climate change and local participation in shale gas decision making.

— ERIKA WEINTHAL, LEE HILL SNOWDON PROFESSOR OF ENVIRONMENTAL POLICY, DUKE UNIVERSITY

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In spring 2017, Gamper-Rabindran delivered a keynote speech at the annual meeting of the Italian Association of Environmental and Resource Economists (IAERE) at the University of Rome Tor Vergata. She spoke about the role of political and legal institutions in energy transition, specifically the case of shale in the U.S. Her presentation described how U.S. political and legal institutions facilitated shale expansion beyond market factors, such as high expected gas prices. These institutions are rooted in U.S. reliance on domestic oil and gas production as one of their key strategies to secure energy and to spur growth. “I learned a lot from IAERE colleagues on the challenges various countries face in transitioning to a lower carbon economy,” she said. “As Thomas Sterner, the first keynote speaker, emphasized, this transition is critical in light of climate disruption.”

Gamper-Rabindran also presented her work at the Massachusetts Institute of Technology, her alma mater, and at the Association for American Geographers annual meeting. While in Boston, she took the opportunity to meet with colleagues at the Environmental Science and Public Policy program at Harvard, her alma mater, to brainstorm ideas to strengthen GSPIA’s Environmental and Energy program and Pitt’s Sustainability program. She ended the year with a seminar and research visit at the Technical University of Munich (TUM) School of Governance. “The trip was great an opportunity to brainstorm potential research collaborations and student exchanges between GSPIA and TUM,” she said. “I could not have wished for a more accomplished and generous colleague than Professor Miranda Schreurs, the chair of Environment and Climate Policy at TUM.” Schreurs served on the German Environment Advisory council, at the invitation of German Chancellor Angela Merkel, and has published widely on energy and environment issues in Japan, Germany, the EU and the U.S.

Throughout this busy year, Gamper-Rabindran taught courses at GSPIA. Her portfolio of courses includes Global Energy Policy, Global Environmental Policy, Global Health Policy, the Global Economy and Development Economics. “I am incredibly fortunate to work with amazing colleagues, students and alumni at and beyond Pitt. Countless times, I’ve been reinvigorated after reading a note from an alum, sharing their hopes, struggles and successes to build a more sustainable society in one corner of the world. Their commitment and effort, and that of countless others, keeps us on a positive track.”

For more details, visit her web page at www.shanti1.weebly.com or visit her profile in the GSPIA faculty directory.
SHANTI GAMPER-RABINDRAN (ED).

The Shale Dilemma: A Global Perspective on Fracking and Shale Development

The U.S. shale boom and efforts by other countries to exploit their shale resources could reshape energy and environmental landscapes across the world. But how might those landscapes change? Will countries with significant physical reserves try to exploit them? Will they protect or harm local communities and the global climate? Will the benefits be shared or retained by powerful interests? And how will these decisions be made?

The Shale Dilemma brings together experts working at the forefront of shale gas issues on four continents to explain how countries reach their decisions on shale development. Using a common analytical framework, the authors identify both local factors and transnational patterns in the decision-making process. Eight case studies reveal the trade-offs each country makes as it decides whether to pursue, delay or block development. Those outcomes in turn reflect the nature of a country’s political process and the power of interest groups on both sides of the issue. The contributors also ask whether the economic arguments made by the shale industry and its government supporters have overshadowed the concerns of local communities for information on the effects of shale operations, and for tax policies and regulations to ensure broad-based economic development and environmental protection.

As an informative and even-handed account, The Shale Dilemma recommends practical steps to help countries reach better, more transparent and more far-sighted decisions.
In the past year, GSPIA has mourned the loss of a prominent donor, Glen Johnson; a Pitt alumna and assistant dean, Barbara Porter; an alumna and adjunct faculty member, Deborah Walker; wife of a distinguished alumni, Mildred Robinson; and a professor emeritus, Alexander Weilenmann. Information about and remembrances of their lives and accomplishments, including their impact on GSPIA, follow.

GLEN JOHNSON

The Johnson Institute for Responsible Leadership mourned the passing of Glen Johnson in August 2016. In 1995 his wife, LaVonne Johnson (MPA ’80), had initiated conversations with Professor Kevin Kearns that catalyzed what would eventually become the Johnson Institute for Responsible Leadership, one of GSPIA’s independently funded centers for teaching, research and service. Together the couple provided not only funding but also sage counsel throughout the early stages and subsequent growth of the Johnson Institute.

Glen Johnson’s rich and varied career included senior positions in publishing, political campaigning and government service in the Department of Commerce, and ultimately concluded at Federated Investors, a Pittsburgh-based leader in the development and sale of money management funds that are now an integral part of the world’s economic system. Johnson played a central role in the company’s extraordinary growth.

Johnson’s personality and values were formed by the experience of growing up on a farm, and his dedication to hard work and fairness infused everything he touched. Many top executives here and around the country credit Johnson for being a caring and effective mentor, committed to the highest ethical standards in any undertaking.

Kevin Kearns, director of the Johnson Institute, recalls Johnson with fondness and respect: “Glen possessed vast knowledge on many subjects, but it was his common sense and his wisdom derived from a lifetime of experiences that was most beneficial to me personally and professionally. Glen will be sorely missed, but his spirit will continue to live in generations of students who benefit from his generosity and vision for the Johnson Institute.”

JOHNSON INSTITUTE FOR RESPONSIBLE LEADERSHIP

The programs of the Johnson Institute have been in place since 1998 when LaVonne (MPA ’80) and Glen Johnson expressed interest in supporting the School’s efforts to train leaders of character and to encourage public institutions to be more accountable for performance and outcomes. Between 1998 and 2005, LaVonne and Glen Johnson provided annual operating support for these efforts. In 2006, the Johnsons made an extraordinarily generous gift, increasing their total long-term commitment to approximately $2.5 million. Consequently, the University formally recognized the program as an institute and named it in honor of LaVonne and Glen Johnson. To make a gift to the Johnson Institute, visit http://giveto.pitt.edu/JohnsonInstitute.
BARBARA PORTER

BARBARA PORTER, former assistant dean and director of student services at GSPIA, died Sept. 29, 2016, of pancreatic cancer. She was 70. Porter, a recipient of the 2005 Chancellor’s Award for Staff for Excellence in Service to the University, retired in 2012 after 42 years at Pitt.

A Pitt alumna, Porter earned a bachelor’s degree in Spanish language and literature in 1967, a master’s degree in vocational and rehabilitation counseling in 1968 and a doctorate in educational psychology in 1976.

Her work at Pitt began in the University-Community Educational Programs in 1970, where she served as a teacher-counselor before being named the program’s assistant director in 1973. In 1978, she moved to GSPIA as assistant to the dean. A decade later, she became GSPIA’s assistant dean for administration. And, in 1997, Porter was named GSPIA assistant dean and director of student services, continuing in that role until her retirement in 2012.

Davis Bobrow, former GSPIA dean, first met Porter when he arrived at Pitt in 1988, and following her death he shared many memories of Porter. “She became my right hand,” he said. “She was a one-woman HR department, an ombudsman for students, staff and faculty, and a counselor — she was trained in counseling— but not just for students, faculty and staff, but for me, too.”

Demanding of herself and of others, she conveyed her standards “without being snobby or snarky,” Bobrow said. “She could be extremely clear about what her standards were,” he said, adding that she was good at gently but firmly pointing out when he himself fell short.

“She was very effective at leading because she was not talking the talk, she was walking the walk,” he said, recalling her extraordinary work ethic. He added, “She had wonderful values: absolute selflessness and great ability to take pride in the accomplishments of others.”

Having grown up with family in Alabama as well as in Pittsburgh, Porter’s speech was peppered with Southern idioms. Bobrow recalled an apropos African-American proverb he first heard from her: “Every shut eye ain’t sleep and every goodbye ain’t gone.”

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DEBORAH WALKER (MPPM ’03)

In February 2017, GSPIA alumna and adjunct faculty member Deborah Walker (MPPM ’03) collapsed while emceeing an event and died shortly after according to multiple media reports. Walker was the City of Pittsburgh’s deputy chief of human resources in the Department of Personnel and Civil Service Commission. Deborah was a valued participant on GSPIA’s career panels. She was a generous and frequent alumni volunteer and will be missed dearly by all at GSPIA.

Walker graduated from GSPIA while working as a University of Pittsburgh police officer. With 30 years of law enforcement experience and a master’s degree, Walker was selected by Mayor Bill Peduto (MPPM ’11) to manage the Office of Municipal Investigations (OMI), a unit that investigates complaints against city employees, including police officers.

Walker acknowledged the difficulty of leaving Pitt after such a long career at the university. “Mayor Peduto campaigned on making changes to our beloved city, and that resonated deeply with me,” she said. “Understanding the need for our city to take some dramatic steps following a tumultuous time, I thought this position offered exciting challenges. I was attracted by the chance to see how I could improve the Office of Municipal Investigations, and reshape its image as it relates to integrity and accountability.”

Walker was passionate about her work and the City of Pittsburgh. “I enjoy knowing my work impacts how employees go about their jobs serving the citizens of our city in a fair and just way,” she said. In her first year at OMI, she was able to enhance professional development opportunities through staff training, create new management positions and modernize her office’s operation through the digitalization of reports for easier access and greater efficiency.

MILDRED ROBINSON

Mildred Robinson, widow of GSPIA’s distinguished alumnus General Roscoe Robinson Jr. (MPIA ’64), passed away June 6, 2017, following a long illness. GSPIA was honored to host Mrs. Robinson and her daughter, Carol Robinson, for a campus visit in March 2009 to commemorate the establishment of the Roscoe Robinson Lecture Series on Public Service and Diversity (see page 3) and for the dedication of a classroom in Posvar Hall in honor of General Robinson. Mrs. Robinson is survived by her daughter, Carol, and son, Bruce.

GENERAL ROSCOE AND MILDRED ROBINSON ENDOWED STUDENT RESOURCE FUND

Established in 2011, this fund provides support for GSPIA students. Memorial gifts in honor of General and Mrs. Robinson may be made online at http://www.giveto.pitt.edu/RobinsonLecture or by contacting Jean Hale, EdD, Director of Development and Alumni Relations, at jeanhale@pitt.edu.
PROFESSOR ALEXANDER WEILENMANN

LEXANDER WEILENMANN, PhD, died Friday, Oct. 21, 2016, following a brief illness. Dr. Weilenmann joined GSPIA in 1963 — only five years after the founding of the school. He had graduated magna cum laude from the University of Zurich, Switzerland, in 1953 with a doctorate in general history, and with a special emphasis on Anglo-American and Colonial history, political philosophy and economic history.

During his time at GSPIA, Dr. Weilenmann served as the coordinator of the Doctoral Studies/Doctoral Program (1964–1966, 1972–1975); as chairman of the Committee on Doctoral Study (1971–1976, 1984–1985) and the Faculty Advisory Committee (1974–1976, 1978–1979); as dean’s consultant on communication problems (1970–1971); and as co-coordinator, then coordinator, of Doctoral Field of Specialization in Public Policy Research and Analysis. Upon his retirement, Dr. Weilenmann was named Professor Emeritus at the University of Pittsburgh, a distinction given to tenured faculty in recognition of meritorious contributions to the educational mission and programs of the University.

While at Pitt, Dr. Weilenmann also served as senior associate, Center for Latin American Studies, UCIS. He played other administrative roles at the University as a member of several committees, including the Screening Committee for Director, Office of International Student Services; GSPIA’s Dean Search Committee; the Provost’s Committee on Degree Nomenclature; and the Executive Committee, University Program for the Study of Knowledge Use.

Dr. Weilenmann’s contributions have made a lasting impact on GSPIA students and the school. In 2005, he established an endowment — The Alex Weilenmann Dissertation Research Award — given annually to a PhD student. Because of Dr. Weilenmann’s generosity, 10 students have already received funding to support their dissertation research, and many future students will be helped as well.

BEQUEST ESTABLISHES GSPIA DISCRETIONARY FUND

Dr. Weilenmann’s generosity and commitment to GSPIA were furthered with his decision to make a place for GSPIA in his estate plans. With the bequest and in accordance with Dr. Weilenmann’s wishes, GSPIA has established a new endowment that will be used at the discretion of the Dean to support strategic priorities and initiatives, including but not limited to enhancing faculty recruitment and retention. To make a gift to the fund established by Dr. Weilenmann, visit http://www.giveto.pitt.edu/GSPIADiscretionary
Since 2003, the Ford Institute for Human Security has been dedicated to advancing the study and practice of human security. The Ford Institute’s programs enrich students’ experiences at GSPIA by offering lectures by guest speakers, student-faculty research working groups and opportunities for professional development.

Hundreds of GSPIA students from nearly every degree program and major have been involved with the Ford Institute as researchers, working group members, student volunteers and more. Despite the already busy schedules of many GSPIANs, students choose to devote their time to the Ford Institute for the simple reason that their participation in its programs gives them experience and connections to help launch their careers. The alumni experiences that follow demonstrate the varied career paths of GSPIA students who engage with the Ford Institute.

1 Kathleen Euler (MPIA ’16) was the coordinator of the Ford working group on Gender Equality in Public Administration (GEPA). The group researched data on women in public administration for the United Nations Development Program (UNDP). Euler’s work led to an internship in UNDP’s regional hub for the Arab States in Amman, Jordan. Following her internship, she was hired as a consultant by UNDP.

2 Camille Gockowski (MID ’14) was a Ford student employee on Dr. Lou Picard’s West Africa project for USAID. She built skills and experience assisting in developing monitoring and evaluation (M&E) trainings, which helped her secure her first full-time position in M&E at Counterpart International shortly after graduation. Gockowski now works as an M&E learning manager for Blumont in Amman, Jordan.

3 Joe Hackett (MPIA ’16) participated in Ford’s Climate Change, Migration and Conflict working group as a student researcher. Assistant Director Diane Cohen knew his skills as an investigator, writer and presenter, so she encouraged him to apply for a summer internship with the Government Accountability Office (GAO). After a successful internship in summer 2016, Hackett accepted a permanent position as an analyst.
at GAO in summer 2017. “Being part of the Ford working group gave me research experience that made me stand out to employers,” he said. “The help that Diane and Ford alumni gave me made all the difference in starting my career. I would recommend Ford to students of all majors at GSPIA.”

