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Last year’s cover story focused on “promoting public service,” a central mission of GSPIA since its foundation in 1958. This year’s cover story focuses on a mission that was not envisioned in the original blueprint for GSPIA but that, as at other policy schools, has become increasingly important over the last few decades: the promotion of nonprofit leadership. Almost twenty years ago Lester M. Salamon wrote a seminal article on “The Rise of the Nonprofit Sector” that opened with these lines: “A striking upsurge is under way around the globe in organized voluntary activity and the creation of private, nonprofit or non-governmental organizations… people are forming associations, foundations and similar institutions to deliver human services, promote grass-roots economic development, prevent environmental degradation, protest civil rights and pursue a thousand other objectives formerly unattended or left to the state” (*Foreign Affairs*, 73, 1994, p. 109). This proliferation of nonprofits has continued and even accelerated since the era in which Salamon wrote. Indeed, as a recent report from the Urban Institute on developments within the U.S. documents, “more than 1.4 million nonprofit organizations were registered with the Internal Revenue Service in 2009, an increase of 19 percent between 1999 and 2009… In 2010, 26 percent of U.S. adults volunteered through an organization. Volunteers contributed 15 billion hours during the year, worth $283.84 billion at average wages” (*The Nonprofit Sector in Brief*, 2011).

It is thus hardly surprising that more and more GSPIA students and alumni have aspired to nonprofit or NGO leadership in recent years. As several articles in this issue illustrate, many GSPIAns have carved out highly successful and inspirational careers in “the third sector.” It is fascinating to note that a good number of older GSPIAns have also been driven to do so after retirement in what amount to second careers. Last year’s Perspectives told the story of Byong Hyon Kwon (MPIA ’68), former Ambassador of the Republic of Korea to China, who has devoted the last decade to creating and developing an organization — Future Forest — that brings young Koreans and Chinese together as a “Green Corps” to combat desertification in the Kubuqi desert of Inner Mongolia. This year’s issue highlights the work of Tony Accamando, who “in retirement” has co-founded and developed the “Friends of Danang,” an impressive vehicle for reconciliation between Vietnamese in the Danang region and Americans in Western Pennsylvania. It is common for faculty at GSPIA to refer, in an appreciative and affectionate manner, to our most idealistic nonprofit management students as the “save the world kids.” Byong and Tony provide an inspiring reminder that one need not be a “kid” to be idealistic, and that it is never too late to embark on a humanitarian mission. What Byong and Tony have in common with younger GSPIAns engaged in nonprofit/NGO work, people like Lynsey Wood Jeffries (MPA ’00, the CEO of Higher Achievement in Washington—see the profile in this issue) or Richa Pkhrel (MID ’11, the Director of Evaluation and Research for Nyaha Health in Nepal), is the ability to combine their idealism with sufficient pragmatism to tackle effectively challenges that many others would find too daunting.

It is important to stress that GSPIA is not only committed to training future leaders for nonprofits, but also to researching the dynamics and effects of such organizations within the United States and around the world. Kevin Kearns, Paul Nelson, Nuno Themudo, Sera Linardi and Kathy Buechel collectively probe many of the most compelling issues currently facing nonprofits and NGOs while preparing students to grapple with those issues as managers when they launch their careers. Their combination of award-winning scholarship, practical experience in the field and dedication to teaching makes our nonprofit faculty team one of the most impressive in the nation.

Sincerely yours,

John T.S. Keeler, Dean
“The leader of a nonprofit organization,” noted Professor Kevin Kearns, “must be part spiritual leader, part clinical expert, part social entrepreneur, and part advocate and change agent. This is a tall order to fill.” GSPIA staff recently met with six GSPIA alumni who are leaders in the local, national and international nonprofit community to gain their insights on nonprofit leadership and learn why they would encourage students to consider a career in nonprofit management.
Lynsey Wood Jeffries (MPA ’00) is convinced that “talent is everywhere, but opportunity is not.” This is why, as CEO of Higher Achievement, she works to provide year-round academic enrichment for motivated but underserved middle school students.

Higher Achievement scholars devote 650 hours a year to learning in addition to the 900 hours they spend in school. They engage with mentors, visit universities, compete in academic contests, and study social justice. This interactive curriculum leads to improved grades and test scores, increased school attendance, confidence and self-esteem, and delivers a 93 percent success rate for college placement. Wood Jeffries is delighted that the program will open its fourth branch in Pittsburgh this year. For her, the most rewarding aspect of nonprofit work is that “whether it’s raising money, changing city policies, or developing a staff person to be more effective with the kids, with everything you can see a direct impact.” She acknowledges that the Great Recession has posed a major challenge and required resourcefulness. “You really have to empower your volunteers, donors and foundation supporters to be able to grow and maintain quality services while the economy goes through peaks and valleys.” But hard times have also taught valuable lessons in leadership—like the need to develop partnerships to maximize your impact on public policy. “It is a good practice to look outside the walls of your nonprofit and work to build alliances to move forward agendas that are for the greater good.” Under her leadership, Higher Achievement received a 2009 Coming Up Taller Award from First Lady Michelle Obama. These awards recognize exemplary arts and humanities programs that foster young people’s intellectual and creative development. Wood Jeffries is also a recipient of GSPIA’s 4 Under 40 Award.

“IT is a good practice to look outside the walls of your nonprofit and work to build alliances to move forward agendas that are for the greater good.” – Lynsey Wood Jeffries, CEO, Higher Achievement
Tony Accamando (MPIA ’71), profiled more fully in a separate article in this issue, took a very different route to nonprofit leadership. Whereas Peggy Harris assumed the presidency of one of the oldest nonprofits in Pittsburgh, Accamando founded a new nonprofit—Friends of Danang—in 1997 to fulfill a pledge he made to himself while serving as an army lieutenant in the Vietnam War decades before. Accamando wanted to do whatever he could to bring about reconciliation between the people of the United States, especially Pittsburgh, and Vietnam, with a focus on the region in which he served, Danang, and by any measure he has been a great success. Friends of Danang has raised over $350,000 to build four elementary schools, eight kindergartens, a dental care program and a “Bridge of Reconciliation” in Vietnam. Accamando says that he hopes students will be inspired to work for nonprofits as a way to serve their community, their country and their world—as a way to make things better by putting “others before self.” Tony Accamando’s nonprofit leadership has been recognized through the Mind, Heart and Spirit Award from the Duquese University Alumni Association and the International Public Service Award from GSPIA.

Peggy Harris (MPA ’78), the president and CEO of Three Rivers Youth, enjoys her job because she “gets to be a solution to the problem.” Three Rivers Youth has been serving abused, neglected, runaway and homeless youth and their families in Western Pennsylvania since 1880; it provides a spectrum of educational, vocational, residential, outpatient and in-home programs to youth who are victims of physical and sexual abuse, neglect, abandonment, school failure, early pregnancy and drug and alcohol use. “You have to be driven” in this field, noted Harris. “You have to be passionate about what you’re doing and who you’re doing it for. It’s who the leader is that matters, especially in forming relationships that will capture the hearts of people and engender trust. People support people, not just organizations.” Harris said she holds her employees to these same standards. “My expectation is that they are here to make a difference. We are writing life scripts for young people in dire need. I want our legacy to be: it mattered that we were here.” Harris has won numerous awards for her inspirational leadership including the YWCA Racial Justice Award and GSPIA’s Distinguished Alumna Award.
Jane Downing (MURP ’70), a senior program officer at the Pittsburgh Foundation who previously spent twenty years working for Pittsburgh’s Department of City Planning, stresses confidence as an important leadership quality. “You have to believe you can make a difference. Whether you’re a policy analyst, a researcher, a frontline supervisor or a director of an organization, there are always opportunities for change and for showing leadership.” She has led a number of community initiatives that focus on economic development, community and workforce development, and environmental and public governance fields as well as empowerment for women and minority business owners and upward mobility programs for entry level workers. “Each foundation has a distinctive lens and tries to see opportunities to make a difference with our grant making,” said Downing. We also try to make a difference with our community-wide convening and initiatives. Our challenge is how to get people to work together. We always ask, is there a bigger change possible if we catalyze activities?” Downing is a recipient of the GSPIA Distinguished Alumna Award.

For Bobbi Watt Geer (PhD ’09), the president and CEO of United Way of Westmoreland County, the best part of nonprofit work is the social benefit mission. “There are certainly a lot of rewards to being a nonprofit leader. Where else do you get up every day and know that when you go to work you are making a difference in peoples’ lives?” Watt Geer’s work focuses on helping youth succeed, helping to provide a safety net for people who experience financial or natural disaster crises, helping people gain access to health services and helping older adults live more independently in their homes. She explains that as a leader, her coworkers often look to her for inspiration. “There has to be that level of passion and energy that a nonprofit staff sees in its leader,” Watt Geer said. “People need to know you, trust you and be willing to follow.” She also notes that nonprofit leaders must be business savvy. “It’s no longer good enough just to do good work. We have to be thoughtful and strategic and invest our resources in the most effective way.” She pointed out that leading a nonprofit requires many of the same skills needed for leadership in the private sector. “You can’t forget that there are business decisions to be made, such as human resources, financial management, and working with the community.”
As Program Director for Food For the Hungry’s integrated food security program in one of the poorest areas of the world, Daniel Breneman (MID ’08) faces the challenge of reducing poverty and improving the quality of life in communities across Mozambique. Breneman travels to neighboring communities each month – a six-hour commute on dirt roads – to see the impact of his projects. “It becomes very rewarding when I’m able to see the smiles on peoples’ faces and realize that lives are being saved or improved.” He adds that a successful nonprofit leader must possess technical skills and training, “but it’s fundamental to also have a distinct vision of where you want to lead the organization and the character, humility, and determination to lead in this direction.”

These accomplished alumni have set high standards for leadership and community service that they hope GSPIA graduates will want to follow. All aspiring nonprofit leaders should reflect on the secrets for success offered by three of them. “Pittsburgh is a hub for nonprofit organizations,” noted Breneman. “Take the time to visit these organizations, interview their leaders, perhaps intern with them, and ultimately understand the challenges and rewards of leading an organization.” Wood Jeffries advises students to be optimistic in job searching. “Stay energetic, be thorough in reviewing organizations, and if possible, hold out until you find a place that is really a good fit.” Peggy Harris urges. “Make an impression! Go above and beyond, and when someone asks you for something on the 15th, give it to them on the 12th.” And if you are not yet in your dream job, make the most of the one you have. “We’re always in dress rehearsal for our next opportunity. Learn from the place you are in, and never give up!”
Twenty-five years ago new nonprofit organizations were forming at a record rate, many of them filling gaps in social services created by the Reagan administration’s dramatic reductions in spending on domestic programs. The private nonprofit sector was stepping into the spotlight, and there was growing awareness of its distinctive and important role in the provision of public goods and services. Along with this heightened visibility came greater public scrutiny and higher expectations for performance and accountability. It was apparent that leaders of these emerging organizations needed skills not typically taught in schools of public policy and management — skills like fundraising, board governance, advocacy, and marketing. It would be a year before the 1988 publication of *Educating Managers of Nonprofit Organizations* by Dennis Young and Michael O’Neill, but already GSPIA was beginning to adjust its curriculum to meet the needs of a growing number of students who envisioned themselves working in the private nonprofit sector instead of government.

With a grant from the Pittsburgh Foundation, GSPIA designed and launched a series of courses specifically for students who aspired to work in the private nonprofit sector. Initially, four courses were offered — Introduction to Nonprofit Organizations and Management; Grant Writing for Nonprofits; Nonprofit Boards and Governance; and Marketing for Nonprofit Organizations. A certificate of specialization was offered to students who completed the four courses.

At that time, GSPIA was one of only about 10 schools of its kind that offered a specialized curriculum in nonprofit management. The course offerings combined with the visibility of our faculty in research and publication helped GSPIA achieve national recognition for its nonprofit educational strategy. Today, many schools of public administration and policy offer at least a few courses specializing in the private nonprofit sector. There are now special nonprofit sections of organizations like the National Association of School of Public Affairs and Administration (NASPAA) and the American Society for Public Administration (ASPA). There is also a specialized research association known as the Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA). GSPIA faculty have held leadership roles in these specialized research groups and have served on editorial boards of leading journals like *Nonprofit and Voluntary Sector Quarterly*.

Over the past two decades GSPIA has expanded the number of nonprofit courses and, true to its mission and comparative advantage, sought greater synergy between...
courses dealing with domestic (U.S based) nonprofits and internationally focused nonprofits, generally called Non-Governmental Organizations (NGOs). In the mid-1990s GSPIA faced a strategic choice – develop a separate degree or major in nonprofit management or ask all faculty to incorporate nonprofit topics and skills into courses previously focused primarily on government management. We chose the second route and today, nearly all GSPIA faculty have an understanding of how nonprofits and NGOs affect and are affected by public policy and management. Many of GSPIA’s courses explicitly and carefully balance both public and nonprofit strategies, noting similarities and differences when appropriate.

A good number of our faculty members devote the majority of their time to teaching and research on nonprofit/NGO issues. Professor Kevin Kearns has published numerous books and articles on accountability, strategic planning, board development and nonprofit management and received the Terry McAdams Best Book Award from the Alliance for Nonprofit Management for Private Sector Strategies for Public Sector Success; he serves on the Editorial Board of Nonprofit and Voluntary Sector Quarterly and is a former president of the Forbes Funds, an organization devoted to promoting capacity-building in nonprofits. Associate Professor Paul Nelson has published The World Bank and NGOs, New Rights Advocacy: Changing Strategies of Development and Human Rights NGOs and many articles in journals such as Nonprofit and Voluntary Sector Quarterly and International Journal of Voluntary and Nonprofit Organizations; he served formerly in Washington as Director of the Foreign Aid Policy Team for Bread for the World and as Associate Director of Development Policy for the Church World Service and Lutheran World Relief. Associate Professor Nuno Themudo is the author of Nonprofits in Crisis: Economic Development, Risk and the Philanthropic Kuznets Curve, “Gender and the Nonprofit Sector” – which received the ARNOVA award for the best article in Nonprofit and Voluntary Sector Quarterly in 2010, and many other articles including one on internet-based “dotcauses” and the anti-globalization movement; he is currently on the Board of ARNOVA and has served as a consultant to several NGOs. Assistant Professor Sera Linardi has published “No Excuses for Good Behavior: Volunteering and the Social Environment” in Journal of Public Economics and is engaged in laboratory and field research focused mainly on organizational issues facing social entrepreneurs and nonprofits. Senior Lecturer Kathleen Buechel served as president of the Alcoa Foundation, a global asset-based corporate foundation operating in more than 200 communities and 31 countries, and is a former Research Fellow and Visiting Practitioner at the Hauser Center for Nonprofit Organizations at Harvard’s Kennedy School of Government; she directs GSPIA’s Philanthropy Forum and is compiling a book on milestones of philanthropy in Pittsburgh.