4 Penelope Nelson (MID ’08) was a researcher at the Ford Institute under the directorship of Dr. Simon Reich, which provided her with in-depth knowledge about child soldiers and eventually led to a job with the federal government as an intelligence research specialist within the Human Rights Target Tracking Team (HRT3) of the Human Rights Violators & War Crimes Center. “My experience working on and eventually leading the child soldier research group at the Ford Institute was invaluable,” she said. “I had the opportunity to do research, to make practical use of the courses I was taking at GSPIA — such as statistics and policy analysis — and to become a subject matter expert. I authored policy briefs and led USIP- and DfAT-funded grant projects. I managed other students, giving me supervisory experience. I learned in a very hands-on manner about the editing and publishing process. I was encouraged and enabled to be the very best I could be at Ford — which more than adequately prepared me for a career in government service.”

5 Camila Polinori (MPIA ’16) was an international student from Nicaragua who volunteered for two years at the Ford Institute, doing various short- and long-term research, writing and administrative assignments. After graduation she began her Optional Practical Training year as a summer research assistant at Ford. When Ford colleagues at the Pan American Health Organization (PAHO) lost their summer intern, Polinori was recommended. She worked for three months as an intern and then was hired as a consultant. “I will always cherish the two years I spent at the Ford Institute,” she said. “The Institute was a vibrant learning, research and teaching environment that opened doors to new opportunities and a diverse network.”

“We are proud of our students for their dedication to learning and building skills here at the Ford Institute, which is above and beyond their course requirements,” said Professor Taylor Seybolt, director of the Ford Institute. “Our alumni are engaged in meaningful careers and it is gratifying to know that they credit the Ford Institute with helping them to achieve their goals.”

“GSPIA faculty and staff are always thrilled when colleagues or alumni contact us directly and ask for suggestions of students to fill jobs or internships,” Diane Cohen added. “Having direct interaction with students enables me to respond quickly and with full confidence.”
GSPIA Students Examine Gender Dynamics of Countering Violent Extremism through Partnership with the U.S. State Department

By Chris Belasco (PhD ’13)

As part of the Diplomacy Lab partnership between the University of Pittsburgh and the United States Department of State, GSPIA students are learning about the contours of foreign assistance programs intended to counter violent extremist threats in Africa.

Under the direction of Chris Belasco (PhD ’13), Ford Institute Countering Violent Extremism (CVE) in Africa Working Group Leader, and Governance Group Research and Analysis Coordinator, students examined CVE program initiatives in Africa that address gender and identified gender-related drivers of violent extremism.

Ford Institute CVE Working Group members worked with representatives of the State Department Bureau of Conflict and Stabilization Operation to analyze the gender dynamics of violent extremism as well as the gender content of CVE programs, which are “prevention and intervention approaches intended to minimize the risk of individuals being inspired by violent extremist ideologies or recruited by violent extremist groups.”

The team developed a report and policy memorandum, and presented the findings remotely to colleagues at the State Department.

Launched by then-Secretary of State John Kerry in 2013, the Diplomacy Lab program enables the State Department to “course-source” research related to key foreign policy issues, enabling program innovations based on learning. The program harnesses the efforts of students and faculty at universities across the country, enabling participants to support the learning agenda for U.S. diplomacy across the world.

A gender focus attracted new students to the working group. Candence Wills (MPIA ’17) noted that “driving me personally to the working group was being afforded time and space to research women and gender roles in security.” She found the partnership “motivating knowing that work that we conducted is advantageous for future CVE project design and will potentially have an influence.”

Through the Diplomacy Lab program, working group members gained applied research experience while working closely with State Department representatives. Ted Stouch (MPA Candidate) explained, “State Department contacts framed the broader issues they were working on to help contextualize our research into a project that would further their desk’s efforts by linking academic and practical efforts together.”

By working on client-developed research topics, they learned about interacting with program developers and implementers to conduct research to identify best practices and develop usable recommendations for policy problems.

This practical experience supports career development while students are still obtaining their degrees. Tyler O’Daniel (MPIA ’17) connected the work to professional development. “Communication with State Department colleagues allowed us to more easily define our goals, and the client’s needs and expectations,” he said. “In addition, it allowed us to see, if only for a brief period, how professionals in this field operate and conduct themselves.”

Working group members examined the gender content of programming based on public information about CVE programs in West, North and East Africa.

ELIZABETH SCHELLIN (MPIA CANDIDATE) saw the connection between her GSPIA master’s education and applied research: “Conducting research using public source databases, and learning specifically how to process and apply the content of these reports to our research, has been the biggest take-away for my further studies.”

Members built a database of hundreds of activities from eight CVE programs in West, North and East Africa, identifying official documents obtained from donor agencies, including program monitoring documents and external evaluations found on bureau websites, and the websites of implementing partners. This database was supplemented by a review of scholarly and policy literature to identify new programs, characterize success and provide further details for analysis.

Students found that while few past programs explicitly targeted women, international security and development organizations have recently adopted stances on the importance of a gender focus in CVE programming. In addition, the Obama Administration’s Action Agenda on CVE highlighted the role of women in preventing and countering violent extremism. “Fortunately, there is an initiative and desire by program developers although little action is being done at this time,” Wills noted.

Considerations include: addressing the challenges of focusing on women in countries where local mores vary in terms of women’s rights; how to strengthen the engagement of women in civil societies; and limitations in the way that women are being addressed in current CVE programming and policies.

Working group members identified programs that incorporated gender considerations carried out by organizations including the U.K. Department for International Development, the United States Institute of Peace, the Nigeria Police Force and Women without Borders and learned how programs incorporated gender considerations to counter violent extremism. Programs were designed to create individual impacts within communities, with the intent that a broader change would then be enacted through visible, community-based action, and several included building relationships with or among the law enforcement either regionally or nationally.

In fall 2017, the Ford Institute Working Group on CVE in Africa will undertake a new Diplomacy Lab project in partnership with the Bureau of International Narcotics and Law Enforcement Affairs Office of Criminal Justice Assistance and Partnership, extending their efforts to analyze women’s inclusion in criminal justice programming in a CVE context. The working group will focus on developing a new data set of CVE programs that characterizes gender and criminal justice CVE activity, enabling analysis of best practices, identifying methods of engagement of women in criminal justice programming and chronicling program success. This new partnership will yield a report and policy memorandum to be presented to the State Department at the end of the fall term. Wills suggests GSPIA students get involved in working groups. “I would encourage any student wanting to develop research skills, focus in a particular area of interest or experience collaboration to dedicate themselves to a working group.”
2017 Simon Reich Human Security Writing Award Winner Announced

By Tiffany Tse (MPIA student) and Rachel Vinciguerra (MID student)

Access to water is increasingly difficult in regions like northern Ghana, which are relatively poor and semi-arid. Water access imposes a particular burden on women.

This year’s winner of the Simon Reich Human Security Writing Award, CYNTHIA CAUL (MID ’16), explored these issues in her paper “Improving and Diversifying Water Access to Mitigate the Disproportionate Impacts of Climate Change on Women in Northern Ghana.” Caul showcased two existing methods of intervention: the Community Water Supply and Sanitation Project in Sri Lanka and the Small Towns Water and Sanitation Project in Ghana. These interventions include boreholes, wells, pipe-borne water sources and rainwater harvesting techniques combined with community participation to improve local access and diversify sources of water supply. Caul concluded that including women in the design and implementation process, centralizing water management and harvesting rainfall water can help to improve the sustainability of water management in the northern regions of Ghana.

“By comparing approaches from two countries, Cynthia is able to highlight the potential value of rainwater harvesting techniques that are not widely promoted in Ghana,” Dr. Paul Nelson, associate dean and professor of international development, said of the paper. “She makes a set of recommendations that both value and respect the views and rights of local water users, and offer new methods for water-scarce communities in Ghana.”

Caul said it was an honor to win the award for her paper. “I had the pleasure of reading a number of my colleagues’ work and I know there is a great deal of valuable research being done [at GSPIA] on human security topics,” she said. “The subject of my paper is one that is important to me both personally and professionally, so it was exciting to have my work recognized and to contribute to raising awareness about this issue in Ghana and elsewhere.”

The Simon Reich Human Security Research Award is named in honor of professor Simon Reich, the Ford Institute’s founding director, who served from 2003 to 2008. It encourages GSPIA students to conduct high-quality research and write from a human security perspective. The awardee receives a monetary prize and is presented with a certificate at the GSPIA graduation ceremony.

Caul’s paper is available on the Ford Institute website at HTTP://FORDINSTITUTE.PITT.EDU/RESEARCH-AND-PUBLICATIONS.
More than one-half of the world’s population lives in cities, with that number projected to rise to approximately two-thirds by 2050.¹ The United Nations projects that by 2030 one of every three individuals will reside in cities with populations of 500,000 or more.² The escalating concentration of people in urban environs has made the subject of human security increasingly important. As cities across the world grow rapidly, they become ever more vulnerable to the impacts of violence, natural disasters, climate change and poverty.

² Ibid.
These issues prompted the Ford Institute for Human Security, the Matthew B. Ridgway Center for International Security Studies and the Urban Studies Program of the Dietrich School of Arts and Sciences to initiate a two-year project titled Confronting Vulnerability and Violence in the Urban Century. Other partners of the project are the Pan American Health Organization and the United Nations University–Centre for Policy Research. The International Development Research Centre provided in-kind support for the first workshop. In spring 2016, the organizing partners were awarded a grant of $40,000 under the Global Academic Partnership (“GAP”) program. GAP funding is provided by the Global Studies Center, the University Center for International Studies and the Office of the Provost of the University of Pittsburgh, with the goal of fostering interdisciplinary research on global topics.

The project focuses on the intersection of development and security in urban settings. Participants address a series of questions, including:

1. How do we understand current development and future trajectories in an era of rapid urbanization, globalization and growing inequalities?
2. What are the main drivers of violence in cities?
3. Why are there varying patterns of violence within different metropolitan areas?
4. What are the types, and who are the perpetrators of violence?
5. What are the indicators of possible transition between “smart,” “fragile” and “feral” cities?

The project seeks to identify actors and the measures they can take to support the development of inclusive, safe, resilient and sustainable cities. Authors will consider policy priorities and their implementation in the context of specific contributions toward the United Nations’ 2030 Agenda for Sustainable Development that can be made by governments (both at the state and city levels), not-for-profit organizations and the private sector. The project partners plan to produce a coedited volume for use in classes about urban affairs, changing forms of governance and human security.

From left: 1: Dr. Brij Maharaj, Ms. Anine Kriegler. 2: Dr. Phil Williams, Dr. Taylor Seybolt, Dr. Michael Glass. 3: Ms. Jennifer Salahub, Dr. Roberto Briceño-León. 4: Dr. John de Boer, Dr. Daniel Núñez, Dr. Michael Batty. 5: GSPIA students and members of the Violence and Vulnerability working group: Ms. Jessica Smith, GSPIA cabinet president; Ms. Shannon Robinson; Ms. Meghan Yost; Ms. Celene Chavez. 6: Dr. Vanda Felbab-Brown, Dr. Andres Sevtsuk.
The first of two author workshops took place in mid-November 2016. Overall, seven international speakers, seven U.S. speakers and 10 University of Pittsburgh faculty and PhD candidates presented papers and commentary. Among the participants were: DR. MICHAEL BATTY, chair of the Centre for Advanced Spatial Analysis and the Bartlett Professor of Planning, University College London; DR. ENRIQUE DESMOND ARIAS, associate professor of Public Policy of the Schar School of Policy and Government at George Mason University; DR. DANIEL ESSER, associate professor of the School of International Service at American University; DR. EDUARDO MONCADA, assistant professor of Political Science at Barnard College, Columbia University; DR. MARCELO KORC, adviser to the Pan American Health Organization/World Health Organization; DR. VANDA FELBAB-BROWN, senior fellow in the Center for 21st Century Security and Intelligence of the Foreign Policy Program at the Brookings Institute; DR. DANIEL ALEJANDRO NUÑEZ GALVEZ, lecturer and researcher at Latinoamericana de Ciencias Sociales; DR. ROBERTO BRICEÑO LEÓN, director of Laboratorio de Ciencias Sociales and professor of Urban Sociology at the Central University of Venezuela; DR. COLIN CLARKE, professor of Geography and Environmental Sciences at University of KwaZulu-Natal; and ANINE KRIEGLER, doctoral student from the University of Cape Town.

“There is a strong interdisciplinary interest in understanding how urban areas influence given processes, and we were very fortunate to attract a diverse set of scholars from across the world who are working on the issue of urban violence and vulnerability. With so many cities growing at a pace that outstrips their governments’ capacity to manage the change, an increasing number of people are experiencing precarious circumstances. Our workshops are targeting this problem, and questioning what a move to greater urban resilience would look like. In the end, we need to hear from perspectives that are varied in terms of their national focus and disciplinary perspectives.”

— MICHAEL GLASS, PROJECT CO-LEADER FROM THE URBAN STUDIES PROGRAM

The November workshop was accompanied by a panel discussion that was open to the public and included presentations by DR. PHIL WILLIAMS, director of the Ridgway Center; DR. MICHAEL BATTY, and DR. ENRIQUE DESMOND ARIAS. Dr. Williams spoke about urbanization and security, particularly within the context of megacities — metropolitan areas of more than 10 million people. He highlighted the multiple physical and institutional layers of megacities and how their depth and complexity provide unique security challenges. Dr. Batty’s presentation included a discussion of the complexities of the city, including concepts of the city-state and smart city, and how such complexity could help frame questions of fragility and resilience relative to violence in the global South. He introduced the idea that cities are more like living organisms than machines. Dr. Arias focused on three different approaches to criminal organizations in an urban environment — institutional, conflict-driven and hybrid-governance. Additionally, he highlighted the differences between fragility and pernicious resilience. Fragility in the urban climate is represented by deficits of services resulting in expressions of violence, while pernicious resilience is both formal and informal provisions of services and employment through constructive interactions between licit and illicit markets.

The second forum will be held in the spring of 2018.

“Moving ahead, one of the key strengths of the GAP grant was to provide funding for two workshops. This allows us to invite back many of the scholars who came to Pittsburgh in 2016 to present their preliminary papers. In spring 2018, we will have the opportunity to see how the 2016 exchanges have shaped their work. In addition, new speakers will let us answer some new questions that our earlier discussions and presentations revealed. Our eventual goal is to use the final set of papers as the basis of an edited volume that represents current ideas about what a shift from vulnerability toward resilience means for cities, in a global sense.”

— MICHAEL GLASS
The Matthew B. Ridgway Center hosted leading terrorism experts MARTHA CRENSHAW, PhD and MARC SAGEMAN, MD, PhD for a panel discussion moderated by DR. MICHAEL KENNEY, interim director of the center.

Dr. Kenney started the discussion by introducing the panelists. Dr. Crenshaw is a senior fellow at the Center for International Security and Cooperation, and Dr. Sageman is a senior fellow at the Foreign Policy Research Institute.

Dr. Crenshaw has been researching terrorism and the political responses to it since the 1970s, and since 2005 she has been a lead investigator with the National Consortium for the Study of Terrorism and Response to Terrorism. She is the author of many publications, including a new book co-authored with Dr. Gary LaFree, Countering Terrorism.

Dr. Sageman, an doctor of psychiatry, is the author of the widely acclaimed study Understanding Terror Networks. He has recently published two new books, Misunderstanding Terrorism and Turning to Political Violence. He is an expert on the social dynamics of terrorist organizations.

What Can Be Done?

Following formal introductions, Dr. Kenney focused the discussion on the question at hand: What can the U.S. do about terrorism?

Dr. Crenshaw responded that the best thing to do is to do less. In her opinion, the U.S. and other governments regularly overreact to terrorist threats and acts, which breeds more contempt and violence — and doesn’t put an end to the organizations behind terrorism. She noted that America’s “perception of terrorism is still very much colored by the events of 9/11,” but that in reality, since 1993, there have been only 120 jihadist plots in the U.S. “That’s not very many. Some of those wound up very deadly, but the majority didn’t come off,” said Dr. Crenshaw. And yet, the U.S. response to these threats has been overwhelming. Large sweeping changes to policy made in the aftermath of 9/11 are still in effect today, and they have become nearly impossible to roll back.

Despite being the self-appointed contrarian of the group, Dr. Sageman largely agreed with Dr. Crenshaw’s assessment. He stated that before we could understand what to do about the problem, we must first understand the problem itself. He suggested a model that leads to radicalization and incites violence between states and political groups. As history demonstrates, individuals often become violent once they have enmeshed themselves with a political protest group, after that group has been violently repressed by the state. The group and the individuals in the group are not inherently violent. As Dr. Crenshaw pointed out, the state is usually the first to use violence and overreacts to the threat — real or supposed. They commit an act of violence against the community, which then prompts members of the community to volunteer as soldiers to protect their community, leading to more violence.

Dr. Crenshaw and Dr. Sageman agreed that terrorism, more often than not, is a response to violence, and met with excessive force and overreaction. Michael Poznansky, an assistant professor at GSPIA, then posed the question, “How do we define overreaction and massive force?” Dr. Crenshaw admitted that the use of the term was loose, because it is subjective and hinges on the proportion of the threat, which is also subjective.

What About Use of Force?

Jalon Alexander, a Pitt law student, asked the speakers: “Do you believe there’s a legitimate use of force in combating terrorism?” He noted
that they both had repeatedly mentioned that the use of excessive force by the government can incite violence among terrorist organizations. Dr. Crenshaw and Dr. Sageman agreed on the point that military force is not completely off the table, but that it has to be employed with diligent forethought.

Dr. Crenshaw suggested targeting members of terrorist groups whose absence would seriously damage the integrity and capability of the group. In contrast, she said the dropping of the MOAB bomb by President Trump was an example of a poor tactic. “In certain cases, military force can work, but if you think that’s the way to solve it, to end it, that’s a very dangerous route to take.”

Dr. Sageman responded that there shouldn’t be a complete ban on responding to terrorism with military force, but that the force had to be measured and rare. “The reason has to be so good, and it has to be the exception, not the rule. I can accept 12 drone strikes; I don’t accept hundreds.”

What About Domestic Terrorism?
Dr. Kenney, the moderator of the event, asked how the issue of right-wing extremism in the U.S. could be addressed. He pointed out, in agreement with the panelists, that most domestic terrorist attacks are carried out by right-wing groups and individuals, but “we’re not focused on that threat.”

From Dr. Sageman’s perspective, the issue lies with identity. “The reason that right-wing terrorism is not viewed as terrorism is that a lot of Americans identify with the terrorists,” he said. “‘Terrorist’ is what we call the other guy; we define ourselves in contrast to that.”

Dr. Crenshaw agreed, adding that the problem is compounded by the issue of the second amendment; most domestic terrorist attacks are carried out with firearms, which are readily available to the public. Both speakers acknowledged the political reluctance to deal with this fact, as some Americans and politicians sympathize with right-wing causes, such as gun control. “The ideology is more rooted in the culture of this country,” Dr. Crenshaw said. “There’s a deep societal reluctance to deal with this as a threat.”

The Role of Politics
Throughout the discussion, both speakers emphasized the importance of fair and proportionate government responses to terrorism. Too often, however, the state implements policies that are not based on evidence but on politics — and sometimes even a rejection of evidence. When asked why evidenced-based counterterrorism policy was continually brushed aside, Dr. Sageman responded, “It’s such a minute threat that we have the luxury of not using evidenced-based policy. It’s political.” Dr. Crenshaw’s response was even more pessimistic. “I think the government is quite capable of ignoring evidence of any question.”
CONNECT HOSTS EIGHTH ANNUAL LEGISLATIVE SESSION & RECEPTION

By Kristen Michaels

GSPIA’s Center for Metropolitan Studies’ flagship initiative, the Congress of Neighboring Communities (CONNECT), recently hosted its Eighth Annual Legislative Session & Reception, which drew more than 100 attendees. Among them were 65 appointed and elected officials representing member municipalities who came together to pass a slate of resolutions on a variety of topics. These included CONNECT’s organizational strategy, water/sewer, transportation, infrastructure coordination, and health and emergency medical services. CONNECT strives to advance the Pittsburgh region by tackling pressing policy issues that cross political boundaries.

As was evidenced by the turnout and participation at the Annual Congress, CONNECT has had an exceptional year. Some of the highlights include the formation of a Health Working Group that is addressing the opioid epidemic ravaging western Pennsylvania. No municipalities have been left unaffected, and while a response is going to be required at every level, through CONNECT, local governments have come forward to pledge their commitment to doing their part to address the epidemic, and to serve as allies and partners to law enforcement, and the human services and the medical communities.

Another highlight is the progress that the CONNECT membership has made on the coordination of infrastructure repair planning and collaboration. In 2015, CONNECT’s membership determined that it was a priority to work collaboratively with the region’s utility companies to determine ways to better coordinate paving and to reduce the duplication of road repair. What emerged was a commitment on behalf of all
parties to work collaboratively to determine how to better coordinate infrastructure planning, and a charge for CONNECT to bring stakeholders together to coordinate planning and to identify and procure a common data platform that municipalities and utility companies could use to electronically track their paving plans to identify opportunities for collaboration.

To facilitate this collaboration, CONNECT committed to hosting regular meetings between municipal and utility company representatives, during which discussions about paving and construction plans between parties could take place. This year, Pennsylvania One Call stepped in to spearhead the development and housing of the online software that municipalities and utility companies can use to share plans and construction costs. The program, called Coordinate PA, will pilot in CONNECT communities and will eventually open up to the entire state of Pennsylvania. CONNECT is committed to assisting PA One Call with the outreach and training of Coordinate PA to municipal officials who will be using the software regularly.

The resolutions passed at CONNECT’s Eighth Annual Legislative Session & Reception have produced a robust agenda for the coming 2017–2018 year, with new and continued public and nonprofit partnerships with outside agencies, such as the Drug Enforcement Administration, Allegheny County Health Department, emergency medical service agencies and various pedestrian and biking advocacy groups, to name a few.

At the meeting, Marita Garrett, vice president of Wilkinsburg Borough, became CONNECT’s chair. The following new officers were appointed to lead the organization: Vice Chair J.R. Henry, mayor of West View; Secretary/Treasurer Mary Ellen Ramage, manager of the Borough of Etna; Allegheny County Representative, County Executive Rich Fitzgerald; City of Pittsburgh Representative, Pittsburgh Mayor Bill Peduto (MPPM ’11); and Manager Representative Steve Beuter, manager of the Borough of Carnegie. CONNECT also added a new community to its membership, welcoming the City of Clairton, bringing total membership to 41 communities.
The volume of the crowd had hovered at a hum until Tonya Allen, CEO of the Skillman Foundation, asked the crowd to look at the people sitting next to them. “Now,” she said, “find three things wrong with their face.”

The room erupted with laughter and a smile spread across Allen’s face. After a moment she said, “We’re laughing, right? But the reason I say that is because when we start trying to help people, we usually look at their deficits rather than their strengths.” Allen, a Detroit resident and native, spoke about the recovery process of the city and her role as a grant-maker. More important, however, is her role as a change-maker and listener. Listening to others might sound like a simple model, but listening to others’ needs and finding common ground is a crucial and difficult process. Often, Allen noted, we don’t actually talk to people who have different views from our own. Usually, we talk to people with whom we agree on most things, and only differ slightly on certain topics. That is not how change happens.

MOVING BEYOND DIFFERENCES

Allen expounded upon this idea with her 70-20-10 theory. “It’s just a theory,” she said, one she didn’t have scientific evidence for, but that she has seen repeatedly throughout her work. She said that when bringing people together to think through a community problem, “you can agree on 70 percent of what the issue is or what the solution is.” There is about 20 percent that people disagree on, but are willing to compromise on. And then there’s the final 10 percent, the territory people are completely unable to agree on. “The problem is not that the 10 percent exists,” said Allen, “but that when we try to work together, we focus on the 10 percent and never move beyond that.” Her goal is to forget the 10 percent, and try to figure out the 70 percent. With that 20 percent negotiable, it’s possible to reach a solution that is 90 percent acceptable for everyone involved.

The mission of the Skillman Foundation is to provide resources to improve the lives of Detroit’s children. Allen wanted to bring together a coalition of citizens to hear their concerns and come up with solutions to better achieve the foundation’s mission. She found that she wasn’t actually listening to all of the residents, some of whom she jokingly called CAVE people: “citizens against virtually everything.” When she did start listening to them with open ears, though, she discovered that although she didn’t always agree with them, she did begin to understand their points of view.

A SEAT AT THE TABLE

She pointed out the importance of giving these people a permanent place at the table, not just a “folding chair.” The folding chair is a metaphor for someone who’s given a place at the table, but only temporarily or as an afterthought. She said that the importance of having individuals at the table permanently is that it allows you to craft responses that allow them to see their values and concerns reflected in the solutions.

She also pointed to institutions as a critical part of facilitating this type of work, but not only with grants. She said that too often institutions think only of having one or two types of capital. Voice is an institutional
capital that gets overlooked but can have immense impact, perhaps even greater than monetary impact. But she cautioned that institutions should also be wary of this power, because they are not a democratic—nor a moral—voice: “It is a loud voice, but it is not the most important voice.”

Allen delivered her talk as part of the series, The Future of Philanthropy in Uncertain Times, directed by Kathy Buechel of the Philanthropy Forum at GSPIA. Allen then participated in a panel with other change-makers from Pittsburgh, which included Gregg Behr, CEO of the Grable Foundation; Diana Bucco, director of the Buhl Foundation; and Dr. John Wallace, chair of the Homewood Children’s Village Board. Each panelist’s work has contributed to making Pittsburgh a safe and beneficial environment for children to grow up in.

After the panel, Allen sat down with Buechel to answer a few more questions that the panel had not had time for. When asked what advice she would give to funders to move from traditional grant-making to change-making, she noted that institutions need to think of the many kinds of capital at their disposal, not just in terms of grant money, but in terms of power and influence. “It’s social capital, influence capital, that I think makes change happen.” She went on to say that relationships are also a vital part of long-term change. “People want to go straight to results and leave out relationships. In that work, even if you do get results, it is very short-lived.”

Though Allen’s techniques and approaches to philanthropy may be novel, she says her definition is textbook: “My definition of philanthropy is the proper one: It’s the love of people.”
Earthquakes have taken a heavy toll on human lives and property. Recent earthquakes are not limited to a single country or continent. The Global Earthquake Working Group, a GSPIA student-led initiative, held a number of events during the spring semester to facilitate dialogue with students and specialists in the field.

The group was directed by Louise Comfort, professor of Public and International Affairs and director of the Center for Disaster Management (CDM), and included eight students: Dillon Asher, Soledad Cabezas, César Cedeno, Saemi Chang, Alia Dwirahmani, Lucy Gillespie, Seunghyun Lee and Allegra Tartaglia.

The first event occurred Jan. 20 and featured Dr. Kenneth Hudnut, United States Geological Survey (USGS) science adviser, and Dale Cox, USGS project manager for the Science Application for Risk Reduction (SAFRR). During the discussion, Hudnut and Cox described how the SAFRR scenarios helped researchers better understand where vulnerabilities existed, and how they provided a practical way to communicate risks to community members, public officials and policy makers. The scenarios demonstrated the importance of disaster modeling, and how it can be employed to identify, anticipate and mitigate against future hazards.
The USGS researchers presented several model disasters (such as ShakeOut, ARkStorm, Tsunami Scenario, HayWired and Southwest Climate Extremes) in which data from geologists, meteorologists, engineers, economists and social scientists was used to produce informative, real-world scenarios and associated risk maps. Their models explored hazards such as earthquakes, tsunamis and extreme weather events within specific locations along the U.S. west coast, and identified critical intersections between public infrastructure and risk in each case.