Working with these faculty as well as a variety of adjunct professors from the nonprofit community, GSPIA students interested in nonprofit or NGO careers can pursue a flexible yet comprehensive program of study that allows them to focus on (or blend) their domestic and international interests. Within the Master of Public Administration (MPA) degree, the most popular major is Public and Nonprofit Management where students take courses in nonprofit finance, human resource management, strategic planning, governance, entrepreneurship, program evaluation, and many other relevant courses. Within the Master of International Development (MID) degree students major in NGOs and Human Security where they take courses in managing international organizations, project management; accounting for NGOs and many other relevant management and policy courses.

The exemplary contributions of the students and alumni profiled in this issue of GSPIA Perspectives provide ample evidence that this balanced perspective on nonprofit and NGO management has served our students well.
How the Nonprofit Clinic Prepared a GSPIA Alumna to Go KABOOM!

For GSPIA Alumna Betty Cruz (MPA ’11), work is all about play. As an account manager for the client services division of KaBOOM!, Cruz develops partnerships between corporations and communities to build playgrounds across America. She is grateful to the Nonprofit Clinic capstone course for helping to prepare for her “dream job.” This course, taught by Professor Kevin Kearns, arranges for students to work as consultants with local organizations on topics related to management, governance and capacity-building. Through this project, students learn about the consulting industry and develop skills in contract negotiation, policy analysis, organizational design, problem solving, team building, program evaluation, strategic thinking and leadership.

“Know your audience. Active listening is the key to making sure your recommendations capture the client’s spirit and goals for the project. Sometimes this requires some negotiation and consensus-building, so the capstone gave us the opportunity to flex those muscles,” Cruz said. She added that the compressed timeline of the capstone project taught her to work swiftly and efficiently. “We squeezed into one semester what an actual consultant would easily take six months to a year to complete. Similarly, at KaBOOM! I am managing expectations and partnerships, while working towards delivering an array of products that will make the experience rewarding, fun, and efficient for our funders – all on a very tight deadline.”

Cruz also found that her final report was a helpful addition to her portfolio. “The capstone gave me a tangible product I could take with me to prospective employers… it shows character – both in the critical thinking techniques and creative solutions we proposed.”

Cruz is thrilled to be working for an organization she admires with a cause she passionately supports. The accounts she manages range from professional sports teams to multinational corporations to nonprofits/foundations who have the financial resources to invest in playgrounds and empower communities. She facilitates this process by working closely with funding partners, who sponsor the majority of each playground project. “My job is primarily managing the relationship with the funder from when it kicks off, working closely with our outreach team internally to make sure we find them a great community partner, and building a rewarding partnership experience along the way,” she said.

Meanwhile, Cruz notes the many benefits to working for a “playful” organization and seeing firsthand the impact a playground can have on a community. Watching one of the projects “come to life” makes it that much more meaningful. “Walking down the hallway of a school and hearing the kids say, ‘Thank you, thank you!’ because they know we are there to build a playground – that’s fantastic!” she said.
Friends of Danang

Ed Mihalacki still remembers how he left Vietnam as a 19-year-old U.S. Army soldier. “We were under fire; we were being shelled… just get me back home is all I wanted.”

By Harold Aughton

Above: Tony Accamando and the Friends of Danang have built four elementary schools, eight kindergartens and a Bridge of Reconciliation, fulfilling a wartime promise. Below: During the monsoon season, parts of the village are separated by the torrent flood waters. The “Bridge of Reconciliation” project connected two villages enabling the children to go to school during the rainy season.

Tony Accamando (MPIA ’71) and
Nearly thirty years later, Mihalacki, a retired school teacher, went back to Vietnam, but this time he wasn’t dressed in Army fatigues with a machine gun hanging from his shoulder, or frantically climbing on-board a helicopter while taking enemy fire. This time, he returned with a different purpose: make friends, build bridges and bury the “ghosts” of his past. Landing at the Tan Son Nhat International Airport while traveling with GSPIA Alumnus Tony Accamando (MPIA ’71), Mihalacki immediately noticed the bunkers and cement hangers that once protected military jets from enemy fire were now filled with commercial airlines. “It was surreal.”

Accamando’s first time on an airplane was on a flight to Vietnam in 1967. As part of his military duties, Accamando served as a civic action officer, charged with helping the Vietnamese people drill for water, build schools, and anything else to help “win the hearts and minds of the people.”

Four months after being discharged from the Army, Tony found himself in a GSPIA classroom with Dr. Joseph Coffey. Coffey’s own military experience helped make Tony’s matriculation from the battlefield to classroom much easier. “He was a brilliant tactician,” said Tony.

After GSPIA, Tony went on to a “wonderful and fulfilling” career in the cable television industry. Yet throughout the years, Accamando retained his desire to work internationally. Then in 1997, Accamando and fellow Vietnam veteran and longtime friend George D’Angelo returned to Vietnam to “see the country in peace time as opposed to warfare.”

“We were in a dilapidated school, there was a broken blackboard and rain was coming through the thatched roof, and we thought, ‘Perhaps we can do something about this,’” Accamando explained. Upon returning to the U.S., Accamando and D’Angelo launched an initiative to raise $50,000, and a year later, they were back in Vietnam with a group of veterans and volunteers dedicating a new school for 600 students.

Tony and George’s initial goal was to complete one project and, as Tony put it, “move on with our lives.” However, the volunteers expressed such enthusiasm to do more, the men decided to form the Friends of Danang to raise funds for additional humanitarian projects. Deb Tulak, a speech language pathologist who has helped raise funds for the past 12 years, explained the challenges of raising money for projects in another country. “It’s hard for people to envision that others don’t have a school to go to or dental care, health care or clean water.” Tulak is a firm believer in volunteering: “You get so many rewards personally and professionally by helping others.” Her efforts, along with others, have helped raise more than $350,000 to launch a dental care program and to build four elementary schools, eight kindergartens, and a “Bridge of Reconciliation.”

Thomas McGarvey, a Marine Corps veteran who has also helped raise money for many of the projects speaks fondly of the bridge project. He described the symbolic nature of the dedication ceremony “when two former enemies met in the middle of the bridge that means an awful lot.”

Retired physician Ed Kelly found his return trip to be therapeutic. Kelly was a battalion surgeon with the third Marine division in Vietnam in 1968. Kelly still vividly remembers the young 18-and-20-year-old Marines, many of whom didn’t survive. “I saw the amount of destruction in the environment and in human life. To this day, it still haunts me,” noted Kelly. Thanks to the Friends of Danang, he has found a certain amount of closure and now lives “peacefully” with his memories. “I felt there was always a part of me that wanted to give back,” said Kelly. “It’s been quite an experience.”

According to Kelly, it’s Tony’s ability to “draw people together with the same purpose in mind” that has led to the group’s success. “The commitment that he showed stimulated the rest of us.” Shirley Hruby, director of a local youth center, has volunteered with the Friends of Danang for the past 13 years. “Tony reeks of goodness,” expressed Hruby. “If there was ever a disciple, Tony is one of them.” When asked about Tony’s leaderships style, D’Angelo said, “he leads by example. Whatever the group does, he is always giving credit to others. He is someone that you want to follow because it is so genuine – he leads out of sincerity, out of knowledge and hard work.”

During the war, Tony’s outfit adopted

Continued on page 39
GSPIA Alumnus Dr. Sofian Effendi was one of 16 new Legacy Laureates recognized by the University of Pittsburgh for their outstanding personal and professional accomplishments during Pitt’s 2011 Homecoming festivities.

Dr. Effendi’s distinguished academic career began at Gadjah Mada University (UGM), the largest and oldest national university in Indonesia. After traveling to the United States to continue his studies at the University of Pittsburgh, where he held both a Fulbright Scholarship and a Rockefeller Foundation Fellowship, he earned his Master of Public and International Affairs in economic and social development and Doctor of Philosophy degrees from the University of Pittsburgh Graduate School of Public and International Affairs in 1975 and 1978, respectively.

Effendi returned to UGM, where he played a major role in establishing the UGM Population Studies Center and was the founding director of the UGM Graduate School of Public Policy and Administration. From 2002 until 2007, he served as president of UGM. Currently, he is a professor of public policy at UGM and a senior decentralization advisor to the United Nations Development Program in Indonesia. Effendi’s leadership and scholarship have been recognized through a number of prestigious government appointments, including chair of the National Civil Service Commission of Indonesia, where he led reforms and introduced legislation to help the country’s civil servants. He is the author of numerous articles and papers and a member of many professional and public organizations, including the Indonesian Academy of Sciences.

His many awards and honors include a 2009 Distinguished Alumnus Award from the Graduate School of Public and International Affairs. Effendi is also a member of the Graduate School of Public and International Affairs Board of Visitors and International Advisory Board.


From left: University of Pittsburgh Chancellor Mark A. Nordenberg, GSPIA Dean John T.S. Keeler, Alumnus Sofian Effendi, GSPIA Associate Dean William Dunn and University of Pittsburgh Provost Patricia Beeson.
Dr. Al-Shakawy ‘83 Receives GSPIA’s Distinguished Alumnus Award in Riyadh

Dean Keeler visited Saudi Arabia in September 2011 to meet with GSPIA alumni and present the Distinguished Alumnus Award to Abdulrahman Al-Shakawy (PhD ’83), the Director General of the Institute of Public Administration (IPA) in Riyadh. Dr. Al-Shakawy visited GSPIA in October 2011 to meet with faculty, staff and students and discuss possible areas of collaboration between the IPA and GSPIA.

Dr. Al-Shakawy has been with the IPA for more than forty years, serving successively as Director General for Administrative & Financial Affairs, Director General for Training, Deputy Director General and, since 2000, as Director General. At the IPA, Dr. Al-Shakawy has been instrumental in developing and improving its training programs and administrative processes, as well as implementing initiatives related to geographical expansion, decentralization and cooperation between government agencies and private institutions.

He is an active voice in the Saudi Arabian Government, including the Ministerial Committee for Organizational Development, the Foreign Ministry’s Institute of Diplomacy, the Permanent Committee for Civil Servant Training and Scholarships, the High Committee of Educational Policy and the Human Resources Development Fund.

Dr. Al-Shakawy was named 2010 CEO of the Year by the Middle East Excellence Institute. He is the author or co-author of numerous research papers and books that support the role of the IPA in the field of administrative development in the Kingdom of Saudi Arabia.

Kay E. Brown, MPA ‘84

Kay Brown received a bachelor’s degree in sociology from Edinboro University in 1973. She joined the Erie County Department of Human Services, eventually becoming Director of the Erie County Coordinated Day Care Program. In 1983 Brown enrolled at GSPIA and earned her Master of Public Administration, receiving the Donald C. Stone Award for outstanding academic achievement. After graduation, she started a lasting career at the U.S. Government Accountability Office (GAO), where she has been the director since 2007.

In this role, she is the senior executive responsible for GAO evaluations of federally funded programs for low income families and individuals, represents the agency to top government officials, the press and the public, and regularly testifies before U.S. Congress on issues related to nutrition assistance, child welfare and services for aging Americans. Brown has received numerous honors from the GAO, including the Meritorious Service Award, the Comptroller General’s Results through Teamwork Award in recognition for exceptional service related to the administration of federal assistance for victims of Hurricanes Katrina and Rita, and four Annual Team Awards.

Daniel Rich, MPIA ’67

Daniel Rich earned his B.A. at Brooklyn College of the City University of New York, his MPIA at GSPIA, and his PhD in political science at the Massachusetts Institute of Technology. In 1971 he was appointed as an Assistant Professor in the Department of Political Science at the University of Delaware (UD), and has since served in positions including Senior Research Associate in the Center for Energy and Environmental Policy (1980-1997), Dean of the College of Urban Affairs and Public Policy (1991-1996) and founding Dean of the College of Human Services (1996-2001). From 2001 to 2009 Rich served as UD’s Provost, the chief academic officer for 1,200 faculty and 21,000 students. Today he is a Professor in UD’s School of Public Policy and Administration and a member of its Institute for Public Administration, Delaware Environment Institute, and Science, Ethics and Public Policy Program. He also leads the University’s Knowledge-Based Partnership Conference series that brings together leaders from higher education, government, business and nonprofits. Rich has been honored by the University with a Medal of Distinction, an Excellence in Teaching Award, and the establishment of the Dan Rich Chair in Energy. Rich serves as Chair of the Delaware Early Childhood Council and as a Board Member for the Delaware Public Policy Institute, Nemours Health and Prevention Services, and the Delaware Philanthropy Forum. He is an elected fellow of the American Association for the Advancement of Science. Rich has served as a member of GSPIA’s Board of Visitors since 2008.
On October 14, 2011, GSPIA hosted its annual alumni reception to kick-off Homecoming weekend on campus. The Friday evening event featured GSPIA’s 4 under 40 award given to distinguished alumni under forty.

Veli Kreci, MPIA ’01
Assistant Professor and Vice Dean for Postgraduate Studies, South-East European University, Republic of Macedonia

“Studying at GSPIA widened my horizon and provided the essential skills for building a professional career.”

Lynsey Wood Jeffries, MPA ’00
CEO, Higher Achievement

“GSPIA set a strong foundation for my nonprofit leadership and career: compelling communication, clarity of outcomes, and relentless pursuit of the greater good.”

Anthony Ruggiero, MPIA ’99
Chief, Defensive Measures/Proliferation Financing Team, Bureau of International Security and Nonproliferation, U.S. Department of State

“GSPIA was instrumental in providing a solid foundation and skills to build a successful career in foreign affairs.”

James Sloss, MPA ’00.
Energy & Utilities Manager, Office of Sustainability and Energy Efficiency, City of Pittsburgh

“It was the skills I learned in Dr. Miller’s financial management class that helped me establish Pittsburgh’s nationally recognized Office of Sustainability & Energy Efficiency.”

From left: Veli Kreci, MPIA ’01, Lynsey Wood Jeffries, MPA ’00, Anthony Ruggiero, MPIA ’99, James Sloss, MPA ’00.
David Miller Receives Chancellor’s Distinguished Public Service Award

Professor David Miller, director of the Center for Metropolitan Studies was the recipient of the 2012 Chancellor’s Distinguished Public Service Award for his outstanding work in establishing and managing CONNECT, the Congress of Neighboring Communities.