The speakers revealed their extensive knowledge on a broad range of topics as they thoughtfully discussed the CDM’s research initiatives in Indonesia, Italy, South Korea, Nepal and Ecuador. Related student papers were submitted to the Pitt Policy Journal, and Gillespie’s paper “Institutional Fragility and Geopolitical Posturing in Disaster Management: A Study of the 2015 Earthquake in Nepal” was accepted and published in volume 8, 2017, on pages 67–85. Also, Lee’s research paper, “The Evolution of the Earthquake Management System in Korea: Lesson from the Gyeonju Earthquake in 2016” has been accepted to the Conference of 2017 American Political Science Association’s Annual Meeting.

The students’ interactions with USGS staff demonstrated the value of interdisciplinary communication in the context of disaster management, and was a revealing exercise in the exchange of information and ideas. CDM will continue to pursue collaborative opportunities with the USGS, and with other organizations, as part of its mission to better understand and improve upon disaster preparedness, response and resilience.

**Ecuador Quake**

On Feb. 24, the working group convened with two Ecuadorian experts to discuss the lessons learned after the catastrophic April 2016 quake and its implications for disaster management operations. **JEANNETTE FERNANDEZ**, UNDP recovery specialist, discussed the response efforts during the earthquake, and **COLONEL MARCO TAPIA** of the Ecuadorian Army and adviser to the United Nations talked about the military implications and lessons learned.

Fernandez explained that risk-informed development can reduce disaster risks and losses, and that Ecuador is incorporating disaster risk reduction into development. She made the point that this risk-informed development is seen in urban planning, and in elaboration and enforcement of building codes to increase infrastructure resilience.

Another important takeaway from her presentation was that a sound recovery program could make a significant difference and provide an opportunity to address past vulnerabilities. Municipalities, with the support of universities and research centers, must be equipped to assess local vulnerabilities (for example, through microzonation to assess soil response to shaking) and to put in place seismic-resistant and environmentally friendly infrastructures. Architects and engineers can be empowered to design and build innovative structures that correspond to the context and affected communities can be brought on board to contribute to and lead the recovery efforts.

Tapia argued that the Ecuadorian military’s main lesson was that planning is very important, but that reality would also compel unforeseen reactions in a disaster management contingency. Elaborating from the point of view of the Army’s experience in disaster management in Haiti, as part of the UN mission of stabilization in the country, Tapia explained that the Army had sound preparation for the April 2016 earthquake. One example was the Army’s understanding, from its experience in Haiti, that battalion-type units were most appropriate for these tasks and should be involved in policing and managing the camps for internally displaced people. The colonel said that these lessons learned in collaboration with the Ecuadorian government’s risk management policy and planning improve the Army’s readiness for managing response.

Yet, Tapia explained that despite the planning, reality brought a set of circumstances that compelled the Army and the government to make unforeseen changes. One of these instances was the logistical effort to distribute the humanitarian aid arriving to the disaster area.

**Pakistan and Nepal Quakes**

On March 17, the working group hosted two speakers from Pakistan: Dr. Zafar Shah, a consultant at the Primary and Secondary Health Care Department in the government of Punjab, and Riffat Zia, a regional emergency officer with Punjab Emergency Services. Dr. James Joshi from the School of Information Sciences at Pitt is a Nepali expert and joined the group to discuss disaster response in Pakistan and Nepal following the 2008 and 2015 earthquakes, respectively.

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Both Dr. Shah and Zia spoke about the robust institutional framework developed for response and recovery in Pakistan following the 2005 earthquake. Zia highlighted the creation and operations of “Rescue 1122,” which was established to provide a comprehensive system for management and prevention of emergencies, accidents and disasters in the country. Both guests spoke about preparedness as being integral to the recovery and reconstruction processes.

Dr. Joshi spoke about the difficulties of the stark topography of the Himalayan region, and how widespread landslides in the rural communities compounded damages from seismic activity. Moreover, response and recovery was delayed by the monsoon season and additional mudslides that swept the region. Widespread damage to private homes and public infrastructure was felt across the country as monsoon season turned to untenable Himalayan winter. Recovery efforts were delayed further as Dr. Joshi highlighted the influence of the political climate on response, recovery and reconstruction efforts following the earthquake. Most notable was the influence of the gasoline blockade implemented at border crossings between Nepal and India that brought recovery quite literally to a halt. Gasoline shortages led to black market trade and fuel shortages across the country as ethnic tensions over representation in parliament under the newly adopted constitution led to a blockade at the India-Nepal border, which interrupted commerce and stalled vital trade relations.

As an overview of the discussion, students could see the importance of pairing strong institutions in disaster management with responsible and robust leadership. Institutional fragility observed in both horizontally and vertically integrated response protocols was a significant portion of what caused delayed response in Nepal. In the case of Pakistan, the earthquake served as an opportunity to restructure disaster response in ways that resulted in a more resilient institutional framework.

After successfully accomplishing the first three events, the working group learned that the important aspects of response, resilience and recovery of an earthquake come from the integration of expert knowledge in the field of science and international organizations. Management differs by culture, country and policies, which the group will continue to discover through upcoming events in the fall 2017 semester. Three dialogues include one on Sept. 28 about the Central Italy quake, one on Oct. 20 about the Indonesian quake and one on Nov. 10 with USGS geologists.
The Johnson Institute for Responsible Leadership recognized Dr. Jim Withers with its 2017 Exemplary Leadership Award. As founder and director of Operation Safety Net, Dr. Withers has assembled a corps of dedicated health care professionals and volunteers who provide essential medical services to the homeless in Pittsburgh. Dr. Withers also has played an international role in promoting the concepts and methods of street medicine through the Street Medicine Institute. His selfless efforts have saved lives and conveyed a message of hope to the most marginalized and isolated members of our community.

At a luncheon held in his honor, Dr. Withers spoke about the need for America’s health care system to become more humane and responsive to all people, including the homeless, noting that all people have intrinsic value. He recalled how his parents not only encouraged him to engage in humanitarian work but also provided an example through their family trips to Central America, where they provided medical relief to those who did not have access to health care.

As an adult he went into the streets to treat the homeless, and he worked hard to gain their trust, approaching them with sincerity, respect and understanding of their hardship. Later he disseminated his method, initially working with the University of Pittsburgh Medical School and then with schools around the world, to build the concepts and methods of street medicine into medical school curricula so that future generations of medical professionals will have a deeper understanding of how to attend to the unique medical needs of the homeless.

Attributes of a Leader
Dr. Withers also spoke in a seminar setting with a group of GSPIA students. In this conversation, he described the qualities and behaviors that are demonstrated by an effective leader. One of his key points was the need to establish and maintain a network of people who have a shared mission. He spoke about how he uses such a network to assist a wide and diverse group of street medicine practitioners and aspiring practitioners so they will be able to share their knowledge and experience with others engaged in the work.

The Johnson Institute for Responsible Leadership award ceremony, held in the Frick Fine Arts Building, was attended by professionals from medicine, health, education, leadership and public policy. Dr. Withers discussed the evolution of Operation Safety Net since its founding in 1993. Working in collaboration with the Sisters of Mercy, Dr. Withers has helped to dramatically reduce the number of emergency room visits and unnecessary deaths of homeless people on the streets of Pittsburgh. Dr. Withers told positive stories of change and hope for people who have been assisted in getting permanent housing through Operation Safety Net. But he also illuminated the tragic deaths of many who are trying to scratch out an existence on the streets.

A Case Study of His Work
The Johnson Institute will work with Dr. Withers to write a teaching case study of his work in building and sustaining an impactful organization. This will be the ninth case study of exemplary leadership, all of which have been co-authored with students and published by the Institute. The Johnson Institute also will collaborate with Dr. Withers, the Society for Contemporary Craft and Carlow University as part of Contemporary Craft’s upcoming exhibition titled Shelter: Crafting a Safe Home. The idea of shelter is also being carried into the Johnson Institute’s upcoming open forums for public discourse on key issues facing our communities. These forums will be respectful of political and ideological differences but will adhere to the highest standards of informed and intelligent analysis.
In addition to a full-time course load, I spent spring 2016 working remotely as the energy intern for the World Wildlife Fund (WWF) Northern Great Plains (NGP) office located in Bozeman, Montana. As the energy intern, I was tasked with researching the effects of oil development on split estate surface owners residing in the Williston Basin region of western North Dakota.

The Basin is home to the Bakken oil-bearing formation, which stretches from the provinces of Manitoba and Saskatchewan in Canada to parts of Montana, North Dakota and South Dakota. In this area, typically referred to as the Badlands, the biological diversity is threatened by rapid oil development, wind energy development, invasive species, climate change, fragmentation and dams. The appreciation for and importance of the NGP grasslands is generally overlooked by North Americans, which has led to the neglect of precious surface resources. As a result, unrestricted production of underlying natural resources thrives, causing damage to agricultural land and wildlife habitats in the region.

Working remotely for WWF provided a unique learning experience. Once hired, I had several hour-long meetings via phone or video chat with the NGP program officer to discuss the mission of the unit and determine what project I would be responsible for. Together, we determined that private property rights in oil development and asymmetric information between key actors in the state were critical topics that required further analysis. The goal of my research was to determine what rights split estate private landowners have in the state and how they compared to other
oil-producing states; what the state standard for reclamation is and how it compares to that of the U.S. Bureau of Land Management; what enforcement mechanisms the state may utilize; what resources landowners in the state have access to; and finally, what role WWF may play in increasing conservation of biodiversity and natural resources in the state.

Throughout my four-month internship, I had the opportunity to work closely with a program officer from one of the largest international conservation NGOs, interview key stakeholders, and develop a more thorough understanding of energy development in the United States. As a full-time student and single father to my 12-year-old daughter, my time management skills were extremely important to enable me to successfully meet the deadlines and goals set forth by the NGP program officer. Being an Energy and Environment student at GSPIA allowed me to apply portions of my research for WWF to class assignments, which increased my overall efficiency as an intern and advanced my understanding of real-world problems affecting people today.

At the end of my internship, I submitted a 65-page paper that will be shared internally with WWF staff in both the NGP office and WWF headquarters in Washington, D.C. Upon further review, the paper will be shared with regional partners to develop a solution for combatting rapid oil development and poor reclamation of private property. In addition to the required paper, my class term papers concerning oil pipelines and reclamation were submitted to the WWF program officer, exceeding original expectations.

I credit two GSPIA professors, Ilia Murtazashvili (Natural Resources Governance and Management) and Jeremy Weber (Contemporary U.S. Energy Policy), for equipping me with the skills necessary to obtain this position and successfully meet the goals of the WWF NGP office. These two professors taught classes that provided the foundation for my research and provided great feedback during the semester-long internship.
“Fica a vontade!” An invitation, an opportunity, a challenge. While the sentiment of this Portuguese phrase is difficult to directly translate into English, it is an expression that defined my time as a Fulbright English teaching assistant (ETA) in Brazil.

When I first arrived in Vitoria, Espirito Santo, the Silveiras insisted that I make myself at home in their home: “Fica a vontade!” In brainstorming sessions with Ingles sem Fronteira (English without Borders IsF) team, I had both the freedom and desire to “Fica a vontade?” The result was my development of a Yoga and English course for university students, faculty and staff.

In order to “Fica a vontade” this beautifully diverse country, I used long weekends and holidays to travel and explore Brazil — from the Amazon Rainforest to the beaches in Rio to the historic Salvador, Bahia. During my nine months as an ETA at the Universidade do Espirito Santo, I was challenged to navigate dynamic cultural nuances, like “Fica a vontade,” where I exercised resiliency and persistence along with simply letting go. By letting go of certain expectations and the “American way,” and by committing to immersion in Brazil, I grew into a more flexible, adaptable, resourceful and professional person.

In February 2016, I left the snowy, freezing Pittsburgh cold as excited as I was terrified. On one hand, I dedicated my initial semester at GSPIA to preparing intellectually for Brazil. As a Latin American
Social and Public Policy Fellow, I had the amazing opportunity to participate in UCIS’s Brazil Today!, a one-credit weekend course (my Brazilian bootcamp), where I learned everything about Brazil, from its political turmoil and challenges with corruption to culture and music. I audited Pitt’s Portuguese for Spanish Speakers course and dedicated my studies to environmental and economic policy issues. On the other hand, I arrived in Brazil with very limited language skills. The misconceptions that “Portuguese is basically Spanish,” and “If you know Spanish, Portuguese will be easy,” would be disproven time and time again throughout my fellowship. While Spanish proficiency did not hurt my language acquisition, speaking “Portanhol” (a mixture of Spanish and Portuguese) would not cut it — learning Portuguese was simply not that easy. For better or for worse, I soon found that all of my preparation could not replace the learning experience of living and working in Brazil.

The role of Fulbright ETA requires self-determination. While I was assigned to primarily work with the International Student Office and IsF on English language development initiatives, I had both the opportunity and challenge of defining my contributions. I approached each ETA project by first asking the most fundamental development question: “How can I help?” It was only through initial frustration and failures that I learned how complex this question really is. When proposing “bate-papos,” or conversation clubs, to the IsF team, I received positive feedback. Yet, attendance for the “bate-papos” was extremely low. Why? Why, after carefully designing an American culture presentation, did I end up improvising a lecture on the U.S. presidential election? Why did my students fail to submit the homework I assigned for my Professional English Skills course? While GSPIA instilled the importance of asking these sorts of questions and reflecting critically on my successes and failures, it was through the Fulbright that I gained the experience and skills to listen for and find answers.

The Fulbright ETA complemented my GSPIA education by providing me with opportunities to “Fica a vontade!” through fieldwork experience. The realities of working in a diverse environment with limited resources challenged me to exercise resiliency and resourcefulness on a daily basis. I relied on my GSPIA training and continuous critical self-evaluation to accomplish professional goals across language and cultural barriers. Through this process, I have established a strong foundation as a future development practitioner.
Select cities around the world are acting to mitigate their impact on the environment and develop plans to adapt to climate change.

Last summer, I wrote a case study comparing climate adaptation and mitigation policies in the city of Copenhagen. Specifically, I wanted to understand the rationale for the adoption of the two distinct policies. I chose Copenhagen because the city consistently ranks among the top 10 on Green City indices and other sustainability metrics, actively reduces the use of carbon-intensive systems in its portfolio and must cope with increased flooding as a result of climate change.

I applied for funding to carry out qualitative research with industry experts and was afforded the exceptional opportunity to visit the city during the first week of September 2016.

While there, I met with two members of the Technical and Environmental Department of the city government who led the Climate Adaptation Plan and the Carbon Neutrality Plan. They provided significant insight into the city’s rationale for adopting a Climate Adaptation
Plan as well as a Carbon Neutrality Plan. Both shed light on the criticality of the Climate Adaptation Plan as it relates to the city’s economy. If the city fails to adapt to climate change, it will continue to lose billions of dollars each time a heavy rain, known as a cloudburst, occurs. By spending on adaptive infrastructure now, the city will benefit in the long term. Climate mitigation in Copenhagen takes the shape of a Carbon Neutrality Plan for 2025. Copenhagen will be the first capital city globally to have reached this sustainable achievement.

I went on a boat tour to Middelgrunden, an offshore wind farm, hosted by Hans, a Dane who was involved in the development of the wind farm and sits on the board of directors of the Danish Wind Owners Cooperative. He invited me as his guest on the boat tour, which was prearranged by a group of 20 private-sector international renewable energy experts. Together we motored all the way out to see the dozen turbines that make up the wind farm, ending up directly underneath the massive turbines, which in total satisfy about 5 percent of the city’s energy demand. To my surprise, we deboarded the boat and walked out onto the concrete base of one of the turbines. Adding to my surprise, a door opened into the spine of one of the turbines, and all 20 guests walked into the interior of the hollow turbine. After returning to land, Hans and I spent about an hour and a half discussing the development of the wind farm, including strategies and successes, as well as challenges and barriers to expansion and scaling in the future.

While the trip was brief, it was incredibly useful for my purpose of writing a well-researched case study and building international relations. I am extremely grateful to the GSPIA Professional Development Fund, the Johnson Institute and the European Studies Center for providing me with this unparalleled opportunity. It has certainly been the highlight of my graduate studies, and I believe will continue to be beneficial in the future.
CONGRATULATIONS CLASS OF 2017: “BE READY TO BE SURPRISED!”
SPIA celebrated the academic achievements of its students during the 2017 Honors and Graduation Ceremony held at Soldiers & Sailors Memorial Hall & Museum on April 27, 2017. Faculty President John Mendeloff officially opened the processional as GSPIA Dean John Keeler and Vice Provost for Graduate Studies Alberta Sbragia offered salutations to family, friends, alumni and graduates.

“Graduation clearly represents both a beginning and a conclusion — and neither beginnings nor conclusions are solitary endeavors,” said Dr. Sbragia. “Above all, graduation embodies the countless hours of help — both emotional and financial — which families and friends have contributed.”

“For the graduates themselves, this ceremony symbolizes academic success, the widening of intellectual horizons and the attainment of a precious degree. You can be proud that you are joining the ranks of the school’s alumni,” continued Dr. Sbragia. “Speaking for the Office of the Provost, we are equally proud that we can now number you among the University’s alumni.”

Dr. Sbragia also praised the contributions of GSPIA faculty and staff to the University, noting that the school’s academic reputation has never been greater. “The University of Pittsburgh is an extremely strong academic institution, and the Graduate School of Public and International Affairs makes an absolutely vital contribution to the University’s overall success.”

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TAKING MULTIPLE PATHS

As Dr. Sbragia closed her remarks, Dean Keeler touched on a common theme that had arisen during past graduations. He noted that many new graduates have a good idea of how they would like their careers to materialize. These visions, he advised, do not always develop according to plan, but in a good way: “Often opportunities emerge out of the blue — things you can never anticipate. Sometimes they happen through a special connection or because someone heard about your good works.”

The dean went on to introduce the commencement speaker and Distinguished Alumnus award winner Andrew Hoehn (MPIA ‘86). Hoehn is the senior vice president for research and analysis at the RAND Corporation. Hoehn echoed the dean’s sentiments drawing from his own career in the fields of journalism, government and policy research.

“If you are looking for the single path to a career filled with impact, you may not find it,” said Hoehn. “But I can assure you that multiple paths, with changes in direction every now and then, can be a whole lot more interesting. Be ready to be surprised.”

Hoehn reflected that the world has changed since he and his wife, Robin, were students at GSPIA more than 30 years ago. At the time, the Cold War with the Soviet Union dominated education policy; the focus was on training leaders with the skills to win the war. Hoehn told graduates, “The challenges today are different, but not fewer. Your role is to help navigate the change that is almost certainly coming.”

In his concluding remarks, Hoehn told the GSPIA Class of 2017 that it was their time to lead. “The world needs you just as much, perhaps more so, than it did when we were preparing to enter the workforce,” he said. “It is now time to put into practice what you have learned. We are counting on you.”

For more about Andrew Hoehn, see Alumni Awards, page 24.
STUDENTS RECEIVE 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
Max Harleman (above right) and Jessica Smith (below right)

PROGRAM AWARDS
Jonas Gamso
Doctoral Program
Kexin Shu
International Affairs
Arwa Khadr Elboraei
International Development
Emma Katelyn Wallis
Public Administration
Min Ho Park
Public Policy and Management

ENDOWED AWARDS
Lindsay Hilton Retchless
Gloria Fitzgibbons Memorial Award
Elizabeth Bell, Rosamaria Cristello and Hanifa Nakiryowa
Sergeant James “Rip” Taylor Memorial Endowment Fund Award
Xinyi Hang
Taraknath Das Foundation Prize Fund
Jia Yang
David E. Oeler Award
Cynthia Ann Caul
Simon Reich Human Security Writing Award

AWARDS TO PROFESSORS AND STAFF

Class President
Jessica Smith thanked GSPIA faculty and staff for their support and encouragement. Three individuals were acknowledged with the following awards:
George Dougherty and Jennifer Murtazashvili
Goldstein Outstanding Teacher Award
Sandy Monteverde
Staff of the Year Award

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SPIA celebrated the Class of 2017 during the Graduation Luncheon April 26 at the University Club. Dean John Keeler gave the opening remarks, welcoming graduates and guests. The event also recognized the career of GSPIA alumna Ellen Glover (MURP ’78). Glover began her career as a presidential management intern (fellow) with the federal government.

Today she is the executive vice president for ICF International, a multibillion-dollar company based in Fairfax, Virginia, where she leads a team that provides digital, cybersecurity and resilience consulting services to the U.S. federal government and commercial clients.

In honor of her career accomplishments, Dean Keeler presented Glover with GSPIA’s Distinguished Alumna Award. After accepting the award, Glover delivered the graduation luncheon speech.

“As a leader in business, it’s really important for me to figure out how teams can work together,” said Glover, introducing the theme of her speech.

Drawing from a Harvard Business Review article, she discussed the importance of “team chemistry” to generate ideas, make decisions and solve problems. She described the essential roles of four distinct personality types: Pioneers, Drivers, Integrators and Guardians. According to the article, all four styles bring innately different but equally necessary approaches to innovation and change. On the surface, the four personality types appear to be at odds with each other. It’s up to leaders to recognize the strengths of each type as a way to create cohesion and turn ideas into action.

Glover provided brief descriptions of the four personalities.

**Pioneers**, or innovators as she called them, are adaptable, imaginative people who are drawn to risk. “They are energized by finding things but alienated by real structures, rules and a focus on processes,” explained Glover.

She described **Drivers** as craving challenges and generating momentum. “They tend to view issues as black and white, and tackle problems head on.” Getting results is their main priority.

**Integrators**, on the other hand, value personal connection and draw things together. “Relationships and responsibilities to the group are most important to them. They are less driven by data and tend to think about things more relatively; they are more diplomatic, and focus more on gaining consensus within the team,” said Glover.

Lastly, Glover described **Guardians** as “drawn to predictability and consistency in an organization, but alienated by disorder and time pressure.” These types are practical, restrained and methodical.

Glover acknowledged the conflicts that naturally arise between Pioneers and Guardians, particularly in government. According to Glover, these conflicts lead to a bureaucratic cycle of doing the same things over and over again with limited results.

One example Glover cited of the clash between Pioneers and Guardians was 18F, the organization tasked with repairing the healthcare.gov marketplace website, after its shaky launch.
in 2013. An innovative Pioneer staffed with techie types from Silicon Valley, 18F had the mission of breaking through red tape to move quickly in transforming the site through which the government interacted with citizens. When the Inspector General, a Guardian, reviewed 18F afterward, it reported that 18F had disregarded policies, did not seek proper authorizations and spent money at a high rate. Although 18F had successfully completed its mission, it was admonished for the very attributes that had enabled its success.

“This is an important lesson for government across the board,” said Glover. “We are facing so many changes in this world. We need Pioneers and Guardians to come together to find new ways of defining mission outcomes.”

Whether bound for government or the private sector, Glover encouraged graduates to become enablers for change by understanding their role in the organization. “You don’t have to be an Innovator to be a big contributor. You can be a Guardian who helps figure out how to make the rules work for the Innovator; a Driver like me who ensures that programs get put in place; or an Integrator who puts all of the pieces together.”

“Regardless of whether you see yourself as a Pioneer, Driver, Integrator or Guardian, you have an essential role on any team. To be an even more valuable member, it’s critical to be aware of what the goal is and strive to understand how to enable the goals of everyone else on the team,” concluded Glover.

“My hope is that you are going to be one of those people — making a difference for our country and our world, and along the way having a great career.”

For more about Ellen Glover, see Alumni Awards, page 23.

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PI ALPHA ALPHA WELCOMES GSPIA INDUCTEES

The University of Pittsburgh Chapter of Pi Alpha Alpha, the global honor society for Public Affairs and Public Administration, recently welcomed GSPIA members during an induction ceremony held at the Hilton Garden Inn University Place. Pi Alpha Alpha encourages and recognizes outstanding scholarship and accomplishment in public affairs and public administration; promotes the advancement of education and practices in the art and science of public affairs and administration; and fosters integrity, professionalism and creative performance in the conduct of governmental and related public service activities.

Pi Alpha Alpha inductees, from left: Sabina Deitrick, Martina Lucia Gesell, Shuning Tong, Jeffrey Bastian, Brett R. Morgan, Elizabeth Kozub, Max Harleman, Louise Comfort, Emma Wallis.
In 2015, a small group of working professionals entered GSPIA’s virtual classroom in pursuit of a Master of Public Policy and Management (MPPM) degree, the school’s first completely online degree. Two years later, these students stepped onto the Pitt campus in Oakland to attend graduation and meet their professor and director of the program, Dr. George Dougherty, pictured above, in person for the first time.

Before enrolling in the program, these individuals recognized that a master’s degree was essential to their career advancement, but due to time or distance restrictions, they were unable to attend traditional classes. Aware of these real-world roadblocks, administrators and faculty designed the online program to meet students’ needs. The program is ideal for professionals working in the public and nonprofit sectors, as well as those in other fields looking to make a change and begin a new, rewarding career in public service.

CONVENIENCE AND FLEXIBILITY

The online MPPM program gives students access to the same professors, course materials and assignments found in the traditional classroom. It is a part-time, 30-credit program for students with at least five years of full-time work experience. Dr. Dougherty summarized the program’s appeal: “The flexibility of the online program allows students to manage both their professional and personal lives while preparing for their futures.”

Andrew Hartwell, a planner for Allegheny County Economic Development, talked about his decision to participate in the online program. He had wanted to attend graduate school for years but had not had the time because of his schedule. “When I found out that GSPIA was going to offer the MPPM program online, I jumped at the opportunity,” he said. Hartwell also expressed his appreciation for the
school’s constant investment in new technology, and for professors who went out of their way to help students succeed online.

To complement his nursing degree and enhance his leadership skills, Christopher Fassinger, RN, senior fraud specialist at Cigna Insurance, chose the online MPPM program because it provided convenience for him and his family. “Taking classes online allowed me to study at my own convenience,” he said, “however, online students must use good time management skills to complete all assignments.”

Lindsay Hilton Retchless, director of alumni relations at Pitt Bradford, also valued the convenience of a virtual program. “The online format and organization is superb,” said Lindsay. “The easy access and weekly schedule and layout allowed me to complete assignments at times that were convenient for me. Because the courses were conducted online, I could complete and submit work from any location, which came in handy because my job requires me to travel on occasion.”

“My work schedule and personal life did not easily fit into a standard classroom arrangement,” said Mary Anne Koleny, the director of human resources at Pitt Greensburg. She expressed her desire to advance her career and possibly teach, but knew she needed a master’s degree to reach her goals. “The online option was a great alternative, and I feel like I learned as much—if not more—in the online environment,” she said.

SHARED EXPERIENCE

Some students were pleasantly surprised by the depth of the interactions between classmates and professors in the online environment. “I didn’t expect to get to know my classmates, but the faculty structured the classes in a way that encouraged and required routine communication,” Retchless reflected. “I developed some very positive relations with my classmates—some of whom live hours away.”

Deena Ratner, a lab manager at Pitt’s School of Public Health, said she has already recommended the program to others. “The coursework was challenging and relevant. I immediately began applying the concepts and techniques taught in the courses,” she said.

“We’re excited about the MPPM online program,” said Associate Dean Paul Nelson. “It’s an opportunity for GSPIA to offer public policy and management training to more professionals in the region, and we’re delighted to see the strong demand online. We’re getting good feedback from students and our new graduates, and we’re working now to develop new online courses and tailor the program to our students’ needs.”