The Congress of Neighboring Communities (CONNECT) is an organization that promotes cooperation and collaboration between the City of Pittsburgh and the 37 neighboring municipalities that comprise our region’s urban core. CONNECT’S MISSION is to coordinate the activities of the 38 municipalities of the urban core through: advocating for and voicing the collective interests of the nearly 690,000 residents; developing and enhancing ways the 38 municipalities work together to deliver important public services; and maintaining a forum for the discussion, deliberation and implementation of new ways to maximize economic prosperity for Western Pennsylvania.

As one highly placed City of Pittsburgh official attests in his strong letter of support: “For the first time, because of CONNECT, the City of Pittsburgh is communicating regularly with its municipal neighbors and these efforts are bearing fruit. From bulk purchases and cross boundary vacant land policies to new avenues of funding for EMS and multi-municipal sewer management. Dr. Miller’s brainchild is having real financial impact on the communities of our urban core.”

Phil Williams Gives Inaugural Lecture as Posvar Chair

University of Pittsburgh Provost Patricia Beeson recognized the contributions of Dr. Phil Williams on January 19 as the University community celebrated Williams’ designation as the Wesley W. Posvar Chair in International Security Studies.

During his lecture, “Security and Disorder in a Complex World,” Dr. Williams addressed the many facets of how security challenges have evolved over the last decade.

He elaborated on the interconnectedness of the world we live in and explained how it has added new dimensions to the study of security and intelligence studies. “Failed cities might be more of a future problem than failed states,” Dr. Williams explained.

He expounded further, security challenges will interact in complex and unpredictable ways that will make them less manageable in the future, for example. “Organized crime is not going away, it is getting stronger,” remarked Professor Williams and “will likely become increasingly involved in illicit markets for food, water and energy. “

The University of Pittsburgh established the Posvar Chair to honor late Pitt Chancellor Wesley Posvar, who died on July 27, 2001. Posvar, who had been a Brigadier General in the U.S. Air Force, served as chancellor of the University from 1967 to 1991 and was renowned for his early recognition of the importance of international studies. The Posvar Chair is held by the professor who also serves as director of Pitt’s Mathew Ridgway Center for Security Studies.

Williams received his PhD degree from the University of Southampton, England, and his bachelor’s and master’s degrees from the University College of Wales.
Nita Rudra Studies Water Access in India on Fulbright Scholarship

GSPIA

Professor Nita Rudra spent the past year in Bangalore, India on a “Senior Researcher” Fulbright Scholarship, where she analyzed the political and economic factors affecting access to clean water in developing countries. While in Bangalore, she organized a conference, bringing together both US-based and Indian scholars to look at issues related to globalization and the politics of poverty and inequality.

Access to potable water is a critical issue in India. Dr. Rudra explained that there are several measurable determinants to water access, such as pollution, consumption levels, and infrastructure. Her research focused mainly on international and socioeconomic factors, specifically the impact of foreign direct investment (FDI) and economic diversity. Access to water can be manipulated for political purposes. “Because it’s such a vital resource for a majority of the population, it’s become a vehicle of rent-seeking for many politicians,” she said.

Dr. Rudra’s research included both quantitative and qualitative data collection, comparing the quality of water access across Indian states. She was pleasantly surprised to find that both high-ranking officials and corporations were willing to cooperate. “It was not difficult to get officials to discuss this important issue because India is facing a water crisis right now,” she said.

The major finding of her study was that FDI negatively impacts clean water access in areas with high socioeconomic inequality. According to Dr. Rudra, “The logic is that in
“Because access to clean water is such a vital resource for a majority of the population, it’s become a vehicle of rent-seeking for many politicians.”

Homogenous societies, collective action problems would be easier to overcome, leaders would have less incentive to hold onto status quo and be more willing to accept redistributive water policies as well as greater regulations on multinationals.”

Dr. Rudra has considered expanding this research to look at the impact of diversity on globalization in other areas. Based on her recent findings, she suspects that it may be the more homogenous countries that have developed “good institutions” through globalization.

For students interested in the politics of water access, Dr. Rudra said she would be happy to guide further research. “This is a very understudied subject, and there is always work to be done in terms of analyzing the underlying politics and collecting relevant data.”

While Dr. Rudra felt honored to be selected for a Fulbright Scholarship, the conference was a personal highlight of her time in India. The conference entitled “Globalization and the Politics of Poverty and Inequality in Developing Countries” took place in Bangalore in January 2011. “The conference was fabulous. The scholars are doing really intellectually stimulating, cutting-edge work, and it was great when things finally came together,” she said.

Dr. Rudra planned the conference on behalf of GSPIA and in partnership with Professor Kenneth Sheve of Yale University and Professor Rajeev Gowda of the Indian Institute of Management. Dean John Keeler was also in attendance. Dr. Rudra enjoyed introducing her colleagues to each other and to Indian culture. “We even had a Bollywood night!” she said.

On the heels of this success, Dr. Rudra planned another conference hosted by GSPIA in Pittsburgh this past spring. The conference on “Political Survival in the Global Economy” featured three scholars: Megumi Naoi of the University of California, Pablo Pinto of Columbia University and Yotam Margalit of Columbia University.
Dr. Taylor Seybolt led diplomats through a simulation of putting genocide prevention into practice, as part of a week-long seminar organized by the Auschwitz Institute for Peace and Reconciliation (AIPR).

"It’s not often that academics sitting in a university get to feel like they’ve actually reached people in the real world who are in positions to make decisions," said Seybolt. "I know that this time I was teaching people who might be called upon to prevent a massacre. That was very rewarding."

The Raphael Lemkin Seminar for Genocide Prevention holds two annual seminars to build a network of people who are trained to understand the mechanisms of genocide, why it happens, and what can be done to avert it. U.S. Army officers meet in April, while the November seminar is designed for diplomats. One of the most striking aspects of the seminar is its location. The week begins with a tour of the Nazi’s extermination camps at Auschwitz and Birkenau, the most notorious sites of mass killings during World War II. "It’s one thing to talk about genocide and genocide prevention when we sit here in Pittsburgh," said Dr. Seybolt. "It’s quite another thing when you’re literally across the road from gas chambers that were used in the Holocaust." The AIPR recognizes the “power of place" at Auschwitz provides a unique educational setting for driving home the importance of preventing genocide and other atrocity crimes.

Dr. Seybolt ran a simulation he commissioned and piloted at the United States Institute of Peace. The exercise sets up a situation in a fictitious country where an imminent attack by the national army threatens a town occupied by civilians, rebels and UN troops. For two hours participants played the roles of the International Committee of the Red Cross, United Nations forces in country, the UN Security Council, major non-governmental organizations, and local civilian and military actors. Participants were physically separated from each other and had to rely on communicating by written messages and Skype. "It makes a real difference in how the game plays out because they have to deal with time delays, confusion and communication problems while responding to a rapidly deteriorating scenario," he said.

Some of the participants had found themselves in similar situations in their careers and remarked on the realistic simulation material and the problems they faced in their relationships with various actors. "You always want a simulation to reflect what really goes on," said Seybolt. "People said it opened their eyes to basic problems they might face in the future and they found it to be a good way to pull together the themes of the week."

Dr. Seybolt expects to run the exercise at another one of AIPR’s seminars, perhaps with a military audience. “The military officers will draw different lessons from it than the diplomats. I think they’ll be astonished by the lack of resources that UN military operations have in the field,” he said. Dr. Seybolt also plans to use a variation of the simulation in his capstone seminar, Understanding and Preventing Mass Violence. "In the bigger scheme of things, the APIR program and this simulation fit into a recent push by NGOs, some governments and the UN to take seriously the idea that genocide and civilian massacres require a response different from what is usually done," said Dr. Seybolt. "So if at some point there’s a leadership decision to take action, then those tasked with the response will have thought about it ahead of time."

Taylor Seybolt Trains Diplomats at Auschwitz

“It’s one thing to talk about genocide and genocide prevention when we sit here in Pittsburgh,” said Dr. Seybolt. “It’s quite another thing when you’re literally across the road from gas chambers that were used in the Holocaust.”
GSPIA Strengthens Ties with South Africa

GSPIA Professor Louis A. Picard and Dean John Keeler traveled to South Africa to strengthen university partnerships and explore international learning opportunities for students. During the trip they visited several universities along with 12 alumni and friends of GSPIA in the cities of Johannesburg, Pretoria and Cape Town. Picard also visited East London and Polokwane.

The visit revitalized and formalized a partnership with the University of Witwatersrand’s Graduate School of Public and Development Management (P&DM) in Johannesburg. P&DM, one of the top policy schools in all of Africa, has programs similar to those at GSPIA and is developing a new program in human security, which GSPIA is expected to collaborate on. The school is directed by GSPIA alumnus Dr. Thomas Mathukhu Mogale (PhD ’97). For this partnership, students from both schools are expected to participate in a semester exchange and internship opportunities. Doctoral students from the University of Witwatersrand would come to GSPIA for research methods courses and GSPIA PhD students would do field research in South Africa.

GSPIA has had a partnership with the University of Witwatersrand, founded by President Nelson Mandela, since its establishment in 1991. Dr. Picard is one of several external faculty who played a major role in the creation of P&DM at “Wits,” and he has been a visiting research professor there for two decades.

Long term, Dr. Picard sees this partnership as “an ongoing system of exchanges and students and faculty doing research,” with an immediate focus on the University of Witwatersrand’s PhD program. He added that being in an English-speaking country makes the South Africa program accessible to all GSPIA students.

Picard believes this partnership will enhance the learning environment at both schools. “I do believe that international students provide a reality test when they talk with American students who have not traveled extensively, outside of Europe, grounding them a little. There’s richness to classes with people who are from other parts of the world.”

In addition, Dr. Picard expects this partnership to further GSPIA’s global influence. “I think it’s an important mission for a school like ours to have an impact beyond our borders. The University of Pittsburgh is a world-renowned university, and students should know that GSPIA is well known in South Africa.”

Dean Keeler noted that this was his first trip to Africa, and that he was “extraordinarily impressed both by Lou Picard’s amazing network of contacts there and by the profiles of our alumni. Aside from Dr. Mogale, the South African alumni with whom we met included a former ambassador to Mali who is now general manager of corporate affairs for a major financial services company, the chair of public administration at the University of the Western Cape, and the head of a consulting firm in Pretoria. We also met American alumni, who are now permanent residents of South Africa, whose work ranges from running major consulting firms to operating small businesses. In short, GSPIA is widely engaged in South Africa, and we expect that engagement to deepen over the next decade.”
Last November, I had the opportunity to travel to Seoul, South Korea, with Dean Keeler, Professors David Miller and Phil Williams, and GSPIA PhD candidate Bokgyo Jeong for the Second Annual SNU-Pitt Research Workshop on Public Policy and Administration. The workshop was an amazing event to be part of. Through the research presentations and conversations with our counterparts at the Graduate School of Public Administration (GSPA) at Seoul National University, I learned a great deal about South Korean public policy challenges that are stemming from continued economic development. Closer to my own field of study, I also gained insight into Korean perspectives on East Asian security challenges.

The highlight of the trip for me however, came the day after the workshop. Knowing that my academic work focuses on questions of military capability, and that I had researched the Korean War extensively, our GSPA hosts arranged for Professor Williams and me to visit the War Memorial of Korea and various points along the Demilitarized Zone (DMZ) separating South and North Korea. Despite the whirlwind nature of our tour, I learned an incredible amount. Three key lessons stand out.

First, Western security studies scholarship is exceptionally parochial. Many seem to assume that if a North Atlantic state was not involved, there probably isn’t a lot to learn from a conflict. The War Memorial highlights the poverty of this assumption. Learning about the staggering military history and achievements of the Korean people during our visit made me realize just how little of the historical record scholars tend to draw on when formulating, testing, and extrapolating lessons from their theories. If we are to effectively understand and contend with contemporary international security problems, we must break out of our intellectual comfort zone and draw on the experiences of polities, militaries, and people outside of the Americas and Europe.

Second, the need to prepare for and use force in the international realm is not going away anytime soon. After the conclusion of the 1953 armistice that halted hostilities in the Korean War, North Korea dug at least four tunnels under the DMZ to enable a surprise attack on South Korea. Visiting the third tunnel of the discovered tunnels, I was struck both by the sophistication of the effort and the danger that the mining project posed to South Korea. As long as states have conflicting interests, armistices and peace agreements do not and cannot guarantee security. Despite the present proliferation of treaties, institutions, and agreements designed to bolster international security, states will need to maintain sufficient martial capabilities to defend themselves against revisionist actors and scholars will need to continue to study the many aspects of war.

Third, fieldwork is an essential part of quality security studies scholarship. It was one thing for me to read about the military significance of the Han River. It is entirely different to stand on one bank of the river and contemplate how to get thousands of men, tanks, artillery, and other military goods across the one-kilometer expanse with no bridges and a hostile adversary on the opposite side. Similarly, the challenges of the United Nations’ amphibious invasion at Inchon are rendered that much greater when looking at the vast mud flats that X Corps had to slog through as it assaulted entrenched North Korean positions. Physically exploring the area where the belligerents fought provided an understanding of the challenges soldiers, officers, and politicians faced in the Korean War that no amount of reading ever could.

Though my time in South Korea was quite short, it was productive. I am excited to exploit the knowledge and understanding I gained during the trip in my future work. I also value my new professional contacts across the Pacific and look forward to next year’s Third Annual SNU-Pitt Research Workshop in Pittsburgh. If future interschool workshops can facilitate just a portion of the intellectual and professional development I enjoyed as a result of my trip to Seoul, they will be invaluable.
New Partnership with Universidad de Los Andes

Professor Michael Kenney and Dean John Keeler recently visited the University of the Andes in Bogota, Colombia to negotiate an agreement for student exchanges and research cooperation with both the School of Government and the Department of Political Science. The University of Pittsburgh has had close ties with “Uniandes,” one of the top-ranked universities in South America, since its creation in 1948. Carlos Angulo Galvis, who served with distinction as Rector of Los Andes from 1997 to 2011, is an alumnus of Pitt’s Swanson School of Engineering. Three of the current faculty in the Los Andes Political Science Department earned their doctorates at Pitt. Many graduates of Los Andes have earned degrees from GSPIA, and more students from Colombia have attended GSPIA in recent years than from any other country in Latin America. The University of the Andes thus seemed the perfect choice for GSPIA’s first formal partnership in Latin America.

While at Los Andes, Kenney and Keeler met with the new rector, Pablo Navas Sanz, the director of the new School of Government, Carlos Caballero Argaez, and the chair of political science, Angelika Rettberg, as well as many faculty, staff and students. They also met with officials at Colfuturo, a nonprofit that funds Colombian students to pursue graduate studies in the United States. A central focus of our new partnership will be to enable GSPIA masters students with an interest in Latin America to spend one semester at Los Andes earning credits toward their GSPIA degree. In exchange, students from Los Andes will also be able to spend a semester at GSPIA. We expect that our new ties with Los Andes will enable us to attract more graduates from the university to our masters and doctoral programs. In addition, over the next few years our faculty will explore the possibility of engaging in collaborative research on topics of shared interest with colleagues at Los Andes.