ABOUT THE MPPM ONLINE PROGRAM

GSPIA’s online Master of Public Policy and Management (MPPM) degree is a part-time, 30-credit program for mid-career professionals with at least five years of full-time work experience. It is an online version of the in-class MPPM program that GSPIA has offered to talented mid-career students for more than two decades. The program provides these professionals with an opportunity to expand their knowledge, develop new analytic tools and professional skills, explore new ideas and theories, and interact with experienced faculty and practitioners.
Why Give?

The feature article in this issue of Perspectives recounts the viewpoints of several guest speakers on the subject of public service and diversity—the theme of the Roscoe Robinson Jr. Lecture Series at GSPIA.

While the article dutifully details the legacy of Roscoe Robinson Jr., his connection to GSPIA and his contributions as a leader, what is worth noting is that three powerful forces converged to establish the lecture series at GSPIA; they are inspiration, conviction and philanthropy.

Professor Emeritus Leon Haley was inspired to write a biography of General Robinson. Dean John Keeler was convinced that General Robinson’s legacy was worthy of permanent recognition within GSPIA. Professor Emeritus Donald Goldstein chose to make a gift to ensure that General Robinson’s legacy would serve as the foundation for an ongoing discussion of public service and diversity.

Inspiration. Conviction. Philanthropy. Three forces that, when combined, make the improbable possible.

I am fortunate to see firsthand the inspiration and conviction of GSPIA’s students. Students who are inspired to make a difference in the lives of others, who are convinced that it is worthwhile to commit to a rigorous graduate degree program to achieve the skills and knowledge necessary for solving some of the most complex and pressing problems of our time.

Gifts to GSPIA make the improbable—a rigorous professional education and real-world experience in their desired field—possible for many of our students. To our many alumni and friends who consistently and generously give to GSPIA, “Thank you.” To those of you who are inspired to make a place for GSPIA in your charitable plans, we are delighted to work with you to ensure that your philanthropy has an everlasting and significant impact.

Jean Hale, EdD, Director of Development and Alumni Relations, at jean.hale@pitt.edu or 412-624-6660
Alastair Hamilton, Assistant Director of Career Services and Alumni Relations, at alh190@pitt.edu or 202-386-7988 ext. 205
Mark Rose (MPIA ’67) Establishes Endowed Fund to Support Students

GSPIA is honored to recognize the very generous gift from Mark and Susan Rose with which they have chosen to establish The Mark L. Rose and Susanne M. Rose Endowed Fund. We are grateful to Mark and Susan for their gift, which will provide tuition support for GSPIA students who demonstrate high academic achievement and financial need.

GSPIA was still a “new” school when MARK ROSE arrived in fall 1965. Among his classes at GSPIA, Mark took an immediate interest in analytics and became a teaching assistant under Professor William Brinckloe, while Professor Marshall Singer was his adviser in International Affairs and Professor Alex Weilenmann was the third member of Mark’s master’s thesis committee.

Mark’s goal when he entered GSPIA was to prepare for a career in the international arena, which was inspired by having lived and studied in Switzerland during his early teenage years. After taking the basic quantitative methods course from Professor Brinckloe, Mark realized that his interests lay more in trying to understand and implement the theories and frameworks behind management decisions rather than actually making them.

Professor Brinckloe tapped Mark to assist with an International Management Program to teach mid-career government officials from South America, Africa and Asia the “nuts and bolts” of the critical path Method, an analytic technique that Professor Brinckloe put into practice during his career in the Navy and which was then being adopted by industry. Just before giving the first lecture, Mark remembers rushing into a nearby coffee shop to bone up one last time on the methodology of the critical path method. Later in his career, Mark had an opportunity to counsel senior-level marketing managers on using the Critical Path to streamline the steps in a new product launch and was able to sell the method to management from experience.

Fast forward to 2017 and one can see Mark’s expertise in analytics woven throughout his career in the pharmaceutical industry. Mark worked at Sandoz and then Novartis Pharmaceuticals for 28 years serving continued on page 92
in leadership roles in sales/marketing decision support, corporate planning and marketing research departments as well as in Novartis’ Southeast Atlantic Region as head of regional operations and analysis. He put his cross-cultural training at GSPIA to use during assignments at Sandoz headquarters in Switzerland, and at affiliates in France and Hong Kong. He pioneered the decision support function in marketing and the regional analyst function in sales and grew both into one of the largest marketing analytics groups in the pharmaceutical industry and was a recipient of Sandoz’ Marketing Excellence Award. Post-Novartis, Mark served as principal scientist and headed the analytics group for eight years at Dendrite International (now Cegedim Dendrite), where he developed metrics and applications of their pioneering anonymous patient-level prescription database. He and his group’s clients included many of the top-tier pharmaceutical companies and the FDA. Shortly after retiring from full-time work, he formed his own consulting company, Pharmetrika LLC. More recently, he has consulted with i3 Pharma Informatics (formerly part of a division of the United Healthcare Group) and with the Operational Analysis group at Quintiles (now QuintilesIMS), the largest contract research organization in the clinical trials space.

Mark is the author of multiple articles and presentations on optimization methods, econometric model building, and forecasting and systems dynamics methodology as practiced in the pharmaceutical industry. He is a charter member of the Pharmaceutical Management Science Association and past president. In 2011, he was the inaugural recipient of the association’s Lifetime Achievement Award. During the 1980s, he served on the adjunct faculty at Fairleigh Dickinson’s MBA program teaching courses in quantitative analysis and statistics.

He holds master’s degrees in operations research from New York University and in public and international affairs from the University of Pittsburgh and a bachelor’s degree from the University of Rochester. He also attended advanced marketing management programs at M.I.T., Columbia and University of Pennsylvania–Wharton business schools.

Mark met his wife, Susan, on a ski trip at the University of Rochester. Susan is a Pitt alumna, having majored in biology and receiving a master’s in hospital administration from the University of Pittsburgh’s Graduate School of Public Health. Susan worked as a hospital administrator at Beth Israel and Misericordia hospitals in New York City. Later, Susan received her paralegal certificate and worked for law firms in northern New Jersey, specializing in medical malpractice.
On April 4, 2017, faculty, staff, students and friends gathered to wish PROFESSOR CAROLYN BAN well and to thank her for years of service to GSPIA. Several students and alumni shared personal reflections on Professor Ban’s impact, in and out of the classroom, portraying Dr. Ban as one who “truly cares” about students and who “goes the extra mile” to ensure that students receive the attention needed to succeed.

Alumni who were unable to attend the event shared equally warm sentiments about her impact on their education and careers. “I learned a lot from Professor Ban’s class on managing people in international organizations,” said Yuefan Chen (MPIA ’13), social development analyst at the World Bank. Brent Rondon (MPA ’95), Global Business Program-IMPACT Project at Duquesne University, wrote that Professor Ban possesses a “grand talent of being open to different cultures and very supportive of alumni.” Jerome Brown (MPA ’04), Defense Capabilities and Management with the U.S. Government Accountability Office wrote that her capstone course on managing nonprofit organizations was one of his favorite courses at GSPIA and that the material covered in the course remains relevant to this day.

Professor Ban’s impact in the classroom is evident from the warm regards of students and alumni, but her impact at GSPIA has another dimension: In 2005, she established the Carolyn Ban Endowed Fund to provide support for students enrolled at GSPIA who demonstrated outstanding academic achievement and financial need. One of the recent recipients of the Ban award, Justin R. Moore (MPA ‘14), an analyst and policy advocate, shared that “as the first person in my family to pursue higher education, the cost has always weighed heavily on me.” Justin went on to say that Professor Ban’s award reinforced his desire to further his education and to give back. “Without your kindness and devotion to education, my path would inevitably be considerably different.”

To make a gift to the Carolyn Ban Fund, visit http://www.giveto.pitt.edu/node/1545.

See page 42 for Professor Carolyn Ban’s “Roller-Coaster Ride of a Career.”
ENDOWED FUNDS

David and Sandra Freeman Endowed Student Resource Fund

On a bitterly cold and windy day in March 1961, in Billings, Montana, a young DAVID FREEMAN stood at a street side phone booth waiting for a special call. A few days earlier he had received a letter from GSPIA Dean Donald Stone declaring that David would be admitted to the MPIA program that following fall. Dr. Stone wished to contact David by phone to offer an H.J. Heinz Fellowship, but he wished to discuss matters by phone. Should the offer be rejected, GSPIA authorities wanted to move quickly to offer the opportunity to another student. Letter traffic would be too slow. David replied via Western Union Telegraph that he would be at the public phone booth at the appointed hour.

At the time, David was a student at Rocky Mountain College and had applied to GSPIA on the advice of a faculty member; he had the qualifications for graduate school but he had no telephone. What a call it was: Dean Stone reconfirmed admission and offered generous tuition support. The offer was just what David and his wife, Sandra, needed. Soon they departed Billings for Pittsburgh, Pennsylvania — a two-and-a-half day train ride. Pittsburgh was the farthest east either had ever been. While David studied and attended classes at GSPIA, Sandra was very much his partner; she would often help locate books at the library and other materials needed for assignments.

David and Sandra’s partnership endures to this day. Both are involved in northern Colorado communities. David served on the Colorado State University faculty, advanced through the ranks, led the Sociology doctoral program in domestic and international developmental change and served for more than 12 years as Sociology Department chairman. His professional teaching and research centered on natural resources — especially water resources — in South Asia and the U.S. West. After 38 years at CSU, David retired in 2005.

Together, David and Sandra raised a family of four children and welcomed into their family the wife and children of a Pakistani colleague who passed away unexpectedly. The combined family has honored both Christian and Muslim traditions for decades.

David and Sandra remain very much a team; together, they chose to make a place for GSPIA in their charitable plans. We are honored to include David and Sandra among the growing list of alumni and friends who support GSPIA. The David and Sandra Freeman Endowed Student Resource Fund will provide support for qualified and dedicated students — although today’s students do not face quite the same challenge in receiving phone calls!

To make a gift to the David and Sandra Freeman Endowed Student Resource Fund, visit http://www.giveto.pitt.edu/freeman
**Class Notes**

**2010s**

**Crystal Alexander (MPIA ’13)** recently started working as a Quantitative Analyst at Allegheny County Department of Human Services.

**Arianna Backer (MPIA ’13)** is now the Agency Operations Lead at Symetra–Coalition for Peace & Ethics in Bellevue, Washington.

**Brian Bauer (MPIA ’10)** is now the National Capital Region Preparedness Planner/State Prevention & Protection Coordinator for the Maryland Emergency Management Agency.

**Itha Cao (MID ’15)** is now a Policy Analyst for the City of Pittsburgh Mayor’s Office focusing on local initiatives that the Bureau of Neighborhood Empowerment implements.

**Shena Cavallo (MID ’12)** is now Program Officer at the International Women’s Health Coalition (IWHC) in New York City.

**Max Cercone (MPA ’16)** has recently started working as an Innovation and Performance Analyst at the City of Pittsburgh, Department of Innovation & Performance.

**Crystal Christophe (MPA ’16)** has recently started working as the Intermediate Administrative Assistant at Peoples Natural Gas in Pittsburgh.

**Matthew Clements (MID ’12)** recently accepted a position as the Director of Development at the YMCA of Delaware.

**Kate Clingan (MID ’13)** is now the Emergency Management and Business Continuity Coordinator at FNB Corporation in Pittsburgh.

**Joanna Chung (MID ’16)** is working for Global Green USA, specifically on an urban food scrap anaerobic digest project in New York City.

**Alyssa Cypher’s (MPA ’15)** organization, Inside Our Minds, was selected to receive a Seed Award from The Sprout Fund for a new project, The Mental Illness Spotlight.

**Marina Duane (MID ’13)** has accepted a position with the Urban Institute in Washington, D.C., working with the Justice Policy Center and providing research support and technical assistance to different jurisdictions in reforming our corrections and reducing the jail population across the country.

**Laura Duff (MPIA ’15)** is now an Emergency Preparedness Planner at The Children’s Hospital of Philadelphia.

**Holly Gerber (MPA ’16)** is now working as a Network Analyst for Urban Science Applications, Inc., in contract with Volkswagen Group of America in Herndon, Virginia.

**Virginia (Ginny) Giles (MPPM ’13)** is now the Policy & Development Director at Amachi Pittsburgh.

**Xinyan Guo (MID ’14)** is now Senior Business Development Specialist at RTI International in Washington, D.C.

**Mike Haas (MPPM ’15)** has been appointed the new Director of Development for the University of Pittsburgh School of Education.

**Almir Hodzic (MPIA ’16)** is now working as the Global Security Operations Center Intelligence Analyst at G4S in Morgantown, West Virginia.

**Daniel Handlow (MID ’15)** has accepted a position as Database and Donor Stewardship Coordinator at East End Cooperative Ministry in Pittsburgh.

**Max Harleman (MPA ’17)** has been accepted into a PhD program at GSPIA and will focus his studies on developing an understanding of public opposition to energy projects by producing quantitative evidence on the distribution of economic costs and benefits near development.

**Hilary Heath (MID ’16)** has accepted a position working as a Program Assistant for the Climate Justice Resilience Fund.

**Almir Hodzic (MPIA ’16)** recently started working for OMNITEC Solutions as Media Research Analyst in the Washington, D.C. area.

**Munyaradzi Jakazi (MID ’16)** has joined World Learning as a Program Associate in Washington, D.C.

**Rebecca Jeudin (MPIA ’14)** is now working as the Monitoring and Evaluation International Program Coordinator for the Education Development Center in Washington, D.C.

**Ann Kaufman (MPIA ’16)** is working as the Political Director for Tom Marino for Congress.

**Abraham Kim (MID ’16)** has accepted a position working as a Management and Program Analyst at the U.S. Department of Transportation (USDOT) in Washington, D.C.

**Matthew Kozlovac (MID ’12)** started in February as the Director of Communications and Development at NAMI Southwestern PA in Pittsburgh.

**Edgar M. Largaespada (MID ’13)** is now a Research Fellow with Three Rivers Workforce Investment Board in Pittsburgh.

**Lance Lindauer (MPIA ’12)** is now the Co-Director of Operations for the National Security Research Division at the RAND Corporation.

**Rachael Long (MID ’11)** has recently started working as Manager of Institutional Giving at Sanctuary for Families in New York City.