Michael Kenney and Dean John Keeler meet with Director Carlos Caballero Argaez and faculty and staff at the new School of Government, the Universidad de Los Andes.
Sera Linardi Provides Students with Global Perspective

Last summer, Assistant Professor Sera Linardi traveled to Missouri, California and Indonesia to share her research and promote discussion on experimental economics and public policy. Along the way, she helped strengthen university partnerships with GSPIA, and gained insights on international issues that will enrich her students’ understanding of global economics.

In June, Dr. Linardi presented her paper, co-authored with Colin Camerer, “Can Relational Contracts Survive Stochastic Interruptions?” at the Econometric Society Meeting at Washington University in St. Louis. In September she presented on this paper again at CMU’s Center for Behavior Decision Research (CBDR) and Stanford Institute for Theoretical Economics at Stanford University.

Her journey began in Indonesia, lecturing on how reputation concerns affect prosocial behavior at the School of Architecture, Planning and Policy Development (SAPPK) within the Institute of Technology (ITB) in Bandung, Indonesia, at the Magister of Public Administration (MAP) of the Universitas Gadjahmada in Yogjakarta, Indonesia, and at the Faculty of Economics at the University of Indonesia (FEUI).

Her lectures focused on her papers, “No Excuses for Good Behavior: Volunteering and the Social Environment,” which was published in the Journal of Public Economics, and a working paper entitled “Gender Differences in Reputational Concerns: A Field Experiment on Volunteering.”

The visit to ITB and FEUI created a framework for future partnerships that includes student and faculty exchanges. GSPIA now has three partner universities in Indonesia, allowing GSPIA students and faculty interested in researching public administration, development, security, and other topics to do fieldwork and take classes in Indonesia while being mentored by English-speaking Indonesian faculty.

In Yogjakarta, Linardi served as a guest faculty member, lecturing for a week on topics such as behavioral economics and the dissertation writing process, as well as advising doctoral students.

GSPIA’s partnership with the Universitas Gadjah Mada was perpetuated by the visit of one of their faculty, Dr. Kumorotomo Wahyudi who spoke on the “Shari’a Banking and Finance: A Research Agenda on Islam and Democracy in Indonesia.” Professor Sofian Effendi, whose academic career began at Universitas Gadjah Mada, also visited GSPIA in October 2011 to receive the University of Pittsburgh’s Legacy Laureate Award, which is the highest award given by the University of Pittsburgh.

At the University of Indonesia, Dr. Linardi gave a lecture to 160 students in FEUI and met with the assistant dean and faculty in Accounting, Business, and Economics to discuss potential exchange programs.

For Linardi, one of the highlights of her travels was being in Indonesia during Ramadan. “Even though I am Catholic, teaching in three Indonesian universities allowed me to participate in the rhythm of the iftar-imsak cycle, watch the bustle of preparing the pre-dawn meals (sahur) and the joy at breaking the fast – and being invited to several glorious meals!”

Dr. Linardi found this to be a particularly interesting time to visit Indonesia. “As the country with the largest Muslim population in the world and the world’s largest archipelago, it provides an incredibly rich case study of a developing country in the first 15 years of democracy and decentralization. Linardi was also able to visit family in West Kalimantan, Indonesia, and was grateful to experience Indonesian culture again. “Department stores and street side markets are bursting with new clothes, fashionable jilbab accessories, sweets and drinks. Music is played everywhere. There was so much street life and family togetherness.”
As C.E.O. and founder of Ashoka, Bill Drayton has helped create global social change by supporting over 3,000 social entrepreneurs since the organization’s launch in 1980. Ashoka is rooted in Drayton’s vision for a world where everyone can be a “changemaker,” finding innovative solutions to society’s most pressing problems.

To celebrate his inspirational leadership and strong commitment to public service, the Johnson Institute for Responsible Leadership awarded Drayton with the 2012 Exemplary Leadership Award.

“Every year the Johnson Institute honors a leader in the public sphere who exemplifies ethics, integrity and effectiveness in public service,” explained Johnson Institute Director Kevin Kearns. “Our search quickly led us to Bill Drayton, a leader who is breaking down walls, bridging gaps, spanning boundaries geographically, ideologically and substantively to build a better world.”

Ashoka promotes leadership by investing in and empowering social entrepreneurs around the world to make a lasting impact in their communities and beyond. “Ashoka Fellows must endure a rigorous selection process, and their ideas must have the potential to positively disrupt old, entrenched structures and ways of dealing with social problems,” Dr. Kearns explained. “These fellows have had a significant impact on public policy, business and nongovernmental organizations around the world.”

In his address, Drayton exhibited his innovative thinking and bold advocacy for systems change. “One of the traits all changemakers share is that we love a challenge because it gives us an opportunity to use our creativity and to give in a meaningful way,” he said. “As a leader, your success can be measured by what proportion of your people are changemakers and how you have helped those changemakers work together to achieve their potential.”

Drayton emphasized that all people should have an opportunity to make a difference. Ashoka provides this opportunity through start-up capital for social entrepreneurs and by building infrastructure for growth and collaboration with these projects. “There is no equality when the power is in the hands of only a few. Are we going to ensure that everyone gets to have a chance to be creators, to have the skills and confidence to be a changemaker?” he asked.

Drayton explained that social entrepreneurs break the cycle of oppressive systems and unjust institutions. “Social entrepreneurs change the patterns for the good of all. This is a very powerful group of people.”

In the past five years, over half of the Fellows have changed national policy, and three-quarters have changed the pattern of their field nationally. Now Ashoka is exploring the potential of collective social entrepreneurial projects, beginning with a coalition of 700 Fellows focusing on children and young people.

One of these Fellows is Mary Gordon, who started an anti-bullying campaign that focuses on cultivating empathy among students through interactions with infants. The program has now expanded from two to 19,000 classrooms in ten countries.

Drayton suggested that a new type of leadership will be required for this world of changemakers, with empathy as a key component. “The skill of empathy is the ability to express love and respect in action.” He added that he is grateful for the work GSPIA is doing to contribute to a world of changemakers.

The Johnson Institute enhances professional and institutional ethics and accountability in public leadership through teaching, research, hands-on training programs and the annual Exemplary Leadership Award ceremony. For more information, visit www.johnsoninstitute-gspia.org.
Alumnus Chad Serena Published
*A Revolution in Military Adaptation: The U.S. Army in the Iraq War*

For most scholars, transforming a dissertation into a book manuscript and getting it published can take years. Not for Chad Serena (PhD ’10); it only took him nine months.


In researching the book, Dr. Serena reached out to scholars at the Amy War College in Carlisle, Pa. and “was amazed at how accessible people were.” “The subject was interesting to them and they were a great resource,” he explained. When asked about his fieldwork, Dr. Serena noted the extensive interviews he conducted and how his previous experience serving in the military assisted him in writing the book.

With his first book published, Serena is already working on his second book. However, with a full-time job at RAND Corporation, he is finding his second book a little more challenging to write. “This time it is taking a little longer because finding the time to sit down for eleven to twelve hours is harder when you have a job.”

He is especially appreciative of his “dissertation committee,” including Ridgway Center Director, Phil Williams; Steve Metz, GSPIA Emeritus Professor Donald Goldstein, and GSPIA Senior Lecturer Dennis Gormley who all made the process “easy and enjoyable.”

Louis Picard Named Director of Ford Institute

SPIA Professor Louis A. Picard has been named the new director of the Ford Institute for Human Security, and is dedicated to continuing the work of Dr. Taylor Seybolt who has been the director since 2009. “Taylor has done an outstanding job over the past two years, enhancing the visibility of the Ford Institute and engaging our students by organizing a wide range of working groups, conferences and prominent speakers,” noted Dean John Keeler.

As director, one of Picard’s goals is to expand current research areas for students like the plight of indigenous peoples, for example. “We have 2 million Somali refugees that are in Kenya right now. This is not a small problem. Imagine Pittsburgh – 1.6 million people – you take the city of Pittsburgh, give them some tents, and let them sit in the desert. That’s what you’re talking about,” he explained.

“Human security forces you to look at human suffering around the world and figure out how to make it better. There’s some idealism there, but there’s a lot of practicality too,” he explained. He believes good governance is the key to human security. As a result the Ford Institute has been supporting the newly established Governance Group at the University of Pittsburgh.

Dr. Picard has been a professor at GSPIA since 1987 and is the former director of GSPIA’s International Development program. As a specialist in international development, he has done teaching, research and consulting around the world, with a focus on Africa. His work is widely published, and he has written or collaborated on 11 books and over 40 articles.
The Ford Institute for Human Security celebrated the strong connection between GSPIA and the Peace Corps with a special event held on October 5, 2011. Three current GSPIA faculty members, dozens of current students, and hundreds of GSPIA alumni are proud to call themselves Returned Peace Corps Volunteers (RPCVs). Since the inception of the Peace Corps in 1961 (four years after GSPIA was founded), the two programs have shared many common values and – more importantly – many common faces.

The event featured a panel discussion with GSPIA students and faculty who served in the Peace Corps and a presentation by Dr. William N. Dunn, associate dean for Academic Affairs at GSPIA, who served in the first Peace Corps group in Senegal. “The Peace Corps has a positive impact on the United States through volunteers who return with skills and awareness they would not have developed otherwise,” Dean Dunn explained. “Many of these volunteers are then better prepared for work in governmental and non-governmental aid and assistance organizations abroad and in the United States. Each panelist echoed two of Dr. Dunn’s sentiments: “The Peace Corps was the most extraordinary experience of my life”, and, “try as I might, I’ve never been able to recreate that experience.” April Brouwer described the Peace Corps experience as “insanely challenging,” yet she and other panelists strongly encouraged those listening to consider applying for the program.

Altogether, the panelists represented nearly 50 years of Peace Corps experience, including at least one volunteer from every decade since the program began. Their stories provided evidence that in some ways, the world has changed dramatically in fifty years, while in other ways, things have not changed much.

Another theme that resonated across the decades was the challenge of correcting people’s misperceptions of Americans based on the media. Two panelists from different decades said they were suspected of being CIA agents. Others were expected to be personal friends with Madonna, Paris Hilton, or George Bush. Another noted that many Africans found it hard to believe there were black people in America.

At the conclusion of the event, Dr. Paul Nelson, director of the Master of International Development program announced that GSPIA will offer the Peace Corps Master’s International program. Students in this program will spend one year at GSPIA before they begin their Peace Corps service, and then return after the Peace Corps to complete their Master of International Development degree at GSPIA.
Jennifer Murtazashvili Researches Village Governance in Afghanistan

As the United States prepares its withdrawal from Afghanistan, GSPIA Assistant Professor Jennifer Murtazashvili has been studying how governance policies in the past ten years might affect the future stability of the country. She has done this through the design and implementation of several large-scale research projects, using a wide variety of research methods.

Since 2006, Dr. Murtazashvili has been studying village governance in Afghanistan. Her research explores the issue from three perspectives: how people provide public goods within their communities, how communities cooperate together to provide public goods, and how communities cooperate with the state. With the support of an Afghan “think tank,” the Afghanistan Research and Evaluation Unit (AREU) and a team of Afghan researchers, Murtazashvili conducted more than 300 interviews and focus groups in 32 villages throughout Afghanistan.

She found that local governance is alive and well in Afghanistan. “There was much speculation about what happened to them during the war and whether they had withered away. I found that they had endured, but of course changed in the process,” she explained. “These customary (or non-state) kinds of village governance systems are extremely effective, but they are limited in what they can do.”

Consequently, there is tension between local and national governance structures. “Despite the fact that these village organizations are customary and based in tradition, Afghans actually do have a demand for the state and want to engage with the state. Villagers seek intervention and assistance from the state to help them provide public goods and services, where groups of villages struggle to do this together. Typically state and external (international) intervention does not occur on the issues that the villagers want.”

In conjunction with this research, Murtazashvili has been studying the political economy of land in the state of Afghanistan. Together with her husband Dr. Ilia Murtazashvili, the couple plans on publishing a book this year on the role of land and property rights in the state building process.

“In my field research, I was looking at local governance issues, but the local governance issue that most affects Afghans revolves around property rights and land disputes,” she said. “As Afghanistan is a very agrarian and rural society, insecurity over property rights continues to flame conflict at the local level. The Taliban understand this and have been resolving property issues because it gives them greater legitimacy.”

Dr. Murtazashvili’s third large-scale project, sponsored by Democracy International and USAID, focuses on electoral reform in Afghanistan. The project is focused on how Afghans view formal political institutions and how potential reforms to the electoral system might affect political behavior and attitudes, using innovative survey experiments. She designed and conducted a nation-wide public opinion survey to assess three areas, including attitudes toward both formal and informal governance institutions, the level of individual participation in elections, and whether Afghans view their politicians as corrupt or effective. This research is especially relevant considering that in the ten years since the fall of the Taliban government in Kabul, strong political parties still have not emerged in Afghanistan.

“This is largely due to the nature of the electoral system, which has intentionally kept parties weak,” Murtazashvili explained. “There is a vibrant debate going on in Afghanistan right now about potential changes to the electoral system. This research is intended to help members of Afghan civil society and other advocacy groups make informed decisions about how potential reforms to the electoral system will affect governance and representational outcomes.”
Johnson Institute Receives Generous Grant from Jewish Healthcare Foundation

“I believe leadership skills can be taught. Not only can they be taught but they should be an essential part of education, especially at the graduate level,” explained Jewish Healthcare Foundation President Karen Wolk Feinstein. “So when I found out there was a whole institute devoted to developing leadership skills and education, I was pretty excited!”

For these reasons, the Jewish Healthcare Foundation recently awarded the Johnson Institute with a $150,000 grant, administered over a three year period. “The generous support from the Jewish Healthcare Foundation will allow us to add even more developmental experiences to the Leadership Portfolio Program and enhance our capacity to serve these exceptional students and the Pittsburgh community,” said Johnson Institute Director Professor Kevin Kearns. The grant will also be used to assist in the development of comparable leadership programs at J’Burgh and the Edward and Rose Berman Hillel Jewish University Center of Pittsburgh.

GSPIA’s Johnson Institute Leadership Portfolio Program (LPP), housed within the Johnson Institute for Responsible Leadership, is in its third year and boasts 30 graduates. Participants in the LPP take part in a number of activities to enhance and hone their leadership skills, including being placed on a nonprofit board of directors, being matched with a mentor, and engaging in additional academic study, seminars and book clubs. To track student progress over the two years, students keep a journal they submit on a monthly basis to the director.

“The Johnson Institute is unique. I was very impressed that it included an emphasis on integrity and having a moral compass, which is essential to quality leadership,” said Feinstein. “And the importance placed on mentorship, and I was also impressed with being a learning person.”

When asked why the grant would be distributed over three years and not just in one lump sum, Feinstein said she wanted to see the program sustained. “When we first thought about this as a grant, I didn’t understand how severe the cutbacks were to higher education. I don’t want something like the Leadership Institute to get cut in an era of austerity. The second reason is to help the LPP grow and flourish so perhaps other schools within Pittsburgh will understand how important it is and replicate it. Lastly, I think leadership is integral to the United States economy. Every sector needs to have leaders who can perform and have integrity.”

Strong leadership can facilitate positive social change and that is what the Jewish Healthcare Foundation strives to achieve. “The first thing I ask when I make a grant is, “Who is going to lead this project?” said Feinstein. “If you give a grant to a concept you may not get anything in return; so when I look at an organization like the LPP that is trying to develop leaders I see myself giving a grant to 20 future grantees.”

“The grant is both an affirmation of the value that the LPP has already provided, but also a challenge to do more,” explained Kearns. “We are enormously grateful to the staff and board of the Jewish Healthcare Foundation for this vote of confidence and for their investment in the LPP.”

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“He does a great job of bringing the realities of the world into academia,” Feinstein added of Kearns. “And he understands that a school of public and international affairs is developing the leaders of tomorrow.”

For more information about the LPP program and the Johnson Institute visit: www.johnsoninstitute-gspia.org
The Center for Metropolitan Studies (CMS) research approach augments the interdisciplinary nature of GSPIA’s academic program. Students gain valuable hands-on experience by participating in a wide variety of activities that range from research projects, internship programs, independent studies, and employment opportunities.

This past academic year, graduate students had the opportunity to address issues affecting the urban core – the central city and adjoining suburbs. As one example, students examined the policy issues affecting the characteristics of the food system within urban areas.

According to Research Director Dr. Angela Reynolds, “research on food systems does not exist within a vacuum, but rather aims to link food systems to other pertinent policy issues in the urban core, such as transportation, economic development, and land use.”

Students discovered discrepancies in access to quality and healthy food choices among municipalities in the region and had the opportunity to showcase their work at the 42nd Annual Urban Affairs Association Conference held in Pittsburgh.

During the three-day conference, GSPIA students networked with national and international experts in urban policy. They presented their findings from research conducted throughout the semester. Laura Ayer (MPA ’12) presented her research on the food cycle found in the region and was encouraged to meet others with similar interests.

“I met so many people interested in this topic and its relation to other issues within the urban core,” expressed Ayer. “Witnessing this enthusiasm firsthand gave me confidence that regions will develop and expand efforts addressing food issues.”

“Her research illustrates options for the urban core while also speaking to the complexity of the issues,” noted Reynolds.

Other student projects included work by Chao Wang (MPA ’11) and Maggie O’Brien, (MPA ’12) who highlighted the demographic and population characteristics of urban areas in Pittsburgh and Cleveland, while fellow student Jenn Zaffuto (MPA ’12) presented information that summarized her ongoing work in blight and abandonment in the region. Her presentation highlighted strategies community leaders can use to “right-size” and collaborate to build sustainable communities. Based on her research, she believes “the Pittsburgh region is poised for population growth.”

Other research underway at the Center includes a regional effort to develop a “Government Best Practices Collaborative” for the Power of 32 – an initiative that incorporates municipalities from a 32-county region spanning Maryland, Ohio, Pennsylvania, and West Virginia. The goal of the project is to develop a resource to address blight and abandonment in communities that want to engage in inter-municipal collaboration.

“All student projects combine applied research and encourage collaborative interactions, highlighted by innovation,” explained Center Director David Miller. “Our goal is always to provide GSPIA students with the opportunity to engage with elected officials, community leaders, and public service providers to tackle pertinent urban core policy issues.”

Above: Maggie O’Brien (MPA ’12) and Research Director Dr. Angela Reynolds.
Disaster Management in 2011: Comparative Perspectives

On April 13, 2012, the Center for Disaster Management (CDM) hosted scholars from five nations at the O’Hara Student Center to review 2011’s most devastating disasters. According to CDM Director Dr. Louise Comfort, “the theme of this year’s workshop is to review the range of disasters that occurred in 2011 in a comparative light—looking at the management practices and lessons of how other countries dealt with these extreme events.”

Dr. Haibo Zhang, visiting scholar at CDM from the Institute of Advanced Studies in Humanities and Social Sciences, Nanjing University, Nanjing, China, presented a comparative analysis of the July 23, 2011 Wenzhou and April 28, 2008 Jiaozuo high speed railway accidents in China. He noted a significant difference in public perception of response operations following both incidents; response to the 2008 incident was considered successful, while the response to the 2011 train crash was perceived as unsuccessful. Dr. Zhang attributed this difference to the increasing use of social media in China in 2011. Dr. Burcak Erkan, director, Center for Disaster Mitigation and Implementation, Middle East Technical University (METU), Ankara, Turkey, also a visiting scholar at CDM, presented an on-the-ground perspective of disaster response in Turkey with her assessment of disaster operations following the Van Earthquake on October 28, 2011. She identified the lack of enforcement of building codes as the single most important factor contributing to the damage. Dr. Tavida Kamolvej, (PhD ’06), Assistant Professor and Associate Dean, Department of Political Science, Thammasat University, Bangkok, Thailand presented her assessment of the management of the Bangkok Floods in 2011. Dr. Kamolvej observed how Thai culture and poor governmental decision making prolonged the disaster. Dr. Ronni Alexander, professor, Graduate School of International Cooperation Studies, Kobe University, Japan, shared her perspective on the process of psychological healing after traumatic disaster events after studying survivors of the 2011 Tohoku, Japan earthquake, tsunami, and nuclear reactor breach.

Two CDM researchers also presented research from ongoing projects in CDM. Aya Okada, advanced GSPIA doctoral candidate from Japan, expanded on Dr. Alexander’s analysis of long-term recovery by focusing on the organizational response systems that emerged following the 2011 Tohoku earthquake and tsunami, in her presentation, “Networks of Action in Catastrophic Events: The March 11, 2011 Tohoku Disaster.” Dr. Wukich, Post Doctoral Fellow, (PhD ’11), presented an analysis of the May 22, 2011 Joplin, Missouri tornado. Assisted in this analysis by CDM researchers, Gunes Ertan and Steve Coulthart, Dr. Wukich documented the interacting networks that formed in response to the devastating tornado, and the emerging role of social media in mobilizing response operations in the damaged community.

After the presentations, the workshop participants split into two groups to discuss what policy lessons could be drawn by comparing decision processes: 1) what is the balance between risk and safety in preparedness policy; 2) what is the appropriate investment in technology and training in reducing future disaster risk, and 3) what kind of authority structures are most effective at mobilizing response operations. Conclusions involved preparing for disasters with the highest expected costs, and using research as a tool for educating the public on how to be best prepared. The participants noted that each of the disasters demonstrated breakdowns in communication between jurisdictional levels. Such breakdowns underscored the importance of information flow throughout the disaster management process, and the importance of sufficient communication with accurate information.

In all the scenarios new forms of social media are emerging as the key means for sharing information among responders and the public. These innovative forms of communication support self-organizing actions and critical review of operations in response to disasters.
Student Insights on Global Security Issues

The challenges to security at any level – global, national or human – have rarely been as complex and intractable as in the twenty first century where traditional geopolitical rivalries overlap and intermesh with issues of governance, identity, and opportunity. As a result, the need to train students versed in international security is even greater. Over the past year, the Matthew B. Ridgway Center for International Security Studies sponsored two student research groups to study security policies around the globe.

The first group led by Ridgway Center Student Fellows Andrew Moss and Liliana Devia created a database whereby students tracked the transnational reach of specific Drug Trafficking Organizations operating in Latin America. Most of the information contained in this database details the activities of these groups in countries different from the one in which they emerge in an attempt to see if the violent methods employed by one group in its home country are being “exported” elsewhere.

To showcase their research, students attended the Latin America Social and Public Policy Conference organized by the Center for Latin American Studies in late February. They presented three papers in this conference: Moss and Devia presented their document “The Revolutionary Armed Force of Colombia (FARC) and Sendero Luminoso as Hybrid Threats,” while Guillermo Vásquez del Mercado presented his document: “Five Ps for a Violence Reduction Strategy in Mexico,” and Paul Mincarelli presented his paper: “Urban Violence Reduction in Latin America: The Medellin Miracle.”

Students from the second group led by Shahzeb Shaikha focused their research on international security issues in South and Central Asia – specifically pertaining to the “Haqqani Network, Quetta Shura, Pakistan and the End Game in Afghanistan.”

The objective of this project was to identity the key actors in the on-going conflict in Afghanistan, the primary interests of these actors, the current ground realities and the possible scenarios for the future. Students prepared a 35 page report and presented in March. Participants for this five-month long project included Timothy Kish, Neeti Rajput, Christian Becker, Ira Guberman and Kenneth Alford.

Dr. Phil Williams, director of the Ridgway Center has remarked that “one of the most gratifying aspects of these student-led groups has been the way in which second year students have mentored first years.”

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Ford Institute Prepares Students to Address Global Human Security Issues

Over the past year, millions of people around the globe were threatened by natural disasters, violent conflicts, famine, and other risks to their security. Through it all, the Ford Institute for Human Security remained focused on promoting effective responses to these threats and the resulting deprivation. Under the new direction of Professor Louis A. Picard, the Ford Institute engaged in collaborative research projects, conferences, a speaker series, and much more.

“We are concerned with human survival, movement of people, refugees, human rights issues, slavery and all of the myriad of activities that are involved around war,” said Picard. Presentations, lectures, workshops, and conferences focused on a range of topics. “Achieving Sustainable Development in Africa,” a two-day conference held jointly with the African Studies program in April, brought together many different disciplines working on development issues in Africa.

The Ford Institute also hosted Visiting Ford Fellow and Enough Project Co-founder, John Prendergast, for the second time in two years. Prendergast discussed his development and advocacy programs in Sub-Saharan Africa.

This year the Ford Institute Speaker Series featured more than ten speakers from a variety of backgrounds. A highlight was Andrew Natsios, former director of USAID, who spoke in March as part of the Saul M. Katz Lecture Series. Natsios’ lecture focused on the history of U.S. foreign assistance as well as the future of international aid reform through public and private alliances.

In addition to hosting events, the Ford Institute introduced two exciting new initiatives. First is their outreach with local groups that focus their efforts on human security issues. These partnerships offer an opportunity to expose the Ford Institute to the local community and give local organizations resources and exposure regarding the issues they are working on. The second new initiative is the Director’s Award, a $4,000 award given to a local organization, affiliated with GSPIA, that is focused on human security issues. “Again, this is a way to link the Ford Institute to the human security issues that people in the field are working on,” said Professor Picard. The integrated Director’s Award granted funding to Anzar Exchange and the Foundation for the Realization of Economic Empowerment.

Another initiative at the Ford Institute is the Governance Group, a partnership between GSPIA, the Department of Political Science, the School of Law and the School of Education. The Governance Group serves as the primary center for applied research on governance and institutions. Its main objectives are to extend, integrate, and focus the university’s commitment to exploring issues related to governance, through its own initiatives and in response to public and private sector requests for proposals.

“Good governance is essential to human security for a country’s citizenry,” said Picard. “To me, that’s the development thesis at the Ford Institute.”

“We are concerned with human survival, movement of people, refugees, human rights issues, slavery and all the myriad of activities that are involved around war.”
Desmond King Presents the Roscoe Robinson Memorial Lecture

On February 16, 2012 Desmond King, the Andrew Mellon Professor of American Government at Nuffield College, Oxford University delivered this year’s Roscoe Robinson Memorial Lecture. King’s lecture focused on his new book, “Still a House Divided: Race and Politics in Obama’s America,” coauthored with Rogers M. Smith at the University of Pennsylvania.

Established three years ago, the General Roscoe Robinson, Jr. Memorial Lecture Series on Diversity and Public Service is a tribute to one of GSPIA’s most distinguished alumni. The lecture opened with an introduction of General Roscoe Robinson by Leon Haley, Professor Emeritus at GSPIA. A graduate of the United States Military Academy at West Point, as well as GSPIA, Roscoe Robinson achieved the distinction of being the first African-American to be promoted to the rank of four-star general in the United States Army.

King focused his lecture on the polarity of American politics regarding race and the two major current positions on racial issues: the “colorblind” perspective and the race-conscious (or affirmative action) perspective. King argued that “the colorblind approach has really driven policy in recent years and the race-conscious side has lost many debates.” King cited the Bakke case as one that strengthened the colorblind movement. In the 1970s Bakke sued the University of California-Davis Medical School for rejecting his application. UC-Davis held 16 seats for African Americans for diversity purposes and Bakke argued that this was unjust given that his grades were better than some of those who were admitted. The Supreme Court ruled 5-4 that Bakke had been discriminated against.

King then gave examples of the two different policy approaches. Former Pennsylvania Governor Rendell established the Philadelphia Empowerment Zone, which was designed to foster economic development in distressed rural and urban communities, without the distinction of race. In contrast, the Philadelphia Plan was an example of a race-conscious policy approach. The plan was an agreement between construction employers and labor unions stating the workforce of federally funded construction and development projects would have to be representative of the local labor market. In retrospect, argued King, it may seem astonishing to note that this was a Nixon administration initiative.

“What are the consequences of the colorblind approach?” asked King. Average African-American earnings are still much lower than that of whites, and African-Americans are still far more likely to be incarcerated than whites. “That is why this remains an urgent issue,” King stated. Obama has done less than many of his voters hoped, but he has moved to do such things as encourage charter schools to accept students from lower income neighborhoods and to push the Fair Sentencing Act. Moving forward, King argued, policymakers advocating race-conscious policies will have to be subtle in their approach because such policies have become more and more controversial in recent years.

...the colorblind approach has really driven policy in recent years and the race-conscious side has lost many debates.”
The 2012 Philanthropy Forum Speaker Series featured three prominent thought leaders to address "The Future of Philanthropy in Uncertain Times." Now in its fourth season, the series has welcomed to campus renowned authors, foundation leaders and field building academicians to explore how philanthropy’s new approaches or novel roles can help society meet the challenges of this transformational moment.

In March, Emmett Carson, PhD, president and CEO of the Silicon Valley Community Foundation, focused on philanthropy’s “social contract,” or moral obligation, to the organizations and communities it supports. He discussed philanthropy’s lack of response to the economic recession, contending that “philanthropy didn’t change its grant making priorities.”