**Sandor Lukacs de Pereny (MID ’14)** was recently awarded a Tuition Fee Scholarship (TFS) from the University of New South Wales (UNSW) Business School to pursue a PhD in Organisation and Management.

**Alexandra Mace (MPIA ’10)** has recently started working as the Internal Communications Manager for BAE Systems Intelligence & Security sector.

**Nathaniel Markowitz (MPIA ’11)** has joined the campaign trail as the Finance Director for Lindbeck for Alaska.

**Aurora Matthews (MPIA ’12)** is now working as the Vice President at New Heights Communications in Washington, D.C.

**Andrea Matz (MID ’12)** recently started working with the Johns Hopkins Berman Institute in Baltimore as the Associate Director of Development.

**Scott McAllister (MPIA ’16)** has accepted a position on the Program Analyst track with the General Services Administration’s Emerging Leaders Program in Washington, D.C. starting in August.

**Bill McShane (MPIA ’12)** is now the Experiential Based Learning Program Manager for the Katz Graduate School of Business at the University of Pittsburgh.

**Brin Miller (MPA ’13)** is now working as an Environmental Data Analyst at AECOM in the Washington, D.C. area.

**Gianyu Mo (MID ’16)** has accepted a position as the Administrative Assistant at the Borough Of Churchill in Pittsburgh.

**Carol Moore (MPPM ’16)** was recently appointed to the position of Assistant Borough Manager/Secretary for the Borough of Oakmont.

**Oreofe Olutimilehin (MID ’13)** is now working as an Associate, Project Operations at Palladium: Make it Possible in Nigeria.

**Mari Paz Ortega (MPIA ’11)** has recently moved to London to join Save the Children UK as Regional Portfolio Officer (Yemen & Jordan).

**Austin Price (MID ’10)** has recently started working as the Innovation Operations Manager, Unified Shared Services Management Office at the General Services Administration in Washington, D.C.

**Lauren Pucci (MPIA ’11)** has relocated to Turkey for what could be up to five years with a new job at USAID/OFDA.

**Aruna Raman (MID ’10)** is now the India Program Director, Acara, Institute on the Environment, University of Minnesota in Bangalore, India.
Daniel Scanceccia (MPIA ’11) recently began work as a Researcher on Standards and Ethics with the Harvard Humanitarian Initiative, housed in the Harvard T.H. Chan School of Public Health, writing and researching on the governance of data and ICTs in humanitarian response.

Shelly Scherer (MPA ’11, PhD ’15) recently accepted a new job as Associate Executive Director of the Pittsburgh Promise.

Waled Shirzoi (MPIA ’10) is working for the Harvard Kennedy School as a Research Manager for a direct-policy engagement with the Saudi Arabian Ministry of Labor in Riyadh, Saudi Arabia.

Mark Simon (MPPM ’14) has started a nonprofit, the Working Warrior Foundation, whose mission is “Helping Veterans Succeed While Helping Businesses Thrive.”

Scott Small (MPIA ’16) has started working as an Intelligence Analyst, Supply Chain Solutions for BSI America Professional Services in Herndon, Virginia.

Godfreyb Ssekajja (MID ’16) has recently started a Joint Public Policy PhD program (Environmental Policy and International Relations) in the School of Public & Environmental Affairs and Department of Political Science at Indiana University-Bloomington.

Caillt Thistle (MID ’11) has moved up within USAID and is now a Technical Advisor with the Global Health Fellows Program.

Wesley Vaina (MPPM ’16) has joined the strategic enrollment team of the University of Idaho as the Associate Director of Admissions.

Luis G. Van Fossen Bravo (MPPM ’12) was recently promoted to the position of Assistant Director for Academic Affairs at the University of Pittsburgh’s Center for Latin American Studies.

Neal Walker (MID ’16) accepted a position with the Brother’s Brother Foundation in Pittsburgh as an Assistant Director for Programmatic and Medical Initiatives.

Duran Ward (MPIA ’15) is working as an Ensign in the U.S. Navy.

Rebecca Young (MID ’14) is now working as the Business Partnerships Manager at the Three Rivers Workforce Investment Board in Pittsburgh.

Jinghan Zeng (MPA ’11) is Lecturer in International Relations at Royal Holloway, University of London and frequently appears on English Al Jazeera.

2000s

Roozbeh Aliabadi (MPIA ’08), in his capacity as Advisor to Director of Strategic Initiatives at Iran’s Ministry of Foreign Affairs, has published a recent piece in Iran’s Leading English paper titled “Iran and the Next U.S. President.”

Jamie Berryhill (MPA ’09) is now the Public Sector Promise.

Ron Deal (MURP ’00) has joined Nashville SC, the city’s new USL professional soccer team, as Director of Operations & Supporter Relations. Deal was previously the Project Development Manager and Director of the Permanent Diocesan for the Catholic Diocese of Nashville, Tennessee.

Shawn Ellies (MPPM ’09) is now the Commander of the Pitt Police and Director of Security.

Bobbi Watt Geer (PhD ’09), Regional Vice President, United Way of Southwestern Pennsylvania, was greeted by Pennsylvania Gov. Tom Wolf during a reception at the Governor’s mansion for more than 200 members of United Way Tocqueville Societies and United Way staff from across the commonwealth.

Whitney Grespin (MPIA ’09) is now Senior Peacekeeping Operations Analyst at the U.S. Army War College’s Peacekeeping and Stability Operations Institute (PKSOI), a position she will hold concurrently with her Graduate Teaching Assistantship at the United Kingdom’s Joint Services Command and Staff College.

Christian Hald-Mortensen (MPPA ’07) is now special adviser in the Environmental Protection Agency in the Danish Ministry for Environment and Food in Copenhagen.

Lance Hampton (PhD ’08) is the new Director of the Office of the Under Secretary of Defense for Policy, Executive Secretariat, overseeing the tracking and assignment of written products, including all correspondence, congressional inquiries and reports, interagency memoranda, FOIA, declassifications and GAO investigations.

Jane Hansberry (PhD ’05) is now the Scholar in Residence and MPA Program Director at the School of Public Affairs at the University of Colorado at Denver.
Jennifer Hollinger (MPIA ’05) has recently started as a Senior Technical Advisor at Democracy International, soon to be traveling to South Sudan.

Justin Miller (MPA ’07) was recently promoted to Principal Transportation Planner for the City of Pittsburgh.

Rudi Navarra (MID ’06) recently started working as Program Officer of an Oakland, California-based pooled foundation called The Solutions Project that aims to advance 100% renewable energy for 100% of the people.

Kevin Newsk (MPIA ’09) recently accepted a position as an Analyst at the Government Accountability Office (GAO) in Washington, D.C.

Mica Pilz-Harbin (MPIA ’03) is doing a year-long fellowship in Congressman Andre Carson’s (D/IN-07) office, on loan from the State Department.

Srirak Plipat (PhD ’06) has been working as the Asia-Pacific Director for Transparency International in Berlin.

Elizabeth Ringler-Jayanthan (MPIA ’08) is now working as a Project Coordinator for the National Partnership for Community Training, which is part of the Refugee Resettlement program at the Gulf Coast Jewish Family and Children’s Services in Miami, Florida.

Jennifer Swartz (MID ’09) is now a Senior Associate at Wilshire Associates, Private Markets Group, based in downtown Pittsburgh.

Pulat Yunusov (MPIA ’00) has practiced law as a litigator in Toronto, Canada, since 2011, representing companies and people in commercial and professional disputes. He also owns a startup that builds tech for lawyers.

1990s

Gambhir Bhatta (PhD ’90) is working as the Technical Advisor for Governance at the Asian Development Bank in Manila, Philippines.

Alyssa Cholodofsky (MPA ’95), Vice President, Development & Impact, United Way of Westmoreland County, was greeted by Gov. Tom Wolf during a reception for more than 200 members of United Way Tocqueville Societies and United Way staff from across Pennsylvania, at the Governor’s Mansion.

David Coplan (MPA ’93) was honored by the Network for Social Work Management with The Exemplar Award which recognizes social work executives who demonstrate exemplary performance for the public good and are worthy of emulation. They are the embodiment of the leadership and management practice competencies as promulgated by the Network for Social Work Management. Mr. Coplan was deemed to be a leader, who has had a significant role in advancing the nonprofit sector in his region, as well as enhancing human service competencies and policy practice. His career trajectory within the Human Services Center Corp. and even more so the impact he’s made is impressive. His commitment to empowering and mentoring the next generation of social work managers and leaders is commendable. He has strengthened the nonprofit sector by his management practice, sector leadership, collaborative approaches, social policy advocacy, teaching and consultation.

Cathleen Laporte (MPIA ’99) rang the closing bell at NASDAQ on August 12, 2016, on behalf of Athletes for Charity.

Joel Gallihue, AICP (MURP ’95) is joining Montgomery County Public Schools of Rockville, Maryland, as Director of Long-Range Planning.

Anthony Ruggiero (MPIA ’99) has recently been named Senior Fellow at the Foundation for Defense of Democracies.

Aziza Zemrani (MPA ’93) has been working as Associate Professor and Associate Chair of the Department of Public Affairs and Security Studies at the College of Liberal Arts at the University of Texas Rio Grande Valley.

1980s

Jocelyn Clark’s (MPIA ’80) former employer, Georgia Perimeter College, was consolidated with Georgia State University in Atlanta this year and she now works for the largest university in Georgia as Manager, Application Engineering for Cloud Architecture.

Robert DiSpirito (MPA ’86) has recently been named the city manager of Rockville, Maryland.

Abubakar Ladan (MPIA ’82) has been appointed Commissioner in charge of Ministry of Lands, Housing and Urban Development, in Kebbi, Nigeria.

Theresa Laughlin (MPIA ’89) recently retired after 27 years as a Budget Analyst with the federal government. Her first 11 years were spent at the Department of Health and Human Services, in the Administration for Children and Families, with her last 16 years at the Department of State.

Timothy Parks (MPIA ’82) is now the President & CEO of Life’sWork of Western Pennsylvania.

Eric Wittenberg (MPIA ’87), along with fellow author Daniel T. Davis, recently published the book, Out Flew the Sabres: The Battle of BrandyStation, June 9, 1863 — The Opening Engagement of the Gettysburg Campaign, the latest entry in their critically acclaimed Emerging Civil War Series.

Michael Zola (MPIA ’88) recently started working as Vice President of Government Relations and Policy Analysis at the American Association of State Colleges and Universities in Washington, D.C.

1970s

Christine Carr (MPA ’76) was honored by the Non-Profit Housing Association of Northern California at their Leadership Awards on May 4 with their “Partner in Community Development” award.

Carl Luft (MPA ’76) retired from city management in 2008, then established his own management consulting firm—Carl Luft Government Management LLC—and has been Executive Director of the Delaware League of Local Governments since 2014.

Frank Sharpless (MURP ’75) retired October 1, 2016. He had served as the Transit and Rail Director for the New Mexico Department of Transportation since July 2005. He has ended a 40-year career in urban planning, public transit, passenger rail and government relations that included executive staff positions at the Denver Regional Transit District in Colorado and the Santa Clara Valley Transportation Authority in San Jose, California.

Cecile Springer (MURP ’71) was named a University of Pittsburgh African American Alumni Council (AAAC) 2017 Distinguished Alumna. She is a past winner of GSPIA’s Distinguished Alumna Award, and, in 2002, she was named Legacy Laureate of the University of Pittsburgh—the highest honor for alumni.

1960s

Leon Weintraub (MPIA ’68), recently published a children’s book, We’re All Alike and Different, available on Amazon and perfect for parents reading to pre-K and Kindergarten-age children.
ALUMNI VOLUNTEERS

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

ON CAMPUS
Tara Matthews (MPA ‘15), Maxwell Cercone (MPA ‘16), and Natalia Zacipa Mejia (MPIA ’16), representing the City of Pittsburgh Innovation and Performance office and DHS CLASS NOTES, participated as clients of the first R Data Visualization Capstone. Anthony Ruggiero (MPIA ’99) spoke to students on his recently published Op-Ed titled, “Trump must turn attention to North Korea,” and his career with the Department of Treasury. Dan Flaherty (MPIA ’98) gave a talk on his career with the Department of State, Bureau of Intelligence and Research, including working as the Personal Daily Intelligence Briefer for Secretary of State Hillary Clinton. Nitin Madhav (MPIA ‘92), Officer-in-Charge, for Afghanistan Affairs for USAID, performed a resume workshop for students, providing valuable insight as to what employers are looking for in candidates. Morgan Brown (MID ‘13) spoke about getting involved as an intern, volunteer, project consultant or employee of the organization, Montana de Luz. Also giving talks were: RJ Susko (MPA ’16), Assistant Township Manager, Township of Robinson; Mark Romito (MPPM ’11), Director of Finance, Upper St. Clair; Julie Bastianini (MPA ’11), Borough Manager, Edgewood Borough; Anthony Asciolla (MPA ’13), Code Enforcement/Zoning Officer, Baldwin Borough; Michael Thomas (MPA ’95), Borough Manager, Borough of Plum; Sha Zhao (MPIA ’02), National Accounts Manager, Pittsburgh Forest Products; Phoebe Campbell Downey (MPIA ’14), Program Manager, Envision Downtown; Soledad Calvino (MPIA ’14), Environmental Protection Agency; Laura Meixell (MPIA ’09), Analytics and Strategy Manager, City of Pittsburgh; Tara Matthews (MPIA ’15), Performance Improvement Analyst, City of Pittsburgh; Sarah Kinter (MPIA ’12), Commission Representative, City of Pittsburgh Commission on Human Relations; Chrystal Alexander (MPIA ’13), Quantitative Analyst, Allegheny County Department of Human Services; Patrick Cornell (MPA ’15), Budget Analyst, City of Pittsburgh; Bryon Speakes (MPIA ’15), FBI; Drew Stragar-Rice (MPIA ’11), FBI; Meagan Krum (MPIA ’14), Facebook; Taylor Hennessee (MPIA ’14), Housing and Employment Case Manager, Northern Area Multi Service Center (Community Assistance & Refugee Resettlement); Sara Boal (MPA ’16), Director of Medical Missions & Organizational Initiatives, Brother’s Brother Foundation; Allison Reeder (MID ’15), Service Coordinator of Immigrant Services & Connections, Northern Area Multi Services Center; Sarah Angel Markwardt (MID ’15), Program Coordinator, Magee Womencare International. Rozbeh Allabadi (MPIA ‘08) spoke on U.S.-Iran relations. Penelope Nelson (MPIA ’08) gave a career talk on Child Soldiers: Cost-effective renewable weapons system international panel; Lawton Bourne (MPIA ’10) spoke to students on education policy. Kheir Mugwaneza (MPPM ’15) and Sabrina Yow-chyi Liu (MPIA ’09) served on an international alumni career panel. Elly Fisher (MPA ’07), Brandon Mendoza (MPIA ’11), Aaron Sukinen (MPIA ’08), and Ellen Bateman (MPIA ’16) participated in a career panel on community development and urban planning.