Dr. Carson explained that in 2009, the country’s 75,000 foundations distributed over one billion dollars to charitable causes, yet remained absent from deliberations about what core functions in communities and civil society overall must be preserved. As a result foundations are missing their window of opportunity for leadership in charitable giving.

“We exist to carry out public trust. These are private dollars for public good.” Thus, Dr. Carson explained, foundations must be held accountable for their actions if they are to preserve the public’s confidence in their ability to operate in the public’s interest.

He further explained that President Obama is now proposing to lower the level of charitable deductibility for foundations. This is a message to the philanthropic community that the government does not believe foundations are making an impact deserving of a federal tax break. “We are in crisis,” he declared. “How will we show that we add value to society? We’ve got a lot of work to do and a short time in which to do it,” he said, adding, “we’re doing the grant making - we need the advocacy part.”

In April, President and CEO of the Skoll Foundation Sally Osberg provided fresh perspectives on how strategy can align with other programmatic elements to extend global and local philanthropic impact. Osberg shared the story of Skoll Foundation Founder Jeff Skoll, co-founder of eBay and Participant Media, and his vision for “a sustainable world of peace and prosperity.”

The final guest lecturer, Peter Frumkin, professor and director of the RGK Center for Philanthropy and Community Service at the University of Texas, Austin addressed the essentials of increasing philanthropic impact. Dr. Frumkin’s “philanthropic diamond” provides a roadmap for strategic giving by raising the questions of donor purpose, values, style, vehicle and time frame.

“We need to take seriously the process of developing, implementing and measuring the quality of strategy in philanthropy because we all want to see philanthropy achieve greater results,” he contended.

The GSPIA Philanthropy Forum seeks to create educational opportunities through teaching, practice-based research and exchange with practitioners and leaders in the field. “Pittsburgh has offered a unique teaching and learning laboratory about philanthropic innovation and collective action over time,” Forum Director and Founder Kathleen Buechel offered. “At GSPIA, we’re expanding opportunities to bring together field leaders, seasoned practitioners and the university community to examine together the policy implications, practical challenges and promise of philanthropy today.”

GSPIA Philanthropy Forum Speaker Series
The Presidential Management Fellowship Finalists were recently announced by the U.S. Office of Personnel Management including four GSPIAns. GSPIA is pleased to announce that students Steven Brier, Justin Kurtz, Christina Gerstel and Christopher Adcock have been chosen as Finalists. The PMF program was created more than three decades ago by Executive Order and has gone through many changes over the years. It attracts and selects the best candidates possible, but is really designed with a more narrow focus—developing potential government leaders. The PMF Program inculcates a lasting bond as well as a spirit of public service, ultimately encouraging and leading to a career in the government.
Helping Brighten the Lives of Children: Summer in Uganda

By Kristin Frye – MID

Interning with Bright Kids Uganda was a life-changing experience, giving me the opportunity to put my GSPIA skills and knowledge into action. As an MID student, it was exciting to be hands-on, working in the field on NGO management, environmental sustainability initiatives, and website design. I also traveled around Kampala and Masaka to study sustainable development practices and to Gulu in Northern Uganda to learn about the challenges facing development of post-conflict areas. I also visited the Mild May Medical center, which provides free HIV/AIDS testing and treatment, as well as UNHCR, World Vision, Invisible Children, GUSCO, and Save the Children. I came away from these meetings with a tremendous admiration for the resilience of the people living in poverty and an appreciation for the opportunities I have here in the United States.

I owe a great deal of gratitude for the success of my time in Uganda to my supervisor, Victoria Nalongo Namusisi. She is truly an inspiring leader. She taught me how to make things happen with very little funding, how to show compassion in difficult situations, and how to maintain transparency and legitimacy in an NGO. She also helped me hone my management, proposal writing, and fundraising skills.

In addition to Victoria, I was inspired by one of the “Bright Kids” named Edrine (Eddie) Bukenya. Eddie is a 15-year-old boy who lost both parents to HIV/AIDS. Eddie walks 30 minutes to school each day in hopes of becoming a “computer scientist” – but the school he attends has no computers. For only $600 a year, Eddie could board at a school with computers and potentially achieve his dream.

When I returned to campus, with Eddie in mind, I began to get involved with other organizations that are supporting Bright Kids Uganda: GSPIA’s Purposeful Penny, Bright Kids Books, and Bright Kids Uganda Foundation, U.S.A. I am also planning on returning to Uganda next summer to continue building my relationship with this organization. As a result of this internship experience, my interests and career goals have become more focused. I plan to continue studying the impact of poverty, disease, and conflict on the children of Uganda and East Africa. Specifically, I want to research how sustainable development practices can remedy or lessen this impact. Thanks to GSPIA and GSPH for helping me connect with Bright Kids Uganda!
Leadership and A New Perspective: Right here in Pittsburgh

By Dan Law – MPIA

As a Security and Intelligence Studies major at GSPIA there is a standard list of internship opportunities to explore, including the CIA, DIA, U.S Department of State, and NATO. And while I applied to these organizations, I also kept an open mind about other opportunities, even ones that were not traditionally considered connected to my major.

From my perspective, the ideal internship is one that helps develop applicable skills, lets me work with people and pushes me out of my comfort zone. Fortunately, the perfect combination came my way when Professor Kevin Kearns informed me of a graduate fellowship with the Heinz Endowments.

My initial thoughts were: Endowments? Nonprofits? By the end of the summer, I had managed a large internship program, worked closely with many local nonprofit organizations, networked, climbed a high ropes course, and accidentally fell into the Youghiogheny River.

An endowment job for an SIS major seemed unorthodox, but upon further exploration, I realized the position would be a perfect fit for me. I emailed my resume and waited. Fast forward to June 2011 when I found myself standing on the 30th floor of the EQT Tower in downtown Pittsburgh with the 35 young adults I would be supervising for the next eight weeks. These talented young people were interns with the Summer Youth Philanthropy Internship Program, sponsored by the Heinz Endowments’ Children, Youth, and Family division.

Under the direction of Program Officer Wayne Jones, I oversaw the interns work in three directives pertaining to “sustainability” issues in Pittsburgh: the distribution of $200,000 in grant funding, the creation of radio broadcasts to air on the Saturday Light Brigade, and the filming and production of videos in collaboration with Pittsburgh Filmmakers.

In eight short weeks, I had to coordinate virtually every issue that can arise when young adults are working together in an office for the first time. By the end of the summer, I had managed a large internship program, worked closely with many local nonprofit organizations, networked, climbed a high ropes course, and accidentally fell into the Youghiogheny River.

My GSPIA course work had me well prepared for this opportunity. My policy analysis experience helped interns address sustainability issues in the city. The knowledge I gained in my introduction to public administration class allowed me to identify under-resourced initiatives and learn more about community and economic development. My experience as GSPIA’s student cabinet president taught me how to engage and inspire young adults to make a tangible and substantial difference in their community.

Looking back, if I hadn’t been willing to try something new, I wouldn’t have gained this valuable management and leadership experience — and perhaps more importantly, new perspectives. While there are many engaging challenges in our nation’s capital and abroad, Pittsburgh - the city I have called home for the past year — has proven to be a dynamic and inspiring place to work.
I was originally planning to go to Ho Chi Minh City, Vietnam for my internship last summer, when a twist of fate turned into a stroke of fortune and brought me to Chiang Mai, Thailand. I found out a couple weeks before departing for Vietnam that the organization at which I was expected to intern was misrepresenting itself and fraudulent. I was left to scramble for another internship — with a round-trip ticket to Vietnam already booked and two weeks to find a new organization to work with. Through the help of a professor, I was able to land an internship with an organization working to improve the lives of Burmese people living in Thailand.

When I arrived, I immediately began working in their office outside Chiang Mai, dealing with alumni relations. It was my responsibility to help with the alumni grant program and fund small educational projects designed to improve life inside Burma. I was also put in charge of the student and alumni newsletter that included job and study opportunities to help them continue to thrive and contribute to civil society both in and out of Burma.

The most exciting part of my internship came when I had the opportunity to go out to the borders and actually teach. Living amongst and interacting with the students on a daily basis was the best part of the summer. Their experiences were so different from anything I had ever known. It was an incredible experience sitting with them, hearing their stories, and getting to know them.

I was also involved in curriculum development, particularly related to doing field research and writing reports. After we figured out a curriculum based on the students needs, I was tasked with going to schools across the border and implementing the new curriculum. I ended up teaching students from several of the ethnic groups in Burma and learned not only a lot about their lives, but also about the conflict and geopolitical implications that rarely make it into Western media. I have been lucky enough to remain in contact with many of the students. I talk to them a couple times a week, and hope to someday spend time with them again.
Faculty News

New GSPIA Tenure-Track Professors 2010–2012

Luke N. Condra (PhD, Stanford; A.B., Duke) joined the GSPIA Faculty as an Assistant Professor after a year as a Postdoctoral Scholar at UC-San Diego. This year he taught a course on ethnic politics and core courses on global governance and quantitative methods. His current work, situated in Africa, the Middle East, and Central Asia, focuses on elements of state building in areas characterized by conflict. He uses surveys, experiments, and observational data to develop and empirically test theories about such questions as what explains ethnic group rebellion in Africa; how do unintentional killing of civilians in civil war affect the ability of insurgents to produce violence; how do armed actors in civil war strategically use kinetic and governance tools to gain control of the state’s territory and population; how does increased police presence in Afghanistan affect voter turnout and insurgent violence around elections?

Michael Kenney is an Associate Professor. Kenney is the author of “From Pablo to Osama: Trafficking and Terrorist Networks, Government Bureaucracies and Competitive Adaptation” (Penn State University Press, 2007) and the co-editor of “Organizational Learning in the Global Context” (Ashgate, 2006); he has published articles in such journals as Survival, Studies in Conflict and Terrorism, The International Journal of Intelligence and Counterintelligence, Terrorism and Political Violence, Global Crime, and Transnational Organized Crime. Kenney received his PhD from the University of Florida in 2002 and has held research fellowships at the Center for International Security and Cooperation at Stanford University and the Center for International Studies at the University of Southern California.

Marcela Gonzalez Rivas (PhD in City and Regional Planning, UNC, Chapel Hill; MS, Development Studies, London School of Economics), who has been serving as a Visiting Assistant Professor of City and Regional Planning at Cornell University, will be joining the GSPIA Faculty as an Assistant Professor in the fall of 2012. She has published three refereed journal articles to date with a focus on issues of regional and sub-national inequality in Mexico and the planning and policy implications of efforts to reduce these inequities. Marcela will teach in both the MPA and MID programs at GSPIA and will offer a capstone course, based on one she has taught at Cornell, that focuses on the Sustainable Rural Cities program in Mexico and includes a field study trip to Chiapas. Before assuming her position at Cornell, Marcela served as a Lecturer at Princeton’s Woodrow Wilson School and acquired practical policy experience working for the World Bank, the Mexican Ministry of Finance, the Mexican Ministry of Foreign Affairs, and the North Carolina Department of Commerce.

Ryan Grauer joined GSPIA as an Assistant Professor. His research interests include sources of military power, civil-military relations, and democracies at war. He is working on a book-length project that examines the role that command and control structures play in facilitating the generation of combat power on the battlefield. Other projects underway include studies looking at civil-military relations and military effectiveness in unconventional wars, patterns of soldier surrender in war, and variation in democratic armies’ intrawar combat performance. He has published (with Michael Horowitz) a study testing the role of operational and tactical force employment on combat performance. Grauer earned his PhD from the University of Pennsylvania in 2011 and his BA from the University of Chicago in 2005. At GSPIA, he teaches courses on international security, civil-military relations, military strategy, and American foreign policy.
an orphanage. Upon his return, Tony was surprised to find that the orphanage had been transformed into a retirement home for North Vietnamese military officers. As Tony came face to face and shook hands with the former enemy, he found it emotionally rewarding. “No matter how deep the hurt, reconciliation is possible,” said Tony.

What D’Angelo has found most rewarding is making an impact on people’s lives, especially children. But the children are not the only ones benefiting from the Friends of Danang, returning veterans are also benefiting by knowing that their work has helped others. “There is never a dry eye,” said Tony.

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Each Veterans Day, Friends of Danang holds a breakfast to honor those who served and raise money for humanitarian aid projects. “There is no overhead,” explained Tony. “Every dollar donated to our work is spent on the projects. Administrative costs are paid by committee members themselves.” GSPIA regularly sponsors a table at this event and any reader of Perspectives who wishes to attend may obtain the necessary information in the weeks before Veterans Day by consulting the Friends of Danang website: http://www.friendsofdanang.org. “This is an event worth attending,” said GSPIA Dean John Keeler. “It is impossible not to be moved by the humanitarian spirit that pervades the room as Tony and his colleagues relate their stories of the horrors of war and the wonder of reconciliation.”
GSPIA Celebrates 2012 Graduation

The University of Pittsburgh Graduate School of Public and International Affairs held its 2012 graduation ceremony at Soldiers and Sailors Memorial Hall and Museum on Thursday, April 26, 2012.
“What is the glue that makes GSPIA a unified school?” asked Allison Coffman (MID ’12) in her student response at this year’s graduation ceremony held at Soldiers and Sailors Memorial Hall and Museum on April 26, 2012.

“One thing all GSPIA students have in common is our commitment to service,” she said. “Whether our goal is to work for the World Bank, the federal government or a local nonprofit, we are all here to serve the public good and to make the world a better place.”

GSPIA Alumnus General Arthur Brown, Jr., (MPIA ’65) delivered the commencement address. General Brown, a retired four-star general, decorated Vietnam veteran, and former U.S. Army Vice Chief of Staff began his address by expressing his gratitude toward GSPIA. “Wow! What a day, and what an opportunity GSPIA has given to me to come back and share my leadership experience with you. This school has made a significant impact on my life that continues today.”

To the graduates, Brown said, “You are equipped to make fact-base recommendations; good decisions based on your belief in doing the right things consistent with your core values.” He shared three suggestions with graduates as they prepare for the next step of their personal and professional journeys.

First, he encouraged students to maintain good physical health. “You are too valuable to your families and your country to allow low level physical conditioning to degrade your ability to perform.” Second, he reminded students to stay knowledgeable about their respective fields. He reflected on what he learned from former GSPIA Professor Nathan Grunstein, who urged students to “study and learn the operational details of every duty and responsibility” and become experts, no matter their vocation. The General also advised graduates to quickly establish credibility in new positions and work hard and become the “go-to” person on the job.

Finally, Brown urged graduates to maintain integrity throughout their careers. According to Brown, others believe that honesty and integrity are born traits and can’t be learned – “I don’t believe that,” he said. “I believe honesty and integrity are learned if the conditions are right.”

In closing, the General advised students to rely on their core values. “We all make mistakes, but at the end of the day, if you have made every effort to be honest, straight forward, and full of integrity, you will be ok.”

Interim Associate Dean Martin Staniland then presented the endowed awards to Leslie Boltaz-Aizenman and Jennifer Zaffuto, Gloria Fitzgibbons Memorial Award Fund; Lance Lindauer and Eloise Peet, Sergeant James “Rip” Taylor Memorial Endowment Fund Award; and Bong Lim Nam, Taraknath Das Foundation Prize Fund.

Dean John Keeler presented the awards given to the students ranked by the faculty as having the best overall record, as determined by both academic achievement and service in each of GSPIA’s five degree programs: Leslie Boltaz-Aizenman (MPPM), Ellen Ramsden (MPA), April Brouwer (MID), Carrie Ann Burggraf (MPIA) and Salma El-Hag-Yousif (PhD). The Dean’s Award, for the most distinguished record among students in terms of academic achievement and service to the school, was awarded to Allison Coffman and Richard Joyce (MPPM).

In Coffman’s final remarks, she thanked the graduating class for their inspirational passion and drive. “I look forward to all of your future accomplishments. I know you will change the world for the better.”
2012 GSPIA Graduation Luncheon

“You are prepared to do the really hard stuff.”
— Kay E. Brown (MPA ’84) at the graduation luncheon held on April 25th, 2012 at the University Club.

Kay Brown, a distinguished public servant and senior executive at the Government Accountability Office (GAO), delivered this year’s Graduation Luncheon address. She advised students to “work hard and do your best, but pay attention to where you can do better. Watch the people you respect and see what they’re doing.”

As a student, Ms. Brown had received the Donald C. Stone Award and now serves on GSPIA’s Board of Visitors. In her address to graduates, Ms. Brown briefly recounted the challenges and successes of her career, from her beginnings with the GAO in West Trenton, New Jersey, to GAO functions at military bases, which led to her current executive role with the GAO in Washington, D.C.

Ms. Brown’s exemplary work with the GAO demonstrates how dedicated and insightful participation in the workplace can lead to great success. “Leadership is not a responsibility that comes with a title. It is a choice you make in the way you contribute.”

Guest speaker Alumna Kay E. Brown (MPA ’84)

During the luncheon, Alumnus Charles Pirtle (PhD ’85) was awarded the International Public Service Award. After holding faculty positions at Kent State University and the University of Pittsburgh, Dr. Pirtle completed a 24-year career at Georgetown University. He retired in 2005 as the Dean of Faculty Affairs and Research Professor in Geopolitics at the School of Foreign Service. Dean John Keeler introduced Dr. Pirtle as a legendary teacher at Georgetown most famous for his course entitled Map of the Modern World.

Dr. Pirtle also offered words of wisdom to the graduating class. He encouraged students to “be proud of who you are, be proud of what you’ve accomplished here, and be proud that [GSPIA] is where you got your degree.” He added, “You never know what doors will open, but you will be prepared to walk through them when they do.”

Charles Pirtle (PhD ’85) accompanied by sister-in-law Marian and wife Mary.
New Scholarship Established in Memory of John McAllister (MURP ’75, PhD ’80)

John McAllister, alumnus and former member of the GSPIA staff, will always be remembered by those who knew him as an outstanding colleague and dedicated family man. Now, thanks to the generosity of the Foundation for the Scotland School for Veterans Children, others will know of John’s legacy through a new scholarship established in his memory.

“John was a true American story. He worked his way through college yet still found time to be a family man and rise to the rank of Brigadier General in the Army Reserves,” said Professor Emeritus Donald “Goldy” Goldstein and former Director of the Matthew B. Ridgway Center for International Security Studies. “John developed a close relationship with General and Ridgway and was instrumental in organizing the event at which General Ridgway received the Distinguished Citizen medal.

During his time at GSPIA, John served as Associate Director of the Ridgway Center and was responsible for GSPIA’s high placement in the prestigious Presidential Management Intern (now Fellowship) program.

After moving from Pittsburgh to Harrisburg with his wife, Susan, and son, Jay, John was invited to serve on the Board of the Foundation for the Scotland School for Veterans Children, a state-supported residential school for the children of veterans.

Sadly, state budget cuts forced the 117-year-old school to close and in early 2012, the Foundation officially dissolved. Regrettable as is the closure of the school, GSPIA is grateful to be one of five organizations receiving a gift from the Foundation and to establish a scholarship in memory of our alumnus, friend, and colleague, John McAllister.
Mildred Robinson Establishes Endowed Student Resource Fund

GSPIA wishes to thank Mildred Robinson for her generous gift with which we have established the General Roscoe and Mildred Robinson Endowed Student Resource Fund. The fund will provide support for prizes, tuition awards, books, travel, or other educational expenses for students enrolled in the Graduate School of Public and International Affairs. General Roscoe Robinson, as readers of GSPIA Perspectives may recall, was the first African American four-star general in the U.S. Army. General Robinson earned the MPIA degree from GSPIA in 1964 and received GSPIA’s Distinguished Alumnus Award in 1982. In 2008, GSPIA emeritus professor Donald Goldstein established a fund to provide support for an annual lecture series in Gen. Robinson’s honor. In 2009, a classroom at GSPIA was dedicated in honor of General Robinson, and in 2010, GSPIA emeritus professor Leon Haley published a biography of Roscoe Robinson Jr. titled “The Quiet One.”

Alumnus Establishes Endowment to Support Faculty Research

Thanks to a loyal alumnus, GSPIA now has a special fund to support the scholarly activities of its faculty. The fund, established with a generous gift from Jeffrey G. Mora (MPA ’66), is the first endowed fund specifically established to support faculty research. Awards from the fund will be made by the Dean of GSPIA with preference given to faculty members who teach or conduct research in the area of Public Administration.

Jeffrey is retired from the U.S. Department of Transportation’s Federal Transit Administration (FTA) in Washington, DC, where he held management positions in FTA’s Office of Research, Demonstration and Innovation. The Office works to advance technology in the nation’s mass transit systems.

“I am pleased to recognize and support the work of the outstanding faculty members at GSPIA. GSPIA has an important place in the development of public administrators who now, more than ever, confront increasingly challenging and complex problems. It is my hope that with this gift, GSPIA faculty will be able to pursue new research and public policy solutions to meet the challenges of public administration in the 21st century.” We thank Jeffrey for his years of support and for dedicating this special gift to members of the GSPIA faculty.

Through the generosity of Jeffrey G. Mora (MPA ’66), this fund will provide support to GSPIA faculty members who teach or conduct research in the area of Public Administration.
Charitable gift annuities bring the benefits of a life-income gift into reach for many donors. Of all the gifts that pay you back, the charitable gift annuity is the simplest, most affordable, and most popular. You make a gift to the University of Pittsburgh and in return, we agree to make fixed payments to you for life. The gift agreement is a simple contract between you and the University of Pittsburgh. Your payments become one of our general obligations, fully backed by all our assets. You receive a charitable income tax deduction for creating a gift annuity, based on the fair market value of the assets you contributed minus the present value of the life-income interest you retained. A charitable gift annuity at the University of Pittsburgh can be created with a gift of $10,000 or more. Your gift annuity can make payments to a maximum of two people. Gift annuity rates are partly determined by the age of the beneficiary. Younger donors may find planning benefits in a deferred gift annuity.

Charitable trusts can provide significant estate and financial planning benefits. A charitable lead trust holds your gift of appreciating assets, pays income to the University of Pittsburgh for a period of years, and then returns the remaining principal to you—or to other beneficiaries. Many donors use charitable lead trusts to pass assets to their children or other heirs. Charitable lead trusts work well for donors who are in a high earnings period where re-directing income to charity makes sense, or who want a deduction but don’t want to part permanently with a valuable asset. A charitable remainder annuity trust combines the flexibility of an individually managed trust with the stability of fixed regular income. The annuity trust pays its beneficiaries a fixed percentage of the initial value of the assets that funded the trust. Income from an annuity trust can be paid to you and to other beneficiaries for lifetime, for a term of up to 20 years, or for a combination of both. When the annuity trust terminates the remaining balance will be available for the use you designated when you created the trust.

For more information including personalized illustrations of giving options, please contact your alumni relations and development team:

Jean Hale
Director, Alumni Relations and Development
Jmh73@pitt.edu
412-624-6660

Emily Twargowski
Associate Director, Alumni Relations and Development
Ect3@pitt.edu
412-648-7430

When can your gift to GSPIA give back to you? When it is a charitable gift annuity or a charitable trust.

Bequests
If you’d like to help build the long-term financial strength of the University of Pittsburgh but feel you cannot make a significant gift today, your solution may be a charitable bequest. A bequest under your will or revocable trust can complement your lifestyle and commitments today while supporting the University of Pittsburgh tomorrow. Donors choose a bequest because: it does not affect your assets or cash flow during your lifetime; it is revocable – you can change the provisions in your will or trust at any time; and it is private – your will is not filed or made public until your death.

1787 Society
The 1787 Society is a special recognition given by The University of Pittsburgh to express its gratitude to donors who have made planned or deferred gifts to the University – regardless of size – through a bequest, annuity, trust, life insurance policy, or other planned or deferred gift opportunity.
1960’s

Marshall Bond MPA ’69 continues to build on a 30-year municipal management career as Interim Manager of South Fayette Township.

Solomon Banks MPA ’66 is a retired Los Angeles Housing Department Director living in Rancho Palos Verdes. He sits on the Tuskegee University Board of Trustees.

Norton Berman MPA ’63, of suburban New Orleans, LA, is the former President of the Berman Group, an international economic development consultancy, and Minister of Economy for the State of Michigan.

Dorothy de Zafra Atwell MPIA ’65 serves as a long-term care ombudsman in Montgomery County, MD, and member of the Lifelong Learning Advisory Council at the University of Rochester.

Ambrose Yeo-chi King PhD ’70, MPA ’66, a renowned Hong Kong sociologist, educator, writer and academic, is a former Vice Chancellor and Professor Emeritus of the Chinese University of Hong Kong.

Nancy Lane MPA ’69, a retired Johnson & Johnson executive residing in New York City, and retired Port Authority of New York and New Jersey COO Ernesto Butcher MPIA ’71 are members of Bloomfield College’s Board of Trustees.

1970’s

Cheryl Campbell MPA ’76 retired in June 2011 as Director of the U.S. Department of Housing and Urban Development (HUD) Pittsburgh Field Office after 38 years in successive leadership positions within HUD’s major divisions.

Cathleen (McInerney) Barnes MPIA ’79 is the International Programs Manager in the U.S. Environmental Protection Agency Office of Pesticide Programs. She lives in Silver Spring, MD, with husband Ken Barnes MPA ’79.

Marjorie Bride MURP ’71 serves as VP for Special Interest Groups at Odysseys Unlimited, a Boston-based international tour operator, and sits on the boards of the Mitchell Institute, Outward Bound, the Posse Foundation and Sparking Life.

William V.S. Bull MPA ’76 is a career Ambassador in distinguished service to the Liberian Government since 1972, including as current Ambassador to the United States.

Ray Christman MURP ’75 has been named Senior Vice President for the Trust for Public Land’s Mid-south Division based in Atlanta, GA.

George Cretekos MPA ’70 was elected Mayor of Clearwater, FL, in January. He previously served the city as both Vice Mayor and Councilman.

Daniel DiMucci MURP ’78 has been appointed to the Chester County (PA) Planning Commission. He is a Senior Vice President at Philadelphia-based engineering firm Pennoni Associates.

Tom Eggum MUN ’73, a Senior Engineer with TKDA in St. Paul, MN, was inducted as a Donald C. Stone Public Works Leadership Fellow, a program of the American Public Works Association named for GSPIA’s founding dean.

Bruce Fosselman MPA ’77 is Township Manager of Lower Macungie, an Allentown, PA, suburb encompassing 22.9 square miles and 31,000 residents.

Elam Herr MPA ’76 serves as Assistant Executive Director of the Pennsylvania State Association of Township Supervisors near Harrisburg.

Bruce Jay MPIA ’70, in retirement from a career with international and local NGOs, divides his time between Coral Springs, FL, and the Brazilian coast, where he is a counselor and member of the Association of Hotels, Resorts and Bed & Breakfasts.

Lamy Laverenz MPA ’70 is a Program Manager in the Office of Refugee Resettlement within the Administration for Children and Families, U.S. Department of Health and Human Services, in Washington, DC.

Michael Marmo MPA ’78 was elected to his first full term as an Allegheny County Court of Common Pleas Judge in November 2011.

Steve McBride MPIA ’78 has over 25 years’ experience as a management consultant in the U.S. and Europe, and works as a divorce mediator and financial expert in Denver, CO.

J. Scott Miller MPA ’74 serves as City Manager of Leavenworth, KS.

James Moynhian MPA ’78 is General Manager of the North Attleboro Electric Department in Massachusetts.

Vincent Nigrelli MPIA ’76 is Founder and President of Pittsburgh-based healthcare company Automated Security Alert.

Naseli Bau Okha MPIA ’78 holds the title of Director for the Management of Regimes at the Electricity Sector Regulatory Agency in Yaoundé, Cameroon.

Harvey Robins MPA ’70 was featured in a December 2011 New York Times article as an “unusual straight talker” about his time as a New York City government official, including Director of the Mayor’s Office of Operations.

David Siegel MPIA ’73 freelances as a DC-area theater critic in his retirement from a 40-year career in public service, most recently with the U.S. Department of Health and Human Services.

Stanley Sienkiewicz MPIA ’77 is Acting Chief of the Congressional Liaison Division at the U.S. Agency for International Development (USAID) in Washington, DC.

Dennis Sobota MPW ’75 is director of both quality management and construction administration at Clark Nexsen Architecture and Engineering, Norfolk, VA. He is a member of multiple professional associations and boards, including the Chesapeake Bay Preservation Area Board.

Laurence Tobey MPIA ’79 is serving as U.S. Consul General in Ankara, Turkey.

Ethel Hill Williams MPA ’72 received an Order of the Tower Award for exemplary service to the University of Nebraska Omaha, where she is the Reynolds Professor of Public Affairs and Director of the School of Public Administration.
1980’s

Keun Namkoong PhD ‘89 has been appointed President of Seoul National University of Science & Technology.

Robert Dunn MPIA ‘84 visited GSPIA in 2011 from Dubai, where he serves as Commercial Attaché for the U.S. Commercial Service.

Tami (Lacoursiere) Fries MPIA ‘89 serves as Director for Solutions Delivery at Development Alternatives Inc. (DAI) in Bethesda, MD.

Husband Robert Fries MPIA ‘89 is Managing Director of Financial Services at ACDI/VOCO.