IN WASHINGTON, D.C.
Indre Sabaliunaite (MID ’13), Marshall Legacy Institute and Julianne Norman (MPIA ’14), RTI International spoke to students from Washington, D.C., via videoconference about careers in the nonprofit/NGO field. Thomas Keller (MPIA ’08), Christian Saunders (MPIA ’01), and Kimberly Goody (MPIA ’04) gave a D.C. Alumni Briefing about careers in security and intelligence. Jessica Kuntz (MPIA ’15), Deloitte; Candice Brinkman (MID ’14), KPMG; and Daniel Carik (MPIA ’09), Booz Allen Hamilton gave a D.C. Alumni Briefing about careers in consulting and government contracting. Rebecca Jeudin (MPIA ’14), Education Development Center; Lindsay Bingaman (MID ’14), Development Alternatives Inc. (DAI); Erin Rudegeair (MID ’15), Education Development Center; and Jenn Hollinger (MPIA ’05), AECOM spoke to students via videoconference about careers in international development. Natalie Swabb (MPIA ’13) and Amanda Kolling (MPIA ’07) participated in a D.C. Alumni Briefing about careers at the Government Accountability Office (GAO). Stanley Sienkiewicz (MPIA ’77), Congressional Liaison Officer, U.S. Agency for International Development (USAID) spoke to students via videoconference about careers in the federal government. Whitney Grespin (MPIA ’09), Director, Government Relations, Precision Integrated; Billy Terry (MURP ’98), Senior Legislative Representative, American Public Transportation Association; Nate Herman (MPIA ’94), Senior Vice President, American Apparel & Footwear Association gave a D.C. Alumni Briefing on careers in lobbying and government relations.

D.C. TRIP VOLUNTEERS
Gary Stofko (MPA ’02), Office of Management and Budget, gave the keynote address to students on the D.C. job market and climate in the federal government. Other volunteers on career panels, site visits, and small group student meetings included Jeff Babinowich (MPIA ’08), Department of Defense; Anita (MPIA ’07), Department of Defense; Tom Fitzgerald (MPIA ’05), National Maritime Intelligence Center; Michael Byers (MPIA ’15), United Nations Foundation; Pamela Agava (MPIA ’12), City First Enterprises; Bee Barnett (MPPM ’13), U.S. Capitol Historical Society; Caitlin Rice Mitchell (MPIA ’11), GAO; Austin Price (MID ’10), GSA; Alexandria Friedman (MPIA ’12), Department of
Homeland Security; Adam Malinowski (MID ’10), Peace Corps; Andra Marcoci (MPIA ’12), Department of Homeland Security; Marina Duane (MID ’13), Urban Institute; Sebastian Gasquet (MID ’14), National Center for State Courts; Scott McAllister (MPIA ’16), GSA; Mike Duane (MPA ’16), GAO; Topher Hoffmann (MPA ’16), National Opinion Research Center; Amanda Kitanga (MID ’13), Management Systems International; Brianna Duhaime (MID ’16), Counterpart International; Laura Petrizzelli (MID ’07), Chemonics; Colleen Berny (MPIA ’14), U.S. Senate; Alissa Robinson (MID ’15), Bipartisan Policy Center; Anthony Ruggiero (MPIA ’99), Foundation for Defense of Democracies; Katie Sarro (MPIA ’12), U.S. Council on Competitiveness; Z. Selin Hur (MPIA ’96), CACI; Irene Tzinis (MPIA ’07), ASRC; Stephanie Dougherty (MPIA ’12), Tekpro Services; Jon Neckers (MPIA ’12), PricewaterhouseCoopers; Brooke Hammond Perez (MID ’09), Catholic Charities; Kaitlin Norris (MPA ’13), FEMA; William Pierce (MPIA ’85), APCO Worldwide; Courtney Piron (MPA ’95), APCO Worldwide; Pieter Mueller (MPIA ’13), FEMA; Charity Sperringer (MID ’11), PWC; Jason Dury (MPIA ’94), PWC; Alissa Repanshek (MPA ’04), PWC; Julie Nelson (MPIA ’16), PWC; Dan Flaherty (MPIA ’99), Department of State; Kevin Skillin (MPIA ’98), Department of State; Lauren Scott (MPIA ’11), Department of State; Nitin Madhav (MPIA ’92), USAID; Kelly Saldana (MPIA ’01), USAID; Carrie Gruenloh (MPIA ’98), USAID; Caitlin Thistle (MID ’11), USAID; Stanley Sienkiewicz (MPIA ’77), USAID; Sarah Mineiro (MPIA ’05), Department of Defense; Shelby Oakley (MPA ’01), GAO; Kay Brown (MPA ’84), GAO; David Wise (MPA ’76), GAO; Natalie Swabb (MPIA ’13), GAO; Jillian Schofield (MPIA ’13), GAO; Erin Butkowski (MPIA ’14), GAO; Chris Morehouse (MPIA ’85), GAO; Chris Ferencik (MPIA ’01), GAO; Billy Terry (MURP ’98), American Public Transportation Association; Arthur Guzzetti (MPA ’79), American Public Transportation Association; Jennifer Lentfer (MPIA ’02), International Development Exchange; Lynsey Wood Jeffries (MPA ’00), Higher Achievement; Alexandra Mace (MPIA ’10), BAE Systems; Maggie O’Brien (MPIA ’12), Department of Justice; Kimberly Goody (MPIA ’14), iSite Partners; John Rogers (MPIA ’85), Urban Institute; Erin Rudefeair (MID ’15), Education Development Center; Desi Jordanoff (MPIA ’99), Department of Commerce.

**TWEET, LINK OR POST?**

**CONNECTING WITH GSPIA ON SOCIAL MEDIA**

Social media platforms like Facebook, Twitter and LinkedIn are a boon to GSPIA’s Alumni Relations program. These technologies are a vital part in GSPIA’s strategy to connect and interact with our alumni from all over the world and, increasingly, our alumni are using social media to connect and interact with each other.

“Each technology represents a unique and special way for us to create and share information with diverse groups,” said GSPIA’s Director of Special Events and Special Projects Libby Hilf. Hilf is known for her diligence in seeking out and promoting relevant and timely information about research, events, media coverage, awards and accomplishments concerning individuals and groups connected with GSPIA. But GSPIA’s social media coverage doesn’t stop there: Hilf strategically re-tweets information and news on issues that she understands to be important to GSPAns. “Fostering that connectedness among our alumni, students, faculty and staff is the heart and soul of our social media strategy, and I’m honored to be part of that,” said Hilf.

We encourage you to connect with GSPIA on social media to share your news and accomplishments.

**FACEBOOK:**
https://www.facebook.com/pittgspia

**TWITTER:**
@GSPIA

**LINKEDIN GROUP:**
https://www.linkedin.com/groups/106164

* (this is a closed group; membership is limited to GSPIA alumni, faculty, staff and students)

**LINKEDIN PAGE:**
https://www.linkedin.com/school/22316535
Alumni Gatherings

Homecoming and Alumni Awards
More than 100 faculty, staff, students — and of course, alumni! — gathered for GSPIA’s Homecoming Celebration on Oct. 7, 2016. The celebration was a great time for students to connect with alumni and for GSPIA to recognize the accomplishments and contributions of our incredibly diverse alumni community. GSPIA Dean John Keeler presented the “4 under 40” awards and International Public Service award during the event; read about the recipients on pages 25 and 26.

City/County Gathering
Pittsburgh consistently ranks as one of the most livable regions in America — we think that’s due, in no small measure, to the many GSPIAns who work in the region’s public sector. On Nov. 17, 2016, GSPIA paid tribute to its many alumni who work for the City of Pittsburgh or Allegheny County with an informal breakfast gathering at the City-County Building. GSPIA Professor Sabina Deitrick offered welcoming remarks and Seth Hufford (MPPM ’02), GSPIA’s representative to the Pitt Alumni Association Board, encouraged alumni to stay connected and involved with GSPIA and Pitt. Thanks to Patrick Cornell (MPA ’15) for helping to organize the event and for finding a perfect location for the breakfast, right in the City-County building!

Alumnae Networking
Katelyn Haas (MPA ’15) had an idea: to organize a GSPIA Women’s Alumnae Networking event in Pittsburgh. Working in collaboration with GSPIA’s Alumni Relations Office and sharing invitations on social media, the first GSPIA women’s networking group was announced on GSPIA’s Facebook page.

Networking, Washington, D.C.
Alumni and students gathered for a networking reception in Washington, D.C., on March 8, 2017. Thank you to the many alumni listed on page 98 who volunteered their time as career panelists and site visit hosts; your efforts once again made the GSPIA Career Services trip a valuable networking and career-building opportunity for our students.

American Society for Public Administration, Atlanta, Georgia
GSPIA Dean John Keeler hosted a reception in connection with the annual conference of the American Society for Public Administration (ASPA) in Atlanta, on March 19, 2017. During the reception, Dean Keeler acknowledged GSPIA associate professor emeritus Harvey L. White, past president of ASPA and 2017 recipient of ASPA’s Donald C. Stone Award, along with GSPIA alumnus Paul Danczyk (PhD ’08) who is the new Vice President of ASPA.
DEAN’S ALUMNI VISITS

Colombia
University of the Andes
From left: Eduardo Pizano de Narvaez, Director of the School of Government; Assistant Professor Marcella Gonzalez Rivas and Dean Keeler.

France
April Dinner in Paris
From left: Suzi Tart (MID ’14) OECD Consultant; Carl Dawson (PhD ’07) Portfolio Manager, Centre de Formation des Intermediaries en Operations de Banque and Michael Colamonico (MPIA ’82) European Sales and Marketing Director, MI Tech.

South Korea
1. From left: Kilkon Ko (PhD ’06) Professor, Graduate School of Public Administration, Seoul National University; Professor Kevin Kearns, Professor Meredith Wilf and Dean Keeler.
2. Kevin Kearns with Chisung Park (PhD ’06) Professor, Chung-Ang University.
3. Shinbok Kim (MPA ’72) former Dean of GSPA and Provost of SNU; Kevin Kearns; Kilkon Ko; Meredith Wilf and Junki Kim, former Dean of GSPA.
GSPIA’s Washington connection has three components: a center offering services to students and alumni, a semester-long program of study and a network of alumni in scores of offices throughout the nation’s capital.

SERVICES
GSPIA’S WASHINGTON CENTER, 2025 M STREET NW
GSPIA’s office in the University of Pittsburgh Washington Center is located just a short walk from Dupont Circle. An on-site GSPIA staff member works full-time to put current GSPIA students into contact with alumni throughout Washington. The Washington Center features videoconferencing capabilities that connect Washington-based staff, adjunct faculty and alumni with the GSPIA office complex in Pittsburgh. GSPIA students may apply to work in the Washington Center while studying or conducting research in the capital.

STUDY
THE WASHINGTON, D.C., SEMESTER
The Washington, D.C., Semester program provides GSPIA students with an opportunity to spend a semester attending classes in the nation’s capital. Many students also fulfill their internship requirements in government agencies, nonprofit organizations or corporations while in Washington. The program is offered in partnership with Syracuse University’s Maxwell School of Citizenship and Public Affairs and the Korbel School of International Studies at the University of Denver.

SEARCH
ALUMNI NETWORK IN WASHINGTON, D.C.
More than 1,000 GSPIA alumni are employed in Washington, D.C., and nearly half of GSPIA students take their first jobs there after graduation. Faculty and staff both in Pittsburgh and at the Washington Center assist students in making connections with many prominent Washington-based alumni who can facilitate the search for internships and jobs.
Washington, D.C.
1. Shelby Oakley (MPIA ’01) Acting Director, Acquisition and Sourcing Management, U.S. Government Accountability Office and newest member of GSPIA’s Board of Visitors.

Nationals-Cubs game
2. Bottom, from left: Saowaluk Srimungkla (MID ’17), Amanda Klimek (MPIA ’16), U.S. Census Bureau; Anne Kamstra Keeler
Top: David Karg (MPIA ’16), Checkmate IQ; Gary Stofko (MPA ’02), Office of Management and Budget; Heather Hamilton, NASPAA; Alastair Hamilton, GSPIA.

3. Tony Fratto, Partner, Hamilton Place Strategies and member of GSPIA’s Board of Visitors.

June Alumni Reception, Dupont Circle Hotel
4. From left: Nosheen Ahmad (MID ’10); Amanda Kitanga (MID ’13); Charity Sperringer (MID ’11); Aurora Matthews (MPIA ’12).

5. From left: Hongor Oulanoff (MPIA ’89), Hallie Powell (MID ’13), Amanda Klimek (MPIA ’16), Andrew Bush (MPIA ’17), Jenny Walker (MID ’01), Brianna Duhaime (MID ’16), Tara Devezin (MID ’16), Victoria Spera (MID ’16).


7. Rob DiSpirito (MPA ’86) City Manager, Rockville, Maryland.

8. Sam Miranda (MPIA ’88), Meredith Fahey (MPA ’12), Deloitte.

GSPIA Celebrates 2017 Graduation