Amer Kayani MPIA ‘87 was a featured speaker at the 2011 Pittsburgh Middle East Institute Conference. He is the Minister Counselor for Commercial Affairs for Saudi Arabia and Bahrain based at the U.S. Embassy Riyadh.

Marita Kelley MPA ‘85 was elected President of the American Society for Public Administration, Central Region. She is a Local Government Policy Specialist with the PA Department of Community & Economic Development in Harrisburg.

John-Paul Marotta MPA ‘87 is BNY Mellon’s Managing Director and Corporate Trust Sales Manager for the Asia Pacific Region in Hong Kong.

Darryl Rogers MPIA ‘86 is Director of the CEO Academy at the Center for Employment Opportunities, a New York City nonprofit.

William Sabol PhD ’88 is a Deputy Director with the Bureau of Justice Statistics in Washington, DC. Véronique Salze-Lozac’h MPIA ’89 relocated from Cambodia to Thailand for a new position with the Asia Foundation as Director of Economic Development and Chief Economist.

1990’s

Ericson Kimbrel MPIA/JD ’99 has joined the Pittsburgh law office of Leech Tishman as member of the Construction and Litigation Practice Groups.

Khaled Almahawiss MPA ‘91 brought his family to Pitt’s campus while visiting from Saudi Arabia last July.

Kenza Aqerit-Mzibri MPIA ‘97 has joined Rights & Democracy, a.k.a. the International Centre for Human Rights and Democratic Development, in Montreal as Deputy Director of Programs.

Andrew Brinser MPIA ‘99 is a U.S. Navy Officer serving as Geo-Political Branch Chief at the U.S. Pacific Command Joint Intelligence Operations Center in Hawaii.

Mary Bula MPA ‘90 accepted a job as Vice President of the United Way of Erie County, PA, and Project Facilitor for Erie Together.

Kris Burke Sortini MPIA ’93 is based in Geneva, Switzerland, as the CAPEX (capital expenditures) Director at Polo Ralph Lauren Europe.

Molly Cernicke MPIA ‘92 is CEO of AchieveHER, a website dedicated to empowering girls through sports and recreation.

James Silits III MPA ‘82 is the Secretary and Chief Information Officer in the State of Delaware Department of Technology and Information.

Judy Smith MPA ‘80 was appointed City Manager of Palos Verdes Estates, CA, in August 2011 after 16 years in multiple city positions.

Scott Sheridan Wishart MPIA ’87 attended Pitt Homecoming 2011 from Pamplona, Spain, where he is Assistant Dean, International Program, at the Universidad de Navarra School of Law.

Breena Coates PhD ’99, MPA ‘93 acknowledged current and former GSPIA faculty members Louise Comfort and Jay Shafritz in the book Women as Transformational Leaders. She is a Professor of management in California State University, San Bernardino’s College of Business and Public Administration.

Tracey (Bucher) CohenMPIA ‘95 is Chief Operating Officer of the DC Lottery and Charitable Games Board.

Dave Coplan MPA/MSW ‘93 was among the first Sargent Shriver Community Service Award recipients from the Community Action Association of Pennsylvania. He is Executive Director of the Human Services Center, Director of the Mon Valley Providers Council and teaches nonprofit management and fundraising at GSPIA.

Kamili Fage PhD ’90, MPA ‘89, MPIA ‘82, Professor of Political Science at Bayano University Kano, Nigeria, visited GSPIA last fall with Buba Misawa MPIA ‘85.

Stephen Garber MPIA ‘93 has a new position at NASA Headquarters providing legislative affairs support to the Science Mission Directorate.

Yukina Catherine Koike MPIA ‘99 relocated to Italy to work as a Procurement Officer with the UN World Food Programme in Rome.

Matthew Murray MPIA ’97 returned from a long-term assignment in China to State Department headquarters to serve as Special Assistant for East Asia to the Under Secretary of State for Economic, Energy and Agricultural Affairs.

Darcy Roehling MPIA ‘90 is a 20-year resident of the Asia-Pacific region, including Singapore, where she serves as Director of Client Strategy and Business Development at Aperian Global.

M. Rizki Safari MPIA ‘97 is a Deputy Director at Ministry of Foreign Affairs Indonesia.

David Svec MPIA ‘99 is Founder and Principal of Veris Group, a DC-area cybersecurity services firm named among the Inc. 5000, Washington Technology Fast 50, and Virginia Chamber of Commerce Fantastic 50.

Michele Tate MPA ‘95 is completing her 15th year as a Regulatory Coordinator with the PA Department of Environmental Protection in Harrisburg.

William Terry MURP ’98 has joined the Government Affairs team at the American Public Transportation Association in Washington, DC.

David Tobicsyk MPPM ’98 is Vice President of Marketing and Development at Goodwill of Southwestern Pennsylvania.

2000’s

Roozbeh Aliabadi MPIA ’08 is a New York City-based Managing Partner of Global Growth Advisors and Principal Investor of Rooz Capital LLC.

Chip Amoe MPA/JD ’03 married Emily Barton on May 14, 2011. He also relocated to the Detroit, MI, area for a government affairs position at Henry Ford Health System.

Marina Augustidis MID ‘05 is a Senior Associate for leadership programs at The Brookings Institution Center for Executive Education in Washington, DC.

Joy Braunstein MPA ‘08, Director of the Holocaust Center of Greater Pittsburgh, was the subject of a Pittsburgh Post-Gazette “person of interest” profile.

Meryl Cohen MID ’08 accepted a Finance and Grants Coordinator position with Conservation International, an environmental nonprofit in Alexandria, VA.

Tom Copeland PhD ’06, MPIA ’92 released a new book, Drawing a Line in the Sea, about the 2010 Gaza flotilla incident. He is an Associate Professor at Geneva College in Beaver Falls, PA.

Kristen Denne MPA ’02 is the City Manager of Johnstown, PA.

Dimitar Dimitrovski MPPM ’06 visited the school in April from Skopje, Macedonia, where he works as a Policy/Legal Specialist with the International Finance Corporation Advisory Services, Europe & Central Asia.

Ryan Driscoll MPIA ’08 and PhD candidate Evan Brown are serving together in Eastern Afghanistan with the Oklahoma National Guard 45th Infantry Brigade Combat Team.

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Mahendra Lawoti PhD ’02 received an early appointment as a Professor in the Department of Political Science at Western Michigan University in Kalamazoo.

Seth Hufford MPPM ’02 is Chief of Staff for Allegheny County Controller Chelsa Wagner, responsible for overseeing strategic planning and organizational development.

Ron Idoko MPA ’07 has joined the Pitt Alumni Association staff as Director of Clubs and Councils.

Sarah Factor MPPA ’05, a U.S. Department of Defense Foreign Affairs Specialist, was the recipient of an Office of the Secretary of Defense Medal for Exceptional Civilian Service.

Brad Funari MPA/ID ’02 and wife Mira welcomed a third daughter, Zoe Anne, on May 21, 2011.

Melanie (Schert) Ewert MID ’08 works for World Vision in Tirana, Albania, as Advocacy Manager for Albania and Kosovo.

Alex Graziani MPPM ’05 was appointed City Manager of Latrobe, PA, in August 2011.

Joo Hun Lee PhD ’08 was named Assistant Professor of Public Administration at the University of Seoul.

Sharad Joshi PhD ’06 was promoted to Assistant Professor of Terrorism and Nonproliferation Studies in the Graduate School of International Policy and Management at the Monterey (CA) Institute of International Studies.

Jovan Jovanovic MPPA ’00 has been appointed Serbia’s Ambassador to Indonesia.

Perry Maddox MID ’04 is based in Nicaragua as an International Strategy and Performance Advisor with the Restless Development, an international NGO.

Alex McCarthy MPIA ’06, a VP with Meisrow Financial, bid farewell in person before moving overseas to open the firm’s Hong Kong office.

Sameera Pochiraju MID ’08, a Senior Associate with Booz Allen Hamilton, has returned from an assignment in Kenya as a subcontractor on a USAID-funded HIV/AIDS drug supply chain management project.

Shannon (Hughes) Reiter MPA ’03 is President of Keep Pennsylvania Beautiful, a nonprofit based in Greensburg.

Laura Rich MPIA ’08 secured a Business Systems Analyst position at The Coca-Cola Company in Atlanta.

Daisaku Sakaguchi MPIA ’05 was promoted to Professor in the School of Defense Studies at the National Defense Academy Japan, a four-year university-level military academy located in Yokosuka, Kanagawa.

Kelly (Flynn) Saldana MPIA/MPH ’01 was made Deputy Director in the Office of Health Infectious Diseases and Nutrition at USAID in Washington, DC.

Gary Schaub PhD ’03 accepted a tenured Senior Researcher position at the University of Copenhagen Centre for Military Studies.

Scott Smith MPPM ’00 is Chief of the Pittsburgh Multifamily Housing Production Branch of the U.S. Department of Housing and Urban Development.

Florencia Tateossian MPIA ’03 has joined the United Nations Entity for Gender Equality and the Empowerment of Women, a.k.a. UN Women, as an Evaluation Specialist.

Irene Tzinis MPIA ’07, a Data Manager with ASRC Research and Technology Solutions for NASA, married Gary Mather on May 29, 2011.

Alyce Williams MPA ’04 was promoted to Senior Program Analyst at the U.S. Department of Veterans Affairs, Office of Business Process Integration, in Washington, DC.

Christine Waller MPIA ’11 was promoted to senior communications manager at Mylan, a Pittsburgh-area Fortune 500 pharmaceutical company.

Lauren Ackerman MPIA ’11 will complete her Presidential Management Fellows Program rotation with the State Department in South Korea, assisting the Deputy Commissioner with the 2012 World Expo in Yeosu.

Brandon Mendoza MPA ’11 is a Government Affairs Associate with the Greater Pittsburgh Chamber of Commerce.

Caitlin Newman MPIA ’11 and Paul Thistle were married in June 2011 and relocated to Tanzania to serve as Site Coordinators for Amizade Global Service-Learning.

David Ogunsanya MPA ’11 accepted a Program and Marketing Manager position with City First Homes, a DC Government affordable housing nonprofit.

Walled Shirzoi MPIA ’10 was recruited by AECOM in May 2011 to open the firm’s Hong Kong office.

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IN MEMORIAM

Joseph Coffey, Professor Emeritus, died in March 2012 in Princeton, NJ, at age 96. In addition to Pitt, he taught at Georgetown, Carnegie Mellon and Princeton universities.

Ethan Goble MPIA ’08 died in September 2011 at age 28. He worked for Target Corporation and the National Cyber-Forensics & Training Alliance before joining the Defense Intelligence Agency as an Analyst based in Honolulu, HI.

Daryl Grecich MPIA ’91 died in February 2011 at age 44. He was the Director of Marketing and Programs Strategy at the International Trade Association in New York City.

Paul Hammond, of Salt Lake City, UT, a former GSPIA international security studies professor and author, died in March 2012 at age 83.

Samuel Hurley MPW ’73 died in December 2010 at age 75. After a distinguished career with the City of Chicago, he worked for the O’Hare International Airport Development Program at Globetrotters Engineering Corporation.

Judith Karnas MPIA ’75 died in May 2011. She was a longtime Vice President with Prudential Douglas Elliman Real Estate in New York, NY.

David Lauth MPA ’65, a retired U.S. Coast Guard Rear Admiral, died in October 2011 at age 83 in El Cajon, CA.

William Loebman MURP ’72 died in April 2011 at age 63 in Glendale, CA, where he ran a gastroenterology practice.

Jeanne Schauble MPIA ’69 died in October 2010 at age 64. As a longtime director at the National Archives in College Park, MD, she was responsible for the declassification of more than a billion pages of historical records.
Alumni Gatherings

Varna

Professor Carolyn Ban reunited with (L-R) Artan Karini MPA ’01, Velia Kreci MPA ’01, and Emilia Zankina PhD ’01 in Bulgaria at a May 2011 meeting of the Network of Institutes and Schools of Public Administration in Central and Eastern Europe.

Riyadh

Dean Keeler met prominent Saudi Pitt and GSPIA graduates at a September 2011 reception at the Institute of Public Administration, including GSPIA graduates at a September 2011 meeting of the Network of Institutes and Schools of Public Administration in Central and Eastern Europe.

Washington, DC

Joining staff member Jess Hatherill MPA ’03 at the Irish Whiskey Public House in April were Whitney Grespin MPA ’09, Yolanda King MPA ’09, Claire Yerke MPA ’10, Matt Desjardins MPA ’10, Kyle Lamborn MPA ’04, Tim Snyder MPA ’09/MPA ’76, Tom Saly MPA ’10, Sam Miranda MPA ’88, Deanna Ratnikova MPA ’10, and Lynsey Wood Jeffrey MPA ’00.

Pittsburgh

A speed networking event held downtown in April in conjunction with the Pittsburgh Young Professionals organization was attended by Jennifer Legler MPA ‘05, Jessica Hatherill MPA ’03, Chris Masciantonio MPA ’89, Ryan Ambrose MPA ’11, Jessica Kopsic MPA ’08 and Neel Cherukuri MPA ’10.

Returning to campus for a reception during Pitt Homecoming were Mary Louise Bittner MPA ’83, Stacey Chick MPPM ’07, Jane Downing MURP ’70, Paul Fero MPA ’90, Lynsey Wood Jeffries MPA ’00, Dave Jeffries MPA ’00, Kevin Keams PhD ’84/MPA ’80, Velia Kreci MPA 01, Mary Jane Kuffner Hirt PhD ’83/MPA ’75, Michelle Landery MPA ’03, Steve Morus MPA ’86, Kevin Newak MPA ’09, Ivonne Astrid Pena-Cabra ‘10, Anthony Ruggiero MPA ’99, Jacqueline Saslawski MPA ’01, Julia Shepard MPPM ’03, Jacob Simon MPA/JD ’05, Jim Sloss MPA ’00, Christine Waller MPA ’11, and GSPIA’s representative to the Pitt Alumni Association, Ty Gourley MPA ’10.

Devin Harris MPA ’06, Jessica Kopsic MPA ’08, Heather Ryan MPA ’08, Josephine Mills MID ’10, Sally Fishback MID ’10, Jennifer Novelli MID ’03 and Xinyue Zong MPA ’12 spent a Saturday afternoon last July sorting and packing medical supplies at Global Links.

Ryan Ambrose MPA ’11, Brian Gruetze MPA ’11, Ty Gourley MPA ’10, Qing Hu MPA ’11, Courtney Kaezyk MPPM ’11, Barb Pavliakova MID ’10, Jay Rickabaugh MPA ’11, Jim Sloss MID ’00 and Dan Stiker MPA ’11 caught up downtown at Tonic Bar and Grill in June 2011.
GSPIA Celebrates 2012 Graduation